



**20
25**

Laporan Tahunan
Annual Report

PT LRT Jakarta

Mengoptimalkan Aset dan Digitalisasi untuk **MENINGKATKAN MOBILITAS PERKOTAAN**

Optimizing Asset and Digitalization
TO ENHANCE URBAN MOBILITY



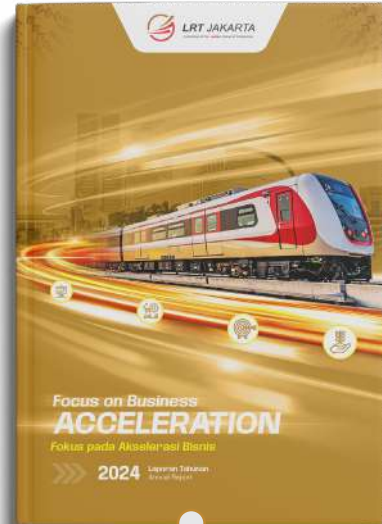
Kesinambungan Tema

Theme Continuity

2024

Focus on Business Acceleration

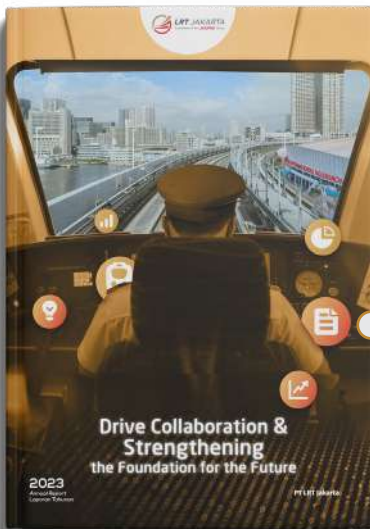
Fokus pada Akselerasi Bisnis



2023

Drive Collaboration & Strengthening the Foundation for the Future

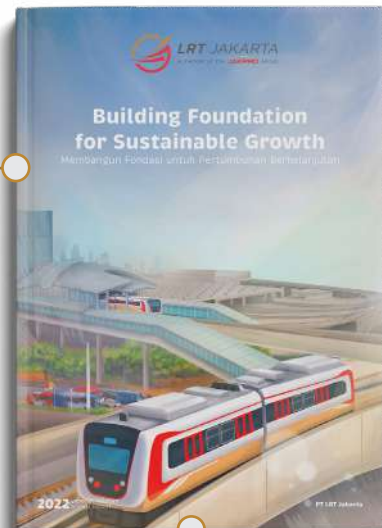
Mendorong Kolaborasi dan Memperkuat Fondasi untuk Masa Depan



2022

Building Foundation for Sustainable Growth

Membangun Fondasi untuk Pertumbuhan Berkelanjutan



2021

The Pursuit of Inclusive Growth

Mengejar Pertumbuhan Inklusif



Sekapur Sirih

Theme

2025

Optimizing Asset and Digitalization to Enhance Urban Mobility

Mengoptimalkan Aset dan Digitalisasi untuk Meningkatkan Mobilitas Perkotaan



Tahun 2025 menjadi periode penting bagi PT LRT Jakarta (“Perseroan”) dalam memperkuat perannya sebagai penyedia layanan transportasi publik perkotaan yang andal, inklusif, dan berkelanjutan. Selaras dengan arah pembangunan Pemprov DKI Jakarta untuk mewujudkan Jakarta sebagai kota global yang berketahanan, berdaya saing, dan berkelanjutan, Perseroan menekankan strategi yang memaksimalkan pemanfaatan aset sekaligus mendorong transformasi digital di seluruh aspek operasional dan layanan.

Optimalisasi aset dilakukan untuk memastikan keandalan sarana dan prasarana, meningkatkan utilisasi, serta mendukung kesiapan pengembangan layanan ke depan. Di sisi lain, pemanfaatan teknologi digital menjadi fondasi penting dalam menghadirkan pengalaman perjalanan yang lebih mudah, aman, dan terintegrasi bagi seluruh pengguna, sekaligus mendukung efektivitas operasional dan pengambilan keputusan berbasis data.

Sepanjang 2025, Perseroan menghadirkan inovasi dan penguatan sistem operasional, termasuk pengembangan solusi layanan digital dan pembayaran yang adaptif terhadap kebutuhan masyarakat. Upaya ini dilakukan dengan mempertimbangkan nilai-nilai LRTJ — Lincah, Ramah, Terpercaya, dan Jujur agar setiap program kerja yang dijalankan dapat memberikan nilai tambah bagi pemegang saham, pemerintah, dan masyarakat Jakarta.

Langkah-langkah strategis yang ditempuh mencerminkan komitmen Perseroan untuk terus bertransformasi secara berkelanjutan, memaksimalkan nilai aset yang dimiliki, dan memanfaatkan digitalisasi sebagai penggerak utama dalam meningkatkan kualitas layanan transportasi publik. Hal ini juga menjadi fondasi bagi Perseroan untuk mendukung visi Jakarta menjadi kota global yang kompetitif, inklusif, dan berdaya saing.

The year 2025 marked a pivotal period for PT LRT Jakarta (“the Company”) in strengthening its role as a reliable, inclusive, and sustainable urban public transportation provider. In line with the development direction of the Jakarta Provincial Government to position Jakarta as a resilient, competitive, and sustainable global city, the Company emphasized strategies that optimize asset utilization while driving digital transformation across all operational and service aspects.

Asset optimization was carried out to ensure the reliability of facilities and infrastructure, enhance utilization, and support readiness for future service expansion. Meanwhile, leveraging digital technologies became a key foundation for delivering a seamless, safe, and integrated travel experience for all users, while also enhancing operational efficiency and enabling data-driven decision-making.

Throughout 2025, the Company introduced innovations and strengthened operational systems, including the development of adaptive digital service and payment solutions tailored to the needs of the public. These initiatives were implemented in accordance with the LRTJ values — Agility, Service, Reliability, and Integrity—ensuring that each program delivers added value to shareholders, the government, and the people of Jakarta.

The strategic measures undertaken reflect the Company’s commitment to continuous sustainable transformation, maximizing asset value, and harnessing digitalization as a key driver to enhance the quality of public transportation services. These efforts also serve as a foundation for supporting Jakarta’s vision of becoming a competitive, inclusive, and resilient global city.

Daftar Isi

Table of Contents

Kesinambungan Tema Theme Continuity	
Sekapur Sirih Theme	1
Daftar Isi Table of Contents	2

Kinerja Utama 2025 2025 Performance Highlights

Kinerja Unggul 2025 2025 Key Performance	6
Ikhtisar Data Keuangan Penting Key Financial Data Summary	7
Ikhtisar Operasional Operational Highlights	12
Kinerja Operasi Segmen Operation & Services Operational Performance of Operation & Services Segment	13
Kinerja Perawatan Prasarana Infrastructure Maintenance Performance	15
Kinerja Perawatan Sarana Rolling Stock Maintenance Performance	17
Ikhtisar Saham Stock Highlights	18
Informasi Tentang Obligasi, Sukuk, atau Obligasi Konversi Information on Bonds, Sukuk, or Convertible Bonds	19
Informasi Tentang Sumber Pendanaan Lainnya Information on Other Sources of Funding	20
Peristiwa Penting Significant Events	20

Laporan Manajemen Management Report

Laporan Dewan Komisaris The Board of Commissioners' Report	24
Laporan Direksi The Board of Directors' Report	32

Profil Perusahaan Company Profile

Informasi Umum dan Identitas Perusahaan General Information and Corporate Identity	52
Riwayat Singkat Perusahaan Company History	53
Keanggotaan Asosiasi Membership in Associations	54
Perubahan Perusahaan yang Bersifat Signifikan Significant Changes in the Company	54

Sertifikasi Certifications	55
Jejak Langkah Milestones	56
Kegiatan dan Bidang Usaha Business Activities and Lines of Business	58
Pengembangan Produk dan Jasa Product and Service Development	61
Wilayah Operasi Operational Area	63
Visi, Misi, Sikap Dasar dan Budaya Perusahaan Vision, Mission, Core Attitude and Corporate Culture	66
Sosialisasi dan Internalisasi Tata Nilai Perusahaan Socialization and Internalization of the Corporate Values	67
Struktur Organisasi Organization Structure	68
Penghargaan Awards	70
Profil Dewan Komisaris Profile of the Board of Commissioners	72
Profil Direksi Profile of the Board of Directors	76
Demografi Karyawan Employee Demography	81
Pengembangan Kompetensi Karyawan Employee Competency Development	83
Biaya Pelatihan dan Pengembangan Karyawan Cost of Employee Training and Development	84
Pendidikan dan/atau Pengembangan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Unit Manajemen Risiko Education and/or Training of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, Internal Audit, and Risk Management Unit	85
Komposisi Pemegang Saham Shareholders Composition	87
Struktur Grup Perusahaan Company Group Structure	90
Informasi Tentang Entitas Anak, Entitas Asosiasi Serta Joint Venture (JV) dan Special Purpose Vehicle (SPV) Information on Subsidiaries, Associated Entities, Joint Ventures (JV), and Special Purpose Vehicles (SPV)	90
Kronologis Penerbitan dan Pencatatan Saham Chronology of Share Issuance and Listing	90
Kronologis Penerbitan dan Pencatatan Efek Lainnya Chronology of Issuance and Listing of Other Securities	91
Lembaga dan Profesi Penunjang Supporting Institutions and Professions	91
 Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan Management Discussion and Analysis of Company Performance	
Tinjauan Makroekonomi Macroeconomic Overview	94

Tinjauan Operasi per Segmen Usaha Operational Review of Business Segment	95
Aspek Pemasaran Marketing Aspects	103
Tinjauan Keuangan Financial Review	104
Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang Solvency And Collectability Rate	109
Struktur Modal dan Kebijakan Manajemen atas Struktur Modal Capital Structure and Management Policy on Capital Structure	111
Ikatan yang Material untuk Investasi Barang Modal Material Commitment for Capital Expenditure	112
Realisasi Investasi Barang Modal Capital Expenditure Realization	112
Pencapaian Target dengan Realisasi dan Target/Proyeksi ke Depan Target Achievement, Realization, and Projections	113
Kebijakan dan Pembagian Dividen Dividend Policy and Distribution	115
Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen (ESOP/MSOP) Employee and/or Management Stock Ownership Programs (ESOP/MSOP)	116
Realisasi Penggunaan Dana Hasil Penawaran Umum Realization of Proceeds from Public Offerings	116
Informasi Material untuk Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal Material Information for Investment, Expansion, Divestment, Merger/ Consolidation, Acquisition, and Debt/ Capital Restructuring	116
Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi Material Transactions Involving Conflicts of Interest and/or Related Party Transactions Related Party Policy	117
Perubahan Kebijakan Akuntansi Changes in Accounting Policy	119
Aspek Perpajakan dan Kontribusi terhadap Negara Tax Aspects and Contribution to the State	119
Informasi Kelangsungan Usaha Business Continuity Information	120
Prospek Usaha Business prospect	122
Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan Material Information and Facts Subsequent to the Accountant's Report Date	123
 Fungsi Penunjang Bisnis Business Support Function	
Tata Kelola Sumber Daya Manusia Human Capital Governance	126
Tata Kelola Teknologi Informasi Information Technology Governance	133

	Tata Kelola Perusahaan Corporate Governance	
Komitmen Perusahaan dalam Penerapan Tata Kelola Perusahaan The Company's Commitment to Implement Good Corporate Governance	144	
Perkembangan Penerapan Tata Kelola Perusahaan Secara Berkelanjutan Sustainable Development of Corporate Governance Implementation	147	
Rapat Umum Pemegang Saham General Meeting of Shareholders	150	
Dewan Komisaris Board of Commissioners	161	
Direksi Board of Directors	174	
Penilaian Kinerja Dewan Komisaris dan Direksi Performance Assessment of the Board of Commissioners and the Board of Directors	190	
Nominasi dan Remunerasi Dewan Komisaris dan Direksi Nomination and Remuneration of the Board of Commissioners and Board of Directors	195	
Keberagaman Komposisi Dewan Komisaris dan Direksi Diversity in the Composition of the Board of Commissioners and Board of Directors	201	
Pengungkapan Rangkap Jabatan Dewan Komisaris dan Direksi Disclosure of Concurrent Positions of the Board of Commissioners and Board of Directors	202	
Hubungan Afiliasi antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali Affiliated Relationships between the Board of Directors, the Board of Commissioners, and Major and/or Controlling Shareholders	203	
Organ Pendukung Dewan Komisaris Supporting Organs of the Board of Commissioners	204	
Sekretariat Dewan Komisaris Board of Commissioners' Secretariat	205	
Komite Audit Audit Committee	210	
Fungsi Nominasi dan Remunerasi Nomination and Remuneration Function	217	
Organ Pendukung Direksi Supporting Organs of the Board of Directors	221	
Sekretaris Perusahaan Corporate Secretary	221	
Audit Internal Internal Audit	226	
Auditor Eksternal External Auditor	231	
Sistem Pengendalian Internal Internal Control System	234	
Sistem Manajemen Risiko Risk Management System	237	
Perkara Hukum Legal Cases	244	
Sanksi Administratif Administrative Sanctions	245	

Akses Informasi dan Data Perusahaan Access to Corporate Information and Data	245
Pedoman Perilaku Perusahaan Corporate Code of Conduct	246
Kebijakan Pemberian Kompensasi Jangka Panjang Bagi Manajemen dan/atau Karyawan Long-Term Compensation Policy for Management and/or Employees	252
Kebijakan Pelaporan Kepemilikan Saham Dewan Komisaris dan Direksi Share Ownership Disclosure Policy for the Board of Commissioners and Board of Directors	252
Sistem Pelaporan Pelanggaran Whistleblowing System	253
Kebijakan Antikorupsi Anti-corruption Policy	257
Sistem Manajemen Anti Penyuapan Anti-Bribery Management System	258
Kebijakan Pengendalian Gratifikasi Gratification Control Policy	261
Kebijakan untuk Mencegah Terjadinya <i>Insider Trading</i> Insider Trading Prevention Policy	263
Kebijakan Pengunduran Diri Anggota Dewan Komisaris dan Direksi yang Terlibat dalam Kejahatan Keuangan Policy on the Resignation of Members of the Board of Commissioners and Board of Directors who are Involved in Financial Crimes	263
Kebijakan Terkait Aktivitas Politik dan Sosial Organisasi Policy Related to Political and Social Organizational Activities	263
Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) State Official Asset Declaration Report (LHKPN)	264
Pengadaan Barang dan Jasa Procurement of Goods and Services	265
Penanggung Jawab Penerapan Kinerja Keberlanjutan Person in Charge of Implementing Sustainability Performance	269
Pengembangan Kompetensi Terkait Keberlanjutan Development of Sustainability-Related Competencies	269
Kerangka Governansi, Pengelolaan dan Pengendalian Aspek Perpajakan Governance Framework, Management and Control of Tax Aspects	270
Transparansi Praktik <i>Bad Corporate Governance</i> Transparency Regarding Bad Corporate Governance Practices	271
Penerapan Pedoman Umum Governansi Korporat Indonesia (PUGKI) Implementation of the General Guidelines for Indonesian Corporate Governance (PUGKI)	272
	Laporan Keberlanjutan Sustainability Report
Ikhtisar Keberlanjutan Sustainability Highlights	290
Komitmen dan Strategi Keberlanjutan LRT LRT's Commitment and Sustainability Strategy	293

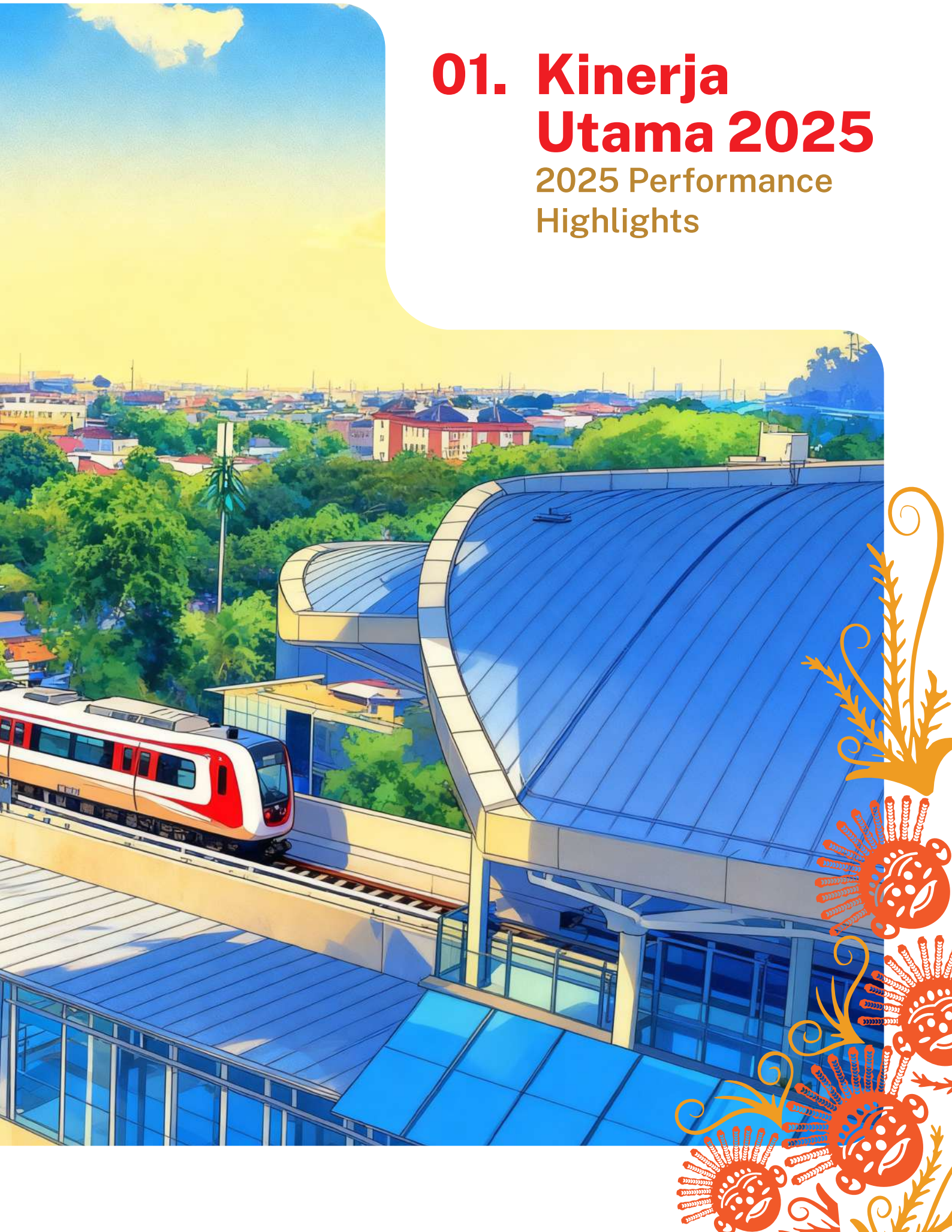
Penanggung Jawab Keberlanjutan Person in Charge of Sustainability	296
Pengembangan Kompetensi Terkait Keberlanjutan Sustainability-Related Competency Development	298
Pengelolaan Risiko Untuk Ketahanan Bisnis Risk Management for Business Resilience	299
Hubungan dengan Pemangku Kepentingan Stakeholder Engagement	301
Tantangan dan Strategi Penerapan Keberlanjutan Challenges and Strategies for Implementing Sustainability	304
Membangun Budaya Keberlanjutan Building a Culture of Sustainability	305
Kinerja Ekonomi Economic Performance	307
Kinerja Lingkungan Hidup Environmental Performance	311
Kinerja Sosial Social Performance	324
Tanggung Jawab Sosial terhadap Masyarakat Social Responsibility Toward the Community	334
Tanggung Jawab terhadap Layanan dan Konsumen Responsibility Toward Services and Consumers	338
Dukungan terhadap Sustainable Development Goals (SDGs) Support for Sustainable Development Goals (SDGs)	346
Tentang Laporan Keberlanjutan 2025 About the 2025 Sustainability Report	348
Tanggapan terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya Response to Feedback on the Previous Year's Sustainability Report	349
Lembar Umpan Balik Feedback Form	350
Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Disclosure List in Accordance with Financial Services Authority Regulations	351
Surat Pernyataan Anggota Dewan Komisaris Tentang Tanggung Jawab Atas Laporan Tahunan 2025 PT LRT Jakarta Statement Letter of the Members of the Board of Commissioners Regarding the Responsibility for the 2025 Annual Report of PT LRT Jakarta	
Surat Pernyataan Anggota Direksi Tentang Tanggung Jawab Atas Laporan Tahunan 2025 PT LRT Jakarta Statement Letter of the Members of the Board of Directors Regarding the Responsibility for the 2025 Annual Report of PT LRT Jakarta	

Laporan Keuangan
Financial Statement



01. Kinerja Utama 2025

2025 Performance Highlights



Kinerja Unggul 2025

2025 Key Performance

Pada tahun 2025, Perseroan mencatatkan pendapatan sebesar Rp306,5 miliar dengan laba usaha mencapai Rp5,56 miliar. Kontribusi utama terhadap pendapatan LRT Jakarta tetap berasal dari pendapatan subsidi, yang mencapai 89% dari total pendapatan.

In 2025, the Company recorded revenue of IDR306.5 billion, with an operating profit of IDR5.56 billion. The main contributor to LRT Jakarta's revenue remained subsidies, which accounted for 89% of total revenue.

Performa 2025

2025 Performance

Perseroan terus merealisasikan komitmennya untuk mendukung keberlanjutan operasional dan bisnis jangka panjang, sekaligus menjaga kualitas layanan dan efisiensi operasionalnya.

The Company continued to realize its commitment to supporting long-term operational and business sustainability while maintaining service quality and operational efficiency.



Capaian Pendapatan Revenue

Miliar/Billion

2025

306

2024

265



Ketepatan Waktu On Time Performance

%/%

2025

99,93%

2024

99,87%



Jumlah Pelanggan Total Customers

orang/people

2025

1.336.859

2024

1.226.817



Ketersediaan Aset Availability Assets

%/%

2025

99,4%

2024

99,1%



Ikhtisar Data Keuangan Penting **Key Financial Data Summary**

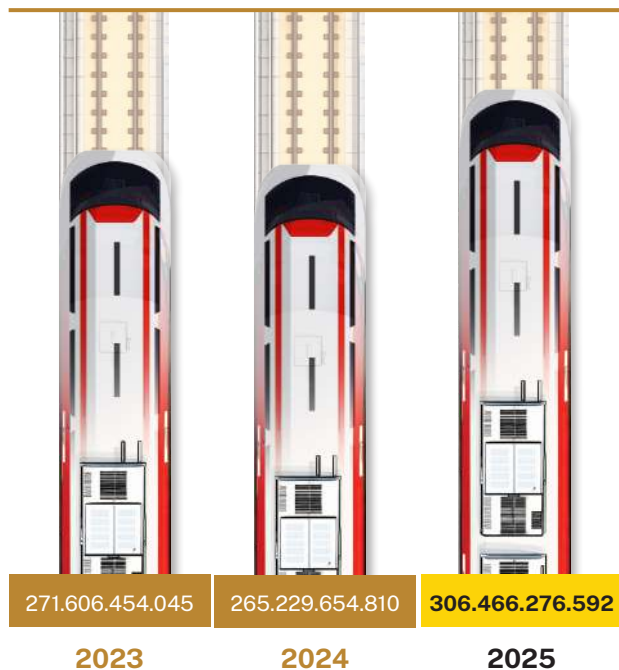
Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain **Statement of Profit or Loss and Other Comprehensive Income**

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain/Expressed in full IDR, unless otherwise stated)

Uraian Description	2025	2024	2023	YoY 2024-2025 (Rp)	YoY 2024-2025 (%)
Pendapatan Revenue	306.466.276.592	265.229.654.810	271.606.454.045	41.236.621.682	15,5
Beban Pokok Pendapatan Cost of Revenue	195.716.576.447	(162.064.701.705)	(170.163.884.005)	33.651.874.742	20,8
Laba (Rugi) Kotor Gross Profit (Loss)	110.749.700.145	103.164.953.105	101.442.570.040	7.584.747.040	7,4
Beban Usaha Operating Expenses					
Beban Penjualan Selling Expenses	(683.340.945)	(848.039.984)	(536.300.537)	(164.699.039)	(19,4)
Beban Umum dan Administrasi General and Administrative Expenses	(104.506.403.603)	(94.481.080.650)	(85.492.101.782)	10.025.322.953	10,6
Jumlah Beban Penjualan, Beban Umum dan Administrasi Total Selling Expenses and General and Administrative Expenses	(105.189.744.548)	(95.329.120.634)	(86.028.402.319)	9.860.623.914	10,3
Laba (Rugi) Usaha Operating Profit (Loss)	5.559.955.597	7.835.832.471	15.414.167.721	(2.275.876.874)	(29,0)
Pendapatan/Beban Lainnya Other Income/Expenses					
Pendapatan Keuangan - Bersih Financial Income - Net	4.320.561.585	4.625.200.651	2.828.557.983	(304.639.066)	(6,6)
Pendapatan (Beban) Lain-lain - Bersih Other Income (Expenses) - Net	(480.048.395)	90.694.347	1.407.726.729	(570.742.742)	629,3
Laba (Rugi) Sebelum Pajak Penghasilan Profit (Loss) Before Income Tax	9.400.468.787	12.551.727.469	19.650.452.433	(3.151.258.682)	(25,1)
Manfaat (Beban) Pajak Penghasilan Income Tax Benefit (Expense)					
Pajak Kini Current Tax	(2.284.816.386)	-	-	2.284.816.386	100
Pajak Tangguhan Deferred Tax	1.064.231.652	(8.798.941.574)	(2.336.591.181)	9.863.173.226	(112,1)
Jumlah Manfaat (Beban) Pajak Penghasilan Total Income Tax Benefit (Expense)	(1.220.584.733)	(8.798.941.574)	(2.336.591.181)	7.578.356.841	86,1
Pendapatan (Beban) Komprehensif Lain Other Comprehensive Income (Expense)					
Keuntungan Aktuarial atas Imbalan Kerja Actuarial Gain on Employee	(791.928.114)	2.367.641.534	(2.201.864.827)	(3.159.569.648)	(133,4)
Dampak Pajak Income Tax Effect	174.224.185	(520.881.137)	484.410.262	695.105.322	133,4
Jumlah Pendapatan Komprehensif Lain Total Other Comprehensive Income	(617.703.929)	1.846.760.397	(1.717.454.565)	(2.464.464.326)	(133,4)
Laba Komprehensif Tahun Berjalan Comprehensive Income for the Year	7.562.180.125	5.599.546.292	15.596.406.687	1.962.633.833	35,0

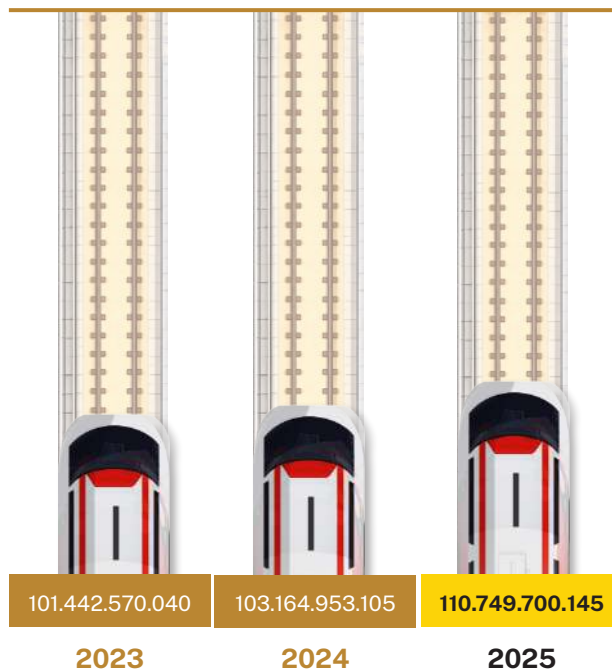
Pendapatan Revenues

(Disajikan dalam jutaan Rupiah/in full million IDR)



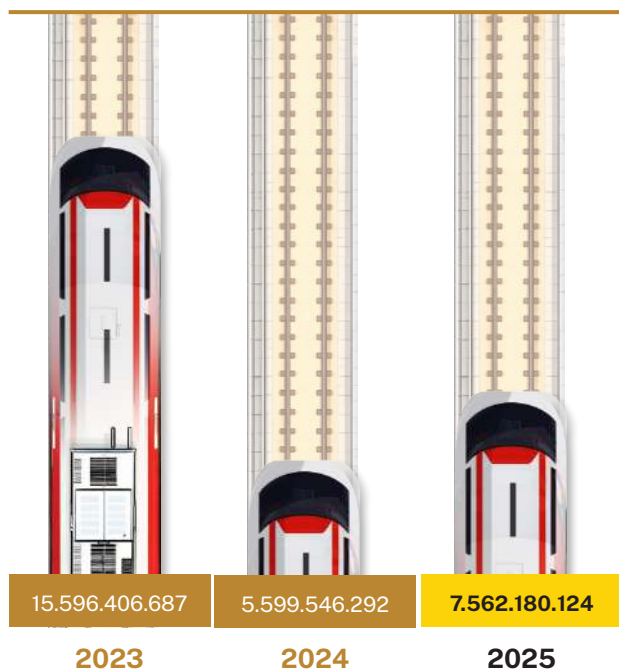
Laba (Rugi) Kotor Gross Profit (Loss)

(Disajikan dalam jutaan Rupiah/in full million IDR)



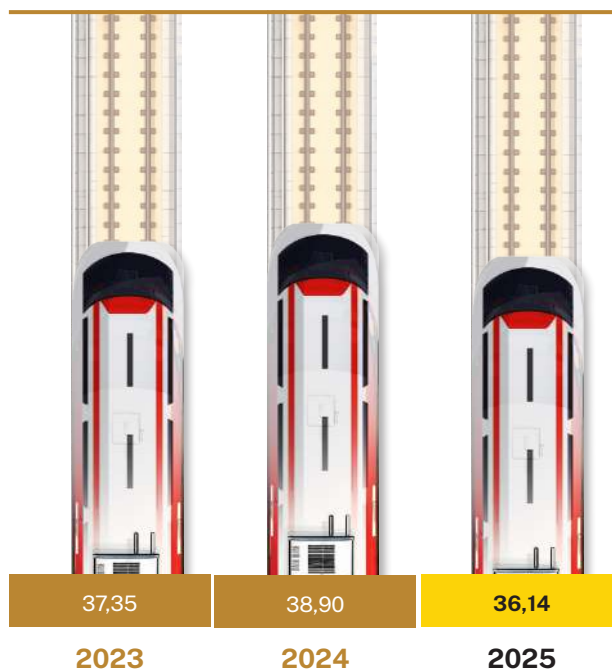
Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year

(Disajikan dalam jutaan Rupiah/in full million IDR)



Margin Laba Kotor Gross Profit Margin

(Disajikan dalam %/in %)



Laporan Posisi Keuangan

Statement of Financial Position

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain/Expressed in full IDR, unless otherwise stated)

Uraian Description	2025	2024	2023	YoY 2024-2025 (Rp)	YoY 2024- 2025 (%)
Aset Assets					
Aset Lancar Current Assets					
Kas dan Setara Kas Cash and Cash Equivalents	202.510.841.206	170.231.113.036	120.641.665.365	32.279.728.170	19
Deposito Time Deposits	0	0	43.699.794.842	0	0
Piutang Usaha Account Receivables					
Pihak Berelasi Related Parties	4.064.894.872	3.431.571.911	2.617.964.953	633.322.961	18,5
Pihak Ketiga Third Parties	4.404.172.002	1.189.134.901	2.938.633.000	3.215.037.101	270,4
Persediaan Supplies	42.607.294.024	34.536.112.775	12.946.218.960	8.071.181.249	23
Pendapatan yang Masih Harus Diterima Accrued Revenue	13.639.086.967	2.219.098.832	2.473.679.351	11.419.988.135	514,6
Pajak Dibayar Dimuka Prepaid Taxes	387.759.678	121.416.455	120.966.635	266.343.223	219,4
Biaya Dibayar Dimuka Prepaid Expenses	5.182.013.490	4.286.161.490	3.122.035.680	895.852.000	20,9
Uang Muka Advance	81.187.138	378.255.965	816.508.511	(297.068.827)	(78,5)
Jumlah Aset Lancar Total Current Assets	272.877.249.377	216.392.865.365	189.290.899.397	56.484.384.012	26,1
Aset Tidak Lancar Non-Current Assets					
Kas dan Setara Kas yang Dibatasi Pergunaannya Restricted Cash and Cash Equivalents	7.455.195	335.392.206	16.606.372	(327.937.011)	(97,8)
Aset Tetap - Bersih Fixed Assets - Net	164.140.194.443	170.711.656.061	180.554.354.151	(6.571.461.617)	(3,9)
Aset Pajak Tangguhan Deferred Tax Assets	729.717.091	0	8.811.083.964	729.717.091	100
Aset Tak Berwujud - Bersih Intangible Assets - Net	1.635.539.042	2.509.199.988	2.815.747.970	(873.660.946)	(34,9)
Jumlah Aset Tidak Lancar Total Non-Current Assets	166.512.905.773	173.556.248.255	192.197.792.457	(7.043.342.483)	(4,1)
Jumlah Aset Total Assets	439.390.155.149	389.949.113.620	381.488.691.854	49.441.041.539	12,7

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain/Expressed in full IDR, unless otherwise stated)

Uraian Description	2025	2024	2023	YoY 2024-2025 (Rp)	YoY 2024- 2025 (%)
Liabilitas dan Ekuitas Liabilities and Equity					
Liabilitas Jangka Pendek Current Liabilities					
Utang Usaha Account Payables					
Pihak Berelasi Related Parties	8.699.753.061	0	11.089.608.167	8.699.753.061	100
Pihak Ketiga Third Parties	51.927.370.927	39.412.546.498	35.692.162.441	12.514.824.429	31,8
Utang Pajak Tax Payables	3.669.208.062	1.175.410.682	2.443.277.936	2.493.797.380	212,2
Beban Akrua Accrued Expenses	16.672.088.430	3.408.796.572	7.639.438.934	13.263.291.858	389,1
Pendapatan Diterima Dimuka Unearned Revenues	7.594.351.468	6.377.957.710	2.992.679.506	1.216.393.758	19,1
Jaminan dan Uang Muka Lainnya Guaranties and Other Advances	300.900.019	234.175.518	355.047.818	66.724.501	28,5
Utang Retensi Retention Payables	15.642.704	99.636.512	116.397.499	(83.993.808)	(84,3)
Utang Lain-Lain Other Payables	0	0	-	0	0
Jumlah Liabilitas Jangka Pendek Total Short-Term Liabilities	88.879.314.671	50.708.523.492	60.328.612.301	38.170.791.179	75,2
Liabilitas Jangka Panjang Long-Term Liabilities					
Kewajiban Imbalan Pasca Kerja Post Employment Benefits	11.769.991.168	7.553.182.194	5.865.367.835	4.216.808.974	55,8
Kewajiban Pajak Tangguhan Deferred Tax Liability	0	508.738.747	0	(508.738.747)	(100)
Jumlah Liabilitas Jangka Panjang Total Long-Term Liabilities	11.769.991.168	8.061.920.941	5.865.367.835	3.708.070.227	46
Jumlah Liabilitas Total Liabilities	100.649.305.838	58.770.444.433	66.193.980.136	41.878.861.405	71,3
Ekuitas Equity					
Modal Saham Share Capital	333.893.400.000	333.893.400.000	333.893.400.000	0	0
Saldo Laba (Rugi) Profit (Loss) Balance	4.847.449.311	(2.714.730.813)	(18.598.688.282)	2.132.718.498	0,79
Jumlah Ekuitas Total Equity	338.740.849.311	331.178.669.187	315.294.711.718	7.562.180.124	2,3
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	439.390.155.149	389.949.113.620	381.488.691.854	49.441.041.529	12,7



Laporan Arus Kas

Statement of Cash Flows

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain/Expressed in full IDR, unless otherwise stated)

Uraian Description	2025	2024	2023	YoY 2024-2025 (Rp)	YoY 2024-2025 (%)
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	35.920.352.970	8.135.302.653	41.533.376.617	27.785.050.317	341,5
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(3.640.624.799)	41.454.145.018	(34.922.200.660)	(45.094.769.817)	(108,8)
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	0	0	0	0	0
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Increase (Decrease) in Cash and Cash Equivalent	32.279.728.171	49.589.447.671	6.611.175.957	(17.309.719.500)	(34,9)
Saldo Kas dan Setara Kas Awal Tahun Cash Balance and Cash Equivalent at Beginning of the Year	170.231.113.036	120.641.665.365	114.030.489.408	49.589.447.671	41,1
Saldo Kas dan Setara Kas Akhir Tahun Cash Balance and Cash Equivalent at End of the Year	202.510.841.206	170.231.113.036	120.641.665.365	32.279.728.171	19

Rasio-Rasio Keuangan dan Rasio Penting Lainnya

Financial Ratios and Other Key Ratios

Uraian Description	Satuan Unit	2025	2024	2023
Profitabilitas Profitability				
Rasio Pengembalian atas Aset (ROA) Return on Assets Ratio (ROA)	%	1,86	1,44	4,09
Rasio Pengembalian atas Ekuitas (ROE) Return on Equity Ratio (ROE)	%	2,41	1,69	4,95
Imbal Hasil Investasi (ROI) Return on Investment (ROI)	%	2,41	2,18	6,21
Likuiditas Liquidity				
Rasio Lancar Current Ratio	%	307	427	313
Rasio Kas Cash Ratio	%	227,8	290	199
Rasio Cepat Quick Ratio	%	227,8	290	199
Aktivitas Activities				
Perputaran Piutang Accounts Receivable Turnover	kali times	45,99	12,5	7,46
Perputaran Aset Asset Turnover	kali times	0,69	0,68	0,71
Struktur Modal Kerja Working Capital Structure				
Rasio Liabilitas terhadap Ekuitas Liability to Equity Ratio	%	29,71	17,75	20,99

Uraian Description	Satuan Unit	2025	2024	2023
Rasio Liabilitas terhadap Aset Liability to Asset Ratio	%	22,91	15,07	17,35
Rasio Modal Sendiri terhadap Aset Equity to Asset Ratio	%	77,09	84,93	82,65
Margin Margin				
Margin Laba Kotor Gross Profit Margin	%	36,14	38,90	37,35
Margin Laba Usaha Operating Profit Margin	%	1,81	2,95	5,68
Margin Laba Komprehensif Tahun Berjalan Comprehensive Income for the Year Margin	%	2,47	2,11	5,74
EBITDA EBITDA	miliar billion	16,7	19,9	26,9
Pertumbuhan Growth				
Pendapatan Bersih Net Income	%	117,97	(2,35)	110,56
Laba Usaha Operating Profit	%	(29,04)	(49,16)	87,05
Laba Komprehensif Tahun Berjalan Comprehensive Profit for the Year	%	35,05	(64,10)	83,31
Ekuitas Equity	%	2,28	5,04	5,20
Aset Assets	%	12,68	2,22	12,42

Ikhtisar Operasional

Operational Highlights

Kinerja Segmen Pengembangan Bisnis

Business Development Segment Performance

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain/Expressed in full IDR, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Pendapatan Sewa Menyewa Lease Income	3.262.699.987	3.890.990.750	(628.290.763)	(16,1)
Periklanan Advertising	4.064.814.812	24.761.221	4.040.053.591	16.316,1
Jasa Penjualan Teknis Technical Sales Service	17.805.986.122	6.662.562.028	11.143.424.094	167,3
Jasa Pelatihan Training Service	10.120.000	537.838.340	(527.718.340)	(98,1)
Kerjasama Penyelenggaraan Perparkiran Cooperation in the Implementation of Parking	878.752.869	654.207.505	224.545.364	34,3
Jumlah Total	26.022.373.790	11.770.359.844	14.252.013.946	121,1



Kinerja Operasi Segmen Operation & Services

Operational Performance of Operation & Services Segment [B.1]

Bulan Month	Periode Period	Jam Operasi Operational Hours	Jumlah Perjalanan KA Number of Trips	Headway
Januari/January	01 – 31 Januari/January 2025	05.30-23.00	6.324	10 menit/minutes
Februari/February	01 – 28 Februari/February 2025	05.30-23.00	5.916	10 menit/minutes
Maret/March	01 – 31 Maret/March 2025	05.30-23.00	6.324	10 menit/minutes
April/April	01 – 30 April 2025	05.30-23.00	6.085	10 menit/minutes
Mei/May	01 – 31 Mei/May 2025	05.30-23.00	6.309	10 menit/minutes
Juni/June	01 – 30 Juni/June 2025	05.30-23.00	6.111	10 menit/minutes
Juli/July	01 – 31 Juli/July 2025	05.30-23.00	6.324	10 menit/minutes
Agustus/August	01 – 31 Agustus/August 2025	05.30-23.00	6.324	10 menit/minutes
September/September	01 – 30 September 2025	05.30-23.00	6.118	10 menit/minutes
Oktober/October	01 – 31 Oktober/October 2025	05.30-23.00	6.324	10 menit/minutes
November/November	01 – 30 November 2025	05.30-23.00	6.120	10 menit/minutes
Desember/December	01-31 Desember/December 2025	05.30-23.00 05.30-02.30	6.120 242	10 menit/minutes

Bulan Month	Jumlah Pelanggan Number of Passengers	Jumlah Rata-Rata Pelanggan Harian Average Number of Daily Passengers
Januari/January	100.568	3.244
Februari/February	92.426	3.301
Maret/March	90.210	2.910
April/April	101.450	3.382
Mei/May	107.157	3.457
Juni/June	106.202	3.540
Juli/July	121.338	3.914
Agustus/August	120.987	3.903
September/September	126.172	4.206
Oktober/October	121.403	3.916
November/November	120.934	4.031
Desember/December	128.012	4.219



Overall Occupancy/Load Factor

Pada 2025, LRT Jakarta mencatat peningkatan jumlah penumpang harian dibandingkan tahun sebelumnya, mencapai rata-rata 3.663 penumpang per hari. Meski demikian, tingkat keterisian atau *load factor* masih berada di kisaran 9%, karena rute yang masih hanya melayani lintasan Pegangsaan Dua-Velodrome sepanjang 5,8 km. Berikut data *load factor* pada tahun 2025:

Bulan Month	Load Factor
Januari/January	8,05%
Februari/February	8,18%
Maret/March	7,21%
April/April	8,25%
Mei/May	8,52%
Juni/June	8,73%
Juli/July	9,68%
Agustus/August	9,62%
September/September	10,35%
Oktober/October	9,68%
November/November	9,84%
Desember/December	9,89%
Rata-rata/Average	9,00%

Ketepatan Waktu Tempuh Kereta Per Lintas

Sebagai bagian dari komitmennya dalam memberikan layanan transportasi yang andal dan memuaskan bagi pelanggan, Perseroan secara konsisten menjaga ketepatan waktu operasional kereta. Upaya ini mencakup ketepatan waktu kedatangan dan keberangkatan antar stasiun, kepatuhan terhadap waktu berhenti di stasiun, serta ketepatan waktu tempuh kereta pada setiap lintas perjalanan.

Bulan Month	Persentase Ketepatan Percentage of Punctuality
Januari/January	99,98%
Februari/February	99,98%
Maret/March	99,95%
April/April	99,66%
Mei/May	99,89%
Juni/June	99,60%
Juli/July	99,99%
Agustus/August	100,00%
September/September	99,92%
Oktober/October	99,82%
November/November	99,99%
Desember/December	99,99%
Rata-rata/Average	99,90%

Overall Occupancy/Load Factor

In 2025, LRT Jakarta recorded an increase in daily ridership compared to the previous year, reaching an average of 3,663 passengers per day. Nevertheless, the occupancy rate, or load factor, remained around 9% due to the route still serving only the Pegangsaan Dua-Velodrome corridor, spanning 5.8 km. The load factor data for 2025 is as follows:

Train Travel Time Punctuality per Route

As part of its commitment to providing reliable and satisfactory transportation services, the Company consistently maintains train operational punctuality. This effort covers the on-time arrival and departure between stations, adherence to scheduled dwell times at stations, as well as punctuality for train travel times on each route segment.

Pemenuhan Standar Pelayanan Minimum (SPM)

Sebagai bagian dari upaya menjaga kualitas layanan transportasi publik di Jakarta, pencapaian Standar Pelayanan Minimum (SPM) LRT Jakarta tahun 2025 disusun mengacu pada ketentuan Peraturan Gubernur No. 95 Tahun 2019 yang menekankan enam aspek utama: keselamatan, keamanan, keandalan, kenyamanan, kemudahan, dan kesetaraan.

Compliance with Minimum Service Standards (MSS)

As part of its efforts to maintain the quality of public transportation services in Jakarta, the achievement of the 2025 Minimum Service Standards (MSS) for LRT Jakarta is prepared in accordance with the provisions of Governor Regulation No. 95 of 2019, which emphasizes six key aspects: safety, security, reliability, comfort, accessibility, and equity.

Bulan Month	Persentase SPM Percentage of SPM
Januari/January	99,19%
Februari/February	99,13%
Maret/March	99,25%
April/April	98,10%
Mei/May	98,04%
Juni/June	93,75%
Juli/July	97,64%
Agustus/August	98,70%
September/September	99,27%
Oktober/October	98,02%
November/November	99,22%
Desember/December	99,50%
Rata-rata/Average	98,32%

Kinerja Perawatan Prasarana
Infrastructure Maintenance Performance

Perseroan senantiasa menempatkan keselamatan dan kenyamanan pelanggan serta karyawan sebagai prioritas utama dalam penyelenggaraan layanan. Komitmen tersebut diwujudkan melalui pelaksanaan kegiatan perawatan dan pemeliharaan prasarana secara berkelanjutan guna memastikan keandalan sistem dan kualitas layanan operasional.

The Company consistently prioritizes the safety and comfort of both passengers and employees in the delivery of its services. This commitment is realized through ongoing maintenance and upkeep activities to ensure system reliability and operational service quality.

Sepanjang tahun 2025, Perseroan berhasil menjaga tingkat ketersediaan aset (*asset availability*) pada level 99,09%, melampaui target yang ditetapkan sebesar 99%. Pencapaian ini mencerminkan efektivitas pengelolaan prasarana serta konsistensi dalam penerapan standar pemeliharaan yang optimal.

Throughout 2025, the Company successfully maintained an asset availability level of 99.09%, exceeding the target of 99%. This achievement reflects the effectiveness of infrastructure management and the consistent application of optimal maintenance standards.

Kegiatan perawatan yang dilakukan mencakup perbaikan, peningkatan kualitas, serta percepatan pelaksanaan pemeliharaan dan pemeriksaan prasarana perkeretaapian, meliputi jalur dan jalan layang, bangunan, sistem persinyalan, telekomunikasi, serta fasilitas operasi. Melalui upaya tersebut, Perseroan memastikan keselamatan operasional, meningkatkan keandalan layanan, dan mendukung keberlanjutan operasionalnya dalam jangka panjang.

Maintenance activities include repairs, quality enhancements, and the accelerated execution of inspections and upkeep of railway infrastructure, encompassing tracks and viaducts, buildings, signaling systems, telecommunications, and operational facilities. Through these efforts, the Company ensures operational safety, enhances service reliability, and supports the long-term sustainability of its operations.



Bentuk Pekerjaan Pemeliharaan Form of Maintenance Work	Volume Pekerjaan Work Volume		
	Target Target	Realisasi Realization	Persentase Percentage
Jalur dan Jalan Layang Railroads and Overpasses	922	922	100%
Bangunan Buildings	2.651	2.651	100%
Persinyalan, Telekomunikasi & Fasilitas Pertiketan Signaling Telecommunication & Ticketing Facilities	2.321	2.321	100%
Sistem Kelistrikan Electricity System	7.007	7.007	100%

Sepanjang tahun 2025, Perseroan didukung oleh sumber daya manusia yang kompeten dan tersertifikasi dalam pelaksanaan pemeriksaan dan perawatan prasarana. Seluruh karyawan pelaksana pemeriksaan dan perawatan prasarana fasilitas operasi telah memiliki sertifikasi yang dipersyaratkan, dengan jumlah sampai dengan 33 orang atau 100% dari kebutuhan.

Selain itu, Perseroan juga didukung oleh 10 karyawan pelaksana bersertifikasi yang bertugas melakukan pemeriksaan dan perawatan prasarana jalur dan bangunan. Ketersediaan tenaga kerja bersertifikasi ini menjadi salah satu faktor kunci dalam menjaga keandalan prasarana serta mendukung keselamatan dan kelancaran operasional Perseroan sepanjang tahun 2025.

Throughout 2025, the Company was supported by a competent and certified workforce in the execution of infrastructure inspections and maintenance. All employees involved in the inspection and maintenance of operational facilities have obtained the required certifications, and composed of 33 people or 100% of the requirement.

In addition, the Company was supported by 10 certified personnel tasked with inspecting and maintaining track and building infrastructure. The availability of this certified workforce was a key factor in ensuring infrastructure reliability and supporting the safety and smooth operation of the Company throughout 2025.

Daftar Sertifikasi SDM Prasarana List of Infrastructure Human Capital Certifications

Jenis Sertifikasi Type of Certification	Penerbit Sertifikat Certificate Issuer	Jumlah Karyawan Tersertifikasi di Tahun 2025 Number of Certified Employees in 2025 (orang/person)	Jumlah Karyawan Tersertifikasi di Tahun 2024 Number of Certified Employees in 2024 (orang/person)
Pemeriksa Prasarana Kompetensi Fasilitas Operasi Railway Infrastructure Maintenance Operating Facilities	Kementerian Perhubungan Ministry of Transportation	33	28
Perawat Prasarana Kompetensi Fasilitas Operasi Railway Infrastructure Inspection Operating Facilities	Kementerian Perhubungan Ministry of Transportation	29	25
Pemeriksa Prasarana Kompetensi Jalur dan Bangunan Railway Infrastructure Inspection Track and Building	Kementerian Perhubungan Ministry of Transportation	12	10
Perawat Prasarana Kompetensi Jalur dan Bangunan Railway Infrastructure Maintenance Track and Building	Kementerian Perhubungan Ministry of Transportation	12	10

Kinerja Perawatan Sarana

Rolling Stock Maintenance Performance

Sepanjang tahun 2025, Perseroan berhasil merealisasikan program perawatan sarana kereta sesuai dengan target yang ditetapkan. Perawatan ini merupakan bagian dari komitmen Perseroan dalam memastikan keselamatan operasional kereta serta menjaga kenyamanan pelanggan selama perjalanan.

Di bawah pengawasan Divisi Sarana, seluruh kegiatan perawatan kereta dilaksanakan oleh karyawan yang memiliki kompetensi dan sertifikasi sesuai ketentuan. Hal ini memastikan bahwa setiap pekerjaan perawatan dilakukan secara konsisten dengan standar keselamatan, keamanan, dan prosedur operasional yang berlaku.

Setiap rangkaian kereta LRT Jakarta (*Light Rail Vehicle/LRV*) menjalani pemeriksaan dan perawatan berkala yang mencakup perawatan ringan dan perawatan berat. Perawatan ringan dilakukan secara rutin untuk menjaga fungsi, kebersihan, dan kondisi fisik kereta, sementara perawatan berat atau *overhaul* dilakukan secara periodik untuk memastikan keandalan jangka panjang seluruh komponen kereta.

Untuk mendukung pelaksanaan perawatan tersebut, Perseroan menyediakan fasilitas depo yang memadai, termasuk area khusus perawatan ringan dan area perawatan berat yang dilengkapi peralatan berskala besar. Selain itu, Perseroan mengoperasikan *Automatic Train Washing Plant* (ATWP) yang memungkinkan pencucian eksterior kereta secara otomatis setiap kali kereta kembali ke depo, sehingga kebersihan sarana tetap terjaga secara konsisten.

Dalam mendukung prinsip keberlanjutan, air bekas pencucian kereta diolah melalui *Waste Water Treatment Plant* (WWTP) sebelum digunakan kembali atau dibuang sesuai ketentuan lingkungan. Upaya ini menegaskan komitmen Perseroan dalam mengintegrasikan aspek keselamatan, kualitas layanan, dan pengelolaan lingkungan secara berimbang dalam operasional tahun 2025.

Throughout 2025, the Company successfully executed its rolling stock maintenance program in line with established targets. This maintenance program is part of the Company's commitment to ensuring the operational safety of trains while maintaining passenger comfort throughout their journeys.

Under the supervision of the Rolling Stock Division, all train maintenance activities were carried out by personnel with the required competencies and certifications. This ensures that every maintenance task is performed consistently in accordance with applicable safety, security, and operational procedures.

Each Jakarta LRT train set (*Light Rail Vehicle/LRV*) undergoes regular inspections and maintenance, encompassing both light and heavy maintenance. Light maintenance is conducted routinely to preserve functionality, cleanliness, and the physical condition of the trains, while heavy maintenance or overhauls are carried out periodically to ensure the long-term reliability of all train components.

To support these maintenance activities, the Company provides adequate depot facilities, including dedicated areas for light maintenance and heavy maintenance equipped with large-scale tools and equipment. In addition, the Company operates an *Automatic Train Washing Plant* (ATWP), which enables automatic exterior cleaning of trains each time they return to the depot, ensuring consistent upkeep of rolling stock cleanliness.

In line with sustainability principles, wastewater from train washing is treated through a *Waste Water Treatment Plant* (WWTP) before being reused or discharged in accordance with environmental regulations. These efforts reinforce the Company's commitment to integrating safety, service quality, and environmental management in a balanced manner throughout its 2025 operations.

Bentuk Pekerjaan Pemeliharaan Type of Maintenance Work	Volume Pekerjaan Work Volume		
	Target Target	Realisasi Realization	Persentase Percentage
Perawatan Kereta Train Maintenance	3.800	3.540	93,2%
Pemeriksaan Pengendalian Mutu Sarana Rolling Stock Quality Control Inspection	3.800	3.540	93,2%
Cuci Kereta Train Wash	458	458	100%
Program dan Realisasi Perawatan Fasilitas Depo Depot Facility Maintenance Program and Realization	1.753	1.748	99,7%

Pada tahun 2025, Perseroan melaksanakan pemeriksaan LRV secara berkala yang meliputi pemeriksaan harian, mingguan, dan empat bulanan guna memastikan keandalan operasional serta keselamatan dan kenyamanan pelanggan.

In 2025, the Company conducted periodic inspections of *Light Rail Vehicles* (LRVs), including daily, weekly, and four-monthly inspections, to ensure operational reliability as well as passenger safety and comfort.

Daftar Sertifikasi SDM Sarana Rolling Stock Personnel Certification List

Jenis Sertifikasi Type of Certification	Penerbit Sertifikat Certificate Issuer	Jumlah Karyawan Tersertifikasi - 2025 Number of Certified Employees in 2025 (orang/person)	Jumlah Karyawan Tersertifikasi - 2024 Number of Certified Employees in 2024 (orang/person)
Pemeriksa Sarana Rolling Stock Inspector	Kementerian Perhubungan RI Ministry of Transportation of the Republic of Indonesia	33	29
Perawat Sarana Maintenance Technician	Kementerian Perhubungan RI Ministry of Transportation of the Republic of Indonesia	33	29

Ikhtisar Saham Stock Highlights

Komposisi dan Pergerakan Jumlah Saham

Sehubungan dengan diterbitkannya Izin Operasi Sarana Nomor 1540 Tahun 2019 oleh Pemerintah Provinsi DKI Jakarta kepada Perseroan, pada tahun 2020 Perseroan menerima penyertaan modal dalam bentuk inbreng berupa 3 (tiga) *trainset* LRV dari PT Jakarta Propertindo (Perseroda). Keputusan tersebut dituangkan dalam Akta Pernyataan Keputusan Para Pemegang Saham Nomor 75 tanggal 26 Oktober 2020 yang dibuat di hadapan Wiwik Condro, S.H., Notaris di Jakarta, serta telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-AH.01.03-0408252 tanggal 17 November 2020.

Berdasarkan Akta Pendirian Perseroan, modal dasar Perseroan ditetapkan sebesar Rp600.000.000.000,- (enam ratus miliar rupiah). Selanjutnya, modal Perseroan mengalami peningkatan sebesar 25% atau senilai Rp150.000.000.000,-, sehingga total modal ditempatkan dan disetor menjadi sebesar 55% atau sejumlah Rp333.893.400.000,- (tiga ratus tiga puluh tiga miliar delapan ratus sembilan puluh tiga juta empat ratus ribu rupiah). Modal tersebut terbagi ke dalam 3.338.934 (tiga juta tiga ratus tiga puluh delapan ribu sembilan ratus tiga puluh empat) lembar saham dengan nilai nominal Rp100.000,- (seratus ribu rupiah) per saham, yang seluruhnya telah ditempatkan dan disetor penuh oleh para pemegang saham.

Komposisi Saham Perseroan per 31 Desember 2025, 2024 dan 2023 adalah sebagai berikut:

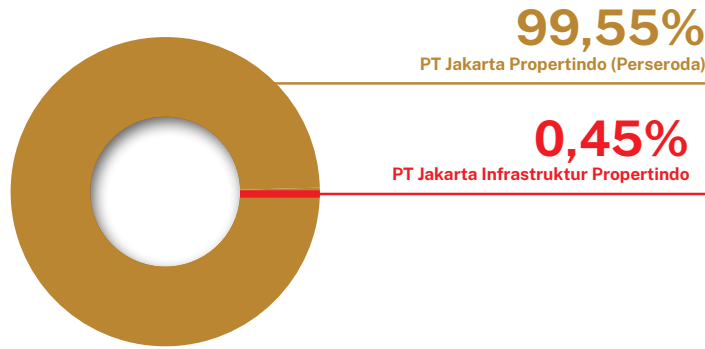
The composition of the Company's shareholding as of 31 December 2025, 2024, and 2023 is as follows:

Share Composition and Movement

In connection with the issuance of the Operational Permit for Facilities No. 1540 of 2019 by the Provincial Government of DKI Jakarta to the Company, in 2020 the Company received a contribution in kind of 3 (three) LRV trainsets from PT Jakarta Propertindo (Perseroda). This decision was documented in the Shareholders' Resolution Deed No. 75 dated 26 October 2020, executed before Wiwik Condro, S.H., Notary in Jakarta, and subsequently approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-AH.01.03-0408252 dated 17 November 2020.

Based on the Company's Articles of Association, the authorized capital of the Company is set at IDR600,000,000,000 (six hundred billion rupiah). Subsequently, the Company's capital increased by 25%, equivalent to IDR150,000,000,000, bringing the total issued and fully paid-up capital to 55%, amounting to IDR333,893,400,000 (three hundred thirty-three billion eight hundred ninety-three million four hundred thousand rupiah). This capital is divided into 3,338,934 (three million three hundred thirty-eight thousand nine hundred thirty-four) shares with a par value of IDR100,000 (one hundred thousand rupiah) per share, all of which have been fully issued and paid-up by the shareholders.

Pemegang Saham Shareholder	31 Desember 2025 December 31, 2025		31 Desember 2024 December 31, 2024		31 Desember 2023 December 31, 2023	
	Jumlah Saham Number of Shares (lembar/share)	Kepemilikan Ownership (%)	Jumlah Saham Number of Shares (lembar/share)	Kepemilikan Ownership (%)	Jumlah Saham Number of Shares (lembar/share)	Kepemilikan Ownership (%)
PT Jakarta Propertindo (Perseroda)	3.323.934	99,55	3.323.934	99,55	3.323.934	99,55
PT Jakarta Infrastruktur Propertindo	15.000	0,45	15.000	0,45	15.000	0,45
Jumlah/Total	3.338.934	100,00%	3.338.934	100,00%	3.338.934	100,00%



Informasi Tentang Perdagangan Saham dan Kepemilikan Saham oleh Publik

Perseroan tidak pernah melakukan Penawaran Umum Perdana Saham (*Initial Public Offering/IPO*) maupun mencatatkan sahamnya pada bursa efek mana pun. Oleh karena itu, Perseroan tidak menyajikan informasi terkait perdagangan saham, termasuk namun tidak terbatas pada kapitalisasi pasar berdasarkan harga di bursa efek, harga saham tertinggi, terendah, dan penutupan, volume perdagangan saham, serta penyajian data historis dalam bentuk grafik untuk setiap periode triwulanan dalam dua tahun buku terakhir.

Informasi Tentang Aksi Korporasi

Sepanjang tahun buku 2025, Perseroan tidak melakukan aksi korporasi apa pun.

Informasi Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Sanksi Perdagangan Saham (*Delisting*)

Sebagaimana telah dijelaskan sebelumnya, Perseroan tidak mencatatkan sahamnya pada bursa efek mana pun hingga 31 Desember 2025. Dengan demikian, tidak terdapat informasi mengenai penghentian sementara perdagangan saham (*suspension*) dan/atau pengenaan sanksi penghapusan pencatatan saham (*delisting*) yang dapat disampaikan dalam Laporan Tahunan ini.

Dividen Saham

Pada 31 Desember 2025, sesuai ketentuan Anggaran Dasar Perseroan dan keputusan para pemegang saham, Perseroan tidak membagikan dividen kepada pemegang saham.

Information on Share Trading and Public Shareholding

The Company has never conducted an Initial Public Offering (IPO) nor listed its shares on any stock exchange. Therefore, the Company does not provide information related to share trading, including but not limited to market capitalization based on stock exchange prices, highest, lowest, and closing share prices, trading volumes, or historical data presented in graphical form for each quarterly period over the last two financial years.

Information on Corporate Actions

Throughout the 2025 financial year, the Company did not carry out any corporate actions.

Information on Suspension of Share Trading and/or Share Delisting

As previously explained, the Company has not listed its shares on any stock exchange as of 31 December 2025. Consequently, there is no information regarding temporary suspension of share trading or imposition of share delisting sanctions to report in this Annual Report.

Dividends

As of 31 December 2025, in accordance with the provisions of the Company's Articles of Association and the decisions of the shareholders, the Company did not distribute dividends to its shareholders.

Informasi Tentang Obligasi, Sukuk, atau Obligasi Konversi

Information on Bonds, Sukuk, or Convertible Bonds

Sepanjang tahun 2025, Perseroan tidak menerbitkan obligasi, sukuk, obligasi konversi, maupun efek lainnya. Oleh karena itu, tidak terdapat informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga atau imbalan, tanggal jatuh tempo, maupun peringkat obligasi atau sukuk.

Throughout 2025, the Company did not issue any bonds, sukuk, convertible bonds, or other securities. Accordingly, there is no information to report regarding the number of outstanding bonds/sukuk/convertible bonds, interest rates or returns, maturity dates, or bond/sukuk ratings.

Informasi Tentang Sumber Pendanaan Lainnya

Information on Other Sources of Funding

Pendanaan proyek LRT Jakarta sepenuhnya bersumber dari Anggaran Pendapatan dan Belanja Daerah (APBD) Pemerintah Provinsi DKI Jakarta melalui skema Penanaman Modal Daerah (PMD) yang disalurkan kepada PT Jakarta Propertindo (Persero) selaku Badan Usaha Milik Daerah (BUMD) Pemerintah Provinsi DKI Jakarta. PT Jakarta Propertindo bertanggung jawab atas pemanfaatan dana PMD tersebut sehingga tidak tercatat langsung dalam laporan keuangan Perseroan. Selain itu, kegiatan operasional LRT Jakarta sebagian besar, lebih dari 90%, didukung oleh subsidi dari Pemerintah Provinsi DKI Jakarta.

The funding for the LRT Jakarta project is fully sourced from the Regional Budget (APBD) of the Provincial Government of DKI Jakarta through a Regional Capital Investment (PMD) scheme channeled to PT Jakarta Propertindo (Persero), a regional government-owned enterprise (BUMD) of the Provincial Government of DKI Jakarta. PT Jakarta Propertindo is responsible for the utilization of these PMD funds; therefore, the funds are not directly recorded in the Company's financial statements. Additionally, the operational activities of LRT Jakarta are largely, more than 90%, supported by subsidies from the Provincial Government of DKI Jakarta.

Peristiwa Penting

Significant Events

16–19 Januari | January 2025



Rapat Evaluasi Operasional Tahun 2024 dan Pemanjapan Kinerja Operasional Tahun 2025

Perseroan menyelenggarakan agenda konsinyering evaluasi operasional tahun 2024 sekaligus pemanjapan program kerja tahun 2025 bersama Dinas Perhubungan Provinsi DKI Jakarta.

2024 Operational Evaluation and 2025 Operational Performance Strengthening Meeting

The Company conducted a working session to evaluate the operational performance of 2024 and to strengthen the operational programs for 2025 in coordination with the DKI Jakarta Provincial Transportation Office.

16 April | April 2025



Pra RUPS Tahun Buku 2024

Perseroan menyelenggarakan pra RUPS Tahun buku 2024 bertempat di Kantor PT Jakarta Propertindo yang dihadiri oleh para pemegang saham dari PT Jakarta Propertindo (Persero) dan PT Jakarta Infrastruktur Propertindo. Pembahasan dilakukan secara komprehensif terhadap seluruh agenda yang diajukan dalam RUPS, termasuk finalisasi materi, dokumen pendukung, serta penyelarasan rumusan keputusan. Selain itu, dilakukan pula verifikasi pemenuhan ketentuan perundang-undangan dan Anggaran Dasar dan koordinasi mengenai potensi isu yang mungkin timbul.

Pre-AGM for the 2024 Fiscal Year

The Company held a pre-Annual General Meeting (AGM) for the 2024 fiscal year at the office of PT Jakarta Propertindo, attended by shareholders from PT Jakarta Propertindo (Persero) and PT Jakarta Infrastruktur Propertindo. Comprehensive discussions were conducted on all agenda items proposed for the AGM, including finalization of materials, supporting documents, and alignment of decision formulations. Additionally, verification of compliance with statutory regulations and the Articles of Association was carried out, along with coordination regarding potential issues that may arise.

22 Juli | July 2025



Great Place to Work (GPTW) di LRT Jakarta

Hasil survei *Great Place to Work* (GPTW) menunjukkan bahwa LRT Jakarta memiliki keunggulan pada aspek induction. Para karyawan merasa disambut dengan sangat baik sejak pertama kali bergabung, sehingga memberikan pengalaman onboarding yang positif dan mendukung adaptasi awal mereka di lingkungan kerja.

LRT Jakarta juga telah memperoleh hak untuk menggunakan logo GPTW pada seluruh kegiatan atau dokumen resmi Perseroan hingga Agustus 2026. Selain itu, survei GPTW menunjukkan bahwa tingkat employee engagement karyawan LRT Jakarta mencapai 83%, yang mencerminkan tingginya rasa keterlibatan, kenyamanan, dan kebanggaan karyawan dalam bekerja di LRT Jakarta.

Great Place to Work (GPTW) at LRT Jakarta

Results from the *Great Place to Work* (GPTW) survey indicated that LRT Jakarta excels in the induction aspect. Employees reported feeling warmly welcomed from their first day, providing a positive onboarding experience that supports their initial adaptation to the work environment.

LRT Jakarta has also been granted the right to use the GPTW logo on all company activities and official documents until August 2026. Furthermore, the GPTW survey showed that employee engagement at LRT Jakarta reached 83%, reflecting high levels of involvement, comfort, and pride among employees in working at LRT Jakarta.

24 Juli | July 2025



Peresmian Hak Penamaan Stasiun LRT Jakarta Boulevard Utara Summarecon Mall dan Fasilitas Connecting Bridge

Gubernur dan Wakil Gubernur Provinsi DKI Jakarta secara resmi meresmikan hak penamaan Stasiun LRT Jakarta Boulevard Utara Summarecon Mall sekaligus fasilitas *connecting bridge* yang menghubungkan langsung stasiun dengan Summarecon Mall Kelapa Gading (SMKG). Peresmian ini merupakan bagian dari penguatan integrasi kawasan transit dengan pusat aktivitas masyarakat serta upaya meningkatkan kenyamanan dan aksesibilitas pengguna layanan LRT Jakarta.

Inauguration of Naming Rights for LRT Jakarta Boulevard Utara Summarecon Mall Station and Connecting Bridge Facilities

The Governor and Deputy Governor of DKI Jakarta officially inaugurated the naming rights for LRT Jakarta Boulevard Utara Summarecon Mall Station, along with the connecting bridge facility directly linking the station to Summarecon Mall Kelapa Gading (SMKG). This inauguration is part of efforts to strengthen transit-oriented area integration with community activity centers, enhancing the comfort and accessibility for LRT Jakarta service users.

15 September | September 2025



Perubahan Susunan Direksi PT LRT Jakarta

Berdasarkan Keputusan Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT LRT Jakarta Nomor 001/KPS/123/IX/2025, Perseroan melakukan perubahan susunan Direksi. Terhitung sejak 15 September 2025, Bapak Roberto Akyuwen secara resmi diangkat sebagai Direktur Utama Perseroan, menggantikan Bapak Hendri Saputra yang telah menyelesaikan masa jabatannya sejak tahun 2021.

Changes in the Board of Directors of PT LRT Jakarta

Based on the Shareholders' Resolution Outside the General Meeting of Shareholders of PT LRT Jakarta No. 001/KPS/123/IX/2025, the Company made changes to its Board of Directors. Effective 15 September 2025, Mr. Roberto Akyuwen was officially appointed as President Director of the Company, replacing Mr. Hendri Saputra, who had completed his term of office since 2021.

28 November | November 2025



Pra Rapat Umum Pemegang Saham Luar Biasa (RUPS LB) PT LRT Jakarta

Pra-RUPS LB dilaksanakan untuk membahas Rencana Kerja dan Anggaran (RKA) Tahun 2026 PT LRT Jakarta. Acara ini dihadiri oleh perwakilan pemegang saham PT Jakarta Propertindo (Jakpro) dan PT Jakarta Infrastruktur Propertindo (JIP), sebagai bagian dari persiapan pengambilan keputusan strategis Perseroan.

Pre-Extraordinary General Meeting of Shareholders (Pre-EGMS) of PT LRT Jakarta

The Pre-EGMS was convened to discuss the 2026 Work Plan and Budget (RKA) of PT LRT Jakarta. The meeting was attended by representatives of the shareholders, PT Jakarta Propertindo (Jakpro) and PT Jakarta Infrastruktur Propertindo (JIP), as part of preparations for strategic decision-making within the Company.



02. Laporan Manajemen Management Report



Laporan Dewan Komisaris

Board of Commissioners' Report



Dewan Komisaris berpendapat bahwa Direksi mampu menjaga keseimbangan antara peningkatan kualitas layanan, efisiensi operasional, serta penguatan struktur keuangan.

The Board of Commissioners believes that the Board of Directors successfully balanced service quality improvement, operational efficiency, and financial structure strengthening.

IWAN TAKWIN

Komisaris Utama
President Commissioner



Para Pemegang Saham dan Pemangku Kepentingan Lainnya yang Terhormat,

Dewan Komisaris merasa gembira atas kemajuan yang dicapai PT LRT Jakarta (“Perseroan”) sepanjang tahun 2025. Pencapaian ini tidak lepas dari dedikasi dan kerja keras seluruh insan Perseroan, yang senantiasa menjaga keandalan layanan, keselamatan penumpang, dan efisiensi operasional di tengah tantangan ekonomi global yang penuh ketidakpastian. Pertumbuhan ekonomi nasional yang stabil, dinamika pasar transportasi perkotaan, dan meningkatnya mobilitas masyarakat di Jakarta menegaskan peran strategis Perseroan dalam mendukung sistem transportasi publik yang efisien, aman, dan berkelanjutan.

Dewan Komisaris menekankan pentingnya keseimbangan antara pencapaian kinerja operasional, implementasi strategi jangka panjang, dan pengelolaan risiko. Kami mengapresiasi langkah-langkah Direksi dan seluruh insan Perseroan dalam merespons kondisi eksternal dan internal yang kompleks, sambil tetap menjaga kepercayaan pemangku kepentingan dan mendukung pembangunan Jakarta yang lebih terintegrasi dan berkelanjutan.

Landasan inilah yang menjadi titik awal bagi Dewan Komisaris dalam menilai kinerja Direksi sepanjang tahun, meninjau prospek usaha Perseroan, serta mengawasi strategi, tata kelola, dan penerapan keberlanjutan.

Penilaian terhadap Kinerja Direksi dalam Pengelolaan Perseroan

Dewan Komisaris menilai kinerja Direksi sepanjang tahun 2025 berdasarkan efektivitas pengelolaan Perseroan, termasuk kemampuan Direksi dalam merumuskan dan melaksanakan strategi, mengelola sumber daya, serta menanggapi tantangan operasional dan dinamika industri transportasi perkotaan. Direksi menunjukkan kemampuan yang baik dalam memastikan kelancaran operasional LRT Jakarta, termasuk koordinasi lintas unit kerja, pengelolaan sarana dan prasarana, transformasi digital, pengembangan bisnis *non-farebox*, serta penguatan kapabilitas sumber daya manusia.

Direksi secara sistematis menetapkan prioritas strategis dan mengimplementasikan program operasional yang selaras dengan visi, misi, dan Rencana Jangka Panjang Perusahaan (RJPP). Proses pengambilan keputusan bersifat partisipatif, mengintegrasikan masukan dari jajaran manajemen dan pimpinan unit kerja untuk memperoleh pemahaman menyeluruh terhadap kondisi operasional, peluang, serta potensi risiko yang dihadapi Perseroan.

Pencapaian kinerja Direksi juga tercermin dari realisasi *Key Performance Indicator* (KPI) Perseroan tahun 2025. Secara keseluruhan, Perseroan mencapai 102% dari target KPI, dengan indikator finansial, *customer*, proses bisnis internal, serta *learning & growth* menunjukkan tren positif. Direksi secara konsisten memantau dan mengevaluasi pencapaian KPI untuk memastikan strategi Perseroan diterjemahkan ke dalam hasil nyata, sekaligus melakukan penyesuaian bila diperlukan guna mengantisipasi tantangan operasional dan dinamika industri transportasi perkotaan.

Dear valued Shareholders and Other Stakeholders,

The Board of Commissioners is pleased with the progress achieved by PT LRT Jakarta (the “Company”) throughout 2025. These accomplishments reflect the dedication and hard work of all Company personnel, who have consistently maintained service reliability, passenger safety, and operational efficiency amidst the uncertainties of the global economic environment. Stable national economic growth, dynamics in the urban transportation market, and increasing public mobility in Jakarta underscore the Company’s strategic role in supporting an efficient, safe, and sustainable public transport system.

The Board of Commissioners emphasizes the importance of balancing operational performance, long-term strategic implementation, and risk management. We acknowledge the efforts of the Board of Directors and all Company personnel in responding to complex external and internal conditions while maintaining stakeholder trust and contributing to the integrated and sustainable development of Jakarta.

This foundation serves as the starting point for the Board of Commissioners in evaluating the Board of Directors’ performance throughout the year, reviewing the Company’s business prospects, and overseeing strategy, governance, and sustainability implementation.

Assessment of the Board of Directors’ Performance in Company Management

The Board of Commissioners has evaluated the Board of Directors’ performance in 2025 based on the effectiveness of Company management, including the Board of Directors’ ability to formulate and implement strategies, manage resources, and respond to operational challenges and urban transportation industry dynamics. The Board of Directors demonstrated strong capability in ensuring smooth operations at LRT Jakarta, including cross-unit coordination, management of assets and infrastructure, digital transformation, development of *non-farebox* business initiatives, and strengthening human resource capabilities.

The Board of Directors systematically established strategic priorities and implemented operational programs aligned with the Company’s vision, mission, and Long-Term Plan (RJPP). Decision-making processes are participatory, integrating input from management and unit leaders to gain a comprehensive understanding of operational conditions, opportunities, and potential risks faced by the Company.

Performance achievements are also reflected in the achievement of the Company’s 2025 Key Performance Indicators (KPIs). Overall, the Company achieved 102% of its KPI targets, with positive trends across financial, customer, internal business process, and learning & growth indicators. The Board of Directors consistently monitored and evaluated KPI attainment to ensure company strategies were translated into tangible results, while making adjustments as needed to anticipate operational challenges and industry dynamics.

Dewan Komisaris berpendapat bahwa Direksi mampu menjaga keseimbangan antara peningkatan kualitas layanan, efisiensi operasional, serta penguatan struktur keuangan. Langkah-langkah yang ditempuh Direksi dalam mengelola sarana, prasarana, serta pengembangan bisnis *non-farebox* menunjukkan adaptabilitas dan inovasi dalam menghadapi tantangan internal maupun eksternal. Selain itu, Direksi juga berhasil memperkuat tata kelola perusahaan dan manajemen risiko, sehingga mendukung keberlanjutan kinerja Perseroan di masa mendatang.

Secara keseluruhan, Dewan Komisaris menilai kinerja Direksi sepanjang 2025 baik dan efektif, dengan catatan bahwa beberapa area pengembangan, seperti inovasi proses internal dan peningkatan kapasitas *learning agility*, perlu terus diperkuat agar Perseroan dapat mempertahankan momentum pertumbuhan dan meningkatkan kualitas layanan secara berkelanjutan.

Pengawasan Dewan Komisaris dalam Perumusan dan Implementasi Strategi Perseroan

Dewan Komisaris menjalankan fungsi pengawasan terhadap perumusan dan implementasi strategi Perseroan guna memastikan bahwa arah kebijakan yang ditetapkan oleh Direksi selaras dengan tujuan jangka panjang Perseroan serta kepentingan pemegang saham dan pemangku kepentingan lainnya. Pengawasan ini dilakukan secara aktif melalui mekanisme pemantauan kinerja, penelaahan rencana strategis, serta pemberian arahan dan rekomendasi strategis kepada Direksi.

Dalam proses perumusan strategi, Dewan Komisaris melakukan penelaahan terhadap rencana strategis yang disusun oleh Direksi, termasuk keseluruhan strategi tersebut dengan Rencana Jangka Panjang Perusahaan (RJPP) serta rencana kerja tahunan Perseroan. Melalui forum rapat Dewan Komisaris maupun rapat bersama Direksi, Dewan Komisaris memberikan pandangan, arahan, serta masukan konstruktif guna memastikan bahwa kebijakan strategis yang dirumuskan telah mempertimbangkan kondisi operasional Perseroan, perkembangan industri transportasi perkotaan, serta potensi risiko yang dapat memengaruhi kinerja Perseroan di masa mendatang.

Sepanjang tahun 2025, Dewan Komisaris menyelenggarakan rapat Dewan Komisaris sebanyak 1 kali serta rapat gabungan Dewan Komisaris dan Direksi sebanyak 11 kali. Melalui forum tersebut, Dewan Komisaris melakukan pembahasan terhadap berbagai agenda strategis, termasuk evaluasi terhadap rencana kerja dan anggaran perusahaan, perkembangan kinerja operasional dan keuangan, serta implementasi berbagai program strategis yang dijalankan oleh manajemen.

Dalam melaksanakan fungsi pengawasan secara lebih mendalam, Dewan Komisaris juga didukung oleh Komite Audit yang berperan membantu Dewan Komisaris dalam menelaah laporan keuangan, efektivitas pengendalian internal, kepatuhan terhadap peraturan perundang-undangan, serta pelaksanaan manajemen risiko. Sepanjang tahun 2025, Komite Audit telah menyelenggarakan rapat sebanyak 15 kali untuk membahas berbagai isu yang berkaitan dengan proses

The Board of Commissioners believes that the Board of Directors successfully balanced service quality improvement, operational efficiency, and financial structure strengthening. Initiatives in managing assets, infrastructure, and non-farebox business development demonstrate adaptability and innovation in addressing both internal and external challenges. Additionally, the Board of Directors strengthened corporate governance and risk management, supporting the sustainability of the Company's performance in the future.

Overall, the Board of Commissioners considers the Board of Directors' performance in 2025 to be sound and effective, with the note that certain development areas—such as internal process innovation and enhanced learning agility—should continue to be strengthened to maintain growth momentum and sustainably improve service quality.

Board of Commissioners' Oversight on the Formulation and Implementation of the Company's Strategy

The Board of Commissioners performs a supervisory function regarding the formulation and implementation of the Company's strategy to ensure that the policy direction set by the Board of Directors is aligned with the Company's long-term objectives as well as the interests of shareholders and other stakeholders. This oversight is carried out actively through performance monitoring mechanisms, review of strategic plans, and the provision of strategic guidance and recommendations to the Board of Directors.

In the strategy formulation process, the Board of Commissioners reviews the strategic plans prepared by the Board of Directors, including the alignment of such strategies with the Company's Long-Term Plan (RJPP) and the Company's annual work plans. Through Board of Commissioners meetings and joint meetings with the Board of Directors, the Board of Commissioners provides perspectives, guidance, and constructive input to ensure that the formulated strategic policies have taken into account the Company's operational conditions, developments in the urban transportation industry, and potential risks that may affect the Company's performance in the future.

Throughout 2025, the Board of Commissioners held one Board of Commissioners' meeting and 11 joint meetings of the Board of Commissioners and the Board of Directors. Through these forums, the Board of Commissioners discussed various strategic agendas, including evaluations of the Company's work plans and budgets, developments in operational and financial performance, and the implementation of various strategic programs carried out by management.

In carrying out its oversight functions in greater depth, the Board of Commissioners is also supported by the Audit Committee, which assists the Board of Commissioners in reviewing financial reports, the effectiveness of internal controls, compliance with laws and regulations, and the implementation of risk management. Throughout 2025, the Audit Committee held 15 meetings to discuss various issues related to the financial reporting process, the results of internal

pelaporan keuangan, hasil audit internal maupun eksternal, serta pemantauan terhadap tindak lanjut rekomendasi audit.

Selain melalui mekanisme rapat, Dewan Komisaris juga melakukan evaluasi secara berkala terhadap laporan kinerja yang disampaikan oleh Direksi. Melalui proses ini, Dewan Komisaris memperoleh gambaran menyeluruh mengenai perkembangan pelaksanaan strategi Perseroan, termasuk berbagai inisiatif strategis yang dijalankan, seperti peningkatan kualitas layanan dan jumlah pengguna layanan, pengelolaan operasional serta pemeliharaan sarana dan prasarana, pengembangan bisnis *non-farebox*, transformasi digital dalam proses bisnis, serta penguatan kapasitas sumber daya manusia.

Berdasarkan hasil pemantauan tersebut, Dewan Komisaris memberikan berbagai rekomendasi dan arahan strategis kepada Direksi guna memastikan bahwa pelaksanaan strategi berjalan sesuai dengan rencana yang telah ditetapkan serta mampu merespons dinamika operasional dan tantangan bisnis yang dihadapi Perseroan. Dewan Komisaris juga senantiasa mendorong penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) serta pengelolaan risiko yang memadai dalam setiap kegiatan usaha.

Melalui pelaksanaan fungsi pengawasan yang aktif, konstruktif, dan berkesinambungan tersebut, Dewan Komisaris memastikan bahwa proses perumusan strategi dan implementasinya berjalan secara efektif, sehingga mampu mendukung keberlanjutan kinerja Perseroan serta memberikan nilai tambah bagi pemegang saham dan pemangku kepentingan.

Pandangan Dewan Komisaris atas Penerapan Governansi Perseroan

Dewan Komisaris memandang bahwa penerapan Tata Kelola Perusahaan oleh Perseroan pada tahun 2025 telah berlangsung dengan efektif dan konsisten dengan prinsip *Good Corporate Governance* (GCG). Perseroan telah menempatkan tata kelola sebagai fondasi dalam memastikan akuntabilitas, transparansi, dan integritas di seluruh lini organisasi.

Dewan Komisaris mengapresiasi integrasi kerangka *Governance, Risk, and Compliance* (GRC) dengan strategi keberlanjutan, sehingga pengelolaan risiko, kepatuhan terhadap regulasi, serta aspek lingkungan dan sosial dijalankan secara terintegrasi. Inisiatif strategis seperti sertifikasi Sistem Manajemen Anti Penyuapan ISO 37001:2016, penyelenggaraan forum *GRC Talks*, pemenuhan pelaporan LHKPN, dan penguatan *Business Continuity Management System* (BCMS) menunjukkan komitmen Perseroan dalam menerapkan tata kelola yang profesional dan berkelanjutan.

Berdasarkan hasil asesmen internal, Perseroan memperoleh skor penerapan GCG 91,85, meningkat dibandingkan tahun sebelumnya, dengan kategori "Sangat Baik". Dewan Komisaris menilai bahwa pencapaian ini menunjukkan konsistensi Perseroan dalam memperkuat fondasi *governance*, meningkatkan maturitas sistem manajemen risiko, dan memastikan setiap kebijakan operasional dan strategis dijalankan secara transparan, akuntabel, dan berintegritas.

and external audits, and the monitoring of follow-up actions on audit recommendations.

In addition to meetings, the Board of Commissioners also conducts periodic evaluations of performance reports submitted by the Board of Directors. Through this process, the Board of Commissioners gains a comprehensive overview of the progress in implementing the company's strategy, including various strategic initiatives undertaken, such as improving service quality and increasing the number of service users, operational management and maintenance of facilities and infrastructure, development of non-farebox business, digital transformation in business processes, and strengthening human resource capacity.

Based on the results of this monitoring, the Board of Commissioners provides various recommendations and strategic guidance to the Board of Directors to ensure that strategy implementation proceeds in accordance with the established plan and is capable of responding to operational dynamics and business challenges faced by the Company. The Board of Commissioners also consistently promotes the implementation of Good Corporate Governance principles and adequate risk management in all business activities.

Through the active, constructive, and continuous exercise of its oversight functions, the Board of Commissioners ensures that the strategic formulation and implementation processes proceed effectively, thereby supporting the Company's sustained performance and delivering value to shareholders and stakeholders.

The Board of Commissioners' View on the Company's Corporate Governance Practices

The Board of Commissioners is of the view that the Company's implementation of Corporate Governance in 2025 has been effective and consistently aligned with the principles of Good Corporate Governance (GCG). The Company has positioned governance as a fundamental pillar in ensuring accountability, transparency, and integrity across all levels of the organization.

The Board of Commissioners appreciates the integration of the Governance, Risk, and Compliance (GRC) framework with the Company's sustainability strategy, ensuring that risk management, regulatory compliance, as well as environmental and social aspects are managed in an integrated manner. Strategic initiatives such as the ISO 37001:2016 Anti-Bribery Management System certification, the organization of *GRC Talks* forums, compliance with LHKPN reporting requirements, and the strengthening of the Business Continuity Management System (BCMS) demonstrate the Company's commitment to implementing professional and sustainable governance practices.

Based on the results of the internal assessment, the Company achieved a GCG implementation score of 91.85, an increase compared to the previous year, categorized as "Excellent." The Board of Commissioners views this achievement as a reflection of the Company's consistency in strengthening its governance foundation, enhancing the maturity of its risk management system, and ensuring that all operational and strategic policies are implemented in a transparent, accountable, and ethical manner.



Dewan Komisaris Board of Commissioners

Muhammad Masyhud
Komisaris
Commissioner

Iwan Takwin
Komisaris Utama
President Commissioner

Irwan Setiawan
Komisaris
Commissioner

Dewan Komisaris mendorong Perseroan untuk mempertahankan dan terus meningkatkan kualitas tata kelola, termasuk penguatan integrasi GRC dengan strategi keberlanjutan, sehingga praktik *governance* yang diterapkan tidak hanya mendukung kinerja Perseroan, tetapi juga memberikan kontribusi positif bagi masyarakat dan lingkungan.

Pandangan Dewan Komisaris atas Penerapan Keberlanjutan Perseroan

Dewan Komisaris berpendapat bahwa Perseroan secara konsisten menempatkan keberlanjutan sebagai bagian integral dari operasional dan pengembangan strategis Perseroan. Perseroan telah menginternalisasi prinsip keberlanjutan melalui tiga pilar utama: *Green Mobility*, *Inclusive Journey*, dan *Resilient Growth*, yang tercermin dalam upaya efisiensi energi, pengurangan emisi, layanan inklusif bagi masyarakat, pemberdayaan UMKM, serta pertumbuhan ekonomi yang transparan dan berkelanjutan.

Dewan Komisaris mencatat bahwa Direksi telah menetapkan strategi keberlanjutan 2025 yang fokus pada penguatan *Operational Excellence*, pengawalan proyek *Green Construction* pada Fase 1B, integrasi antarmoda dan sistem pembayaran, serta pembangunan budaya keberlanjutan melalui pelatihan kompetensi, kampanye internal, dan pembiasaan perilaku ramah lingkungan. Langkah-langkah ini menunjukkan keselarasan antara strategi operasional dengan tujuan keberlanjutan jangka panjang, serta mendukung posisi Perseroan sebagai katalisator perubahan gaya hidup perkotaan yang lebih hijau, inklusif, dan manusiawi.

Berdasarkan laporan dari Direksi, Dewan Komisaris menilai pencapaian kinerja ekonomi Perseroan tahun 2025 cukup memuaskan. Pendapatan mencapai Rp306.466,3 juta (101% dari target), dengan laba komprehensif Rp7.562,2 juta (148% dari target). Fokus pada rantai pasok lokal telah memperkuat pemberdayaan UMKM sekaligus mengurangi jejak karbon, sejalan dengan prinsip keberlanjutan.

Dalam aspek lingkungan hidup, Dewan Komisaris mengapresiasi langkah Perseroan dalam menurunkan konsumsi energi melalui optimisasi traksi dan non-traksi, penerapan teknologi *Regenerative Braking*, manajemen energi stasiun pintar, dan penggunaan panel surya. Pengelolaan limbah, air, serta program penghijauan juga telah dilaksanakan secara sistematis, mendukung efisiensi operasional dan kepatuhan terhadap regulasi lingkungan.

Dari sisi kinerja sosial, Perseroan berhasil membangun lingkungan kerja yang inklusif dan aman, dengan kompensasi adil, pengembangan kompetensi, perlindungan HAM, serta sistem keselamatan dan kesehatan kerja yang ketat. Program TJSL dan layanan konsumen inklusif menunjukkan komitmen Perseroan dalam memberikan nilai sosial yang nyata bagi masyarakat dan pelanggan.

The Board of Commissioners encourages the Company to maintain and continuously enhance the quality of its governance practices, including strengthening the integration of Governance, Risk, and Compliance (GRC) with its sustainability strategy. This ensures that governance practices not only support corporate performance but also deliver positive contributions to society and the environment.

The Board of Commissioners' Perspective on the Company's Implementation of Sustainability

The Board of Commissioners believes that the Company consistently positions sustainability as an integral part of its operations and strategic development. The Company has internalized sustainability principles through three main pillars: *Green Mobility*, *Inclusive Journey*, and *Resilient Growth*, which are reflected in efforts toward energy efficiency, emission reduction, inclusive services for the community, empowerment of SMEs, as well as transparent and sustainable economic growth.

The Board of Commissioners notes that the Board of Directors has established a 2025 sustainability strategy focused on strengthening *Operational Excellence*, overseeing the *Green Construction* project in Phase 1B, integrating intermodal transport and payment systems, and fostering a culture of sustainability through competency training, internal campaigns, and the adoption of eco-friendly behaviors. These steps demonstrate alignment between operational strategies and long-term sustainability goals, and support the Company's position as a catalyst for a greener, more inclusive, and more humane urban lifestyle.

Based on the Board of Directors' report, the Board of Commissioners assessed the Company's 2025 economic performance as satisfactory. Revenue reached IDR306,466.3 million (101% of the target), with comprehensive income of IDR7,562.2 million (148% of the target). The focus on local supply chains has strengthened the empowerment of SMEs while reducing the carbon footprint, in line with sustainability principles.

In terms of environmental sustainability, the Board of Commissioners commends the Company's efforts to reduce energy consumption through the optimization of traction and non-traction systems, the implementation of regenerative braking technology, smart station energy management, and the use of solar panels. Waste and water management, as well as greening programs, have also been systematically implemented, supporting operational efficiency and compliance with environmental regulations.

From a social performance perspective, the Company has successfully fostered an inclusive and safe work environment, featuring fair compensation, competency development, human rights protection, and a rigorous occupational safety and health system. The CSR programs and inclusive customer services have demonstrated the Company's commitment to delivering tangible social value to the community and customers.

Dewan Komisaris mencatat tantangan yang dihadapi Perseroan, termasuk perubahan budaya mobilitas masyarakat yang masih didominasi kendaraan pribadi, kebutuhan menjaga standar operasional tinggi di tengah efisiensi energi, serta penerapan prinsip keberlanjutan pada seluruh rantai pasok. Perseroan menunjukkan upaya mitigasi yang tepat melalui integrasi antarmoda, edukasi publik, penggunaan teknologi hemat energi, dan pembinaan mitra/vendor.

Dalam strategi pencapaian target keberlanjutan, Dewan Komisaris menilai Perseroan telah menerapkan pengelolaan risiko, pemanfaatan peluang strategis, dan adaptasi terhadap kondisi eksternal secara memadai. Pendekatan ini mencakup mitigasi risiko ekonomi, sosial, dan lingkungan, penguatan tata kelola, serta inovasi berkelanjutan yang selaras dengan tujuan SDGs.

Secara keseluruhan, Dewan Komisaris menilai bahwa Perseroan telah menerapkan prinsip keberlanjutan secara konsisten dan terukur sepanjang tahun 2025. Implementasi strategi keberlanjutan oleh Direksi menunjukkan komitmen nyata untuk mencapai target ekonomi, sosial, dan lingkungan, serta mendukung peran Perseroan sebagai penyedia transportasi publik yang andal, inklusif, dan berkelanjutan. Dewan Komisaris akan terus memantau pelaksanaan program ini dan memberikan pengawasan serta masukan untuk memastikan keberlanjutan jangka panjang Perseroan.

Pandangan Dewan Komisaris atas Prospek Usaha Tahun 2026

Dewan Komisaris menyambut baik dan mengapresiasi penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 oleh Direksi, yang disusun secara komprehensif dan selaras dengan Rencana Pembangunan Jangka Menengah Daerah (RPJMD) DKI Jakarta 2025–2029. RKAP ini menunjukkan perencanaan yang matang dan terkoordinasi dengan JAKPRO sebagai perusahaan induk, sehingga arah strategi, pengembangan jaringan, dan pengelolaan sumber daya Perseroan berjalan konsisten dan terintegrasi.

Dewan Komisaris memandang asumsi makroekonomi yang digunakan dalam penyusunan RKAP, termasuk pertumbuhan ekonomi nasional menurut RAPBN 2026 sebesar 5,4%, proyeksi pertumbuhan Jakarta antara 5,6%–6,4%, inflasi nasional 2,5%, nilai tukar Rupiah sekitar Rp16.500 per dolar AS, dan UMP DKI Jakarta sebesar Rp5.396.760, sebagai dasar yang realistis dan rasional untuk proyeksi usaha Perseroan. Penetapan target operasional, termasuk rerata *ridership* 4.328 penumpang per hari dan tarif layanan Rp5.000 per trip, sejalan dengan upaya meningkatkan pemanfaatan moda transportasi umum serta menjaga kualitas layanan yang berkelanjutan.

Dewan Komisaris menilai proyeksi kinerja keuangan tahun 2026 yang disusun Direksi menunjukkan keseimbangan antara pertumbuhan pendapatan, pengelolaan subsidi, dan efisiensi operasional. Target total pendapatan sebesar Rp360,81 miliar, serta laba bersih Rp6,55 miliar, mencerminkan optimisme yang didasarkan pada strategi bisnis yang realistis dan kesiapan operasional.

The Board of Commissioners notes the challenges faced by the Company, including shifts in public mobility culture that remains dominated by private vehicles, the need to maintain high operational standards amidst energy efficiency efforts, and the application of sustainability principles across the entire supply chain. The Company has demonstrated appropriate mitigation efforts through intermodal integration, public education, the use of energy-efficient technologies, and the development of partners/vendors.

In its strategy for achieving sustainability targets, the Board of Commissioners assessed that the Company has adequately implemented risk management, leveraged strategic opportunities, and adapted to external conditions. This approach encompasses the mitigation of economic, social, and environmental risks, the strengthening of governance, and sustainable innovation aligned with the SDGs.

Overall, the Board of Commissioners assesses that the Company has consistently and measurably applied sustainability principles throughout 2025. The Board of Directors' implementation of the sustainability strategy demonstrates a genuine commitment to achieving economic, social, and environmental targets, as well as supporting the Company's role as a reliable, inclusive, and sustainable public transportation provider. The Board of Commissioners will continue to monitor the implementation of this program and provide oversight and input to ensure the Company's long-term sustainability.

The Board of Commissioners' Outlook on Business Prospects for 2026

The Board of Commissioners welcomes and appreciates the preparation of the Company's 2026 Work Plan and Budget (RKAP) by the Board of Directors, which has been developed comprehensively and aligned with the Regional Medium-Term Development Plan (RPJMD) of DKI Jakarta for 2025–2029. The RKAP reflects thorough planning and strong coordination with JAKPRO as the parent company, ensuring that the Company's strategic direction, network development, and resource management are implemented in a consistent and integrated manner.

The Board of Commissioners is of the view that the macroeconomic assumptions used in the preparation of the RKAP—including national economic growth of 5.4% as outlined in the Draft State Budget (RAPBN) 2026, Jakarta's projected growth of 5.6%–6.4%, national inflation of 2.5%, an exchange rate of approximately IDR16,500 per US dollar, and the DKI Jakarta provincial minimum wage (UMP) of IDR 5,396,760—provide a realistic and reasonable basis for the Company's business projections. The establishment of operational targets, including an average daily *ridership* of 4,328 passengers and a service fare of IDR5,000 per trip, is aligned with efforts to increase public transport utilization while maintaining sustainable service quality.

The Board of Commissioners assesses that the 2026 financial performance projections prepared by the Board of Directors demonstrate a balance between revenue growth, subsidy management, and operational efficiency. The total revenue target of IDR360.81 billion, along with a net profit of IDR6.55 billion, reflects optimism grounded in realistic business strategies and operational readiness.

Faktor strategis yang menjadi perhatian Dewan Komisaris meliputi pengembangan rute Fase 1B, yang menuntut penguatan kelembagaan, koordinasi operasional, serta kesiapan sarana tambahan; keterbatasan fiskal dan alokasi DPA Pemprov DKI Jakarta yang berdampak pada pengelolaan subsidi transportasi; peremajaan aset fasilitas operasi yang habis masa pakai; pengelolaan lahan dan perjanjian pengusahaan Fase 1A dan 1B; serta pengembangan pendapatan *non-farebox* untuk mendukung keberlanjutan operasional dan mengurangi ketergantungan pada subsidi. Dewan Komisaris menekankan pentingnya mitigasi risiko secara proaktif untuk memastikan pelaksanaan program Direksi berjalan sesuai rencana.

Selain itu, Dewan Komisaris menilai langkah Direksi dalam menekankan tema “*Strengthening Services and Business to Leap on a New Journey*” serta fokus pada penguatan kualitas layanan, transformasi digital, optimalisasi aset dan pendapatan *non-farebox*, pengembangan kapabilitas SDM, implementasi SDGs, dan penguatan manajemen GRC terintegrasi, merupakan strategi yang tepat dan relevan untuk meningkatkan kinerja usaha, efisiensi operasional, serta ketahanan organisasi dalam menghadapi tantangan 2026.

Dengan mempertimbangkan perencanaan yang matang, asumsi ekonomi yang realistis, dan fokus pada keberlanjutan operasional, Dewan Komisaris optimistis bahwa Perseroan dapat terus memperkuat perannya sebagai penyedia transportasi publik yang andal, aman, dan berkelanjutan, sambil mendukung pembangunan Jakarta yang modern, inklusif, dan berdaya saing sepanjang tahun 2026.

Penutup

Mengakhiri laporan ini, Dewan Komisaris menilai bahwa sepanjang tahun 2025, PT LRT Jakarta telah menunjukkan komitmen yang kuat dalam menjaga integritas, tata kelola, keberlanjutan, dan efisiensi operasional. Dewan Komisaris mengapresiasi dedikasi Direksi dan seluruh insan Perseroan dalam menghadapi tantangan dan menjalankan strategi Perseroan secara konsisten.

Dewan Komisaris juga menyampaikan penghargaan kepada pemegang saham, mitra usaha, dan pelanggan atas kepercayaan dan kerja sama yang telah diberikan. Dengan komitmen, koordinasi, dan profesionalisme yang terus dijaga, Dewan Komisaris yakin Perseroan akan mampu mempertahankan kualitas layanan, mengelola risiko, dan mendukung pembangunan Jakarta yang modern, inklusif, dan berkelanjutan.

The strategic factors that drew the Board of Commissioners' attention include the development of the Phase 1B route, which requires institutional strengthening, operational coordination, and readiness of additional rolling stock; fiscal constraints and the allocation of the DKI Jakarta Provincial Budget Implementation Document (DPA), which affect the management of transportation subsidies; the renewal of operational assets reaching the end of their service life; land management and concession agreements for Phases 1A and 1B; and the development of *non-farebox* revenue to support operational sustainability and reduce dependence on subsidies. The Board of Commissioners emphasizes the importance of proactive risk mitigation to ensure that the implementation of the Board of Directors' programs proceeds in accordance with the planned schedule.

Furthermore, the Board of Commissioners views the Board of Directors' emphasis on the theme “*Strengthening Services and Business to Leap on a New Journey*”, along with its focus on enhancing service quality, digital transformation, asset optimization and *non-farebox* revenue development, human capital capability building, SDGs implementation, and the strengthening of an integrated GRC management system, as a well-targeted and relevant strategy to improve business performance, operational efficiency, and organizational resilience in facing the challenges of 2026.

Considering the thorough planning, realistic economic assumptions, and focus on operational sustainability, the Board of Commissioners is optimistic that the Company will continue to reinforce its role as a reliable, safe, and sustainable public transportation provider, while supporting the development of a modern, inclusive, and competitive Jakarta throughout 2026.

Conclusion

In closing this report, the Board of Commissioners assesses that throughout 2025, PT LRT Jakarta has demonstrated a strong commitment to maintaining integrity, governance, sustainability, and operational efficiency. The Board of Commissioners appreciates the dedication of the Board of Directors and all Company personnel in facing challenges and consistently executing the Company's strategies.

The Board of Commissioners also extends its gratitude to shareholders, business partners, and customers for the trust and cooperation they have provided. With continued commitment, coordination, and professionalism, the Board of Commissioners is confident that the Company will be able to maintain service quality, manage risks, and support the development of a modern, inclusive, and sustainable Jakarta.

Atas Nama Dewan Komisaris
On behalf of the Board of Commissioners

IWAN TAKWIN
Komisaris Utama
President Commissioner



Laporan Direksi

Board of Directors' Report



Pada tahun 2025, Perseroan mencatatkan total pendapatan Perseroan sebesar Rp306,47 miliar, meningkat dibandingkan realisasi tahun 2024 sebesar Rp265,23 miliar, atau tumbuh sekitar 15,5%.

In 2025, the Company recorded total revenue of IDR306.47 billion, an increase from the 2024 realization of IDR265.23 billion, representing growth of approximately 15.5%.

ROBERTO AKYUWEN
Direktur Utama
President Director

Para Pemegang Saham dan Pemangku Kepentingan Lainnya yang terhormat,

Tahun 2025 menjadi momentum penting bagi PT LRT Jakarta ("Perseroan"). Pada tahun ini saya memperoleh kepercayaan untuk mengemban amanah sebagai Direktur Utama, sebuah tanggung jawab untuk melanjutkan fondasi yang telah dibangun sekaligus mendorong Perseroan memasuki fase pertumbuhan berikutnya. Kepercayaan tersebut saya maknai sebagai komitmen bersama untuk terus memperkuat peran Perseroan dalam mendukung mobilitas perkotaan yang modern, terintegrasi, dan berkelanjutan.

Tahun ini juga menandai enam tahun perjalanan operasi komersial Perseroan sejak pertama kali melayani masyarakat pada 1 Desember 2019. Perjalanan tersebut menjadi refleksi atas proses pembelajaran, penguatan organisasi, serta dedikasi seluruh insan Perseroan dalam menghadirkan pengalaman perjalanan yang aman, nyaman, dan semakin terhubung dengan sistem transportasi perkotaan Jakarta.

Sepanjang tahun 2025, Perseroan menjalankan berbagai inisiatif transformasi dengan mengusung tema "*Optimizing Asset and Digitalization to Enhance Urban Mobility*". Optimalisasi pemanfaatan aset serta percepatan digitalisasi terus dilakukan untuk meningkatkan efisiensi operasional dan kualitas layanan. Pada saat yang sama, Perseroan juga mempersiapkan langkah penting menuju fase pengembangan berikutnya melalui rencana pengoperasian koridor Velodrome–Manggarai yang akan memperluas jangkauan layanan dan memperkuat konektivitas antarmoda di Jakarta.

Upaya tersebut tercermin dalam kinerja Perseroan sepanjang tahun 2025 yang menunjukkan perkembangan positif, baik dari sisi peningkatan pendapatan maupun pertumbuhan jumlah pelanggan. Capaian ini menjadi indikasi meningkatnya kepercayaan masyarakat terhadap layanan Perseroan serta menjadi motivasi bagi Perseroan untuk terus meningkatkan kontribusi dalam mendukung sistem mobilitas perkotaan yang lebih efisien dan berkelanjutan.

Tinjauan Ekonomi dan Industri

Pada 2025, ketidakpastian ekonomi global tetap tinggi akibat eskalasi perang dagang dan ketegangan geopolitik, termasuk konflik Rusia-Ukraina dan meningkatnya ketegangan di Timur Tengah. Kondisi ini menekan pasar keuangan, menurunkan keyakinan pelaku ekonomi, serta memperlambat perdagangan internasional, sehingga pertumbuhan ekonomi global melambat menjadi 3,3%. Bank-bank sentral, termasuk The Federal Reserve, menempuh kebijakan moneter akomodatif secara bertahap, sementara aliran modal global cenderung mengarah ke aset *safe haven* seperti obligasi AS dan emas.¹

Di Indonesia, ekonomi tumbuh sebesar 5,11%, dengan hampir seluruh sektor mencatat kinerja positif. Pertumbuhan tertinggi terjadi pada Jasa Lainnya (9,93%), Jasa Perusahaan (9,10%), dan Transportasi serta Pergudangan (8,78%), sementara struktur perekonomian masih didominasi oleh Industri Pengolahan, Perdagangan Besar dan Eceran, Pertanian, Kehutanan dan

Dear valued Shareholders and Other Stakeholders,

The year 2025 marked a significant milestone for PT LRT Jakarta ("the Company"). In this year, I was entrusted with the responsibility of serving as President Director, a role that carries the duty to continue building upon the foundations already established while driving the Company into its next phase of growth. I view this trust as a shared commitment to further strengthen the Company's role in supporting modern, integrated, and sustainable urban mobility.

This year also marked the sixth year of the Company's commercial operations since its inaugural service on 1 December 2019. This journey reflects a continuous process of learning, organizational strengthening, and the dedication of all personnel in providing safe, comfortable, and increasingly connected travel experiences within Jakarta's urban transport system.

Throughout 2025, the Company implemented various transformational initiatives under the theme "*Optimizing Asset and Digitalization to Enhance Urban Mobility*." Asset optimization and accelerated digitalization were pursued to improve operational efficiency and service quality. At the same time, the Company prepared critical steps toward the next development phase through plans to operate the Velodrome–Manggarai corridor, which will expand service coverage and strengthen intermodal connectivity across Jakarta.

These efforts were reflected in the Company's performance throughout 2025, showing positive developments in both revenue growth and customer base expansion. These achievements indicate increased public trust in the Company's services and serve as motivation to continuously enhance its contribution to a more efficient and sustainable urban mobility system.

Economic and Industry Overview

In 2025, global economic uncertainty remained high due to escalating trade wars and geopolitical tensions, including the Russia–Ukraine conflict and rising tensions in the Middle East. These conditions exerted pressure on financial markets, weakened economic confidence, and slowed international trade, resulting in a projected global economic growth of 3.3%. Central banks, including the Federal Reserve, adopted gradual accommodative monetary policies, while global capital flows favored safe-haven assets such as U.S. Treasury bonds and gold.¹

In Indonesia, the economy grew by 5.11%, with nearly all sectors recording positive performance. The highest growth was observed in Other Services (9.93%), Business Services (9.10%), and Transportation and Warehousing (8.78%), while the economy remained dominated by Manufacturing, Wholesale and Retail Trade, Agriculture, Forestry and Fisheries,

¹ Bank Indonesia, Laporan Perekonomian Indonesia 2025

¹ Bank Indonesia, Indonesia Economic Report 2025

Perikanan, Konstruksi, serta Pertambangan dan Penggalan, yang bersama-sama menyumbang 63,92% dari total PDB. Konsumsi rumah tangga tetap menjadi motor penggerak utama, diikuti pembentukan modal tetap bruto dan ekspor. Secara spasial, Pulau Jawa menjadi pusat ekonomi (56,93%), diikuti Sumatra (22,22%), Kalimantan (8,12%), dan Sulawesi (7,22%), dengan pertumbuhan merata yang mencerminkan peluang pengembangan transportasi perkotaan yang efisien.²

Sektor Transportasi dan Pergudangan menunjukkan kinerja yang kuat, mencerminkan peningkatan mobilitas barang dan penumpang, didorong urbanisasi, pertumbuhan ekonomi, dan integrasi moda transportasi. Tren ini menegaskan potensi signifikan bagi pengembangan transportasi publik perkotaan, termasuk peran strategis LRT Jakarta dalam menghadirkan layanan yang andal, aman, dan berkelanjutan.

Di tingkat lokal, ekonomi Jakarta tumbuh 5,21% (c-to-c) pada 2025, dengan hampir seluruh sektor mencatat pertumbuhan positif. Pertumbuhan tertinggi terjadi pada Penyediaan Akomodasi dan Makan Minum (9,33%), Transportasi dan Pergudangan (8,69%), serta Jasa Lainnya (8,46%), sementara beberapa sektor seperti Pengadaan Air, Limbah, Pertambangan, dan Listrik masih mengalami kontraksi. Struktur ekonomi Jakarta tetap didominasi oleh Perdagangan Besar dan Eceran, serta Reparasi Mobil dan Sepeda Motor (18,12%), Industri Pengolahan (11,13%), dan Jasa Keuangan dan Asuransi (10,96%). Dari sisi pengeluaran, pertumbuhan tercatat pada seluruh komponen, didorong oleh ekspor barang dan jasa, konsumsi rumah tangga, dan belanja pemerintah, mencerminkan aktivitas perkotaan yang dinamis dan beragam.³

Kinerja sektor transportasi di Jakarta yang tinggi menegaskan mobilitas masyarakat yang terus meningkat dan kebutuhan akan sistem transportasi perkotaan yang andal. Kondisi ini memberikan konteks penting bagi strategi Perseroan untuk terus meningkatkan kualitas layanan dan berkontribusi pada pengembangan transportasi publik yang efisien, aman, dan berkelanjutan di Ibu Kota.

Peranan Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Direksi memegang peran utama dalam merumuskan strategi dan kebijakan strategis Perseroan sebagai pedoman dalam menjalankan kegiatan usaha serta mencapai tujuan jangka panjang. Dalam menjalankan fungsi tersebut, Direksi memastikan bahwa strategi yang disusun selaras dengan visi dan misi Perseroan, arah pengembangan transportasi perkotaan di DKI Jakarta, serta aspirasi jangka panjang sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) PT LRT Jakarta periode 2025–2029.

Perumusan strategi dilakukan secara komprehensif dengan mempertimbangkan berbagai faktor yang memengaruhi kinerja Perseroan, baik yang berasal dari lingkungan internal maupun eksternal. Evaluasi terhadap kinerja operasional dan keuangan, perkembangan industri transportasi perkotaan, kebutuhan mobilitas masyarakat, serta potensi pengembangan bisnis menjadi bagian penting dalam proses tersebut. Selain

Construction, and Mining and Quarrying, which together contributed 63.92% of total GDP. Household consumption continued to be the main driver, followed by gross fixed capital formation and exports. Spatially, Java remained the economic center (56.93%), followed by Sumatra (22.22%), Kalimantan (8.12%), and Sulawesi (7.22%), with relatively even growth reflecting opportunities for the development of efficient urban transportation.²

The Transportation and Warehousing sector demonstrated strong performance, reflecting increased mobility of goods and passengers, driven by urbanization, economic growth, and intermodal integration. This trend underscores the significant potential for developing urban public transportation, including the strategic role of LRT Jakarta in providing reliable, safe, and sustainable services.

At the local level, Jakarta's economy grew by 5.21% (c-to-c) in 2025, with nearly all sectors reporting positive growth. The highest growth occurred in Accommodation and Food & Beverage Services (9.33%), Transportation and Warehousing (8.69%), and Other Services (8.46%), while certain sectors such as Water Supply, Waste Management, Mining, and Electricity experienced contraction. Jakarta's economic structure remained dominated by Wholesale and Retail Trade and Repair of Motor Vehicles and Motorcycles (18.12%), Manufacturing (11.13%), and Financial and Insurance Services (10.96%). In terms of expenditure, all components recorded growth, supported by exports of goods and services, household consumption, and government spending, reflecting a dynamic and diverse urban activity.³

The strong performance of Jakarta's transportation sector highlights the increasing mobility demands of residents and the need for a reliable urban transit system. This context provides an important backdrop for the Company's strategy to continuously improve service quality and contribute to the development of an efficient, safe, and sustainable public transportation network in the capital city.

The Role of the Board of Directors in Formulating Strategy and Strategic Policies

The Board of Directors plays a key role in formulating the Company's strategy and strategic policies to serve as guidelines for conducting business operations and achieving long-term objectives. In performing this function, the Board of Directors ensures that the strategies formulated align with the Company's vision and mission, the direction of urban transportation development in DKI Jakarta, and the long-term aspirations as outlined in PT LRT Jakarta's Long-Term Corporate Plan (RJPP) for the 2025–2029 period.

Strategy formulation is conducted comprehensively by considering various factors that influence the company's performance, whether originating from internal or external environments. Evaluations of operational and financial performance, developments in the urban transportation industry, public mobility needs, and business development potential are integral components of this process. Additionally,

² Badan Pusat Statistik, Berita Resmi Statistik No. 18/02/Th. XXIX, 5 Februari 2026

³ Badan Pusat Statistik, Berita Resmi Statistik No. 10/02/31/Th. XXVIII, 5 Februari 2026

² Central Bureau of Statistics, Official Statistical Bulletin No. 18/02/Vol. XXIX, February 5, 2026

³ Central Bureau of Statistics, Official Statistical Bulletin No. 10/02/31/Vol. XXVIII, February 5, 2026

itu, Direksi juga memperhatikan perkembangan teknologi serta dinamika kebijakan transportasi yang dapat memengaruhi pengelolaan dan pengembangan layanan transportasi berbasis rel di Jakarta.

Dalam merumuskan arah strategis Perseroan, Direksi mengonsolidasikan berbagai masukan dari jajaran manajemen dan pimpinan unit kerja untuk memperoleh pemahaman yang menyeluruh mengenai kondisi operasional, tantangan yang dihadapi, serta peluang pengembangan usaha. Melalui mekanisme pembahasan internal dan koordinasi lintas fungsi, Direksi kemudian menetapkan prioritas strategis yang menjadi dasar penyusunan rencana kerja tahunan dan program operasional Perseroan.

Strategi yang dirumuskan mencakup berbagai aspek penting dalam pengelolaan Perseroan, antara lain peningkatan kualitas layanan dan keandalan operasional, pengembangan jumlah pengguna layanan melalui berbagai inisiatif peningkatan *ridership*, optimalisasi pemanfaatan aset Perseroan, serta penguatan struktur pendapatan melalui pengembangan bisnis *non-farebox*. Selain itu, kebijakan strategis juga diarahkan pada penguatan transformasi digital dalam proses bisnis Perseroan, peningkatan kualitas dan kapabilitas sumber daya manusia, serta penerapan tata kelola perusahaan dan manajemen risiko yang baik sebagai fondasi bagi keberlanjutan usaha.

Dalam proses tersebut, Direksi juga mengintegrasikan komitmen Perseroan terhadap prinsip keberlanjutan. Hal ini tercermin melalui berbagai kebijakan dan program yang mendukung pencapaian tujuan pembangunan berkelanjutan (*Sustainable Development Goals/SDGs*), sekaligus memastikan bahwa kegiatan usaha Perseroan memberikan manfaat ekonomi, sosial, dan lingkungan secara seimbang.

Melalui proses perumusan strategi yang terstruktur dan partisipatif tersebut, Direksi memastikan bahwa setiap kebijakan strategis yang ditetapkan mampu memberikan arah yang jelas bagi seluruh unit kerja dalam menjalankan kegiatan operasional, sekaligus memperkuat peran Perseroan dalam mendukung pengembangan sistem transportasi perkotaan yang terintegrasi dan berkelanjutan di Jakarta.

Proses untuk Memastikan Implementasi Strategi

Setelah strategi dan kebijakan strategis Perseroan ditetapkan, Direksi memastikan implementasinya melalui proses perencanaan operasional, koordinasi lintas unit kerja, serta mekanisme pengawasan dan evaluasi yang berkelanjutan. Pendekatan ini dilakukan untuk memastikan bahwa arah strategis yang telah dirumuskan dapat diterjemahkan secara efektif ke dalam program kerja dan kegiatan operasional Perseroan.

Sebagai langkah awal, Direksi menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) yang memuat program kerja prioritas, target kinerja, serta alokasi sumber daya yang diperlukan untuk menjalankan strategi Perseroan. Dokumen ini menjadi pedoman bagi seluruh unit kerja dalam melaksanakan kegiatan operasional sepanjang tahun, sekaligus memastikan bahwa setiap program yang dijalankan memiliki keterkaitan yang jelas dengan sasaran strategis Perseroan.

the Board of Directors monitors technological advancements and the dynamics of transportation policies that may impact the management and development of rail-based transportation services in Jakarta.

In formulating the company's strategic direction, the Board of Directors consolidates various inputs from management and unit heads to gain a comprehensive understanding of operational conditions, challenges faced, and business development opportunities. Through internal discussion mechanisms and cross-functional coordination, the Board of Directors then established strategic priorities that serve as the basis for the formulation of the company's annual work plans and operational programs.

The formulated strategy covers various key aspects of corporate management, including improving service quality and operational reliability, increasing the number of service users through various ridership-enhancement initiatives, optimizing the utilization of company assets, and strengthening revenue streams through the development of non-farebox businesses. Additionally, strategic policies are directed toward strengthening digital transformation in the company's business processes, improving the quality and capabilities of human resources, and implementing sound corporate governance and risk management as the foundation for business sustainability.

In this process, the Board of Directors also integrates the company's commitment to sustainability principles. This is reflected through various policies and programs that support the achievement of the Sustainable Development Goals (SDGs), while ensuring that the company's business activities provide balanced economic, social, and environmental benefits.

Through this structured and participatory strategic formulation process, the Board of Directors ensures that every strategic policy established provides clear direction for all business units in carrying out operational activities, while strengthening the company's role in supporting the development of an integrated and sustainable urban transportation system in Jakarta.

Process for Ensuring Strategy Implementation

Once the company's strategy and strategic policies have been established, the Board of Directors ensures their implementation through operational planning, cross-departmental coordination, and ongoing monitoring and evaluation mechanisms. This approach is taken to ensure that the formulated strategic direction can be effectively translated into the company's work programs and operational activities.

As an initial step, the Board of Directors prepares the Company Work Plan and Budget (RKAP), which outlines priority work programs, performance targets, and the resource allocations required to execute the company's strategy. This document serves as a guideline for all departments in carrying out operational activities throughout the year, while ensuring that every program implemented has a clear connection to the company's strategic objectives.



Direksi Board of Directors

Aditia Kesuma Negara
Direktur Operasi dan Pengembangan
Director of Operations and Development

Roberto Akyuwen
Direktur Utama
President Director

Sahurdi
Direktur Keuangan dan Dukungan Bisnis
Director of Finance and Business Support

Pelaksanaan strategi kemudian dijabarkan ke dalam berbagai inisiatif operasional di masing-masing unit kerja. Inisiatif tersebut antara lain mencakup peningkatan kualitas layanan kepada pelanggan, pengembangan program peningkatan *ridership*, pelaksanaan kegiatan perawatan sarana dan prasarana secara rutin, serta pengembangan bisnis *non-farebox* guna memperkuat struktur pendapatan Perseroan. Di sisi lain, transformasi digital terus didorong dalam berbagai proses bisnis, khususnya pada aspek pengadaan, keuangan, dan akuntansi, guna meningkatkan efisiensi operasional serta transparansi pengelolaan Perseroan.

Direksi juga menaruh perhatian pada penguatan kualitas sumber daya manusia melalui berbagai program pengembangan kompetensi, internalisasi budaya Perseroan, serta pengelolaan SDM yang lebih adaptif dan berbasis data. Upaya ini dilakukan untuk memastikan bahwa organisasi memiliki kapabilitas yang memadai dalam menjalankan strategi Perseroan serta menghadapi dinamika perkembangan industri transportasi perkotaan.

Untuk memastikan pelaksanaan strategi berjalan sesuai rencana, Direksi melakukan pemantauan kinerja secara berkala melalui mekanisme evaluasi manajemen dan pengukuran pencapaian *Key Performance Indicator* (KPI). Melalui proses *monitoring* tersebut, berbagai potensi kendala maupun risiko yang muncul dalam pelaksanaan program kerja dapat diidentifikasi secara dini, sehingga langkah mitigasi dan penyesuaian kebijakan dapat dilakukan secara tepat dan terukur.

Selain itu, seluruh kegiatan operasional Perseroan dijalankan dengan mengedepankan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) serta pengelolaan risiko yang memadai. Pendekatan ini bertujuan untuk menjaga akuntabilitas, transparansi, serta kepatuhan terhadap regulasi yang berlaku, sekaligus memperkuat ketahanan organisasi dalam menghadapi berbagai dinamika operasional dan bisnis.

Melalui proses implementasi yang terstruktur, koordinasi yang kuat, serta mekanisme pemantauan yang berkelanjutan, Direksi memastikan bahwa strategi Perseroan dapat dijalankan secara konsisten dan efektif, sehingga mampu mendukung pencapaian kinerja Perseroan serta memberikan nilai tambah bagi seluruh pemangku kepentingan.

Analisis Kinerja dan Pencapaian Target Tahun 2025

Direksi menilai pencapaian kinerja Perseroan secara keseluruhan melalui KPI yang telah ditetapkan untuk tahun 2025. Secara total, realisasi KPI Perseroan tahun 2025 mencapai 102%. Dari perspektif finansial, realisasi tercatat 27,2%, dengan beberapa atribut seperti Pendapatan *Non-Farebox*, EBITDA Margin dan Sales *Non-Farebox* sudah melebihi target, sementara Pendapatan *Farebox* masih memerlukan peningkatan. Perspektif *customer* menunjukkan pencapaian 24,2%, dengan atribut Jumlah Penumpang, Kepuasan Pelanggan, dan *Share of Voice* sudah melampaui target, sedangkan SPM LRT Jakarta Fase 1 masih perlu perhatian lebih. Dari perspektif internal bisnis proses, pencapaian tahun 2025 sebesar 29,9%, di mana Ketersediaan Aset dan Transformasi Digital telah tercapai, sementara atribut lain, termasuk Inovasi Program Sertifikasi Sistem Manajemen Terintegrasi, masih

The implementation of the strategy is then broken down into various operational initiatives within each work unit. These initiatives include improving the quality of customer service, developing programs to increase ridership, conducting routine maintenance of facilities and infrastructure, and developing non-farebox businesses to strengthen the company's revenue structure. On the other hand, digital transformation continues to be driven across various business processes, particularly in procurement, finance, and accounting, to improve operational efficiency and transparency in corporate management.

The Board of Directors also prioritizes strengthening human resource quality through various competency development programs, the internalization of corporate culture, and more adaptive, data-driven HR management. These efforts are undertaken to ensure the organization possesses adequate capabilities to execute corporate strategies and navigate the evolving dynamics of the urban transportation industry.

To ensure effective execution of the Company's strategy, the Board of Directors conducts regular performance monitoring through management evaluation mechanisms and the measurement of Key Performance Indicator (KPI) achievements. Through this monitoring process, potential constraints and risks arising from the implementation of work programs can be identified at an early stage, enabling appropriate and measurable mitigation actions as well as policy adjustments.

In addition, all operational activities are carried out in accordance with the principles of Good Corporate Governance (GCG) and prudent risk management. This approach aims to uphold accountability, transparency, and compliance with applicable regulations, while strengthening the organization's resilience in navigating operational and business dynamics.

Through structured implementation processes, strong coordination, and continuous monitoring mechanisms, the Board of Directors ensures that the Company's strategies are executed consistently and effectively, thereby supporting the achievement of corporate performance targets and delivering added value to all stakeholders.

Performance Analysis and Achievement of 2025 Targets

The Board of Directors evaluated the Company's overall performance achievement based on the KPIs established for 2025. In total, the Company's KPI realization reached 102% in 2025. From a financial perspective, achievement stood at 27.2%, with several indicators, such as Non-Farebox Revenue, EBITDA Margin, and Non-Farebox Sales, exceeding targets, while Farebox Revenue still required further improvement. From the Customer Perspective, achievement reached 24.2%, with indicators including Ridership, Customer Satisfaction, and Share of Voice surpassing targets, while the Minimum Service Standards (SPM) for LRT Jakarta Phase 1 still required further attention. From the internal business process perspective, achievement in 2025 reached 29.9%, where Asset Availability and Digital Transformation initiatives met their targets, while other indicators, including Integrated Management System

memerlukan penguatan. Sementara itu, perspektif *learning & growth* tercatat 22,6%, dengan Nilai GCG dan *Risk Maturity Level* sudah berada di atas target, sedangkan *Learning Agility* masih menjadi fokus pengembangan.

Adapun analisis kinerja operasional Perseroan pada setiap segmen sepanjang tahun 2025 dijabarkan berikut ini:

Segmen Operasi dan Pelayanan. Segmen Operasi dan Pelayanan bertanggung jawab penuh atas keseluruhan operasional dan layanan perjalanan kereta, dengan rute Pegangsaan Dua – Velodrome Rawamangun yang terintegrasi dengan BRT TransJakarta dan Mikrotrans. Target *ridership* tahun 2025 ditetapkan mencapai 3.500 penumpang per hari, sedangkan realisasi operasional sepanjang tahun menunjukkan capaian rata-rata 99,9% dari target rencana perjalanan.

Beberapa capaian kunci segmen ini antara lain:

- › Persentase ketepatan waktu tempuh komersial mencapai 99,92%, melebihi target 99% setiap bulan, mencerminkan keberhasilan pengelolaan sarana, persinyalan, dan GAPEKA.
- › Standar Pelayanan Minimum (SPM) rata-rata tercapai di 98,31%, mendekati target 99%. Beberapa fluktuasi terjadi pada bulan tertentu, seperti Juni (93,75%) dan Juli (97,64%) akibat kendala operasional dan cuaca. Meski demikian, Perseroan tetap mempertahankan kualitas layanan pelanggan dan menjalankan berbagai kegiatan untuk memastikan pelayanan maksimal di setiap perjalanan.
- › Jumlah total pelanggan meningkat 8,97% dibandingkan 2024, mencapai 1.336.859 pelanggan, dengan kontribusi dominan dari Stasiun Velodrome dan Boulevard Utara.
- › Penyesuaian waktu operasional dilakukan pada malam pergantian tahun, dengan 6.362 KA harian beroperasi sesuai GAPEKA.

Segmen Sarana. Segmen ini berfokus pada perawatan dan pemeriksaan kereta (LRV) serta fasilitas depo, termasuk pemantauan kondisi melalui *Dashboard LRV Fault Log TCMS* dan Analisis RAMS. Sepanjang 2025, semua program pemeriksaan harian, mingguan, 4 bulanan, dan pencucian sarana realisasi 100% sesuai target, dengan pemanfaatan digitalisasi, persiapan *ERP integrated warehouse & maintenance plan*, serta *predictive maintenance* untuk trainset.

Pelatihan dan sertifikasi SDM Sarana juga dijalankan secara komprehensif, dengan 33 karyawan tersertifikasi Pemeriksa Sarana dan 33 karyawan tersertifikasi Perawat Sarana dari Kementerian Perhubungan RI, mendukung keandalan operasional.

Segmen Prasarana. Segmen Prasarana mengelola jalur, stasiun, depot, sistem persinyalan, telekomunikasi, dan traksi daya listrik. Seluruh program pemeriksaan dan perawatan prasarana tahun 2025 direalisasikan 100% dari target, dengan nilai *SLA asset availability* mencapai 99,09%, sedikit di atas target 99%, menandakan kesiapan operasional yang tinggi. Segmen ini juga mendukung pengembangan SDM, sertifikasi, dan kerja sama dengan pihak ketiga melalui *Maintenance Service Agreement (MSA)*.

Certification Program Innovation, still required further strengthening. Meanwhile, from the learning and growth perspective, achievement stood at 22.6%, with GCG score and Risk Maturity Level exceeding targets, while learning agility remained an area for further development.

The analysis of the Company's operational performance across each segment throughout 2025 is presented as follows:

Operations and Services Segment. The Operations and Services Segment was fully responsible for overall train operations and passenger services along the Pegangsaan Dua–Velodrome Rawamangun route, which is integrated with TransJakarta BRT and Mikrotrans services. The 2025 ridership target was set at 3,500 passengers per day, while operational realization throughout the year achieved an average of 99.9% of the planned train service schedule.

Key achievements of this segment included:

- › The on-time performance (OTP) of commercial travel reached 99.92%, exceeding the monthly target of 99%, reflecting effective management of rolling stock, signaling systems, and the train timetable (GAPEKA).
- › The Minimum Service Standards (*Standar Pelayanan Minimum/SPM*) achieved an average of 98.31%, close to the 99% target. Some fluctuations occurred in certain months, such as June (93.75%) and July (97.64%), due to operational constraints and weather conditions. Nevertheless, the Company maintained service quality and implemented various initiatives to ensure optimal service delivery.
- › Total ridership increased by 8.97% compared to 2024, reaching 1,336,859 passengers, with major contributions from Velodrome and Boulevard Utara Stations.
- › Adjustments to operating hours were implemented during the New Year period, with 6,362 train trips operated in accordance with the official timetable (GAPEKA).

Rolling Stock Segment. This segment focused on the maintenance and inspection of Light Rail Vehicles (LRVs) and depot facilities, including condition monitoring through the LRV Fault Log TCMS Dashboard and RAMS (Reliability, Availability, Maintainability, and Safety) analysis. Throughout 2025, all daily, weekly, four-monthly inspection programs and rolling stock washing activities were completed at 100% of target, supported by digitalization initiatives, preparation for an ERP-integrated warehouse and maintenance plan, as well as the implementation of predictive maintenance for trainsets.

Human capital development in this segment was also carried out comprehensively, with 33 employees certified as Rolling Stock Inspectors and 33 employees certified as Rolling Stock Maintenance Personnel by the Ministry of Transportation of the Republic of Indonesia, supporting operational reliability.

Infrastructure Segment. The Infrastructure Segment managed tracks, stations, depots, signaling systems, telecommunications, and traction power systems. All infrastructure inspection and maintenance programs in 2025 were completed at 100% of target, with asset availability SLA reaching 99.09%, slightly above the 99% target, indicating a high level of operational readiness. The segment also supported human capital development, certification programs, and partnerships with third parties through Maintenance Service Agreements (MSA).

Segmen Pengembangan Bisnis. Segmen ini bertugas meningkatkan pendapatan *non-farebox* melalui pengusahaan sarana dan prasarana tanpa mengganggu operasional. Pendapatan *non-farebox* tahun 2025 didominasi oleh empat pilar: *Project Stinger* (Rp13,6 miliar), *Naming Rights* (Rp4,0 miliar), *MOSS* (Rp4,24 miliar), dan *Ritel & Aktivasi* (Rp2,21 miliar), serta pendapatan tambahan dari perparkiran, *payment channel*, dan *advertising & telco*. Strategi inovatif dan kolaborasi terus dijalankan untuk meningkatkan kontribusi *non-farebox* terhadap total pendapatan Perseroan.

Dalam hal kinerja keuangan, Perseroan pada tahun 2025 menunjukkan pengelolaan yang efektif, tercermin dari peningkatan pendapatan, pencapaian laba kotor dan laba bersih yang melampaui target RKAP, serta pertumbuhan aset dan ekuitas yang memperkuat struktur keuangan Perseroan dalam mendukung keberlanjutan operasional dan pengembangan bisnis di masa mendatang.

Pada tahun 2025, Perseroan mencatatkan total pendapatan Perseroan sebesar Rp306,47 miliar, meningkat dibandingkan realisasi tahun 2024 sebesar Rp265,23 miliar, atau tumbuh sekitar 15,5%. Pencapaian ini juga sedikit melampaui target RKAP yang ditetapkan sebesar Rp300,58 miliar, dengan tingkat pencapaian sekitar 101%. Pendapatan operasi yang berasal dari *farebox* dan *non-farebox* tercatat sebesar Rp31,45 miliar, melampaui target RKAP Rp24,05 miliar atau mencapai 130% dari target. Kontribusi subsidi sarana tercatat sebesar Rp145,78 miliar dibandingkan target RKAP Rp138,03 miliar atau 106%, sedangkan subsidi prasarana terealisasi sebesar Rp129,24 miliar dari target RKAP Rp138,50 miliar atau 93% dari target.

Dari sisi biaya, beban pokok pendapatan pada tahun 2025 tercatat sebesar Rp195,72 miliar, meningkat dibandingkan realisasi tahun 2024 sebesar Rp162,06 miliar, sejalan dengan peningkatan aktivitas operasional Perseroan. Meskipun demikian, realisasi ini masih lebih rendah dibandingkan target RKAP sebesar Rp202,35 miliar, atau mencapai 97% dari target.

Dengan demikian, Perseroan membukukan laba kotor sebesar Rp110,75 miliar, meningkat dibandingkan tahun 2024 yang sebesar Rp103,16 miliar, serta melampaui target RKAP Rp98,23 miliar dengan tingkat pencapaian 113%.

Selanjutnya, jumlah beban usaha tercatat sebesar Rp105,19 miliar, meningkat dibandingkan tahun 2024 sebesar Rp95,33 miliar. Peningkatan ini terutama dipengaruhi oleh bertambahnya aktivitas operasional serta penguatan fungsi organisasi dalam mendukung pengembangan bisnis Perseroan. Di dalam komponen beban usaha tersebut, beban umum tercatat sebesar Rp32,01 miliar, dibandingkan target RKAP Rp28,60 miliar, atau mencapai 112% dari target.

Setelah memperhitungkan seluruh beban usaha, Perseroan mencatatkan laba usaha sebesar Rp5,56 miliar, lebih rendah dibandingkan realisasi tahun 2024 sebesar Rp7,84 miliar, namun masih melampaui target RKAP yang ditetapkan sebesar Rp4,60 miliar, dengan tingkat pencapaian 121%.

Setelah memperhitungkan pendapatan dan beban lainnya serta beban pajak penghasilan, Perseroan berhasil mencatatkan laba bersih tahun berjalan sebesar Rp8,18 miliar, meningkat signifikan dibandingkan realisasi tahun 2024 sebesar Rp3,75

Business Development Segment. This segment was responsible for increasing non-farebox revenue through the utilization of assets and infrastructure without disrupting core operations. In 2025, non-farebox revenue was primarily driven by four pillars: Project Stinger (IDR13.6 billion), Naming Rights (IDR4.0 billion), MOSS (IDR4.24 billion), and Retail & Activation (IDR2.21 billion), along with additional contributions from parking, payment channels, and advertising & telecommunications. Innovative strategies and collaborations continued to be implemented to enhance the contribution of non-farebox revenue to the Company's total revenue.

In terms of financial performance, the Company demonstrated effective financial management in 2025, as reflected in increased revenue, the achievement of gross profit and net profit exceeding the RKAP targets, as well as growth in assets and equity, which strengthened the Company's financial structure in supporting operational sustainability and future business development.

In 2025, the Company recorded total revenue of IDR306.47 billion, an increase from the 2024 realization of IDR265.23 billion, representing growth of approximately 15.5%. This achievement also slightly exceeded the RKAP target of IDR300.58 billion, reaching approximately 101% of the target. Operating revenue derived from farebox and non-farebox activities amounted to IDR31.45 billion, exceeding the RKAP target of IDR24.05 billion, or 130% of the target. Rolling stock subsidy contribution amounted to IDR145.78 billion, compared to the RKAP target of IDR138.03 billion (106% of target), while infrastructure subsidy realization reached IDR129.24 billion against the RKAP target of IDR138.50 billion (93% of target).

On the cost side, cost of revenue in 2025 amounted to IDR195.72 billion, increasing from IDR162.06 billion in 2024, in line with higher operational activities. Nevertheless, this realization remained below the RKAP target of IDR202.35 billion, or 97% of the target.

As a result, the Company recorded a gross profit of IDR110.75 billion, an increase from IDR103.16 billion in 2024, and exceeding the RKAP target of IDR98.23 billion, achieving 113% of the target.

Furthermore, total operating expenses amounted to IDR105.19 billion, increasing from IDR95.33 billion in 2024. This increase was mainly driven by higher operational activities and the strengthening of organizational functions to support business development. Within this component, general and administrative expenses amounted to IDR32.01 billion, compared to the RKAP target of IDR28.60 billion, or 112% of the target.

After accounting for all operating expenses, the Company recorded an operating profit of IDR5.56 billion, lower than the 2024 realization of IDR7.84 billion, yet still exceeding the RKAP target of IDR4.60 billion, achieving 121% of the target.

After accounting for other income and expenses as well as income tax expenses, the Company successfully recorded a net profit for the year of IDR8.18 billion, a significant increase compared to IDR3.75 billion in 2024, representing growth of

miliar, atau tumbuh lebih dari 118%, sekaligus melampaui target RKAP sebesar Rp5,11 miliar dengan tingkat pencapaian 160%.

Dari sisi posisi keuangan, total aset Perseroan pada akhir tahun 2025 tercatat sebesar Rp439,39 miliar, meningkat 12,7% dibandingkan posisi tahun 2024 sebesar Rp389,95 miliar. Realisasi tersebut juga melampaui target RKAP sebesar Rp369,69 miliar, dengan tingkat pencapaian 119%. Aset lancar mencapai Rp272,88 miliar, meningkat 26,1% dibandingkan tahun sebelumnya sebesar Rp216,39 miliar, serta melampaui target RKAP sebesar Rp203,22 miliar dengan tingkat pencapaian 134%. Sementara itu, aset tidak lancar tercatat sebesar Rp165,51 miliar, menurun dibandingkan posisi tahun 2024 sebesar Rp173,56 miliar atau 4,6%, serta sedikit berada di bawah target RKAP sebesar Rp166,47 miliar, dengan tingkat pencapaian 99%.

Dari sisi kewajiban, total liabilitas Perseroan pada akhir tahun 2025 tercatat sebesar Rp100,65 miliar, meningkat dibandingkan posisi tahun 2024 sebesar Rp58,77 miliar. Realisasi tersebut juga berada di atas target RKAP sebesar Rp45,59 miliar, dengan tingkat pencapaian 220% dari target. Peningkatan liabilitas ini terutama berasal dari liabilitas jangka pendek yang mencapai Rp88,88 miliar, meningkat dibandingkan tahun 2024 sebesar Rp50,71 miliar, serta melampaui target RKAP sebesar Rp35,74 miliar dengan tingkat pencapaian 249%. Kenaikan tersebut terutama dipengaruhi oleh peningkatan utang usaha kepada mitra dan pemasok seiring meningkatnya aktivitas operasional Perseroan pada tahun 2025. Sementara itu, liabilitas jangka panjang tercatat sebesar Rp11,77 miliar, meningkat dibandingkan posisi tahun 2024 sebesar Rp8,06 miliar, dan berada di atas target RKAP sebesar Rp9,85 miliar, dengan tingkat pencapaian 119%. Peningkatan ini terutama berasal dari penyesuaian kewajiban imbalan pascakerja yang dihitung berdasarkan hasil perhitungan aktuaria sesuai dengan standar akuntansi yang berlaku.

Di sisi lain, total ekuitas Perseroan pada akhir tahun 2025 tercatat sebesar Rp338,74 miliar, meningkat dibandingkan posisi tahun 2024 sebesar Rp331,18 miliar. Realisasi ekuitas tersebut juga melampaui target RKAP sebesar Rp324,10 miliar, dengan tingkat pencapaian 104% dari target. Peningkatan ekuitas ini terutama dipengaruhi oleh perolehan laba bersih pada tahun berjalan yang memperkuat struktur permodalan Perseroan.

Secara keseluruhan, pencapaian kinerja operasional dan keuangan Perseroan sepanjang tahun 2025 menunjukkan kemampuan Perseroan dalam menjaga keseimbangan antara kualitas layanan transportasi publik, efisiensi operasional, serta penguatan struktur keuangan.

Kendala yang Dihadapi Perseroan

Meskipun kinerja operasional tahun 2025 menunjukkan hasil yang positif, Perseroan tetap menghadapi sejumlah tantangan yang memerlukan perhatian dan langkah mitigasi yang terarah. Dalam pengelolaan sarana, kesiapan kereta untuk operasi menjadi salah satu fokus utama. Proses perawatan rutin memerlukan dukungan ketersediaan suku cadang, tenaga teknis, serta fasilitas pemeliharaan yang memadai. *Lead time* pengadaan suku cadang yang relatif panjang serta keterbatasan jumlah teknisi menjadi faktor yang perlu dikelola secara cermat, khususnya dalam mendukung kesiapan operasional seiring rencana pengembangan jaringan.

more than 118%, and exceeding the RKAP target of IDR5.11 billion, achieving 160% of the target.

From a financial position perspective, the Company's total assets at the end of 2025 amounted to IDR439.39 billion, representing an increase of 12.7% compared to the 2024 position of IDR389.95 billion. This realization also exceeded the RKAP target of IDR369.69 billion, achieving 119% of the target. Current assets reached IDR272.88 billion, an increase of 26.1% from IDR216.39 billion in the previous year, and surpassing the RKAP target of IDR203.22 billion, achieving 134% of the target. Meanwhile, non-current assets amounted to IDR165.51 billion, a decrease from the 2024 position of IDR173.56 billion (4.6%), slightly below the RKAP target of IDR166.47 billion, with an achievement rate of 99%.

On the liabilities side, total liabilities at the end of 2025 amounted to IDR100.65 billion, increasing from IDR58.77 billion in 2024. This figure also exceeded the RKAP target of IDR45.59 billion, achieving 220% of the target. The increase in liabilities was primarily driven by current liabilities, which reached IDR88.88 billion, up from IDR50.71 billion in 2024, and exceeding the RKAP target of IDR35.74 billion, with an achievement rate of 249%. This increase was mainly influenced by higher trade payables to partners and suppliers, in line with increased operational activity in 2025. Meanwhile, long-term liabilities amounted to IDR11.77 billion, up from IDR8.06 billion in 2024, exceeding the RKAP target of IDR9.85 billion, with an achievement rate of 119%. The increase was mainly due to adjustments in post-employment benefit liabilities calculated based on actuarial valuations in accordance with applicable accounting standards.

On the other hand, total equity at the end of 2025 amounted to IDR338.74 billion, an increase from IDR331.18 billion in 2024. This realization also exceeded the RKAP target of IDR324.10 billion, achieving 104% of the target. The equity growth was primarily driven by net profit generated during the year, strengthening the Company's capital structure.

Overall, the operational and financial performance of the Company throughout 2025 has demonstrated its capability to maintain a balance between high-quality public transportation services, operational efficiency, and a strengthened financial structure.

Challenges Faced by the Company

Despite the positive operational performance in 2025, the Company continued to face several challenges that required attention and targeted mitigation measures. In terms of rolling stock management, train readiness for operations remained a key focus. Routine maintenance processes required adequate support in terms of spare parts availability, technical personnel, and maintenance facilities. The relatively long lead time for spare parts procurement, coupled with a limited number of technicians, necessitated careful management, particularly to maintain operational readiness in line with the planned network expansion.

Pada aspek prasarana, perbedaan *lifecycle* serta spesifikasi peralatan antara Fase 1A dan Fase 1B menuntut penyesuaian dalam pola pemeliharaan dan integrasi sistem. Kondisi ini menambah kompleksitas dalam pengelolaan jalur, sistem persinyalan, kelistrikan, serta fasilitas pendukung lainnya. Untuk menjaga keandalan operasional, Perseroan melakukan berbagai langkah mitigasi melalui penguatan perawatan preventif, peningkatan kapasitas sumber daya manusia, serta pengelolaan persediaan dan koordinasi teknis dengan para *principal*.

Selain tantangan internal, Perseroan juga menghadapi faktor eksternal berupa keterbatasan alokasi subsidi yang memengaruhi fleksibilitas perencanaan program kerja. Nilai subsidi yang tersedia tidak selalu sejalan dengan kebutuhan operasional dan pengembangan layanan, sehingga Perseroan perlu melakukan penyesuaian prioritas, meningkatkan efisiensi biaya, serta mengoptimalkan pemanfaatan sumber daya yang tersedia.

Melalui pengelolaan risiko yang terarah serta koordinasi yang kuat di seluruh unit kerja, Perseroan berupaya memastikan bahwa berbagai tantangan tersebut dapat dimitigasi dengan baik, sehingga kesiapan operasional tetap terjaga dalam mendukung pengembangan jaringan dan peningkatan layanan di masa mendatang.

Penerapan Governansi Perseroan

Perseroan meyakini bahwa tata kelola perusahaan yang baik (*Good Corporate Governance/GCG*) merupakan fondasi utama dalam menjaga keberlangsungan usaha, memperkuat kepercayaan pemegang saham, serta menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan. Oleh karena itu, penerapan tata kelola tidak hanya diposisikan sebagai pemenuhan kewajiban kepatuhan terhadap regulasi, tetapi juga sebagai bagian integral dari strategi pengelolaan perusahaan yang profesional, transparan, dan berintegritas. Dalam menjalankan kegiatan usaha, Perseroan secara konsisten berpedoman pada prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran dalam setiap proses pengambilan keputusan maupun aktivitas operasional.

Sejak berdiri pada tahun 2018, Perseroan secara bertahap membangun fondasi tata kelola melalui penyusunan kebijakan, penguatan struktur organisasi, serta pengembangan sistem pengawasan dan pengendalian internal. Seiring dengan perkembangan organisasi dan kompleksitas bisnis, Perseroan terus melakukan penyempurnaan praktik tata kelola untuk memastikan seluruh aktivitas usaha dikelola secara efektif, akuntabel, dan selaras dengan praktik terbaik.

Memasuki tahun 2025, Perseroan memperkuat implementasi tata kelola melalui integrasi kerangka *Governance, Risk, and Compliance* (GRC) dengan strategi keberlanjutan Perseroan. Pendekatan ini bertujuan memastikan pengelolaan risiko, kepatuhan terhadap regulasi, serta penguatan aspek lingkungan dan sosial berjalan secara terintegrasi dalam mendukung ketahanan Perseroan. Sejalan dengan arah tersebut, Perseroan juga menyusun peta jalan penguatan tata kelola untuk periode lima tahun ke depan yang berfokus pada peningkatan maturitas GRC, penguatan manajemen risiko, serta pengembangan praktik tata kelola yang selaras dengan standar internasional.

Regarding infrastructure, differences in lifecycle and equipment specifications between Phase 1A and Phase 1B required adjustments in maintenance patterns and system integration. This added complexity to the management of tracks, signaling systems, electrical systems, and other supporting facilities. To maintain operational reliability, the Company implemented mitigation measures including strengthening preventive maintenance, enhancing human resource capacity, and managing inventory and technical coordination with principals.

In addition to internal challenges, the Company also faced external factors, such as limitations in subsidy allocations, which affected the flexibility of work program planning. The available subsidy amounts did not always align with operational and service development needs, requiring the Company to adjust priorities, improve cost efficiency, and optimize the use of available resources.

Through targeted risk management and strong coordination across all units, the Company endeavored to ensure that these challenges were effectively mitigated, thereby maintaining operational readiness to support network expansion and service improvements in the future.

Implementation of Corporate Governance

The Company believes that Good Corporate Governance (GCG) is the cornerstone of ensuring business sustainability, strengthening shareholder confidence, and creating long-term value for all stakeholders. Therefore, the implementation of corporate governance is not merely viewed as compliance with regulatory obligations, but also as an integral part of a professional, transparent, and integrity-driven corporate management strategy. In conducting its business operations, the Company consistently adheres to the principles of transparency, accountability, responsibility, independence, and fairness in every decision-making process and operational activity.

Since its establishment in 2018, the Company has gradually built its governance foundation through policy formulation, organizational structure strengthening, and the development of internal supervision and control systems. Along with organizational growth and increasing business complexity, the Company has continuously refined its governance practices to ensure that all business activities are managed effectively, accountably, and in alignment with best practices.

Entering 2025, the Company strengthened governance implementation through the integration of the Governance, Risk, and Compliance (GRC) framework with the corporate sustainability strategy. This approach aims to ensure that risk management, regulatory compliance, and the enhancement of environmental and social aspects are carried out in an integrated manner to support the Company's resilience. In line with this direction, the Company also developed a five-year governance enhancement roadmap focusing on GRC maturity improvement, risk management strengthening, and the development of governance practices aligned with international standards.

Sepanjang tahun 2025, Perseroan melaksanakan berbagai inisiatif strategis untuk memperkuat integritas, transparansi, dan akuntabilitas di seluruh lini organisasi. Upaya tersebut tercermin dari peningkatan nilai penerapan GCG Perseroan menjadi 91,85, meningkat dibandingkan tahun sebelumnya sebesar 89,71 dengan kategori “Sangat Baik”. Pencapaian ini menunjukkan bahwa penerapan tata kelola di Perseroan terus mengalami peningkatan kualitas secara berkelanjutan.

Komitmen terhadap budaya integritas juga diwujudkan melalui keberhasilan memperoleh sertifikasi Sistem Manajemen Anti Penyuapan ISO 37001:2016, penyelenggaraan forum GRC Talks untuk memperkuat praktik pengadaan yang transparan dan akuntabel, serta pemenuhan kewajiban pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) oleh Direksi dan Dewan Komisaris secara tepat waktu. Perseroan juga memperkuat ketahanan operasional melalui pengembangan *Business Continuity Management System* (BCMS) guna memastikan keberlangsungan operasional dalam menghadapi berbagai potensi risiko.

Konsistensi Perseroan dalam memperkuat tata kelola tersebut turut memperoleh pengakuan melalui sejumlah penghargaan, antara lain *Top GRC Award 5 Star Level*, *The High Performing Board of Commissioner on GRC 2025*, serta *The Most Committed GRC Leader 2025*, yang mencerminkan keberhasilan Perseroan dalam mengimplementasikan praktik *Governance, Risk, and Compliance* secara terintegrasi.

Ke depan, Perseroan akan terus meningkatkan maturitas sistem *Governance, Risk, and Compliance* serta mengintegrasikannya dengan strategi keberlanjutan Perseroan. Melalui komitmen tersebut, Perseroan berupaya memastikan bahwa praktik tata kelola yang diterapkan tidak hanya mendukung kinerja Perseroan yang berkelanjutan, tetapi juga memberikan kontribusi positif bagi masyarakat dan lingkungan.

Perubahan Komposisi Direksi

Pada tahun 2025, Perseroan mencatat adanya perubahan pada jajaran Direksi dengan penunjukan saya, Roberto Akyuwen, sebagai Direktur Utama berdasarkan Keputusan Para Pemegang Saham (KPPS) di luar RUPS Luar Biasa tertanggal 15 September 2025. Saya menyampaikan penghargaan dan terima kasih atas kepercayaan yang diberikan kepada saya untuk memimpin Perseroan dalam mengawal operasional dan strategi bisnis ke depan.

Saya juga ingin mengapresiasi kontribusi Direktur Utama sebelumnya, Hendri Saputra, atas dedikasi dan komitmennya selama memimpin Perseroan. Perubahan kepemimpinan ini menjadi momentum bagi Direksi untuk terus meningkatkan kualitas layanan, menjaga keandalan operasional, dan mendukung pencapaian strategi jangka panjang Perseroan secara berkesinambungan.

Komitmen dan Strategi Keberlanjutan

Di tengah laju urbanisasi yang pesat dan tantangan perubahan iklim global, PT LRT Jakarta menempatkan keberlanjutan sebagai DNA operasional. Sebagai operator transportasi publik berbasis rel listrik, keberlanjutan diwujudkan melalui tiga pilar: *Green Mobility* (efisiensi energi dan pengurangan emisi), *Inclusive Journey* (layanan ramah bagi semua kalangan dan pemberdayaan masyarakat), serta *Resilient Growth* (pertumbuhan ekonomi inklusif dan tata kelola transparan). Nilai keberlanjutan bagi pemangku kepentingan tercermin

Throughout 2025, the Company carried out various strategic initiatives to reinforce integrity, transparency, and accountability across all organizational levels. These efforts were reflected in the improvement of the Company's GCG implementation score to 91.85, up from 89.71 in the previous year, achieving a “Excellent” category. This achievement has demonstrated the continuous improvement in the quality of the Company's governance implementation.

The commitment to an integrity-driven culture was also reflected in the successful attainment of ISO 37001:2016 Anti-Bribery Management System certification, the organization of GRC Talks forums to strengthen transparent and accountable procurement practices, and timely submission of State Officials' Wealth Reports (LHKPN) by the Board of Directors and Board of Commissioners. The Company also enhanced operational resilience through the development of a Business Continuity Management System (BCMS) to ensure operational continuity in the face of various potential risks.

The Company's consistent efforts in strengthening governance have been recognized through multiple awards, including the Top GRC Award 5 Star Level, The High Performing Board of Commissioner on GRC 2025, and The Most Committed GRC Leader 2025, reflecting the successful implementation of integrated Governance, Risk, and Compliance practices.

Moving forward, the Company will continue to advance the maturity of its Governance, Risk, and Compliance system and further integrate it with the corporate sustainability strategy. Through this commitment, the Company aims to ensure that its governance practices not only support sustainable corporate performance but also provide positive contributions to society and the environment.

Changes in the Composition of the Board of Directors

In 2025, the Company recorded a change in the composition of the Board of Directors with my appointment, Roberto Akyuwen, as President Director pursuant to a Shareholders' Resolution (KPPS) in lieu of the Extraordinary General Meeting of Shareholders dated September 15, 2025. I express my appreciation and gratitude for the trust placed in me to lead the Company in steering its operations and future business strategies.

I would also like to acknowledge the contributions of the previous President Director, Hendri Saputra, for his dedication and commitment during his tenure leading the Company. This leadership transition serves as a momentum for the Board of Directors to continue improving service quality, maintaining operational reliability, and supporting the achievement of the Company's long-term strategy in a sustainable manner.

Commitment and Sustainability Strategy

Amid rapid urbanization and the challenges of global climate change, PT LRT Jakarta has embedded sustainability into its operational DNA. As an electric rail-based public transportation operator, sustainability is realized through three pillars: *Green Mobility* (energy efficiency and emission reduction), *Inclusive Journey* (services accessible to all segments of society and community empowerment), and *Resilient Growth* (inclusive economic growth and transparent governance). The value of sustainability for stakeholders is reflected in the

dalam penyediaan transportasi publik yang efisien, aman, dan ramah lingkungan, pemberdayaan UMKM, pengelolaan kinerja usaha yang sehat, serta integritas tata kelola.

Direksi menegaskan komitmen penuh untuk menginternalisasi prinsip ESG di seluruh aspek operasional dan pengembangan jaringan, termasuk proyek Fase 1B (Velodrome – Manggarai). Pendekatan *top-down policy* dan *bottom-up action* diterapkan melalui kebijakan strategis Perseroan dan partisipasi aktif karyawan melalui program internal, kampanye, serta perilaku ramah lingkungan. Perseroan juga mendorong praktik keberlanjutan di rantai pasok melalui pembinaan mitra dan vendor agar mematuhi standar lingkungan, sosial, dan tata kelola yang berlaku.

Strategi keberlanjutan 2025 difokuskan pada mempertahankan *Operational Excellence*, mengawal *Green Construction* pada proyek Fase 1B, memperkuat integrasi antarmoda dan sistem pembayaran, serta membangun budaya keberlanjutan melalui pelatihan kompetensi, kampanye internal, dan pembiasaan perilaku ramah lingkungan. Pendekatan ini memastikan LRT Jakarta tidak hanya menjadi operator transportasi publik, tetapi juga katalisator perubahan gaya hidup perkotaan yang berkelanjutan, selaras dengan visi Jakarta sebagai kota global yang hijau, inklusif, dan manusiawi.

Sepanjang tahun 2025, Perseroan telah merealisasikan berbagai inisiatif keberlanjutan sesuai strategi yang ditetapkan, termasuk peningkatan efisiensi energi, pengelolaan operasional yang aman dan andal, integrasi antarmoda, serta program pemberdayaan masyarakat dan UMKM. Implementasi langkah-langkah ini menunjukkan progres nyata dalam internalisasi prinsip ESG dan mendukung pencapaian target keberlanjutan.

Perseroan juga menghadapi sejumlah tantangan, antara lain perubahan budaya mobilitas masyarakat yang masih didominasi kendaraan pribadi, kebutuhan menjaga standar operasional yang tinggi di tengah efisiensi energi, serta penerapan prinsip keberlanjutan pada seluruh rantai pasok. Untuk mengatasi tantangan tersebut, Perseroan terus memperkuat integrasi antarmoda, melakukan edukasi publik mengenai manfaat transportasi berkelanjutan, mengoptimalkan penggunaan teknologi hemat energi, serta meningkatkan standar keberlanjutan bagi mitra dan vendor.

Melalui kebijakan dan strategi tersebut, LRT Jakarta menegaskan komitmennya untuk terus memperkuat perannya dalam memberikan kontribusi nyata bagi pembangunan kota Jakarta yang lebih hijau, inklusif, dan berkelanjutan.

Penerapan Keuangan Berkelanjutan

Kinerja Ekonomi

LRT Jakarta memandang kinerja ekonomi 2025 sebagai kemampuan menciptakan nilai nyata bagi pemangku kepentingan sekaligus menjaga keberlanjutan layanan. Total pendapatan Perseroan mencapai Rp306.466,3 juta, melampaui target sebesar 101%, dengan laba komprehensif Rp7.562,2 juta atau 148% dari target.

Keandalan rantai pasok tetap menjadi fokus strategis. Pemasok lokal mendominasi ekosistem Perseroan, dengan proporsi 95%

provision of efficient, safe, and environmentally friendly public transportation, the empowerment of SMEs, sound business performance management, and governance integrity.

The Board of Directors reaffirms its full commitment to internalizing ESG principles across all operational aspects and network development, including the Phase 1B project (Velodrome–Manggarai). A top-down policy and bottom-up action approach was implemented through the Company's strategic policies and active employee participation via internal programs, campaigns, and environmentally friendly practices. The Company also encouraged sustainability practices throughout its supply chain by guiding partners and vendors to comply with applicable environmental, social, and governance standards.

The 2025 sustainability strategy focused on maintaining Operational Excellence, supporting Green Construction for the Phase 1B project, strengthening intermodal integration and payment systems, and fostering a sustainability culture through competency training, internal campaigns, and habituation of environmentally friendly behaviors. This approach ensures that LRT Jakarta is not only a public transport operator but also a catalyst for sustainable urban lifestyle changes, in line with Jakarta's vision as a green, inclusive, and human-centered global city.

Throughout 2025, the Company implemented various sustainability initiatives in line with the established strategy, including energy efficiency improvements, safe and reliable operational management, intermodal integration, and community and MSME empowerment programs. The implementation of these measures has demonstrated tangible progress in internalizing ESG principles and supported the achievement of sustainability targets.

The Company also faced several challenges, including the prevailing private vehicle culture among urban commuters, the need to maintain high operational standards while achieving energy efficiency, and the implementation of sustainability principles across the entire supply chain. To address these challenges, LRT Jakarta continued to strengthen intermodal integration, conducted public education on the benefits of sustainable transport, optimized the use of energy-efficient technologies, and enhanced sustainability standards for partners and vendors.

Through these policies and strategies, LRT Jakarta has affirmed its commitment to continuously strengthen its role in contributing to the development of a greener, more inclusive, and sustainable Jakarta.

Implementation of Sustainable Finance

Economic Performance

LRT Jakarta viewed its economic performance in 2025 as its ability to create tangible value for stakeholders while maintaining service sustainability. The Company's total revenue reached IDR306,466.3 million, exceeding the target by 101%, with a comprehensive income of IDR 7,562.2 million, or 148% of the target.

Supply chain reliability remained a strategic focus. Local suppliers dominated the Company's ecosystem, accounting

dari total jumlah pemasok dan 91% dari total nilai pembelian, meningkat dari Rp163,02 miliar di 2024 menjadi Rp210,65 miliar di 2025, setara kenaikan 29,2%. Strategi ini sekaligus mendorong inklusivitas UMKM dan mengurangi jejak karbon melalui rantai pasok yang lebih lokal.

Pendapatan yang dihasilkan disalurkan secara adil: untuk karyawan melalui gaji dan tunjangan, untuk pemerintah melalui pajak, untuk mitra usaha melalui peluang pengadaan, serta untuk masyarakat melalui program TJSL yang memberdayakan komunitas. Pendekatan ini mendukung pertumbuhan ekonomi yang inklusif dan berkelanjutan, selaras dengan SDGs, terutama Tujuan 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi), Tujuan 9 (Industri, Inovasi, dan Infrastruktur), dan Tujuan 12 (Konsumsi dan Produksi Bertanggung Jawab).

Kinerja Lingkungan Hidup

Berkomitmen menjadi katalisator dekarbonisasi perkotaan melalui transportasi publik berbasis rel listrik, Perseroan menekankan pengurangan dampak negatif operasional sekaligus memaksimalkan dampak positif terhadap lingkungan.

Perseroan menerapkan penggunaan material ramah lingkungan, termasuk refrigeran non-CFC, bahan pembersih *biodegradable*, lampu LED hemat energi, dan tiket *reusable*. Transformasi digital juga menekan penggunaan kertas, sementara fasilitas *water station* mengurangi ketergantungan pada plastik sekali pakai. Pengelolaan limbah B3 dan non-B3 dilakukan secara ketat sesuai SOP dan regulasi, termasuk pemilahan, penyimpanan, pengangkutan, pemanfaatan, dan penimbunan akhir oleh vendor berizin. Selama tahun pelaporan, tidak terdapat insiden tumpahan signifikan sehingga ekosistem dan kesehatan masyarakat tetap terjaga.

Air bersih dikelola dengan prinsip efisiensi, konservasi, dan kepatuhan. IPAL berbasis WWWTs memproses limbah pencucian kereta dan fasilitas domestik, yang kemudian dimanfaatkan untuk penyiraman area hijau dan *urban farming*. Inspeksi rutin dan kampanye perubahan perilaku mendukung penggunaan air secara bijak di seluruh fasilitas. Pelestarian keanekaragaman hayati dan penghijauan perkotaan dilakukan melalui penanaman lebih dari 200 tanaman dan pohon di area depo dan stasiun, yang berfungsi sebagai penyerap karbon, penahan limpasan air, dan peredam kebisingan. Program *Green Office* diterapkan untuk mengurangi konsumsi energi, air, dan kertas di lingkungan kantor.

Total biaya lingkungan hidup yang direalisasikan mencapai Rp1,25 miliar, mencakup pengelolaan limbah, sertifikasi, pemantauan RKL-RPL, dan investasi sarana pencegahan pencemaran. Mekanisme pengaduan lingkungan berjalan efektif dengan nihil pengaduan signifikan sepanjang tahun. Evaluasi keseluruhan menunjukkan bahwa implementasi kebijakan tanggung jawab lingkungan Perseroan telah efektif, terukur, dan mendukung keberlanjutan operasional serta efisiensi biaya. Langkah-langkah ini sejalan dengan tujuan SDG, khususnya SDG 6 tentang Air Bersih dan Sanitasi, SDG 7 tentang Energi Bersih dan Terjangkau, SDG 11 tentang Kota dan Komunitas Berkelanjutan, SDG 12 tentang Konsumsi dan Produksi yang Bertanggung Jawab, SDG 13 tentang Penanganan Perubahan Iklim, dan SDG 15 tentang Kehidupan di Darat.

for 95% of the total number of suppliers and 91% of total procurement value, increasing from IDR163.02 billion in 2024 to IDR210.65 billion in 2025, representing a 29.2% growth. This strategy simultaneously promoted MSME inclusivity and reduced the carbon footprint through a more localized supply chain.

The revenue generated was distributed fairly: to employees through salaries and benefits, to the government through taxes, to business partners through procurement opportunities, and to the community through CSR programs that empower local communities. This approach supported inclusive and sustainable economic growth, aligned with the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth), Goal 9 (Industry, Innovation, and Infrastructure), and Goal 12 (Responsible Consumption and Production).

Environmental Performance

Committed to acting as a catalyst for urban decarbonization through electric rail-based public transportation, the Company emphasized reducing the negative impacts of operations while maximizing positive environmental contributions.

The Company applied environmentally friendly materials, including non-CFC refrigerants, biodegradable cleaning agents, energy-efficient LED lighting, and reusable tickets. Digital transformation also reduced paper usage, while water station facilities minimized reliance on single-use plastics. Hazardous and non-hazardous waste management was conducted strictly in accordance with SOPs and regulations, including sorting, storage, transport, utilization, and final disposal by licensed vendors. During the reporting year, no significant spills occurred, ensuring ecosystem and public health protection.

Clean water management was guided by efficiency, conservation, and compliance principles. A WWWTs-based wastewater treatment plant processed washing and domestic facility effluents, which were then utilized for irrigation of green areas and urban farming. Routine inspections and behavioral change campaigns supported responsible water use across all facilities. Biodiversity preservation and urban greening were promoted through the planting of more than 200 trees in depot and station areas, serving as carbon sinks, water runoff buffers, and noise mitigators. A Green Office program was implemented to reduce energy, water, and paper consumption within office environments.

Total environmental expenditure reached IDR1.25 milliard covering waste management, certification, RKL-RPL monitoring, and investment in pollution prevention facilities. Environmental complaint mechanisms operated effectively, with no significant complaints reported throughout the year. Overall evaluation indicates that the Company's environmental responsibility policies were effective, measurable, and supportive of operational sustainability and cost efficiency. These efforts align with the Sustainable Development Goals (SDGs), particularly SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), and SDG 15 (Life on Land).

Kinerja Sosial

Perseroan berkomitmen menciptakan nilai sosial yang berkelanjutan bagi karyawan, masyarakat, dan konsumen melalui pengelolaan sumber daya manusia yang inklusif, kontribusi kepada masyarakat, serta penyediaan layanan transportasi yang aman dan andal.

Pengelolaan Sumber Daya Manusia

Lingkungan kerja yang adil, aman, dan inklusif senantiasa menjadi prioritas Perseroan. Perseroan memastikan setiap karyawan menerima kompensasi dan tunjangan adil, cuti melahirkan dan cuti pendampingan, jam kerja manusiawi, serta perlindungan sosial lengkap melalui BPJS dan asuransi tambahan. Prinsip kesetaraan dan anti-diskriminasi diterapkan secara konsisten, termasuk perlindungan terhadap hak privasi, kebebasan berserikat, dan lingkungan kerja yang bermartabat.

Pengembangan kompetensi dan karier juga menjadi fokus. Hingga akhir 2025, investasi Perseroan untuk pelatihan dan sertifikasi kompetensi mencapai Rp4.441.904.189, mencakup hard skills operasional maupun kemampuan kepemimpinan. Sistem penilaian kinerja berbasis data, evaluasi *top-down* maupun umpan balik sejawat, serta dialog rutin dengan Serikat Pekerja memastikan setiap rotasi dan promosi jabatan berjalan adil dan transparan.

Perseroan menegakkan prinsip *Zero Tolerance* terhadap tenaga kerja anak, tenaga kerja paksa, dan pelecehan seksual. Pos SAPA, *hotline* darurat, edukasi publik, dan kampanye kesadaran di stasiun dan kereta menjadi bagian dari upaya menciptakan transportasi publik yang aman dan ramah bagi semua orang. Sepanjang 2025, tidak terdapat laporan pelanggaran HAM, diskriminasi, eksploitasi, maupun pelecehan seksual.

Keselamatan dan kesehatan kerja menjadi landasan setiap operasional. Dengan penerapan sistem manajemen K3 dan HSE yang ketat, tercatat 0% insiden, dan Perseroan mempertahankan target *Zero Fatalities*. Tingkat pergantian karyawan (*turnover*) tercatat 3,03%, sementara biaya pemenuhan hak dan K3 mencapai Rp4.657.795.379, memastikan semua karyawan terlindungi dan produktif.

Seluruh praktik ini mendukung pencapaian SDG 3 (Kehidupan Sehat dan Sejahtera), SDG 4 (Pendidikan Berkualitas), SDG 5 (Kesetaraan Gender), SDG 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi), serta SDG 11 (Kota dan Permukiman Berkelanjutan), sekaligus membangun lingkungan kerja yang inklusif, aman, dan berkelanjutan.

Tanggung Jawab Terhadap Masyarakat

Bagi LRT Jakarta, keberhasilan tidak hanya diukur dari jumlah penumpang, tetapi juga dari manfaat yang dirasakan masyarakat di sekitar jalur operasional. Stasiun dan kereta kami menghadirkan aksesibilitas baru, membuka peluang ekonomi, dan mendorong mobilitas yang lebih efisien, mendukung SDG 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi) dan SDG 11 (Kota dan Permukiman Berkelanjutan).

Selain dampak operasional, Perseroan menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) berbasis kebutuhan masyarakat, dengan fokus pada Pendidikan, Lingkungan Sosial, dan Pemberdayaan Ekonomi. Sepanjang 2025, inisiatif ini mencakup:

- › **Kesehatan:** Pemeriksaan dan konsultasi gratis bagi

Social Performance

The Company is committed to creating sustainable social value for employees, communities, and passengers through inclusive human resource management, community contributions, and the provision of safe and reliable transportation services.

Human Resources Management

A fair, safe, and inclusive work environment has always been a priority for the Company. The Company ensured that every employee received fair compensation and benefits, maternity and paternity leave, humane working hours, and comprehensive social protection through BPJS and supplementary insurance. Principles of equality and non-discrimination were consistently applied, including protection of privacy rights, freedom of association, and a dignified work environment.

Competency and career development were also a key focus. By the end of 2025, the Company's investment in training and competency certification reached IDR4,441,904,189 covering both operational hard skills and leadership capabilities. A data-driven performance appraisal system, top-down evaluations and peer feedback, as well as regular dialogue with the Workers' Union ensured that all job rotations and promotions were conducted fairly and transparently.

The Company enforced a Zero Tolerance principle toward child labor, forced labor, and sexual harassment. The SAPA post, emergency hotline, public education, and awareness campaigns at stations and trains formed part of efforts to create public transportation that is safe and welcoming for everyone. Throughout 2025, there were no reports of human rights violations, discrimination, exploitation, or sexual harassment.

Occupational health and safety formed the foundation of all operations. With strict implementation of the OHS and HSE management systems, there were zero percent minor injury incidents, and the Company maintained its Zero Fatalities target. Employee turnover stood at 3.03%, while costs for rights fulfillment and OHS totaled IDR4,657,795,379, ensuring all employees were protected and productive.

These practices supported the achievement of SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 11 (Sustainable Cities and Communities), while fostering an inclusive, safe, and sustainable work environment.

Community Responsibility

For LRT Jakarta, success is not measured solely by passenger numbers but also by the benefits experienced by communities along operational corridors. Our stations and trains provide new accessibility, create economic opportunities, and promote more efficient mobility, supporting SDG 8 (Decent Work and Economic Growth) and SDG 11 (Sustainable Cities and Communities).

Beyond operational impacts, the Company implemented Community and Environmental Responsibility (TJSL) programs based on community needs, focusing on Education, Social Environment, and Economic Empowerment. Throughout 2025, these initiatives included:

- › **Health:** Free medical check-ups and consultations for

masyarakat terdampak banjir di Pluit dan Penjaringan.

- › **Penanggulangan Bencana:** Distribusi bahan pokok dan kebutuhan bayi bagi warga terdampak banjir di Kelapa Gading.
- › **Sosial:** Bantuan operasional Panti Rehabilitasi Disabilitas Mental, program mengajar kepada sekolah di sekitar jalur LRT Jakarta dan Bus Mudik Gratis dalam rangka hari raya Idul Fitri

Perseroan menyediakan saluran pengaduan masyarakat yang mudah diakses, termasuk *Call Center*, media sosial, dan *live chat*, dengan prinsip respons cepat untuk menjaga hubungan harmonis dengan lingkungan.

Evaluasi kinerja menunjukkan bahwa program TJSL 2025 berhasil memperkuat kolaborasi antara Perseroan, masyarakat, dan Pemerintah Provinsi, sekaligus meningkatkan rasa memiliki warga terhadap infrastruktur LRT. Sepanjang tahun, dana TJSL yang direalisasikan mencapai Rp499.683.597, mencerminkan komitmen LRT Jakarta untuk tumbuh bersama masyarakat.

Tanggung Jawab Terhadap Konsumen

LRT Jakarta berkomitmen menghadirkan layanan transportasi yang setara dan inklusif bagi seluruh lapisan masyarakat. Fasilitas bagi penumpang disabilitas dan kelompok prioritas seperti *guiding block*, *ramp*, *lift* khusus, kursi prioritas, area kursi roda dengan pengait pengaman, dan pendampingan petugas terlatih menjamin mobilitas yang aman dan nyaman. Sistem pengaduan terintegrasi melalui *Care Center* Layanan Sahabat LRTJ (CARLA), media sosial, *website*, email, SMS, dan WhatsApp menampung 28.088 pesan sepanjang 2025, dengan rincian *Call* 1.234, *E-mail* 1.629, *LiveChat* 2.120, Facebook 334, Twitter 176, dan Instagram 12.913, memastikan respons cepat dan solusi efektif bagi pelanggan.

Selain aksesibilitas, penggunaan LRT memberikan dampak nyata berupa pengurangan waktu tempuh hingga 40%, dan penurunan tingkat stres perjalanan pada jam sibuk. Layanan operasional dinilai melalui *Customer Satisfaction Index* (CSI), *Net Promoter Score* (NPS), dan tingkat penyelesaian keluhan yang tinggi, serta memastikan pengalaman inklusif bagi penumpang prioritas.

Keselamatan tetap menjadi fondasi utama, dengan Sistem Manajemen Mutu dan Keselamatan Perkeretaapian, pemeliharaan trainset berkala, simulasi tanggap darurat, audit Sistem Manajemen Pengamanan (SMP), mitigasi kebakaran, dan koordinasi lintas instansi. Selama 2025 tercatat 24 penarikan sementara trainset dan 8 penangguhan fasilitas stasiun, dengan waktu pemulihan rata-rata 112 menit, sementara tidak ada produk fisik yang ditarik kembali.

Inovasi strategis seperti pengembangan Depo TOD dan digitalisasi pembayaran melalui LarataPay meningkatkan efisiensi, kenyamanan, dan keamanan layanan, sekaligus mendukung mobilitas yang ramah lingkungan. Berbagai upaya tersebut menegaskan komitmen Perseroan dalam menghadirkan layanan transportasi publik yang aman, nyaman, efisien, dan inklusif, sekaligus mendukung pencapaian Tujuan Pembangunan Berkelanjutan (SDGs), khususnya Tujuan 9 (Industri, Inovasi, dan Infrastruktur) dan Tujuan 11 (Kota dan Permukiman Berkelanjutan).

residents affected by flooding in Pluit and Penjaringan.

- › **Disaster Relief:** Distribution of basic necessities and baby supplies for flood-affected residents in Kelapa Gading.
- › **Social:** Operational support for Mental Disability Rehabilitation Center, teaching program at schools around LRT Jakarta's tracks and Free Homecoming Bus to celebrate Eid Al-Fitr.

The Company provided easily accessible community complaint channels, including Call Center, social media, and live chat, operating under a rapid-response principle to maintain harmonious relations with the surrounding environment.

Performance evaluation showed that the 2025 TJSL programs successfully strengthened collaboration between the Company, communities, and the Provincial Government, while also increasing residents' sense of ownership over LRT infrastructure. During the year, TJSL funds disbursed totaled IDR499,683,597 million, reflecting LRT Jakarta's commitment to growing together with the community.

Customer Responsibility

LRT Jakarta is committed to providing equitable and inclusive transportation services for all segments of society. Facilities for passengers with disabilities and other priority groups — including guiding blocks, ramps, dedicated lifts, priority seating, wheelchair areas with safety restraints, and assistance from trained personnel — ensure safe and comfortable mobility. An integrated complaint management system through the LRTJ Care Center Service ("CARLA"), social media, website, email, SMS, and WhatsApp received a total of 28,088 messages throughout 2025, comprising 1,234 calls, 1,629 emails, 2,120 LiveChat interactions, 334 Facebook messages, 176 Twitter messages, and 12,913 Instagram messages, ensuring prompt responses and effective solutions for customers.

Beyond accessibility, using LRT services delivers tangible benefits, including travel time reductions of up to 40% and decreased commuter stress levels during peak hours. Operational performance is assessed through the Customer Satisfaction Index (CSI), Net Promoter Score (NPS), and high complaint resolution rates, ensuring an inclusive experience for priority passengers.

Safety remains a core foundation, supported by the Railway Quality and Safety Management System, periodic trainset maintenance, emergency response simulations, Security Management System (SMS) audits, fire mitigation measures, and cross-agency coordination. In 2025, there were 24 temporary trainset withdrawals and 8 station facility suspensions, with an average recovery time of 112 minutes.

Strategic innovations, such as the development of Transit-Oriented Development (TOD) Depots and digital payment through LarataPay, have enhanced operational efficiency, passenger convenience, and service security, while promoting environmentally friendly mobility. These initiatives reaffirm the Company's commitment to providing public transportation services that are safe, comfortable, efficient, and inclusive, while also supporting the achievement of the United Nations Sustainable Development Goals (SDGs), particularly Goal 9 (Industry, Innovation, and Infrastructure) and Goal 11 (Sustainable Cities and Communities).

Strategi Pencapaian Target Keberlanjutan

Perseroan memahami bahwa pencapaian target keberlanjutan sangat bergantung pada kemampuan dalam mengelola risiko, memanfaatkan peluang, dan menyesuaikan strategi dengan kondisi eksternal. Strategi ini diterapkan untuk memastikan seluruh target ekonomi, sosial, dan lingkungan dapat dicapai secara efektif, sekaligus meminimalkan potensi dampak negatif.

Dalam aspek ekonomi, Perseroan menghadapi risiko ketahanan rantai pasok dan pemberdayaan mitra UMKM yang tergolong berskala rendah. Perseroan memitigasi risiko tersebut melalui digitalisasi pengadaan, kurasi dan pembinaan mitra UMKM, serta model kerja sama yang saling menguntungkan. Hasil mitigasi ini berdampak pada keberlangsungan suplai dan kualitas layanan, dengan kontribusi nilai pembelian dari pemasok lokal yang meningkat dibandingkan tahun sebelumnya.

Dalam aspek sosial, risiko terkait reputasi dan hubungan masyarakat juga tergolong rendah. Risiko ini dikelola melalui program TJSL yang terarah, tata kelola CSR yang akuntabel, dan evaluasi dampak rutin menggunakan indikator kepuasan masyarakat. Efektivitas mitigasi dapat diukur melalui pertumbuhan total pelanggan yang mencerminkan keberhasilan program dalam memperkuat hubungan dengan masyarakat dan pemangku kepentingan.

Dalam aspek lingkungan, risiko kepatuhan dan kelestarian lingkungan tetap tergolong rendah. Perseroan memitigasi risiko tersebut melalui analisis dampak lingkungan secara berkala, penerapan standar ISO 14001:2015, kesiapsiagaan tanggap darurat, dan monitoring operasional yang ketat. Dampak dari strategi ini dapat dinilai melalui peningkatan penggunaan energi efisien yang dioptimalkan melalui program lampu LED, implementasi teknologi pengereman regeneratif pada armada kereta, serta uji coba panel surya di depo.

Selain mitigasi risiko, Perseroan memanfaatkan peluang strategis untuk memperkuat keberlanjutan lingkungan melalui inovasi hijau, seperti penggunaan lampu LED, sistem daur ulang air (*water recycling*), digitalisasi tiket, serta penghijauan area stasiun dan depo. Pendekatan ini mendukung efisiensi operasional sekaligus menjaga kualitas lingkungan hidup di area layanan.

Aspek tata kelola juga menjadi perhatian penting, dengan skala risiko rendah. Perseroan menekankan internalisasi budaya GCG, pengawasan berlapis, dan transparansi komunikasi untuk memastikan integritas dan kepercayaan pemangku kepentingan tetap terjaga, dengan indikator kepatuhan dan monitoring internal yang konsisten sepanjang tahun 2025.

Situasi eksternal juga menjadi faktor penting dalam pencapaian target. Fluktuasi biaya energi dan sumber daya dapat memengaruhi efisiensi operasional, perilaku mobilitas masyarakat yang masih bergantung pada kendaraan pribadi memerlukan kampanye edukasi dan integrasi antarmoda, sementara regulasi lingkungan dan kebijakan publik berpotensi memengaruhi operasional dan perencanaan proyek. Perseroan menyesuaikan strategi operasional dan program mitigasi risiko berdasarkan faktor-faktor ini untuk menjaga efektivitas pencapaian target keberlanjutan.

Dengan pengelolaan risiko yang terarah, pemanfaatan peluang strategis yang relevan, dan adaptasi terhadap situasi eksternal,

Sustainability Target Achievement Strategy

The Company understands that achieving sustainability targets largely depends on its ability to manage risks, leverage opportunities, and adjust strategies according to external conditions. This strategy was implemented to ensure that all economic, social, and environmental targets were effectively achieved while minimizing potential negative impacts.

In the economic aspect, the Company faced risks related to supply chain resilience and the empowerment of relatively small-scale MSME partners. The Company mitigated these risks through procurement digitalization, MSME partner curation and development, as well as mutually beneficial collaboration models. The results of these mitigation efforts impacted supply continuity and service quality, with procurement value from local suppliers increasing compared to the previous year.

In the social aspect, risks related to reputation and public relations were also considered low. These risks were managed through targeted CSR programs, accountable CSR governance, and regular impact evaluations using public satisfaction indicators. The effectiveness of these mitigation measures was reflected in overall customer growth, demonstrating the success of programs in strengthening relationships with communities and stakeholders.

In the environmental aspect, compliance and environmental sustainability risks remained low. The Company mitigated these risks through periodic environmental impact assessments, implementation of ISO 14001:2015 standards, emergency preparedness, and strict operational monitoring. The impact of these strategies was measured through increased use of energy-efficient solutions optimized via LED lighting programs, implementation of regenerative braking technology on the train fleet, and pilot testing of solar panels at depots.

Beyond risk mitigation, the Company leveraged strategic opportunities to strengthen environmental sustainability through green innovations, such as LED lighting, water recycling systems, ticket digitalization, and greening of station and depot areas. This approach supported operational efficiency while maintaining environmental quality within service areas.

The governance aspect also remained an important focus, with low-risk levels. The Company emphasized the internalization of a Good Corporate Governance (GCG) culture, layered supervision, and transparent communication to ensure stakeholder integrity and trust, supported by compliance indicators and consistent internal monitoring throughout 2025.

External conditions were also a critical factor in achieving the targets. Fluctuations in energy and resource costs affected operational efficiency, public mobility patterns that remained dependent on private vehicles required educational campaigns and intermodal integration, while environmental regulations and public policies potentially influenced operations and project planning. The Company adjusted operational strategies and risk mitigation programs based on these factors to maintain the effectiveness of achieving sustainability targets.

Through focused risk management, leveraging relevant strategic opportunities, and adaptation to external conditions,

LRT Jakarta berkomitmen memastikan pencapaian target keberlanjutan termasuk lingkungan dapat berjalan efektif dan memberikan kontribusi nyata bagi pemangku kepentingan.

Prospek Usaha Tahun 2026

Memasuki tahun 2026, Perseroan menatap prospek usaha dengan optimisme yang didukung oleh perencanaan strategis melalui RKAP 2026. Dokumen tersebut menjadi pedoman bagi manajemen dan seluruh unit operasional dalam menjalankan program kerja sepanjang tahun, sekaligus diselaraskan dengan arah pembangunan daerah sebagaimana tertuang dalam RPJMD DKI Jakarta 2025–2029. Penyusunan RKAP juga dilakukan secara terkoordinasi dengan PT Jakarta Propertindo (Persero) sebagai induk usaha guna memastikan keselarasan strategi dan penguatan sinergi antar entitas.

Proyeksi usaha Perseroan disusun dengan mempertimbangkan berbagai asumsi makro ekonomi. Pertumbuhan ekonomi nasional pada 2026 diperkirakan mencapai 5,4%, sementara pertumbuhan ekonomi DKI Jakarta diproyeksikan berada pada kisaran 5,6%–6,4%. Inflasi nasional diperkirakan sebesar 2,5% dengan nilai tukar Rupiah sekitar Rp16.500 per dolar AS. Dengan mempertimbangkan asumsi tersebut, Perseroan menargetkan rerata *ridership* sebesar 4.328 penumpang per hari dengan tarif layanan Rp5.000 per perjalanan, sejalan dengan upaya meningkatkan jumlah pengguna sekaligus menjaga kualitas layanan.

Dari sisi kinerja keuangan, Perseroan menargetkan total pendapatan sebesar Rp360,81 miliar atau meningkat sekitar 18% dibandingkan realisasi tahun 2025. Pendapatan operasi dari *farebox* dan *non-farebox* diproyeksikan mencapai Rp37,27 miliar, sementara subsidi sarana dan prasarana masing-masing diperkirakan sebesar Rp171,83 miliar dan Rp151,71 miliar. Sejalan dengan rencana ekspansi layanan dan persiapan operasional Fase 1B, beban pokok operasi diproyeksikan meningkat menjadi Rp244,59 miliar. Dengan struktur tersebut, Perseroan menargetkan laba bersih sebesar Rp6,55 miliar serta mempertahankan struktur keuangan yang sehat dengan proyeksi total aset Rp417,26 miliar, liabilitas Rp74,25 miliar, dan ekuitas Rp343,01 miliar.

Prospek usaha Perseroan juga dipengaruhi oleh sejumlah faktor strategis, antara lain pengembangan koridor Fase 1B yang akan memperluas jangkauan layanan, kebutuhan peremajaan fasilitas operasi yang telah memasuki akhir masa pakai, serta pengelolaan subsidi transportasi yang bergantung pada kapasitas fiskal Pemerintah Provinsi DKI Jakarta. Di sisi lain, pengembangan pendapatan *non-farebox* serta optimalisasi pemanfaatan aset menjadi peluang penting untuk memperkuat kemandirian keuangan Perseroan dalam jangka panjang.

Untuk merespons tantangan dan peluang tersebut, Perseroan menetapkan tema tahun 2026 yaitu “*Strengthening Services and Business to Leap on a New Journey*”. Fokus strategis diarahkan pada empat area utama, yaitu menjaga kualitas layanan, mengoptimalkan pemanfaatan sumber daya, memperkuat tata kelola dan mitigasi risiko, serta mempersiapkan kesiapan operasional untuk perluasan jaringan. Berbagai program prioritas akan dijalankan, antara lain penguatan pemeliharaan

LRT Jakarta is committed to ensuring that sustainability targets, including environmental objectives, are effectively achieved and deliver tangible contributions to stakeholders.

Business Outlook for 2026

As we enter 2026, the Company looks to the business outlook with optimism, supported by strategic planning through the 2026 Annual Work Plan (RKAP). This document serves as a guideline for management and all operational units in executing work programs throughout the year, while also aligning with the direction of regional development as outlined in the 2025–2029 Jakarta Regional Medium-Term Development Plan (RPJMD). The preparation of the RKAP is also carried out in coordination with PT Jakarta Propertindo (Persero) as the parent company to ensure strategic alignment and strengthen synergy among entities.

The Company's business projections were formulated by considering various macroeconomic assumptions. National economic growth in 2026 is estimated to reach 5.4%, while DKI Jakarta's economic growth is projected to be in the range of 5.6%–6.4%. National inflation is estimated at 2.5% with an exchange rate of approximately IDR16,500 per US dollar. Taking these assumptions into account, the Company targets an average ridership of 4,328 passengers per day with a service fare of IDR5,000 per trip, in line with efforts to increase the number of users while maintaining service quality.

In terms of financial performance, the Company targets total revenue of Rp360.81 billion, an increase of approximately 18% compared to the 2025 realization. Operating revenue from farebox and non-farebox sources is projected to reach IDR37.27 billion, while subsidies for facilities and infrastructure are estimated at IDR171.83 billion and IDR151.71 billion, respectively. In line with the service expansion plan and operational preparations for Phase 1B, operating expenses are projected to increase to IDR244.59 billion. With this structure, the Company targets a net profit of IDR6.55 billion and aims to maintain a healthy financial structure with projected total assets of IDR417.26 billion, liabilities of IDR74.25 billion, and equity of IDR343.01 billion.

The Company's business outlook is also influenced by several strategic factors, including the development of the Phase 1B corridor, which will expand service coverage; the need to renew operational facilities that have reached the end of their useful life; and the management of transportation subsidies, which depends on the fiscal capacity of the Jakarta Provincial Government. On the other hand, the development of non-farebox revenue and the optimization of asset utilization present significant opportunities to strengthen the Company's financial independence in the long term.

To address these challenges and opportunities, the Company has established the 2026 theme: “*Strengthening Services and Business to Leap on a New Journey*”. Strategic focus is directed toward four key areas: maintaining service quality, optimizing resource utilization, strengthening governance and risk mitigation, and preparing operational readiness for network expansion. Various priority programs will be implemented, including strengthening the maintenance of facilities and

sarana dan prasarana, peningkatan *ridership* melalui strategi komunikasi dan pemasaran yang terintegrasi, percepatan transformasi digital, optimalisasi aset dan pengembangan pendapatan *non-farebox*, peningkatan kapabilitas sumber daya manusia, serta penguatan implementasi GRC dan *Business Continuity Management*.

Dengan perencanaan yang matang serta strategi yang terarah, Perseroan optimistis dapat terus meningkatkan kinerja usaha sekaligus memperkuat kontribusi dalam mendukung mobilitas perkotaan yang efisien dan berkelanjutan di Jakarta.

Apresiasi

Menutup laporan ini, Direksi menyampaikan apresiasi dan terima kasih yang setinggi-tingginya kepada seluruh insan Perseroan atas dedikasi, kerja keras, dan kolaborasi sepanjang tahun 2025. Kami juga berterima kasih kepada Dewan Komisaris, pemegang saham, mitra usaha, serta seluruh pelanggan atas dukungan dan kepercayaan yang terus diberikan.

Memasuki tahun 2026, kami mengajak seluruh karyawan untuk terus mendorong inovasi, kreativitas, dan komunikasi yang solid di setiap aspek pekerjaan. Dengan semangat, sinergi, dan fokus pada penguatan layanan serta pengembangan bisnis, kami optimistis Perseroan akan mencapai target-target yang telah ditetapkan dan melangkah ke fase pertumbuhan berikutnya.

infrastructure, increasing ridership through integrated communication and marketing strategies, accelerating digital transformation, optimizing assets and developing non-farebox revenue, enhancing human resource capabilities, and strengthening the implementation of GRC and Business Continuity Management.

With thorough planning and a focused strategy, the Company is optimistic that it can continue to improve business performance while strengthening its contribution to supporting efficient and sustainable urban mobility in Jakarta.

Acknowledgments

In closing this report, the Board of Directors would like to express its deepest appreciation and gratitude to all Company employees for their dedication, hard work, and collaboration throughout 2025. We also thank the Board of Commissioners, shareholders, business partners, and all customers for their continued support and trust.

As we enter 2026, we encourage all employees to continue fostering innovation, creativity, and strong communication in every aspect of their work. With enthusiasm, synergy, and a focus on strengthening our services and business development, we are optimistic that the Company will achieve its set targets and move into the next phase of growth.

Atas Nama Direksi
On behalf of the Board of Directors



ROBERTO AKYUWEN
Direktur Utama
President Director



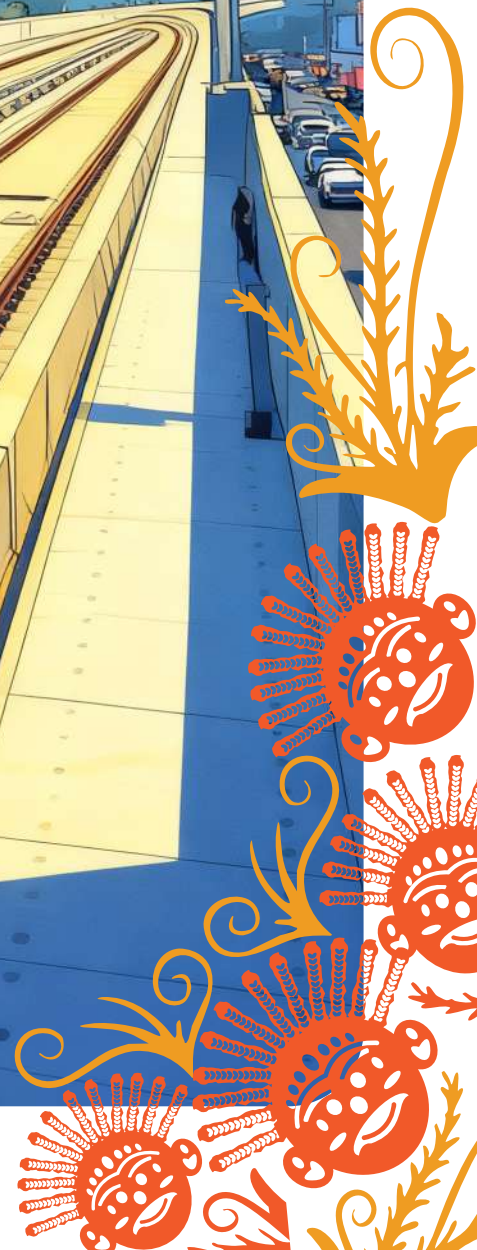
PT LRT Jakarta merupakan operator transportasi rel perkotaan yang berfokus pada layanan publik yang aman, andal, dan berkelanjutan di Jakarta.

PT LRT Jakarta is an operator of urban rail transportation that focuses on safe, reliable, and sustainable public services in Jakarta.



03. Profil Perusahaan

Company Profile



Informasi Umum dan Identitas Perusahaan

General Information and Corporate Identity [OJK C.2][GRI 2-1]



Nama Perusahaan Company Name

PT LRT Jakarta



Penyebutan Lain Other Name

LRTJ/LRT Jakarta



Tanggal Pendirian dan Beroperasi Date of Establishment and Operations

16 April 2018
April 16, 2018



Negara Wilayah Operasi Operating Countries

Indonesia



Modal Dasar Authorized Capital

Rp600.000.000.000
IDR600,000,000,000



Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid-Up Capital

Rp333.893.400.000
IDR333,893,400,000



Jumlah Karyawan Number of Employees

330 karyawan
330 employees



Alamat Kantor Pusat Head Office Address

GEDUNG MCC - Depo LRT Jakarta
Jl. Raya Kelapa Nias, RW 025,
Pegangsaan Dua, Kelapa Gading,
Kota Jakarta Utara, Daerah Khusus Ibu
Kota Jakarta, 14250

MCC Building - Depo LRT Jakarta
Jl. Raya Kelapa Nias, RW 025,
Pegangsaan Dua, Kelapa Gading,
North Jakarta City, Special Region of
the Capital City of Jakarta, 14250



Telepon Telephone

+62 21 8061 7490



Dasar Hukum Pendirian Legal Basis of Establishment

- › Peraturan Gubernur DKI Jakarta Nomor 154 Tahun 2017 Pasal 39 ayat (4)
- › Akta Nomor 10 tanggal 16 April 2018 yang di buat Notaris Nanda Fauz Iwan, S.H., M.Kn. di Jakarta, serta Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, No: AHU-0020380.AH.01.01 tanggal 17 April 2018 tentang Pengesahan Pendirian Badan Hukum Perusahaan Terbatas PT LRT Jakarta.
- › Regulation of the Governor of DKI Jakarta No. 154 of 2017 Article 39 paragraph (4)
- › Deed Number 10 dated April 16, 2018 made before Notary Nanda Fauz Iwan, S.H., M.Kn. in Jakarta, as well as the Decree of the Minister of Justice and Human Rights of the Republic of Indonesia, No. AHU-0020380.AH.01.01 dated April 17, 2018 concerning the Ratification of the Establishment of a Limited Liability Company, PT LRT Jakarta.



Badan Hukum Legal Entity

Perseroan Terbatas (PT)
Limited Liability Company

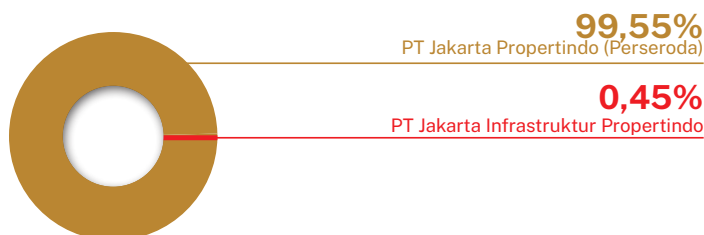


Bidang Usaha Line of Business

Pengoperasian dan Perawatan Pengusahaan Sarana dan Prasarana Kereta Api Ringan/*Light Rail Transit* (LRT)
Operation and Maintenance of Light Rail Transit (LRT) Facilities and Infrastructure



Kepemilikan Ownership



Surel E-mail

carla@lrtjakarta.co.id



Situs Web Website

www.lrtjakarta.co.id



Kontak Perusahaan Corporate Contact

Sekretaris Perusahaan
Corporate Secretary
E-mail:
sekretaris.perusahaan@lrtjakarta.co.id



Pusat Layanan Care Center

(021) 508 999 09



Media Sosial Social Media

f LRT Jakarta
x @Lrtjkt
@Lrtjkt
@Lrtjkt
LRT Jakarta
LRT Jakarta

Riwayat Singkat Perusahaan

Company History [OJK C.2][GRI 2-1]

Sejarah Perusahaan

PT LRT Jakarta (selanjutnya disebut “Perseroan”) merupakan badan hukum Perseroan Terbatas yang mayoritas sahamnya dimiliki oleh PT Jakarta Propertindo (Perseroda), BUMD milik Pemerintah Provinsi DKI Jakarta. Perseroan didirikan pada 16 April 2018 dan bergerak di bidang pengoperasian serta perawatan sarana dan prasarana perkeretaapian, khususnya sistem *Light Rail Transit* (LRT) Jakarta.

Pendirian PT LRT Jakarta merupakan tindak lanjut atas penugasan Pemerintah Provinsi DKI Jakarta kepada PT Jakarta Propertindo (Perseroda) untuk merealisasikan pembangunan LRT Jakarta sebagai moda transportasi publik berbasis rel yang modern dan terintegrasi guna mengurangi kemacetan. Pembentukan Perseroan sejalan dengan Peraturan Gubernur DKI Jakarta No. 154 Tahun 2017 Pasal 39 ayat (4), yang menjadi landasan pendirian entitas operator agar prasarana dan sarana LRT dapat dioperasikan, dirawat, dan diusahakan secara efisien, efektif, serta sesuai dengan prinsip Tata Kelola Perusahaan yang Baik.

Tonggak penting dalam perjalanan terjadi pada 1 Desember 2019, ketika Perseroan resmi mulai beroperasi secara komersial melayani masyarakat. Sejak saat itu, Perseroan terus berkembang sebagai bagian dari sistem transportasi publik terintegrasi dengan rencana perluasan jaringan menuju berbagai simpul transportasi strategis.

Informasi Perubahan Nama Perusahaan

Sejak didirikan pada 16 April 2018 hingga akhir tahun buku yang berakhir pada 31 Desember 2025, PT LRT Jakarta tidak pernah melakukan perubahan nama maupun perubahan status badan hukum.

Company History

PT LRT Jakarta (hereinafter referred to as “the Company”) is a limited liability company whose majority shares are owned by PT Jakarta Propertindo (Perseroda), a regionally-owned enterprise (BUMD) of the Provincial Government of DKI Jakarta. The Company was established on April 16, 2018, and is engaged in the operation and maintenance of railway facilities and infrastructure, specifically the Jakarta Light Rail Transit (LRT) system.

The establishment of PT LRT Jakarta is a continuation of the DKI Jakarta Provincial Government's assignment to PT Jakarta Propertindo (Perseroda) to develop LRT Jakarta as a modern and integrated rail-based public transportation mode to reduce traffic congestion. The Company was established in accordance with Jakarta Governor Regulation No. 154 of 2017 Article 39 paragraph (4) as the basis of establishment for operator entity, which enables LRT infrastructures and facilities to be operated, maintained, and managed efficiently, effectively, and in accordance with the principles of Good Corporate Governance.

A significant milestone occurred on December 1, 2019, when the Company officially began its commercial operations to serve the public. Since then, the Company has been growing as part of an integrated public transportation system and plans to expand its network to various strategic transportation hubs.

Company Name Change Information

Since its establishment on April 16, 2018, until the end of the fiscal year ending on December 31, 2025, PT LRT Jakarta has never changed its name or legal status.



Makna Logo Perusahaan

Brand bukan hanya sebatas logo, melainkan juga merupakan aset visual yang berfungsi sebagai sarana membangun persepsi dan membentuk citra suatu merek. Konsistensi dalam tampilan visual turut menjadikan sebuah *brand* lebih mudah dikenali.



Meaning of the Company Logo

A brand is not just a logo, but also a visual asset that functions as an instrument to build perception and shape the image of a brand. Visual consistency also makes a brand more recognizable.

Bentuk/Shape

Elemen logo membentuk 3 garis yang secara keseluruhan merupakan representasi bentuk kereta api menggambarkan LRT Jakarta yang bergerak maju dan progresif di bidang perkeretaapian.

LRT Jakarta logo depicts an image of a complete circle forming 3 lines which as a whole represent the form of the LRT Jakarta train which is moving forward and progressively in the railroad sector.

Warna/Color

- › Warna merah terinspirasi oleh Perusahaan *Holding Jakpro* dengan warna dominan merah sebagai *corporate color*-nya dan mencerminkan keuletan, ketegasan serta keberanian dalam menghadapi berbagai macam kesulitan.
- › Warna emas menunjukkan prestasi, kesuksesan, kemewahan, kemenangan, dan kemakmuran.
- › The red color is inspired by the Jakpro Holding Company, which uses red as its corporate color, reflecting tenacity, firmness, and courage in facing various challenges.
- › The gold color represents achievement, success, luxury, victory, and prosperity.

Keanggotaan Asosiasi

Membership in Associations [OJK C.5][GRI 2-28]

No.	Asosiasi Association	Status Keanggotaan Membership Status
1	Intelligent Transport Systems (ITS) Indonesia	Gold Member
2	Perhimpunan Manajemen Sumber Daya Manusia (PMSM) Indonesia Indonesia Human Resources Management Association (PMSM) - Gold Member	Gold Member
3	PERHUMAS - Bidang Komunikasi Publik dan Kehumasan PERHUMAS - Public Communication and Community Relations Department	Anggota Member
4	Forum CSR Jakarta Utara North Jakarta CSR Forum	Wakil Ketua Umum CSR Jakarta Utara Vice Chairman of North Jakarta CSR Forum
5	APJASI (Asosiasi Pengguna Jasa Sekuriti Indonesia) APJASI (Indonesian Association of Security Services Users)	Anggota Member

Perubahan Perusahaan yang Bersifat Signifikan

Significant Changes to the Company [OJK C.6]

Hingga akhir tahun 2025, tidak terdapat perubahan signifikan yang terjadi pada Perseroan.

As of the end of 2025, there were no significant changes to the Company.

Sertifikasi

Certifications

› Sertifikasi Mutu, K3, dan Lingkungan (ISO Series):

1. ISO 9001:2015 (Sistem Manajemen Mutu), berlaku hingga 26 Maret 2026
2. ISO 45001:2018 (Sistem Manajemen K3), berlaku hingga 26 Maret 2026
3. ISO 14001:2015 (Sistem Manajemen Lingkungan), berlaku hingga 12 Juni 2027
4. Sistem Manajemen Terintegrasi, berlaku hingga 26 Maret 2026

› Keamanan & Tata Kelola:

1. Sertifikat Audit Sistem Manajemen Pengamanan (SMP), berlaku hingga 9 Desember 2027
2. ISO 27001:2022 (Keamanan Informasi), berlaku hingga 22 September 2028
3. ISO 37001:2016 (Anti Penyuapan), berlaku hingga 8 Oktober 2028

› Sistem Manajemen Keselamatan Kesehatan Kerja (SMK3) dan Keselamatan Perkeretaapian (SMKP):

1. Berdasarkan Permenhub No. 69 tahun 2018 (SMKP), masa berlaku siklus 2023–2025 (dalam tahap koordinasi penjadwalan audit eksternal oleh DJKA)
2. Berdasarkan PP No. 50 Tahun 2012 (SMK3), berlaku hingga 6 Oktober 2028

› Quality, OHS, and Environmental Certification (ISO Series):

1. ISO 9001:2015 (Quality Management System), valid until March 26, 2026
2. ISO 45001:2018 (OHS Management System), valid until March 26, 2026
3. ISO 14001:2015 (Environmental Management System), valid until June 12, 2027
4. Integrated Management System, valid until March 26, 2026

› Security and Governance:

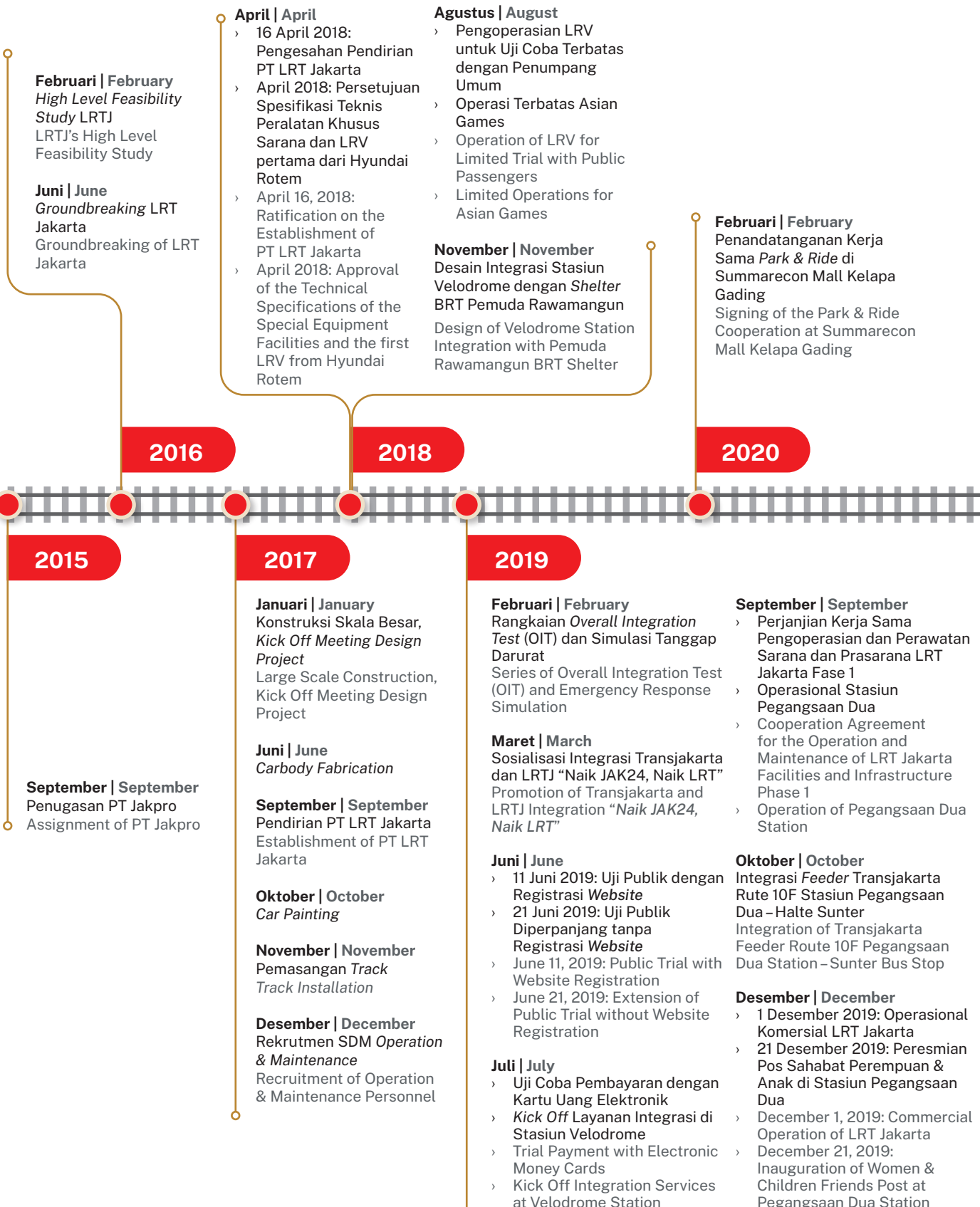
1. Security Management System (SMP) Audit Certificate, valid until December 9, 2027
2. ISO 27001:2022 (Information Security), valid until September 22, 2028
3. ISO 37001:2016 (Anti-Bribery), valid until October 8, 2028

› Occupational Health and Safety Management System (SMK3) and Railway Safety Management System (SMKP):

1. Based on Ministry of Transportation Regulation No. 69 of 2018 (SMKP), valid for the 2023–2025 cycle (currently in the coordination stage for scheduling external audits by the Directorate General of Railways)
2. Based on Government Regulation No. 50 of 2012 (SMK3), valid until October 6, 2028



Jejak Langkah Milestones



Agustus | August
Peluncuran “LRT Jakarta Integritas”
Launching of “LRT Jakarta Integritas”

Oktober | October
Groundbreaking Fase 1B LRT Jakarta
route Velodrome – Manggarai
Groundbreaking Phase 1B of LRT
Jakarta, Velodrome – Manggarai route

November | November
Penandatanganan MoU/Kesepakatan
Bersama antara PT LRT Jakarta dengan
Pemerintah Provinsi DKI Jakarta tentang
Peningkatan Kompetensi Siswa SMK
dan Tamatan SMK melalui Program *Link
and Match*
Signing of MoU/Joint Agreement
between PT LRT Jakarta and the
Provincial Government of DKI Jakarta on
Improving the Competence of Vocational
School Students and Graduates through
the Link and Match Program

Desember | December
Penetapan Stasiun dan Depo LRT
Jakarta sebagai Objek Vital Nasional
Designation of LRT Jakarta Station and
Depo as National Vital Objects

Februari | February
Stasiun Boulevard Utara LRT
Jakarta resmi menggunakan
nama baru, yaitu Stasiun
Boulevard Utara Summarecon
Mall
The North Boulevard LRT Station
in Jakarta officially changed
its name to North Boulevard
Summarecon Mall Station

Maret | March
Progres pembangunan LRT
Jakarta Fase 1B mencapai 50%
The construction progress of LRT
Jakarta Phase 1B reached 50%

Juli | July
Peresmian hak penamaan (*naming
rights*) Stasiun LRT Jakarta
Boulevard Utara Summarecon
Mall sekaligus fasilitas jembatan
penghubung (*connecting bridge*)
oleh Gubernur DKI Jakarta
Inauguration of naming rights
for Jakarta Boulevard North
Summarecon Mall LRT Station
as well as the connecting bridge
facility by the Governor of DKI
Jakarta

September | September
Progres pembangunan LRT Jakarta Fase
1B mencapai 69,8%
The construction progress of LRT Jakarta
Phase 1B reached 69.8%

Oktober | October

- › Progres pembangunan LRT Jakarta Fase 1B mencapai 75%
- › Penandatanganan Perjanjian Kerja Teknis (PKT) Pengawasan dan Pengendalian (Wasdal) Pertama Sistem Manajemen Pengamanan (SMP)
- › The construction progress of LRT Jakarta Phase 1B reached 75%
- › Signing of the Technical Work Agreement (PKT) for the First Supervision and Control (Wasdal) of the Security Management System (SMP)

Desember | December

- › 6 tahun operasional LRT Jakarta
- › Peluncuran payung program berkelanjutan bertajuk “LRTJBagimu”
- › 6 years operations of LRT Jakarta
- › Launch of a sustainability program titled “LRTJBagimu”

2023

2025

2022

Februari | February

- › Terbit Keputusan Gubernur No. 129 Tahun 2022 mengenai penetapan trase 2A
- › Penghargaan “Sentra Vaksinasi LRTJ” dari Puskesmas Kelapa Gading
- › Issuance of the Governor Decree No. 129 of 2022 concerning the determination of 2A route
- › “LRTJ Vaccination Center” Award from Kelapa Gading Health Center

Maret | March
Terbitnya “Izin Usaha
Prasarana LRT Jakarta”
Issuance of “Infrastructure
Business Permit of LRT
Jakarta”

Mei | May
Penghargaan Peringkat Emas
Sistem Manajemen Kesehatan
dan Keselamatan Kerja (SMK3)
Gold Rating Award for
Occupational Health and
Safety Management System
(SMK3)

Juni | June
Terlaksananya 1st *Overhaul* LRV
LRT Jakarta
Implementation of the 1st LRV
Overhaul of LRT Jakarta

Oktober | October

- › Diluncurkannya Tarif Integrasi Transportasi DKI Jakarta
- › Persetujuan Kemenhub akan trase menyeluruh Rajawali – Halim
- › Komitmen Pelayanan LRT Jakarta Ramah Perempuan dan Anak
- › Launching of Integrated Tariff for DKI Jakarta Transportation
- › Approval of the Ministry of Transportation for the Rajawali – Halim comprehensive route
- › LRT Jakarta Service Commitment to be Women and Children Friendly

November | November

- › Persetujuan Fase 1B Velodrome-Manggarai oleh Presiden RI
- › Mendapatkan DTKJ Awards: Pelayanan Disabilitas
- › Approval for Velodrome-Manggarai Phase 1B by the President of the Republic of Indonesia
- › Received the DTKJ Awards: Disability Services

Desember | December

- › 3 tahun operasi komersial LRT Jakarta
- › Penetapan Stasiun Pegangsaan Dua sebagai Sentra Vaksinasi Jakarta Utara
- › 3 years of commercial operation of LRT Jakarta
- › Designation of Pegangsaan Dua Station as North Jakarta Vaccination Center

2024

Januari | January
Peresmian *Urban Farming*
LRT Jakarta
Inauguration of LRT Jakarta
Urban Farming

September | September
Penandatanganan Perjanjian
Kerja Sama (PKS) dengan
Summarecon Mall Kelapa
Gading untuk hak penamaan
atau *naming rights* Stasiun
Boulevard Utara
Signing of Cooperation
Agreement (PKS) with
Summarecon Mall Kelapa
Gading for the naming rights
of North Boulevard Station

Oktober | October
Uji coba jalur LRT Fase 1B
(Velodrome-Manggarai)
Trial of LRT Phase 1B
(Velodrome-Manggarai)

Kegiatan dan Bidang Usaha

Business Activities and Lines of Business [OJK C.4][GRI 2-6]

Sesuai dengan Anggaran Dasar Perseroan, yang dikukuhkan dengan Akta No. 58 tanggal 17 Mei 2023 dan Akta Perubahan No. 74 tanggal 23 Oktober 2025, serta Keputusan Menteri Hukum Republik Indonesia Nomor AHU-0072933.AH.01.02. Tahun 2025 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT LRT Jakarta, maka maksud dan tujuan Perseroan adalah untuk menjalankan usaha di bidang:

1. Angkutan darat dan angkutan melalui saluran pipa.
2. Konstruksi bangunan sipil.
3. Reparasi dan pemasangan mesin dan peralatan.
4. Konstruksi khusus.
5. Pergudangan dan aktivitas penunjang angkutan.
6. Telekomunikasi.
7. Real estat.
8. Aktivitas kantor pusat dan konsultasi manajemen.
9. Aktivitas arsitektur dan keinsinyuran; analisis dan uji teknis.
10. Periklanan dan penelitian pasar.
11. Aktivitas penyewaan dan sewa guna usaha tanpa hak opsi.
12. Pendidikan.
13. Perdagangan besar alat transportasi darat (bukan mobil, sepeda motor, dan sejenisnya), suku cadang, dan perlengkapannya.
14. Aktivitas ketenagakerjaan.
15. Perdagangan besar atas dasar balas jasa (*fee*) atau kontrak.

In accordance with the Company's Articles of Association, which were ratified by Deed No. 58 dated May 17, 2023 and Amendment Deed No. 74 dated October 23, 2025, as well as Decree of the Minister of Law of the Republic of Indonesia Number AHU-0072933.AH.01.02. of 2025 concerning Approval of Amendments to the Articles of Association of PT LRT Jakarta Limited Liability Company, the purpose and objective of the Company is to engage in the following business activities:

1. Land transport and pipeline transport.
2. Civil engineering construction.
3. Repair and installation of machinery and equipment.
4. Special construction.
5. Warehousing and transport support activities.
6. Telecommunications.
7. Real estate.
8. Head office and management consulting activities.
9. Architectural and engineering activities; technical analysis and testing.
10. Advertising and market research.
11. Leasing and rental activities without option rights.
12. Education.
13. Wholesale trade of land transportation equipment (excluding cars, motorcycles, and similar vehicles), spare parts, and accessories.
14. Employment activities.
15. Wholesale trade on a fee or contract basis.



Dalam rangka mencapai maksud dan tujuan tersebut, sepanjang tahun 2025 Perseroan telah menjalankan kegiatan usaha sebagai berikut:

In order to achieve these objectives and goals, the Company has carried out the following business activities throughout 2025:

Kegiatan Usaha Berdasarkan Anggaran Dasar The Company's Activities Based on Articles of Association	Telah/Belum Dijalankan Has Been/ Not Yet Executed	Kegiatan yang Dijalankan Activities Conducted
Kegiatan pengoperasian sarana dan prasarana Facilities and infrastructure operation activities	√	Kegiatan operasional kereta, kegiatan perawatan sarana dan prasarana Railways operational activities, maintenance of facilities and infrastructure
Reparasi dan pemasangan mesin dan peralatan Machinery and equipment repair and installation	X	Pembelian <i>spare part</i> untuk mitra Purchase of spare parts for partners
Konstruksi khusus Special construction	X	-
Pergudangan dan aktivitas penunjang angkutan Warehousing and transportation support activities	X	-
Telekomunikasi Telecommunications	X	-
Real estate Real estate	X	-
Aktivitas kantor pusat dan konsultasi manajemen Head office activities and management consulting	X	-
Aktivitas arsitektur dan keinsinyuran Architectural and engineering activities	X	-
Periklanan dan penelitian pasar Advertising and market research	√	Kerja sama <i>advertising</i> Advertising partnership
Pendidikan Education	√	1. LRT EduTour/Belajar bareng 2. Diklat Sarana dan Prasarana BAPERKA 1. LRT EduTour/Study group 2. Education and Training on BAPERKA Facilities and Infrastructures
Perdagangan besar alat transportasi darat (bukan mobil, sepeda motor, dan sejenisnya), suku cadang dan perlengkapannya Wholesale trade in land transportation equipment (not cars, motorbikes, and the like), spare parts and equipment	X	-
Aktivitas ketenagakerjaan Employment activities	X	-
Perdagangan besar atas dasar balas jasa (<i>fee</i>) atau kontrak Large-scale trading based on fees or contracts	√	Agen dari Woojin Industrial Systems Co., Ltd. dalam Proyek APMS di Bandara Soekarno Hatta Agent from Woojin Industrial Systems Co. Ltd in the APMS Project at Soekarno Hatta Airport

Depo dan Teknologi Operasional

Operasional LRT Jakarta didukung oleh fasilitas depo yang dilengkapi jalur *stabling* serta sarana perawatan ringan dan berat untuk menjaga kesiapan armada. Fasilitas ini menunjang kegiatan operasional dan pemeliharaan kereta secara terintegrasi guna memastikan keandalan layanan. Sarana LRT Jakarta menggunakan rangkaian kereta ringan dengan desain *bogie* artikulasi yang mendukung stabilitas, kenyamanan, dan efisiensi perjalanan penumpang perkotaan.

Dari sisi teknologi, operasional didukung oleh berbagai sistem modern, termasuk *Ticket Vending Machine* (TVM), *Passenger Information Display* (PID), *Operation Control Center* (OCC), CCTV dan sistem pengumuman, *Platform Screen Door* (PSD), sistem tenaga traksi, persinyalan, serta infrastruktur kelistrikan. Selain itu, fasilitas ramah disabilitas juga tersedia sebagai wujud komitmen Perseroan dalam menyediakan layanan transportasi publik yang aman, andal, dan inklusif.

LRT Jakarta hadir bukan sekadar sebagai moda transportasi, melainkan sebagai ekosistem perjalanan yang aman, nyaman, dan ramah bagi seluruh lapisan masyarakat. Perseroan berkomitmen menyediakan layanan yang setara melalui fasilitas prioritas bagi perempuan, anak-anak, lansia, dan penyandang disabilitas di setiap aspek operasional.

Pilar Layanan Utama:

- **Keamanan dan Perlindungan:** Tersedia Pos SAPA (Sahabat Perempuan dan Anak) serta layanan pusat bantuan CARLA (021-508 999 09) untuk menjamin rasa aman selama di area stasiun.
- **Kesehatan dan Kesejahteraan:** Penumpang dapat mengakses Pos Kesehatan di setiap stasiun, Ruang Tenang untuk privasi, serta fasilitas *Lost & Found* yang sigap membantu.
- **Gaya Hidup Berkelanjutan:** Mendukung integrasi transportasi hijau dengan penyediaan fasilitas parkir sepeda yang memadai bagi para pesepeda.
- **Edukasi Bangsa:** Melalui program EduTour, Perseroan membuka pintu bagi pelajar dari tingkat TK hingga Perguruan Tinggi untuk mengenal lebih dekat sistem transportasi modern di Indonesia.

Depot and Operational Technology

LRT Jakarta's operations are supported by depot facilities equipped with stabling tracks as well as light and heavy maintenance facilities to maintain fleet readiness. These facilities support integrated train operations and maintenance activities to ensure service reliability. LRT Jakarta uses light rail trains with an articulated bogie design that supports stability, comfort, and efficiency for urban passenger travel.

In terms of technology, operations are supported by various modern systems, including Ticket Vending Machine (TVM), Passenger Information Displays (PIDs), Operation Control Center (OCC), CCTV and announcement system, Platform Screen Door (PSD), traction power system, signalling, and electrical infrastructure. In addition, disability-friendly facilities are also available as part of the Company's commitment to providing safe, reliable, and inclusive public transportation services.

LRT Jakarta is not only a mode of transportation, but a safe, comfortable, and friendly travel ecosystem for all levels of society. The Company are committed to providing equal services through priority facilities for women, children, the elderly, and people with disabilities in every aspect of our operations.

Key Service Pillars:

- **Safety and Security:** SAPA (Friends of Women and Children) posts and CARLA call center (021-508 999 09) are available to ensure safety in station areas.
- **Health and Welfare:** Passengers can access Health Posts at every station, Quiet Rooms for privacy, and a Lost & Found facility that is ready to help.
- **Sustainable Lifestyle:** Supporting the integration of green transportation by providing adequate bicycle parking facilities for cyclists.
- **National Education:** Through the EduTour program, the Company welcome students from kindergarten up to university to learn more about Indonesia's modern transportation system.



Pengembangan Produk dan Jasa

Product and Service Development

Bisnis Non-Farebox

Dalam rangka memperkuat keberlanjutan usaha dan mengoptimalkan potensi pendapatan nontiket (*non-farebox revenue*), Perseroan terus mengembangkan strategi diversifikasi bisnis yang terintegrasi dan berorientasi pada nilai tambah. Pengembangan ini tidak hanya difokuskan pada peningkatan layanan transportasi publik yang andal dan modern, tetapi juga pada optimalisasi aset, kolaborasi strategis, serta penciptaan ekosistem bisnis yang saling mendukung di sepanjang koridor operasional.

Pembagian kategori bisnis Perseroan mencakup beberapa lini strategis, yaitu:

1. Naming Rights

Kerja sama pemberian hak penamaan stasiun atau koridor (SMKG), termasuk implementasi identitas merek pada *signage* dan elemen visual di area operasional.

2. Advertising

Penyediaan media promosi di area stasiun, rangkaian kereta, serta kanal komunikasi lainnya untuk kebutuhan *branding* dan kampanye mitra.

3. Ritel

Penyewaan ruang usaha di area stasiun untuk *tenant* komersial, antara lain KDH, Golden Black, Bank Mandiri, Bank DKI, Jumpstar, dan Vendmart.

4. Kawasan Depo

Pemanfaatan area depo untuk kegiatan komersial dan kerja sama usaha, seperti Padel, NTBI, dan GrabMart.

5. Event & Activation

Fasilitasi kegiatan promosi, pameran, komunitas, serta aktivasi merek di area operasional guna meningkatkan *engagement* pelanggan.

6. Payment Channel

Kerja sama penyediaan kanal pembayaran nontunai untuk tiket dan transaksi lainnya, seperti Nobu Bank dan Bank DKI.

7. Telco & Fiber Optic (FO)

Pemanfaatan infrastruktur jaringan dan koridor operasional untuk kerja sama layanan telekomunikasi, seperti EPID.

8. MOSS (Maintenance Operation Sparepart Services), Training & Consultancy

Pengembangan serta komersialisasi layanan berbasis kompetensi operasional, termasuk sistem, pelatihan, dan konsultasi.

Nonfarebox Business

In order to reinforce business sustainability and optimize the potential of non-farebox revenue, the Company continues to develop integrated business diversification strategies that are value-added oriented. This development is not only focused on improving reliable and modern public transportation services, but also on asset optimization, strategic collaboration, and the creation of a mutually supportive business ecosystem along the operational corridor.

The Company's business categories include several strategic lines, including:

1. Naming Rights

Cooperation in granting naming rights for stations or corridors (SMKG), including the implementation of brand identity on signage and visual elements in operational areas.

2. Advertising

Provision of promotional media around station areas, train sets, and other communication channels for branding and partner campaign needs.

3. Retail

Leasing of business space in station areas to commercial tenants, including KDH, Golden Black, Mandiri, Bank DKI, Jumpstar, and Vendmart.

4. Depot Area

Utilization of depot areas for commercial activities and business partnerships, such as Padel, NTBI, and GrabMart.

5. Events & Activations

Facilitation of promotional activities, exhibitions, communities, and brand activations in operational areas to increase customer engagement.

6. Payment Channels

Cooperation in providing non-cash payment channels for tickets and other transactions, such as Nobu Bank and Bank DKI.

7. Telco & Fiber Optic (FO)

Utilization of network infrastructure and operational corridors for telecommunications service partnerships, such as EPID.

8. MOSS (Maintenance Operation Sparepart Services), Training & Consultancy

Development and commercialization of competency-based services, including systems, training, and consulting.

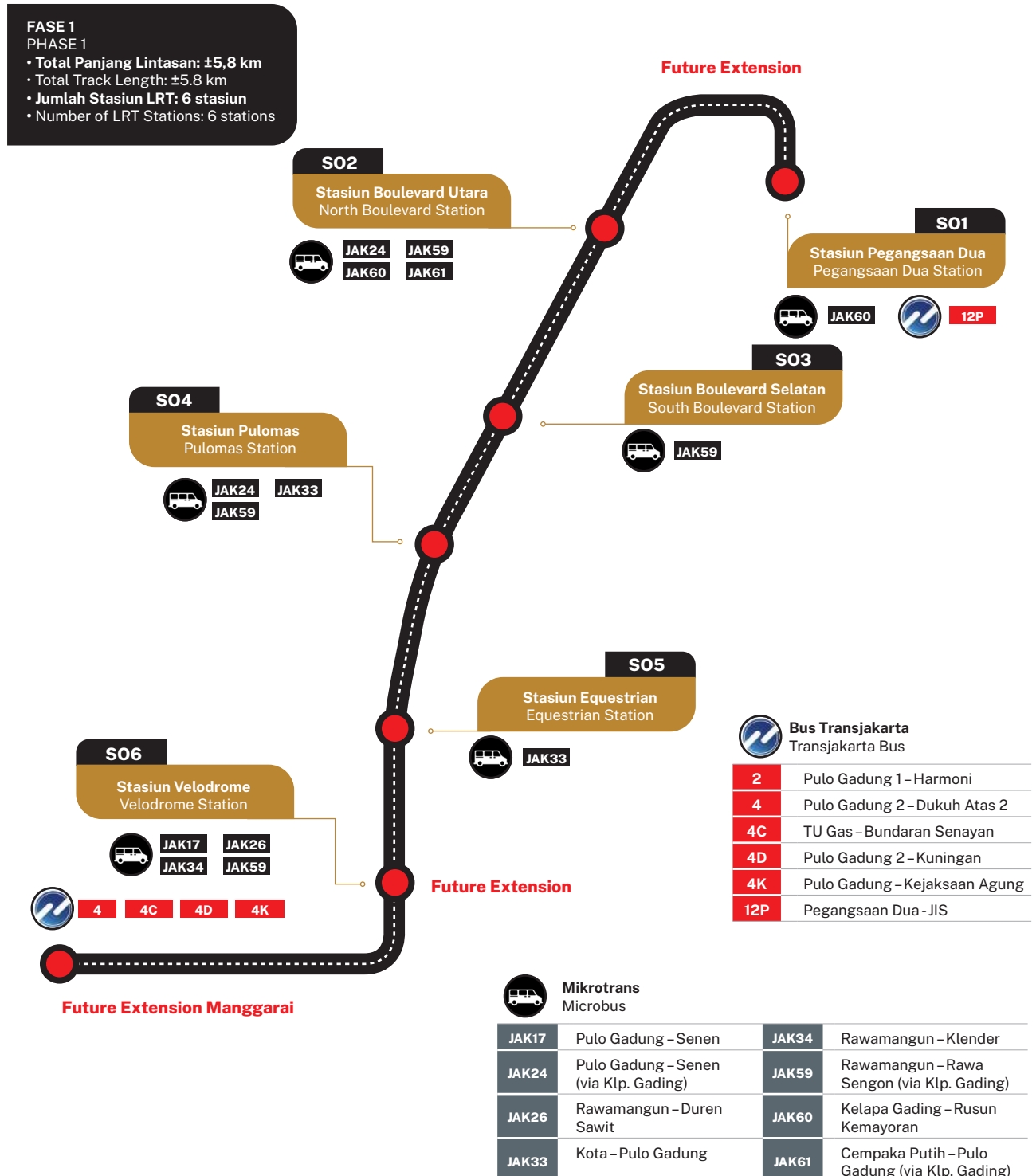


Wilayah Operasi

Operational Area [OJK C.3]

Selama tahun 2025, wilayah operasi Perseroan mencakup Stasiun Velodrome sampai dengan Stasiun Pegangsaan Dua (Fase 1A), sebagaimana digambarkan pada peta operasional berikut ini:

In 2025, the Company's operational area covers Velodrome Station to Pegangsaan Dua Station (Phase 1A), as illustrated in the following operational map:



Rute dan Integrasi LRT Jakarta

LRT Jakarta's Routes and Integration

Fase 1A
Phase 1A

5,8 km

Rata-rata Penumpang Harian
Average Daily Passengers

Lebih dari | More than **3.300**



Gambar berikut menyajikan indikator operasional LRT Jakarta, mencerminkan komitmen Perseroan dalam menjaga keandalan, ketepatan waktu, dan kenyamanan layanan transportasi publik berbasis rel.

The following figure presents LRT Jakarta's operational indicators, reflecting the Company's commitment to maintain the reliability, timeliness, and comfort of rail-based public transportation.

Indikator Operasional

Operational Indicators



Stamformasi

Total 8 LRV : 4 LRV
Operasi + 2 Cadangan, 2
Perawatan 1 LRV (*Light
Rail Vehicle*) = 2 Car
Stamformasi
Total 8 LRV s xs: 4 LRVs
In service + 2 spares,
2 under maintenance 1
LRV (*Light Rail Vehicle*)
= 2 cars



Rata-Rata Kecepatan Kereta

± 50 km/Jam
Average Speed
Train
± 50 km/h



Jam Operasional

05:30 – 23:00 WIB
17:30 jam pelayanan
Opening Hours
05:30 – 23:00 WIB
Service hours: 17:30



Waktu Perjalanan

± 13 menit
Depo Pegangsaan
Dua – Velodrome
Rawamangun
Journey time
± 13 minutes
Pegangsaan Depot
Dua – Velodrome
Rawamangun



Jarak

5,8 km
Depo Pegangsaan
Dua – Velodrome
Rawamangun
Distance: 5.8 km
Pegangsaan Depot
Dua – Velodrome
Rawamangun



Frekuensi

±204 trip
Total lintas kereta
dalam satu hari
Frequency:
±204 journeys
Total train services
per day



Headway

10 menit
Jarak antar
keberangkatan kereta
Headway
10 minutes
Time between
train departures



Naik Turun Penumpang

± 30 detik
Boarding and
alighting
Passengers
± 30 seconds

Setelah pengoperasian rute Fase 1A, Perseroan melanjutkan pengembangan jaringannya melalui pembangunan Fase 1B. Gambar berikut menampilkan rute Fase 1B dan integrasi operasional Perseroan, yang akan memperluas jangkauan layanan serta konektivitas dengan berbagai moda transportasi publik di wilayah Jakarta.

Following the operation of Phase 1A route, the Company continues to develop its network by planning the construction of Phase 1B. The picture below illustrates the plan for Phase 1B route and the Company's operational integration, which will expand its service coverage and connectivity with various public transportation in Jakarta.

Fase 1B
Phase 1B

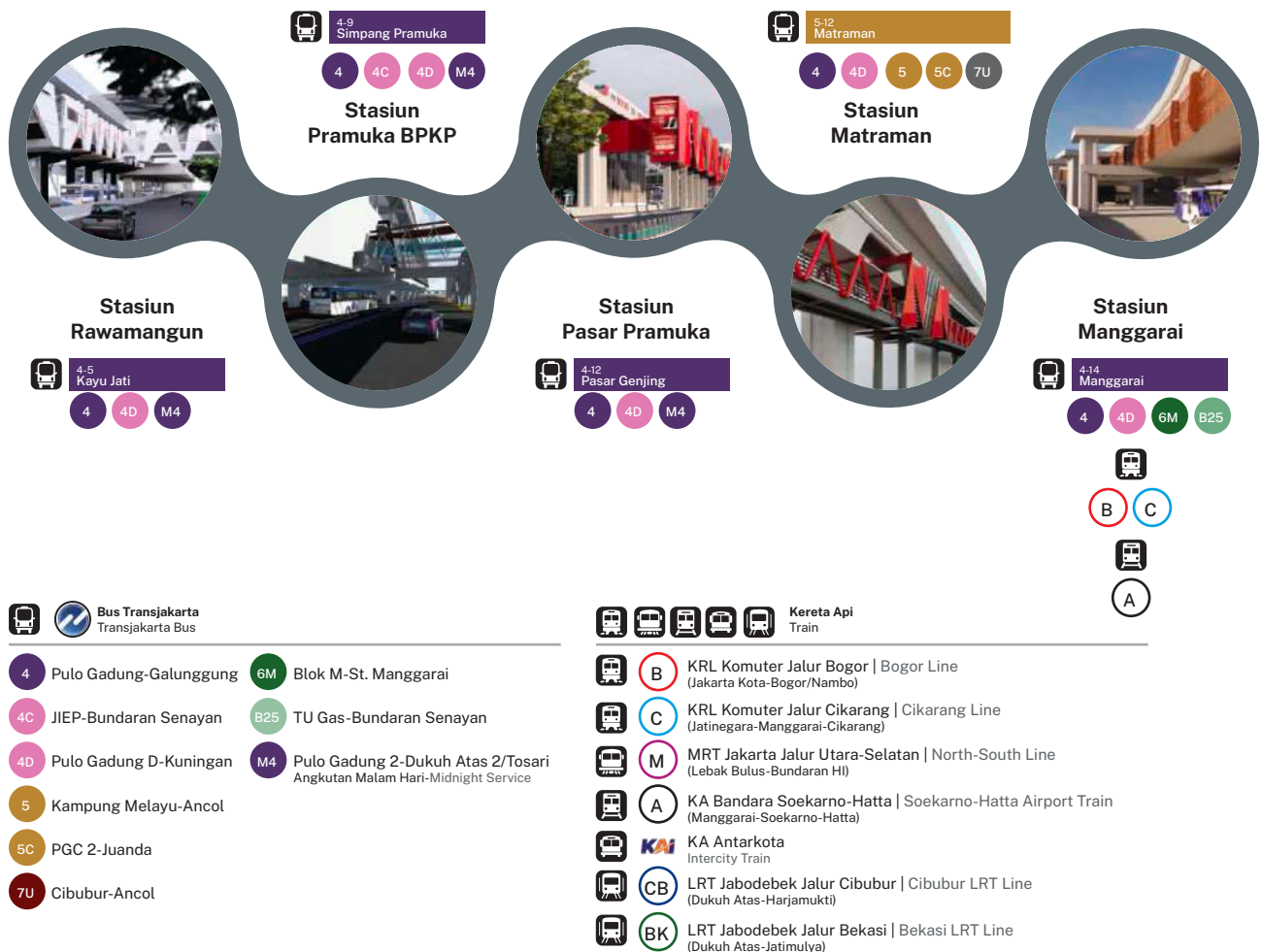
6,4 km

Proyeksi Penumpang
Passenger Projections

80.000

Total Jarak
Total Distance

12,2 km



Visi, Misi, Sikap Dasar dan Budaya Perseroan

Vision, Mission, Core Attitude and Corporate Culture [OJK C.1]

Manajemen telah menelaah kembali visi, misi, serta nilai-nilai Perseroan. Berdasarkan hasil peninjauan tersebut, Manajemen menilai bahwa visi, misi, dan nilai-nilai Perseroan tetap selaras dengan perkembangan kegiatan usaha pada tahun buku berjalan. Adapun uraian mengenai visi, misi, dan nilai-nilai Perseroan adalah sebagai berikut:

The management has reviewed the Company's vision, mission, and values. Based on the review, the Management considers that the Company's vision, mission, and values remain in line with the development of business activities in the current fiscal year. The description of the Company's vision, mission, and values is as follows:

VISI VISION

Menjadi Solusi Mobilitas Publik Terbaik di Indonesia

To be the Best Public Mobility Solution in Indonesia

MISI MISSION

- ♦ Menyediakan layanan transportasi publik warga Jakarta yang aman dan nyaman
- ♦ Mengembangkan jaringan transportasi publik yang modern dan terintegrasi
- ♦ Membangun reputasi perusahaan dengan pengembangan sumber daya manusia yang "LRTJ"
- ♦ To provide safe and comfortable public transportation services for Jakarta residents
- ♦ To develop a modern and integrated public transportation network
- ♦ To build the Company's reputation by developing "LRTJ" human resources

Review Visi dan Misi Perseroan oleh Manajemen Kunci

Dewan Komisaris dan Direksi telah melakukan penelaahan terhadap visi dan misi Perseroan sebagaimana tercantum dalam Rencana Kerja dan Anggaran Perusahaan, yang selanjutnya telah memperoleh persetujuan dari Direksi dan Dewan Komisaris.

Review of the Company's Vision and Mission by Key Management

The Board of Commissioners and Board of Directors have reviewed the Company's vision and mission as stated in the Company's Work Plan and Budget, which has been approved by the Board of Directors and Board of Commissioners.



NILAI-NILAI PERSEROAN COMPANY VALUES

Dalam pengelolaan Sumber Daya Manusia (SDM), Perseroan mewajibkan seluruh karyawan secara konsisten mengamalkan nilai-nilai Perseroan, yaitu LRTJ. Nilai-nilai ini memegang peranan penting dalam mendukung pencapaian visi dan misi serta menjadi landasan dalam mengarahkan kinerja agar semakin efektif dan terfokus pada tujuan di masa depan.

In managing Human Resources (HR), the Company requires all employees to consistently practice the Company's values, known as LRTJ. These values are crucial in supporting the achievement of the vision and mission and serve as a foundation for directing performance to be more effective and focused on future goals.



LINCAH (Agility)

Secara terukur dan proaktif cepat dan tanggap beradaptasi terhadap perubahan situasi dengan melakukan perbaikan yang berkelanjutan dan menggunakan berbagai alternatif cara yang berbeda dalam menyelesaikan tantangan dan pekerjaan guna memberikan pelayanan yang semakin baik bagi pelanggan internal dan eksternal.

Measurably and proactively, quickly and responsively adapt to changing situations by making continuous improvements and using various alternative methods to solve challenges and complete tasks.

RAMAH (Service)

Secara proaktif mencari tahu, memenuhi dan melayani kebutuhan pelanggan, baik pelanggan eksternal maupun pelanggan internal.

Proactively seek to understand, fulfill and serve the needs of customers, both external and internal.

TERPERCAYA (Reliability)

Melakukan suatu pekerjaan/tugas secara bertanggung jawab serta dilandasi atas pengetahuan yang mendalam di bidangnya dan memberikan hasil yang berdampak dan dapat diandalkan oleh pelanggan internal maupun eksternal.

Performing work/tasks responsibly and based on profound knowledge in the field and delivering reliable results.

JUJUR (Integrity)

Bertindak konsisten dengan nilai moral, nilai perusahaan, kode etik, dan hati nurani dengan intensi menegakkan kebenaran dalam melayani pelanggan internal dan eksternal.

Consistently acting in accordance with moral values, company values, code of conduct, and conscience with the intention of upholding the truth.

Sosialisasi dan Internalisasi Tata Nilai Perusahaan

Perseroan secara berkelanjutan melakukan sosialisasi dan internalisasi nilai-nilai Perseroan untuk meningkatkan pemahaman seluruh karyawan. Upaya ini dilakukan melalui program induksi bagi karyawan baru, *town hall*, serta kegiatan penyegaran melalui berbagai forum komunikasi internal.

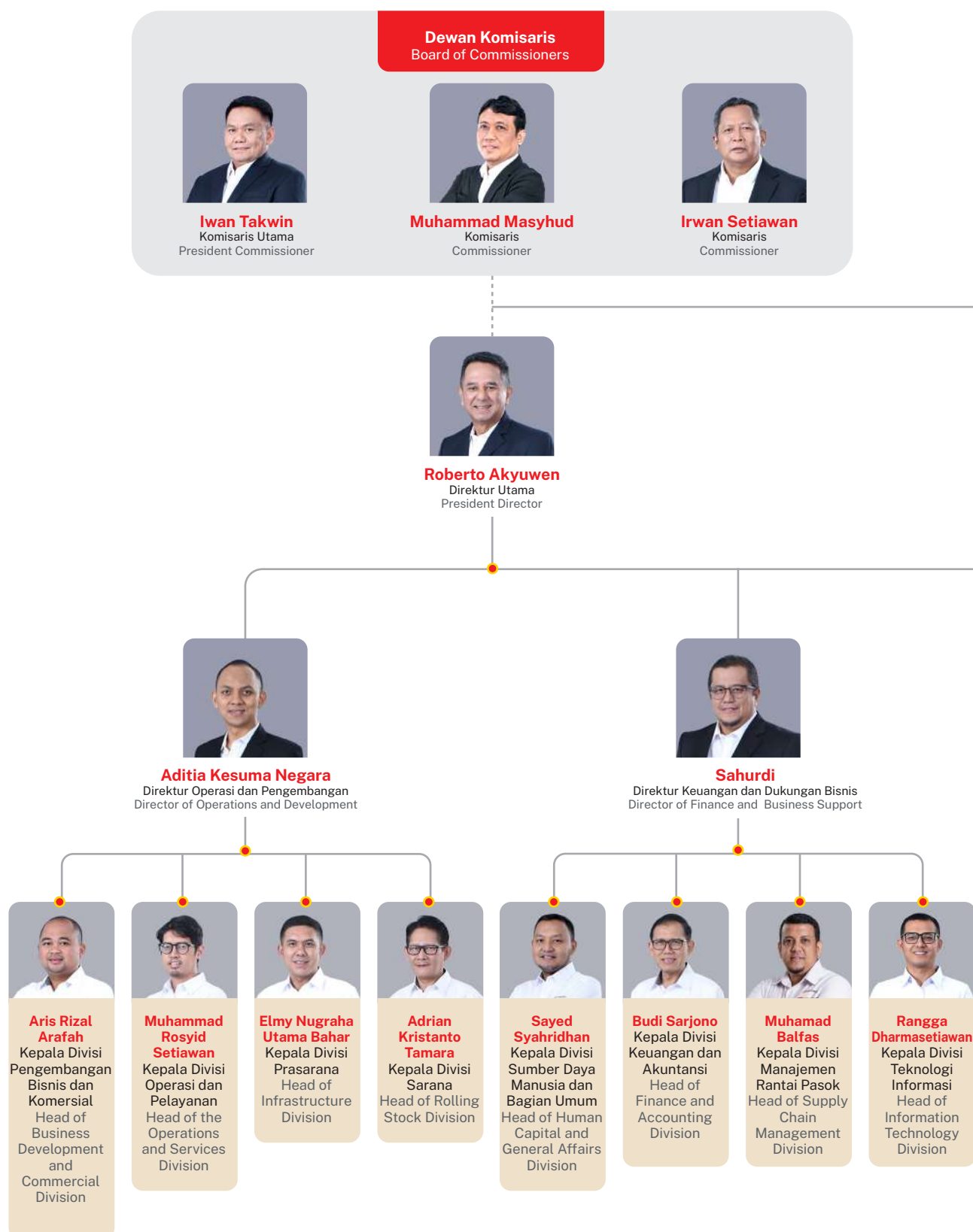
Socialization and Internalization of Corporate Values

The Company continuously socializes and internalizes its values to improve the understanding of all employees. This effort is carried out through induction programs for new employees, town hall meetings, and refresher activities through various internal communication forums.



Struktur Organisasi

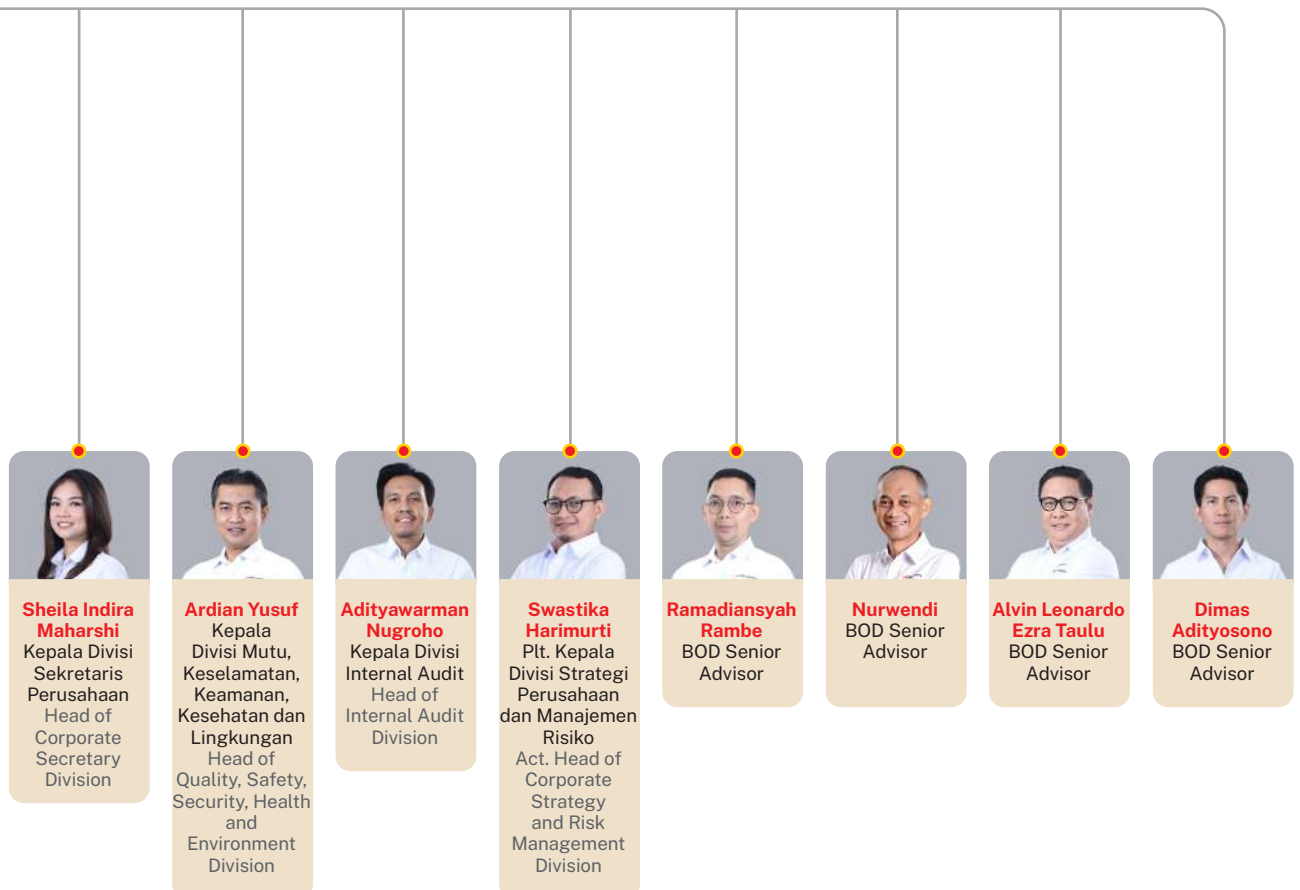
Organizational Structure



Perseroan terus melakukan penguatan struktur organisasi demi mencapai tujuan bersama. Struktur organisasi Perseroan telah disahkan melalui Surat Keputusan Direksi Nomor 001/DRU/111/IX/2025 tanggal 1 September 2025 tentang Perubahan Struktur Organisasi PT LRT Jakarta.

The Company continues to strengthen its organizational structure in order to achieve shared goals. The Company's organizational structure has been ratified through the Board of Directors Decree Number 001/DRU/111/IX/2025 dated September 1, 2025 concerning the Changes to the Organizational Structure of PT LRT Jakarta.

Komite Audit Audit Committee



Penghargaan Awards

Sepanjang tahun 2025, Perseroan menegaskan komitmennya sebagai penyedia transportasi publik yang profesional dan inovatif melalui berbagai penghargaan nasional, yang mencerminkan keunggulan operasional serta kematangan komunikasi korporasi dan tata kelola internal. Berikut sejumlah penghargaan yang berhasil diraih sepanjang tahun tersebut:

Throughout 2025, the Company emphasizes its commitment as a professional and innovative public transportation provider through various national awards, which reflect its operational excellence as well as the maturity of its corporate communications and internal governance. The following are some of the awards that were achieved throughout the year:



- 26 Februari 2025 | February 26, 2025**
- Bronze Winner - Sektor BUMD Kategori Kanal Digital Subkategori Media Sosial
 - Bronze Winner - Sektor BUMD Kategori Laporan Tahunan Subkategori Annual Report
 - Bronze Winner - BUMD Sector, Digital Channel Category, Social Media Subcategory Bronze
 - Bronze Winner - BUMD Sector, Annual Report Category, Annual Report Subcategory

PR Indonesia



- 18 Mei 2025 | May 18, 2025**
- Indonesia Corporate Communications
Dream Team 2025
SWA Media Group



- 23 Mei 2025 | May 23, 2025**
- The Best E-Magazine Corporate-Bronze
Winner
Serikat Perusahaan Pers (SPS)
Press Companies Union (SPS)



- 24 Juli 2025 | July 24, 2025**
- The Best Youth Empowerment and Future Workforce Award and The Best Inclusive Human Capital Development Award#
Bintang 5 | 5 Star
Majalah First Media
First Media Magazine



- 30 Juli 2025 | July 30, 2025**
- Top BUMD 2025 kategori Transportation dengan predikat "Commitment to Accessible Public Transport through Integration and Community-Centric Engagement"
- Top BUMD 2025 category of Transportation with predicate "Commitment to Accessible Public Transport through Integration and Community-Centric Engagement"
- Menteri Dalam Negeri**
Minister of Home Affairs



- 14 Agustus 2025 | August 14, 2025**
- PR Program of the Year 2025
Category: Creative Corporate Reputation Program
 - PR Practitioners of The Year Category: Spokesperson
- SWA Media Group**



8 September 2025 | September 8, 2025

- TOP GRC Awards 2025 #STAR5
 - The High-Performing Board of Commissioners on GRC 2025
 - The Most Committed GRC Leader 2025
- Majalah Top Business**
Top Business Magazine



25 September 2025 | September 25, 2025

Bronze Winner: Kategori Kanal Digital
Subkategori Media Sosial
Bronze Winner: Digital Channel
Category, Social
Media Sub-Category
Anugerah Humas Indonesia (AHI)



25 September 2025 | September 25, 2025

- Platinum – The Best Agent Inbound Public
 - Gold – The Best of The Best Customer Service
 - Silver – The Best Customer Service
 - Silver – The Best E-Sport Team
- Indonesia Contact Center Association (ICCA)**



9 Oktober 2025 | October 9, 2025
The 3rd Indonesia Most Innovative Chief Financial Officer (CFO) Awards 2025
The Iconomics



20 Oktober 2025 | October 20, 2025
Indonesia's Best Corporate Sustainability Initiative 2025,
kategori | category Cause Promotion –
Professional Assessment
SWA Media Group



11 Desember 2025 | December 11, 2025
Kategori Media Audiovisual BUMD- Terbaik 3
3rd best Regional Owned Enterprise in the Audiovisual Media Category
Anugerah Humas Jakarta

Profil Dewan Komisaris

Profile of the Board of Commissioners

Selama tahun 2025 hingga Laporan Tahunan ini ditandatangani, telah terjadi perubahan pada susunan Dewan Komisaris Perseroan. Perubahan tersebut ditetapkan berdasarkan Keputusan Para Pemegang Saham (KPPS) di luar Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT LRT Jakarta tanggal 2 Januari 2026.

Tabel berikut menyajikan perubahan susunan Dewan Komisaris yang terjadi selama tahun buku 2025 hingga tanggal penandatanganan Laporan Tahunan ini:

During the 2025 fiscal year until the signing of this Annual Report, some changes were made to the composition of the Company's Board of Commissioners. These changes were made based on the Shareholders' Decision (KPPS) outside the Extraordinary General Meeting of Shareholders (EGMS) of PT LRT Jakarta on January 2, 2026.

The following table presents the changes in the composition of the Board of Commissioners that occurred during the 2025 fiscal year until the signing date of this Annual Report:

31 Desember 2025 (Sebelum Perubahan) December 31, 2025 (Before the Changes)		2 Januari 2026 (Setelah Perubahan) January 2, 2026 (After the Changes)	
Nama Name	Jabatan Position	Nama Name	Jabatan Position
Iwan Takwin	Komisaris Utama President Commissioner	Iwan Takwin	Komisaris Utama President Commissioner
Azas Tigor Nainggolan	Komisaris Commissioner	Muhammad Masyhud	Komisaris Commissioner
Mohamad Pramintohadi Sukarno	Komisaris Commissioner	Irwan Setiawan	Komisaris Commissioner

Adapun profil dari masing-masing anggota Dewan Komisaris yang menjabat per 31 Desember 2025 sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagai berikut:

The profile of each member of the Board of Commissioners serving as of December 31, 2025 until the signing of this report is as follows:



Iwan Takwin

Komisaris Utama
President Commissioner

Periode Jabatan: 7 Oktober 2022–sekarang
Term of Office: October 7, 2022-present

Data Pribadi | Personal Data

Warga Negara Indonesia
Indonesian Citizen

Usia 50 tahun per 31 Desember 2025
Aged 50 years old as of December 31, 2025

Kelahiran Makassar, 9 September 1975
Born in Makassar, September 9, 1975

Domisili | Domicile

Depok, Jawa Barat, Indonesia
Depok, West Java, Indonesia

Riwayat Pendidikan

Sarjana (S1) Teknik dari Universitas Gadjah Mada, Yogyakarta (1999).

Sertifikasi

Certified Risk Executive Leader (CREL)-LSP BPKP (2024).

Riwayat Penunjukan dan Dasar Hukum

- Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 103/UT2000/X/2022/0321.
- Akta PKPS PT LRT Jakarta No. 22.
- Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT LRT Jakarta No. AHU-AH.01.09-0066816.

Riwayat Pekerjaan

- Direktur Utama PT Jakarta Propertindo (Perseroda) (2022-sekarang).
- Direktur Utama PT Jakarta Solusi Lestari (2021-2022).
- Direktur Proyek PT Jakarta Propertindo (Perseroda) (2016-2021).

Rangkap Jabatan

Direktur Utama PT Jakarta Propertindo (Perseroda) (2022-sekarang).

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama/Pengendali.

Educational Background

Bachelor of Engineering from Gadjah Mada University, Yogyakarta (1999).

Certification

Certified Risk Executive Leader (CREL) -LSP BPKP (2024).

History and Legal Basis of Appointment

- Shareholders' Resolution outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 103/UT2000/X/2022/0321.
- Deed of PKPS PT LRT Jakarta No. 22.
- Letter of Receipt of Notification of Company Data Change of PT LRT Jakarta No. AHU-AH.01.09-0066816.

Work Experience

- President Director of PT Jakarta Propertindo (Perseroda) (2022-present).
- President Director of PT Jakarta Solusi Lestari (2021-2022).
- Project Director of PT Jakarta Propertindo (Perseroda) (2016-2021).

Concurrent Position

President Director of PT Jakarta Propertindo (Perseroda) (2022-present).

Affiliations

Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with Major/Controlling Shareholders.



Muhammad Masyhud

Komisaris
Commissioner

Periode Jabatan: 2 Januari 2026-sekarang
Term of Office: January 2, 2026-present

Data Pribadi | Personal Data

Warga Negara Indonesia
Indonesian Citizen

Usia 55 tahun per 31 Desember 2025
Aged 55 years old as of December 31, 2025

Kelahiran Jakarta, 22 Juni 1970
Born in Jakarta, June 22, 1970

Domisili | Domicile

Depok, Jawa Barat, Indonesia
Depok, West Java, Indonesia

Riwayat Pendidikan

- S2 Transportasi Institut Teknologi Bandung.
- S1 Teknik Sipil Universitas Indonesia.

Sertifikasi

- Statistik Lanjutan (2004).
- *Workshop Oil Pollution Claim and Compensation* (2004).
- *Public Private Partnership* (2006).
- Ahli Kepelabuhanan (2006).
- Manajemen Konflik (2013).
- Manajemen Perubahan (2014).
- Pemantapan Nilai-nilai Kebangsaan (LEMHANAS) (2024).
- *Certified Government Risk Executive* (2024).

Riwayat Penunjukan dan Dasar Hukum

- Keputusan Para Pemegang Saham (KPPS) di luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta tertanggal 2 Januari 2026.
- Akta Pernyataan Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta Nomor 83 Tahun 2026 tertanggal 30 Januari 2026.

Riwayat Pekerjaan

- Direktur Jenderal Perhubungan Laut Kementerian Perhubungan Republik Indonesia (2025).
- Kepala Sub-Direktorat untuk Pengaturan dan Perencanaan Pengembangan Pelabuhan, Kementerian Perhubungan (2022).
- Kepala Sub-Direktorat untuk Pelayanan dan Bisnis Pelabuhan, Kementerian Perhubungan (2019).
- Kepala Perencanaan di Inspektorat Jenderal Kementerian Perhubungan, Kementerian Perhubungan (2019).
- Kepala Sub-Direktorat untuk Program Desain dan Pengembangan Fasilitas Pelabuhan, Kementerian Perhubungan (2017).
- Pemimpin proyek untuk pengembangan beberapa pelabuhan, termasuk Pelabuhan Wani, Sulawesi Tengah (2007) dan Pelabuhan Garongkong di Sulawesi Selatan (2009).

Rangkap Jabatan

- Komisaris Utama PT Pelindo Marine Service.
- Direktur Jenderal Perhubungan Laut Kementerian Perhubungan Republik Indonesia (2025).

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama/Pengendali.

Educational Background

- Master of Transportation, Institute of Technology Bandung.
- Bachelor of Civil Engineering, University of Indonesia.

Certification

- Advanced Statistics (2004).
- Workshop Oil Pollution Claim and Compensation (2004).
- Public Private Partnership (2006).
- Port Expert (2006).
- Conflict Management (2013).
- Management of Change (2014).
- Fostering National Values (LEMHANAS) (2024).
- Certified Government Risk Executive (2024).

History and Legal Basis of Appointment

- Shareholders Resolution (KPPS) outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta dated January 2, 2026.
- Deed of Shareholders Resolution outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta Number 83 of 2026 dated January 30, 2026.

Work Experience

- Director General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia (2025).
- Head of Sub-Directorate for Port Development Regulation and Planning, Ministry of Transportation (2022).
- Head of Sub-Directorate for Port Services and Business at the Ministry of Transportation (2019).
- Head of Planning at the Inspectorate General of the Ministry of Transportation at the Ministry of Transportation (2019).
- Head of the Sub-Directorate for Port Facility Design and Development Programs at the Ministry of Transportation (2017).
- Project leader for the development of several ports, including Wani Port in Central Sulawesi (2007) and Garongkong Port in South Sulawesi (2009).

Concurrent Position

- President Commissioner of PT Pelindo Marine Service.
- Director General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia (2025).

Affiliations

Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with Major/Controlling Shareholders.

**Irwan Setiawan**

Komisaris
Commissioner

Periode Jabatan: 2 Januari 2026-sekarang
Term of Office: January 2, 2026 - present

Data Pribadi | Personal Data

Warga Negara Indonesia
Indonesian Citizen

Usia 58 tahun per 31 Desember 2025
Aged 58 years old as of December 31, 2025

Kelahiran Jakarta, 19 Februari 1967
Born in Jakarta, February 19, 1967

Domisili | Domicile

Jakarta

Riwayat Pendidikan

Sarjana Hukum, Universitas Indonesia.

Educational Background

Bachelor of Law, University of Indonesia.

Sertifikasi

Diklat Khusus Profesi Advokat (DKPA) diselenggarakan oleh Kongres Advokat Indonesia.

Certification

Special Training for the Advocacy Profession (DKPA) held by the Indonesian Advocate Congress.

Riwayat Penunjukan dan Dasar Hukum

- Keputusan Para Pemegang Saham (KPPS) di luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta tertanggal 2 Januari 2026.
- Akta Pernyataan Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta Nomor 83 Tahun 2026 tertanggal 30 Januari 2026.

History and Legal Basis of Appointment

- Shareholders Resolution (KPPS) outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta dated January 2, 2026.
- Deed of Shareholders Resolution outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta Number 84 of 2026 dated January 30, 2026.

Riwayat Pekerjaan

- Konsultan Hukum, PT Perusahaan Perdagangan Indonesia (Persero).
- Corporate Lawyer, PT Pembangunan Jaya Ancol Tbk.
- Penasihat Menteri, Kementerian Investasi/BKPM.

Work Experience

- Legal Consultant, PT Perusahaan Perdagangan Indonesia (Persero).
- Corporate Lawyer, PT Pembangunan Jaya Ancol Tbk.
- Advisor to the Minister at the Ministry of Investment/BKPM.

Rangkap Jabatan

Managing Partner di Setiawan Syafrani and Partners Law Firm.

Concurrent Position

Managing Partner at Setiawan Syafrani and Partners Law Firm.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama/Pengendali.

Affiliations

Has no affiliation with other member(s) of the Board of Commissioners, Board of Directors, or with Major/Controlling Shareholders.

Profil Direksi

Profile of the Board of Directors

Sepanjang tahun 2025, Perseroan melakukan perubahan pada susunan Direksi, khususnya pada jabatan Direktur Utama. Perubahan ini berdasarkan Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham (RUPS) No. 001/KPS/123/IX/2025, efektif 15 September 2025. Tabel berikut menyajikan perubahan susunan Direksi sepanjang tahun buku 2025:

In 2025, the Company made changes to the composition of the Board of Directors, particularly to the position of President Director. This change was based on the Shareholders' Resolution outside the General Meeting of Shareholders (GMS) No. 001/KPS/123/IX/2025, effective September 15, 2025. The following table presents the changes in the composition of the Board of Directors throughout the 2025 fiscal year:

1 Januari 2025 January 1, 2025		31 Desember 2025 December 31, 2025	
Nama Name	Jabatan Position	Nama Name	Jabatan Position
Hendri Saputra	Direktur Utama President Director	Roberto Akyuwen	Direktur Utama President Director
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development

Adapun profil Direksi yang menjabat per 31 Desember 2025, hingga sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagai berikut:

The profile of the Board of Directors serving as of December 31, 2025, until the signing of this Annual Report is as follows:





Roberto Akyuwen

Direktur Utama
President Director

Periode Jabatan: 15 September 2025-sekarang
Term of Office: September 15, 2025-present

Data Pribadi | Personal Data

Warga Negara Indonesia
Indonesian Citizen

Usia 55 tahun per 31 Desember 2025
Aged 55 years old as of December 31, 2025

Kelahiran Ambon, 19 Maret 1970
Born in Ambon, March 19, 1970

Domisili | Domicile

Tangerang Selatan, Indonesia
South Tangerang, Indonesia

Riwayat Pendidikan

- Doktor Fakultas Ekonomi Universitas Gadjah Mada (UGM) Yogyakarta (2003) dengan *Supervisory Research* di State University of New York (SUNY) di Albany, New York, Amerika Serikat.
- Sarjana Ekonomi Universitas Terbuka (2003).
- Master Program Magister Ekonomi Pembangunan UGM (1997).
- Sarjana Fakultas Teknologi Pertanian UGM (1993).

Sertifikasi

-

Educational Background

- Doctorate from the Faculty of Economics, Gadjah Mada University (UGM) Yogyakarta (2003) with *Supervisory Research* at the State University of New York (SUNY) at Albany, New York, United States.
- Bachelor of Economics, Terbuka University (2003).
- Master's Program in Economic Development, UGM (1997).
- Bachelor's Degree, Faculty of Agricultural Technology, UGM (1993).

Certification

-

Riwayat Penunjukan dan Dasar Hukum

- Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham (RUPS) PT LRT Jakarta No. 001/KPS/123/IX/2025 tentang Susunan Direksi Perseroan.
- Akta Pernyataan Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham PT LRT Jakarta No. 68 tanggal 30 September 2025.

History and Legal Basis of Appointment

- Shareholders' Resolution outside the General Meeting of Shareholders (GMS) of PT LRT Jakarta No. 001/KPS/123/IX/2025 concerning the Composition of the Company's Board of Directors.
- Deed of Statement of Shareholder Resolutions outside the General Meeting of Shareholders of PT LRT Jakarta No. 68 dated September 30, 2025.

Riwayat Pekerjaan

- Meniti karier di Otoritas Jasa Keuangan (OJK) dengan jabatan yang pernah diemban sebagai Analis Eksekutif Senior serta Kepala Kantor OJK Jakarta, Bogor, Depok, Bekasi dan Provinsi Banten (2014-2025).
- *Advisor* BRI Research Institute (2023-2024).
- Pegawai Negeri Sipil (PNS) di Pemerintah Provinsi Maluku, Kementerian Koordinator Bidang Perekonomian, Komite Penanggulangan Kemiskinan, Kementerian Sosial, dan Kementerian Keuangan (1994-2013).

Work Experience

- Pursued a career at the Financial Services Authority (OJK) where he held the positions of Senior Executive Analyst and Head of the OJK Offices in Jakarta, Bogor, Depok, Bekasi, and Banten Province (2014-2025).
- Advisor at BRI Research Institute (2023-2024).
- Civil Servant (PNS) at the Maluku Provincial Government, Coordinating Ministry for Economic Affairs, Poverty Reduction Committee, Ministry of Social Affairs, and Ministry of Finance (1994-2013).

Rangkap Jabatan

- Komisaris PT Bara Anugrah Sejahtera.
- Komisaris Utama PT Jaringan BPR Nusantara.
- Penasihat (dan *Co-founder*) Indonesia Microfinance Expert Association (IMFEA).

Concurrent Position

- Commissioner of PT Bara Anugrah Sejahtera.
- President Commissioner of PT Jaringan BPR Nusantara.
- Advisor (and *Co-founder*) of the Indonesia Microfinance Expert Association (IMFEA).

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun dengan Pemegang Saham Utama/Pengendali.

Affiliations

Has no affiliation with other member(s) of the Board of Directors, Board of Commissioners, or with Major/Controlling Shareholders.



Sahurdi

Direktur Keuangan dan Dukungan Bisnis
Director of Finance and Business Support

Periode Jabatan: 7 Oktober 2022-sekarang
Term of Office: October 7, 2022-present

Data Pribadi | Personal Data

Warga Negara Indonesia
Indonesian Citizen

Usia 53 tahun per 31 Desember 2025
Aged 53 years old as of December 31, 2025

Kelahiran Bukittinggi, 13 Oktober, 1972
Born in Bukittinggi, October 13, 1972

Domisili | Domicile

Bogor, Jawa Barat, Indonesia
Bogor, West Java, Indonesia

Riwayat Pendidikan

Sarjana (S1) Teknik Sipil dari Universitas Andalas, Sumatra Barat (1996).

Sertifikasi

- Sertifikasi *Qualified Internal Auditor* (QIA) 2025
- *Certified Risk Executive Leader* (CREL), LSP BPKP (2024).

Riwayat Penunjukan dan Dasar Hukum

- Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 103/UT2000/X/2022/0321.
- Akta PKPS PT LRT Jakarta No. 22.
- Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT LRT Jakarta No. AHU-AH.01.09.0066816.

Riwayat Pekerjaan

- Menerima penghargaan *The 3rd Indonesia Most Innovative Chief Financial Officer* (CFO) 2025 yang diselenggarakan oleh The Iconomics di Jakarta.
- General Manager of Project Acquisition & Development, PT Jakarta Propertindo (Persero) (2022).
- General Manager of Strategic Business and Procurement, PT LRT Jakarta (2019-2022).
- General Manager Business Support, PT LRT Jakarta (2018-2019).
- Vice President (Plt) Corporate Secretary, PT Penjaminan Infrastruktur Indonesia (2017-2018).
- Vice President Procurement & Facility Management, PT Penjaminan Infrastruktur Indonesia (Persero) (2010-2018).
- Manager General Affairs, PT Perusahaan Pengelolaan Aset (Persero) (2004-2010).

Rangkap Jabatan

Tidak memiliki rangkap jabatan.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun dengan Pemegang Saham Utama/Pengendali.

Educational Background

Bachelor of Civil Engineering from Andalas University, West Sumatra (1996).

Certification

- Certified *Qualified Internal Auditor* (QIA) 2025
- Certified Risk Executive Leader (CREL), LSP BPKP (2024).

History and Legal Basis of Appointment

- Shareholders' Resolution outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 103/UT2000/X/2022/0321.
- Deed of PKPS PT LRT Jakarta No. 22.
- Letter of Receipt of Notification Company Data Change of PT LRT Jakarta No. AHU-AH.01.09-0066816.

Work Experience

- Obtained *The 3rd Indonesia Most Innovative Chief Financial Officer* (CFO) 2025 from The Iconomics at Jakarta.
- General Manager of Project Acquisition & Development, PT Jakarta Propertindo (Persero) (2022).
- General Manager of Strategic Business and Procurement, PT LRT Jakarta (2019-2022).
- General Manager Business Support, PT LRT Jakarta (2018-2019).
- Vice President (Act.) Corporate Secretary, PT Penjaminan Infrastruktur Indonesia (2017-2018).
- Vice President Procurement & Facility Management, PT Penjaminan Infrastruktur Indonesia (Persero) (2010-2018).
- Manager General Affairs, PT Perusahaan Pengelolaan Aset (Persero) (2004-2010).

Concurrent Position

Has no concurrent position.

Affiliations

Has no affiliation with other member(s) of the Board of Directors, Board of Commissioners, or with Major/Controlling Shareholders.



Aditia Kesuma Negara

Direktur Operasi dan Pengembangan
Director of Operations and Development

Periode Jabatan: 3 November 2021-sekarang
Term of Office: November 3, 2021-present

Data Pribadi | Personal Data

Warga Negara Indonesia
Indonesian Citizen

Usia 40 tahun per 31 Desember 2025
Aged 40 years old as of December 31, 2025

Kelahiran Medan, 20 Agustus 1985
Born in Medan, August 20, 1985

Domisili | Domicile

DKI Jakarta, Indonesia

Riwayat Pendidikan

- Doctoral Degree Program in Economic Business, Universitas Padjadjaran (2020-sekarang).
- *Special Research Student* di Kyushu University, Jepang (2011).
- Magister (S2) Program Master Sistem & Teknik Transportasi dari Universitas Gadjah Mada (UGM) Yogyakarta (2011).
- Sarjana (S1) Teknik Sipil dan Lingkungan dari Universitas Gadjah Mada (UGM) Yogyakarta (2009).

Sertifikasi

- Sertifikasi *Qualified Government Internal Auditor* (QGIA) 2025
- *Certified Risk Executive Leader* (CREL), LSP BPKP (2024).
- *Engineering Professional Certified* (Ir.), Universitas Gadjah Mada (2019).
- *Senior Professional Engineer* (IPM), Persatuan Insinyur Indonesia (2019).
- *ASEAN Engineering Certified* (ASEAN Eng) (2019).

Riwayat Penunjukan dan Dasar Hukum

- KPPS No. 001/KPPS/XII/2021.
- Akta PKPS No. 01 tanggal 3 Januari 2022.

Riwayat Pekerjaan

- General Manager of Operation and Services LRT Jakarta (2018-2021).
- Dosen Teknik Sipil di Universitas Mercubuana (2018-sekarang).
- PMO Manager & Acting Project Manager Rolling Stock for LRT Jakarta PT Jakarta Propertindo (2016-2018).
- Chief Civil Expert Assistant, Jakarta MRT Construction Management Consultant (2014-2016).
- Co-Team Leader, Management Consultant of North Line Double Track Project (2012-2014).
- Transport Associate, Institute for Transportation and Development Policy (ITDP) (2011-2012).

Rangkap Jabatan

Tidak memiliki rangkap jabatan.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun dengan Pemegang Saham Utama/Pengendali.

Educational Background

- Doctoral Degree Program in Economic Business, Padjadjaran University (2020-present).
- Research Student at Kyushu University, Japan, (2011).
- Master in Transportation Systems & Engineering from Gadjah Mada University (UGM) Yogyakarta (2011).
- Bachelor of Civil and Environmental Engineering from Gadjah Mada University (UGM) Yogyakarta (2009).

Certification

- Certified Qualified Government Internal Auditor (QGIA) 2025
- Certified Risk Executive Leader (CREL), LSP BPKP (2024).
- Engineering Professional Certified (Ir.), Universitas Gadjah Mada (2019).
- Senior Professional Engineer (IPM), *Persatuan Insinyur Indonesia* (2019).
- ASEAN Engineering Certified (ASEAN Eng) (2019).

History and Legal Basis of Appointment

- KPPS No. 001/KPPS/XII/2021.
- Deed of PKPS No. 01 dated January 3, 2022.

Work Experience

- General Manager of Operation and Services, LRT Jakarta (2018-2021).
- Lecturer at Civil Engineering of Mercubuana University (2018-present).
- PMO Manager & Acting Project Manager Rolling Stock for LRT Jakarta PT Jakarta Propertindo (2016-2018).
- Chief Civil Expert Assistant, Jakarta MRT Construction Management Consultant (2014-2016).
- Co-Team Leader, Management Consultant of North Line Double Track Project (2012-2014).
- Transport Associate, Institute for Transportation and Development Policy (ITDP) (2011-2012).

Concurrent Position

Has no concurrent position.

Affiliations

Has no affiliation with other member(s) of the Board of Directors, Board of Commissioners, or with Major/Controlling Shareholders.

Keberagaman Manajemen

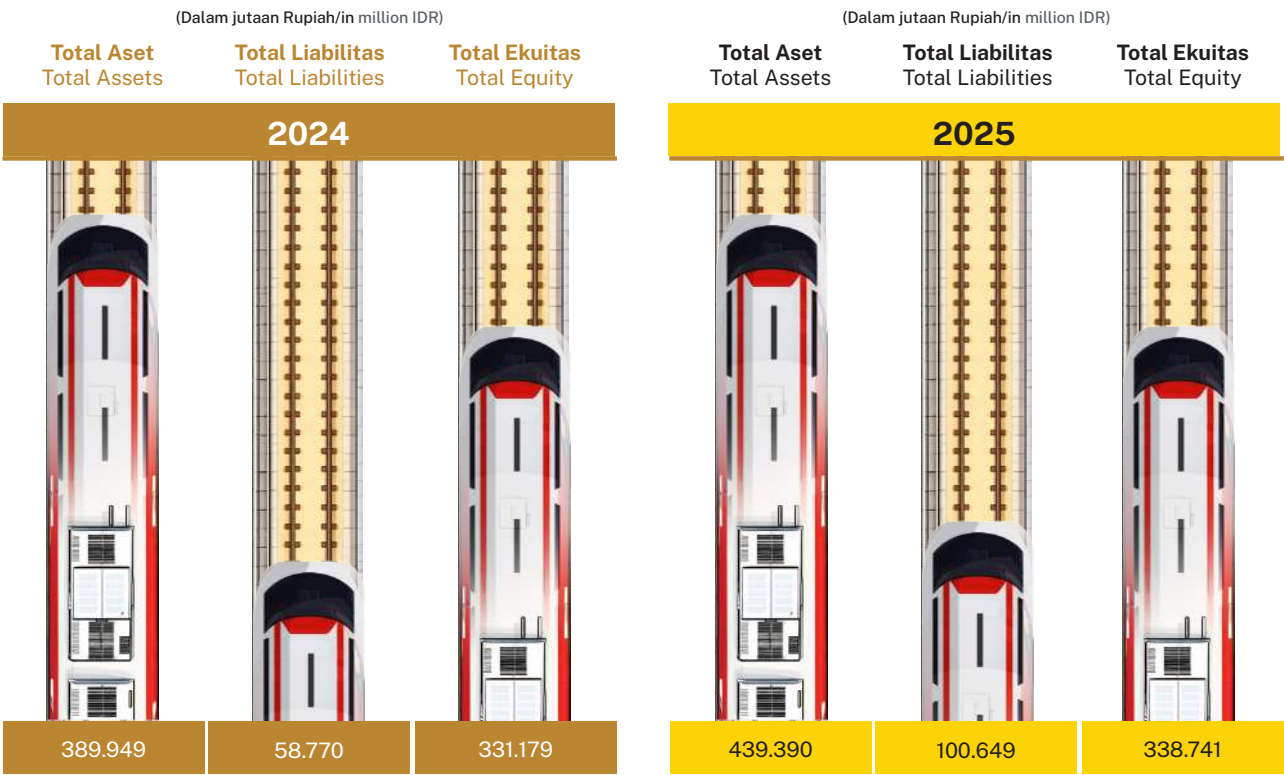
Management Diversity [IDX G-01]

Pada periode pelaporan, komposisi Dewan Komisaris dan Direksi Perseroan seluruhnya diisi oleh anggota laki-laki. Namun demikian, Perseroan menyadari pentingnya keberagaman dalam jajaran manajemen dan terus mendorong penerapan prinsip kesetaraan kesempatan dalam proses pengembangan dan suksesi kepemimpinan di masa mendatang.

During the reporting period, all members of the Company's Board of Commissioners and Board of Directors are male. However, the Company recognizes the importance of diversity in management and continues to encourage the application of the principle of equal opportunity in the process of leadership development and succession in the future.

Skala Usaha Perseroan

Company Business Scale [OJK C.3][IDX G-01]



Demografi Karyawan

Employee Demography [OJK C.3][OJK F.18]

Dalam pengelolaan SDM, Perseroan secara konsisten menjunjung tinggi prinsip nondiskriminasi terhadap seluruh karyawan, yang memiliki latar belakang beragam di lingkungan LRT Jakarta. Perseroan juga menerapkan kebijakan dalam proses rekrutmen, evaluasi kinerja, pemberian remunerasi, serta pengembangan karier tanpa membedakan suku, agama, ras, golongan, gender, maupun kondisi fisik.

Hingga 31 Desember 2025, jumlah karyawan Perseroan mencapai 330 orang, mengalami peningkatan sebesar 7,49% dibandingkan jumlah karyawan di tahun 2024 yang sebanyak 307 orang. Peningkatan ini disebabkan oleh perkembangan Perseroan dalam memenuhi kebutuhan yang merupakan bagian dari strategi penguatan kapasitas organisasi agar Perseroan tetap adaptif, kompetitif, dan mampu memastikan keberlanjutan operasi dalam menghadapi dinamika industri yang semakin menantang.

Tabel demografi karyawan berikut menggambarkan komposisi SDM Perseroan berdasarkan beberapa kategori utama:

In managing its HR, the Company consistently upholds the principle of non-discrimination towards all employees, regardless of their backgrounds within LRT Jakarta. The Company also implements policies related to recruitment, performance evaluation, remuneration, and career development regardless of ethnicity, religion, race, class, gender, or physical condition.

As of December 31, 2025, the Company's total employees reached 330, an increase of 7.49% compared to the 307 employees in 2024. This increase was driven by the Company's growth in meeting its operational needs, which is part of a strategy to strengthen organizational capacity so that the Company remains adaptive, competitive, and capable of ensuring operational sustainability amidst an increasingly challenging industry landscape.

The following employee demographic table illustrates the composition of the Company's HR based on several main categories:

Demografi Karyawan berdasarkan Level Organisasi/Jabatan (Orang)

Employee Demographics based on Organizational/Position Level (People)

Level Organisasi/Jabatan Organization/Position Level	2025				2024				Kenaikan (Penurunan) Increasing (Decreasing)	
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%	Selisih Difference	%
Dewan Komisaris/Board of Commissioners	3	-	3	0,91	3	-	3	0,98	-	-
Direksi/Directors	3	-	3	0,91	3	-	3	0,98	-	-
GM	12	1	13	3,94	10	1	11	3,58	2	18,18
Manajer/Manager	26	7	33	10	21	7	28	9,12	5	17,86
Asisten Manajer/Asst. Manager	24	4	28	8,48	22	5	27	8,79	1	3,70
Supervisor	16	10	26	7,88	21	6	27	8,79	(1)	(3,70)
Officer – Senior Officer	123	49	172	52,12	98	44	142	46,25	30	21,13
Staff	38	14	52	15,76	53	13	66	21,50	(14)	(21,21)
Jumlah/Total	245	85	330	100	231	76	307	100	23	7,49

L = Laki-laki | P = Perempuan
M = Male | F = Female

Demografi Karyawan berdasarkan Tingkat Pendidikan (Orang)
Employee Demographics based on Educational Level (People)

Tingkat Pendidikan Education Level	2025				2024				Kenaikan (Penurunan) Increasing (Decreasing)	
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%	Selisih Difference	%
SMA/Highschool	20	1	21	6,11	22	1	23	7,49	(2)	(8,70)
D.III/Diploma III	88	26	114	33,14	84	26	110	35,83	4	3,64
S1/D.IV/Bachelor Degree/ Diploma IV	107	53	160	50,85	98	42	140	45,60	20	14,29
S2/Master Degree	27	7	34	9,60	26	7	33	10,75	1	3,03
S3/Doctoral Degree	1	-	1	0,29	1	-	1	0,33	-	-
Jumlah/Total	243	87	330	100	231	76	307	100	23	7,49

L = Laki-laki | P = Perempuan
M = Male | F = Female

Demografi Karyawan berdasarkan Usia (Orang)
Employee Demographics based on Age (People)

Usia Age	2025				2024				Kenaikan (Penurunan) Increasing (Decreasing)	
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%	Selisih Difference	%
18-30 tahun/years old	119	57	176	53,33	127	53	180	58,63	(4)	(2,22)
31-40 tahun/years old	91	24	115	34,85	72	20	92	29,97	23	25,00
41-50 tahun/years old	22	4	26	7,88	23	3	26	8,47	-	-
> 50 tahun/years old	13	-	13	3,94	9	-	9	2,93	4	44,44
Jumlah/Total	245	85	330	100	231	76	307	100	23	7,49

L = Laki-laki | P = Perempuan
M = Male | F = Female

Demografi Karyawan berdasarkan Status Karyawan (Orang)
Employee Demographics based on Employment Status (People)

Status Age	2025				2024				Kenaikan (Penurunan) Increasing (Decreasing)	
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%	Selisih Difference	%
Karyawan Tetap Full Time Employees	229	77	306	92,73	187	66	253	82,41	53	20,95
Karyawan Tidak Tetap Contract Employees	10	8	18	5,45	38	10	48	15,64	(30)	(62,50)
Pekerja Lain/Other Workers	6	-	6	1,82	6	-	6	1,95	-	-
Jumlah/Total	245	85	330	100	231	76	307	100	23	7,49

L = Laki-laki | P = Perempuan
M = Male | F = Female

Demografi Karyawan berdasarkan Gender/Jenis Kelamin (Orang)

Employee Demographics based on Gender (People)

Jenis Kelamin Gender	2025		2024		Kenaikan (Penurunan) Increasing (Decreasing)	
	Jumlah Total	%	Jumlah Total	%	Selisih Difference	%
Laki-Laki/Male	245	74,24	231	75,24	14	6,06
Perempuan/Female	85	25,76	76	24,76	9	11,84
Jumlah/Total	330	100	307	100	23	7,49

Tingkat Pergantian Karyawan

Employee Turnover Rate

Jenis Kelamin Gender	2025		2024	
	Jumlah Karyawan Total Employees	%	Jumlah Karyawan Total Employees	%
Jumlah Pegawai Resign/Pemutusan Hubungan Kerja Total Employees Resigned/Dismissed	10	3,03	8	2,61
Jumlah Pegawai Baru/Pengganti Total New/Replacement Employees	7	2,12	6	1,95

Pengembangan Kompetensi Karyawan

Employee Competency Development [OJK F.22]

Perseroan meyakini bahwa Sumber Daya Manusia (SDM) yang kompeten dan profesional merupakan faktor kunci dalam menghadapi dinamika dan kompleksitas bisnis. Oleh karena itu, Perseroan secara berkelanjutan menyelenggarakan berbagai program pelatihan dan pengembangan bagi manajemen dan karyawan. Pengembangan kompetensi dirancang selaras dengan kebutuhan strategis bisnis serta kebutuhan tiap divisi, agar setiap individu dapat memaksimalkan potensi dan memberikan kontribusi optimal bagi kemajuan Perseroan.

Sebagai wujud komitmen tersebut, Perseroan menyusun program pendidikan dan pelatihan terstruktur untuk seluruh jenjang jabatan. Tabel berikut menunjukkan jumlah kegiatan pelatihan yang direncanakan selama tahun 2025 sebagai bentuk pemerataan kesempatan pengembangan di seluruh organisasi.

The Company believes that competent and professional human resources are a crucial factor to overcome the dynamics and complexities of business. Therefore, the Company continuously organizes various training and development programs for management and employees. Competency development is designed in line with strategic business needs and the needs of each division, allowing each individual to maximize their potential and contribute optimally to the Company's progress.

As a manifestation of this commitment, the Company has developed a structured education and training program for all position levels. The following table shows the number of training activities planned for 2025 as a form of equal development opportunities across the organization.

Pengembangan Kompetensi berdasarkan Level Organisasi/Jabatan Tahun 2025

Competency Development based on Organizational Level/Position in 2025

Level Jabatan Position Level	Jenis dan Tujuan Pelatihan Type and Objectives of Training	Akademi Academy	Komposisi Peserta Composition of Participants				Jumlah Total
			Laki-Laki Male	%	Perempuan Female	%	
Direksi/Director	Peningkatan Kompetensi Competency Development	PT LRTJ	6	100%	0	0%	6

Level Jabatan Position Level	Jenis dan Tujuan Pelatihan Type and Objectives of Training	Akademi Academy	Komposisi Peserta Composition of Participants				Jumlah Total
			Laki-Laki Male	%	Perempuan Female	%	
Komite Audit Audit Committee	Training	PT LRTJ	2	100%	0	0%	2
General Manager	Training	PT LRTJ	53	90%	3	10%	56
Manager	Training	PT LRTJ	142	71%	59	29%	201
Section Head	Training	PT LRTJ	277	82%	59	18%	336
Staff & Officer	Training	PT LRTJ	1.150	78%	331	22%	1.481

Rata-rata Jam Pelatihan per Karyawan Tahun 2025
Average Training Hours Per Employee in 2025 [GRI 404-1]

Kategori Category	Total Jam Pelatihan Total Training Hours	Jumlah Karyawan Total Employees	Rata-rata Jam Pelatihan per Karyawan Average Training Hours per Employee
Jenis Kelamin/Gender			
Laki-Laki/Male	23.718	1.665	14 Jam/14 Hours
Perempuan/Female	4.803	464	10 Jam/10 Hours
Kategori/Category			
Entry-level	18.900	1.498	13 Jam/13 Hours
Mid-level	3.750	348	11 Jam/11 Hours
Senior-level	5.724	272	21 Jam/21 Hours
Executive-level	133	10	13 Jam/13 Hours

Biaya Pelatihan dan Pengembangan Karyawan
Cost of Employee Training and Development

Perseroan menempatkan pelatihan dan pengembangan kompetensi sebagai investasi strategis untuk membangun SDM unggul sekaligus memenuhi hak pegawai dalam mengembangkan potensi diri. Program yang dijalankan secara berkala tidak hanya meningkatkan keterampilan teknis dan produktivitas, tetapi juga menumbuhkan budaya pembelajaran berkelanjutan. Komitmen ini diwujudkan melalui penyediaan anggaran pengembangan kompetensi secara konsisten.

Pada tahun 2025, realisasi biaya pengembangan kompetensi tercatat sebesar Rp4.441.904.189, turun 23% dibandingkan tahun 2024 sebesar Rp5.784.882.635. Penurunan ini disebabkan oleh tidak adanya pelatihan *overseas training* di tahun 2025 sehingga terjadi penurunan biaya dari tahun sebelumnya.

The Company considers training and competency development as a strategic investment to build excellent human resources while fulfilling the rights of employees to develop their potential. These regular programs not only improve technical skills and productivity, but also foster a culture of continuous learning. This commitment is realized by consistently allocating a competency development budget.

In 2025, the realization of competency development costs was recorded at Rp4,441,904,189, decreased by 23% compared to 2024 at Rp5,784,882,635. This number has decreased since there were no overseas training in 2025, resulting in lower costs compared to the previous year.

Perseroan menerapkan beragam metode pembelajaran, seperti *Employee Assistance Program*, sertifikasi profesional, dan program beasiswa, yang disesuaikan dengan jenjang karier dan kebutuhan pegawai. Upaya ini mendukung terciptanya SDM yang adaptif, kompetitif, dan mampu memperkuat posisi Perseroan dalam menghadapi dinamika industri.

The Company implements various learning methods, such as the *Employee Assistance Program*, professional certification, and scholarship programs, that are tailored to employees' career path and needs. These efforts support the creation of adaptive and competitive human resources who are capable of solidifying the Company's position in facing industry dynamics.

Biaya Pengembangan Kompetensi Karyawan Cost of Employee Competency Development

Uraian Description	2025	2024	Kenaikan (Penurunan) Increasing (Decreasing)	
			Selisih Difference	%
Biaya Pelatihan dan Pengembangan Karyawan Cost of Employee Training and Development	Rp4.441.904.189	Rp5.784.882.635	Rp1.342.978.446	(23%)

Pendidikan dan/atau Pengembangan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Unit Manajemen Risiko

Education and/or Development of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, Internal Audit, and Risk Management Unit

Berikut informasi tentang program peningkatan kompetensi Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Audit Internal, dan Unit Manajemen Risiko, di sepanjang tahun 2025:

The following is information about the competency development program for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, Internal Audit, and Risk Management Unit throughout 2025:

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Location	Penyelenggara Organizer
Sahurdi-Direksi Sahurdi-Director	Workshop	Asia-Pacific HR Forum	Jakarta, 27 s.d 28 Agustus 2025 Jakarta, August 27-28, 2025	Intipesan
Sahurdi-Direksi Sahurdi-Director	Certification	Professional Recognition Program (PRP) Qualified Internal Audit (QIA)	Jakarta, 3 s.d 4 Oktober 2025 Jakarta, October 3-4, 2025	Yayasan Pendidikan Internal Audit
Sahurdi-Direksi Sahurdi-Director	Workshop	CHRO Series Indonesia 2025 Conference: Navigating the Future of HR in Indonesia	Jakarta, 11 Juni 2025 Jakarta, June 11, 2025	HRM Asia
Sahurdi-Direksi Sahurdi-Director	Workshop	Future Ready Workforce: Strategies for Indonesia's 8 Economic Transformation	Tangerang, 2 s.d 3 September 2025 Tangerang, September 2-3, 2025	One GML
Sahurdi-Direksi Sahurdi-Director	Seminar	Konferensi Auditor Internal "Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025"	Yogyakarta, 2 s.d 3 Juli 2025 Yogyakarta, July 2-3, 2025	Yayasan Pendidikan Internal Audit

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Date/Location	Penyelenggara Organizer
Aditia Kesuma Negara –Direksi Aditia Kesuma Negara–Director	Certification	Professional Recognition Program (PRP) Qualified Government Internal Audit (QGIA)	Jakarta, 17 s.d 18 Oktober 2025 Jakarta, October 17-18, 2025	Yayasan Pendidikan Internal Audit
Azas Tigor Nainggolan –Komisaris Azas Tigor Nainggolan–Commissioner	Certification	Professional Recognition Program (PRP) Qualified Internal Audit (QIA)	Jakarta, 3 s.d 4 Oktober 2025 Jakarta, October 3-4, 2025	Yayasan Pendidikan Internal Audit
Azas Tigor Nainggolan –Komisaris Azas Tigor Nainggolan–Commissioner	Seminar	Konferensi Auditor Internal “Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025”	Yogyakarta, 2 s.d 3 Juli 2025 Yogyakarta, July 2-3, 2025	Yayasan Pendidikan Internal Audit
Mohammad Pramintorhadi Sukarno –Komisaris Mohammad Pramintorhadi Sukarno –Commissioner	Certification	Professional Recognition Program (PRP) Qualified Internal Audit (QIA)	Jakarta, 3 s.d 4 Oktober 2025 Jakarta, October 3-4, 2025	Yayasan Pendidikan Internal Audit
Mohammad Pramintorhadi Sukarno –Komisaris Mohammad Pramintorhadi Sukarno –Commissioner	Seminar	Konferensi Auditor Internal “Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025”	Yogyakarta, 2 s.d 3 Juli 2025 Yogyakarta, July 2-3, 2025	Yayasan Pendidikan Internal Audit
Sarno–Komite Audit Sarno–Audit Committee	Seminar	Konferensi Auditor Internal “Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025”	Yogyakarta, 2 s.d 3 Juli 2025 Yogyakarta, July 2-3, 2025	Yayasan Pendidikan Internal Audit
Sarno -Komite Audit Sarno – Audit Committee	Seminar	Seminar Nasional Internal Audit (SNIA)	Bali, 3 s.d 4 Desember 2025 Bali, December 3-4, 2025	Yayasan Pendidikan Internal Audit
Adityawarman Nugroho –Internal Audit Adityawarman Nugroho –Audit Internal	Certification	Certified Internal Audit Executive	Bogor, 7 s.d 25 Juli 2025 Bogor, July 7-25, 2025	Pusdiklat BPKP
Bambang Arifin–Audit Internal Bambang Arifin–Internal Audit	Certification	Qualified Internal Auditor (QIA) Tingkat Manajerial	Jakarta, 14 s.d 19 Juli 2025 Jakarta, July 14-19, 2025	Yayasan Pendidikan Internal Audit
I Dewa Ayu Rai Widyastuti–Audit Internal I Dewa Ayu Rai Widyastuti–Internal Audit	Certification	Qualified Internal Auditor (QIA) Tingkat Manajerial	Jakarta, 19 s.d 26 Agustus 2025 Jakarta, August 19-26, 2025	Yayasan Pendidikan Internal Audit
Tridewi Pujamawaty–Unit Manajemen Risiko Tridewi Pujamawaty–Risk Management Unit	Certification	Qualified Risk Management Professional (QRMP)	Jakarta, 16 Desember 2025 Jakarta, December 16, 2025	LSP MKS
Randy Arya -Sekretaris Perusahaan Randy Arya–Corporate Secretary	Certification	GRI Certified Sustainability Report	Jakarta, 17 s.d 18 September 2025 Jakarta, September 17-18, 2025	Karisman Consulting
Angga Chandra Permana– Audit Internal Angga Chandra Permana–Internal Audit	Certification	Qualified Internal Auditor (QIA) Tingkat Manajerial	Jakarta, 14 s.d 19 Juli 2025 Jakarta, July 14-19, 2025	Yayasan Pendidikan Internal Audit

Komposisi Pemegang Saham

Shareholders' Composition [OJK C.3]

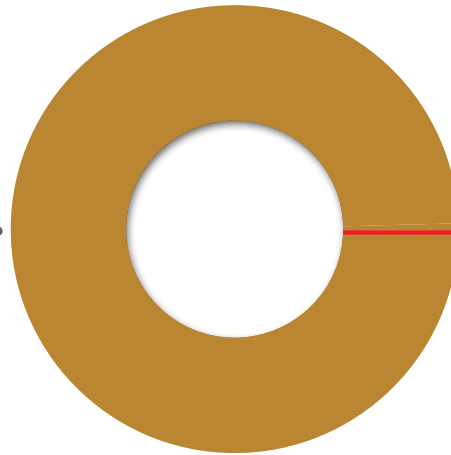
Informasi tentang Kepemilikan Saham Perusahaan

Company's Shareholders Information

Pemegang Saham Shareholders	1 Januari 2025 January 1, 2025			31 Desember 2025 December 31, 2025		
	Jumlah Saham Number of Shares (lembar/ share)	Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Capital (Rp)	Persentase Kepemilikan Percentage of Ownership (%)	Jumlah Saham Number of Shares (lembar/ share)	Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Capital (Rp)	Persentase Kepemilikan Percentage of Ownership (%)
Pemegang Saham dengan Kepemilikan di Atas 5% Shareholders with Ownership of Above 5%						
PT Jakarta Propertindo (Perseroda)	3.323.934	332.393.400.000	99,55	3.323.934	332.393.400.000	99,55
Pemegang Saham dengan Kepemilikan Kurang dari 5% Shareholders with Ownership of Below 5%						
PT Jakarta Infrastruktur Propertindo	15.000	1.500.000.000	0,45	15.000	1.500.000.000	0,45
Jumlah/Total	3.338.934	333.893.400.000	100	3.338.934	333.893.400.000	100

99,55%

PT Jakarta
Propertindo
(Perseroda)



0,45%

PT Jakarta
Infrastruktur
Propertindo

Modal dasar Perseroan berjumlah Rp600.000.000.000 terbagi atas 6.000.000 (enam juta) saham, masing-masing saham dengan nilai Rp100.000. Dari modal dasar tersebut telah ditempatkan dan disetor penuh oleh para pemegang saham sebesar 55% (lima puluh lima persen) atau sejumlah 3.338.934 saham dengan nilai nominal seluruhnya sebesar Rp333.893.400.000.

The Company's authorized capital is Rp600,000,000,000, comprising of 6,000,000 (six million) shares, each with a par value of Rp100,000. Of this authorized capital, 55% (fifty-five percent) or 3,338,934 shares with a total nominal value of Rp333,893,400,000 have been issued and fully paid up by the shareholders.

Klasifikasi Pemegang Saham

Shareholders' Classification

Klasifikasi Classification	1 Januari 2025 January 1, 2025			31 Desember 2025 December 31, 2025		
	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	%	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	%
Pemodal Lokal Domestic Shareholders						
Perorangan Individual	-	-	-	-	-	-
Institusi Institution	2	3.338.934	100	2	3.338.934	100
Pemodal Asing Foreign Shareholders						
Perorangan Individual	-	-	-	-	-	-
Institusi Institution	-	-	-	-	-	-
Jumlah/Total	2	3.338.934	100	2	3.338.934	100

Kepemilikan Saham oleh Dewan Komisaris dan Direksi (Langsung dan Tidak Langsung)

Hingga 31 Desember 2025, Dewan Komisaris dan Direksi Perseroan, termasuk anggota keluarganya, tidak memiliki saham dalam Perseroan, baik secara langsung maupun melalui kepemilikan tidak langsung.

Informasi tentang Pemegang Saham Utama dan/atau Pemegang Saham Pengendali Hingga Nama Pemilik Akhir

PT Jakarta Propertindo (Perseroda) merupakan pemegang saham utama/pengendali LRT Jakarta dengan kepemilikan langsung sebesar 99,55%, dan kepemilikan tidak langsung melalui PT Jakarta Infrastruktur Propertindo sebesar 0,45%. Dengan demikian, pemilik manfaat akhir dari kepemilikan saham di Perseroan adalah Pemerintah Provinsi DKI Jakarta.

PT Jakarta Propertindo

PT Jakarta Propertindo (Perseroda) merupakan Badan Usaha Milik Daerah milik Pemerintah Provinsi DKI Jakarta yang bergerak di bidang properti, infrastruktur, utilitas, serta teknologi informasi dan komunikasi. Cikal bakal perusahaan ini bermula dari Badan Pengelola Lingkungan (BPL) yang didirikan pada tahun 1985 untuk mengelola kawasan Pluit.

Dalam perjalanannya, terjadi proses penggabungan usaha. Pada September 1997, PT Pembangunan Pluit Jaya yang menerima limpahan aset dari eks BPL Pluit bergabung dengan PT Pembangunan Pantai Utara Jakarta. Hasil merger tersebut kemudian resmi menggunakan nama PT Jakarta Propertindo pada 15 Desember 2000. Selanjutnya, pada tahun 2018, perusahaan bertransformasi menjadi Perseroan Terbatas Jakarta Propertindo (Perseroda) sebagai BUMD yang memperkuat perannya di berbagai sektor strategis.

Share Ownership by the Board of Commissioners and Board of Directors (Direct and Indirect)

As of December 31, 2025, no members of the Company's Board of Commissioners or Board of Directors, including their family members, own the Company's shares, whether directly or indirectly.

Information on Major Shareholders and/or Controlling Shareholders and the Name of the Ultimate Beneficial Owner

PT Jakarta Propertindo (Perseroda) is the major/controlling shareholder of LRT Jakarta with a direct ownership of 99.55% and indirect ownership through PT Jakarta Infrastruktur Propertindo of 0.45%. Thus, the final beneficial owner of the Company's shares is the Provincial Government of DKI Jakarta.

PT Jakarta Propertindo

PT Jakarta Propertindo (Perseroda) is a Regional Owned Enterprise of the Provincial Government of DKI Jakarta engaged in property, infrastructure, utilities, and information and communication technology. This company was initially established as an Environmental Management Agency (BPL) in 1985 to manage the Pluit area.

During its development, a business merger was initiated. On September 1997, PT Pembangunan Pluit Jaya, which received assets from BPL Pluit, merged with PT Pembangunan Pantai Utara Jakarta. The merged company officially adopted the name of PT Jakarta Propertindo on December 15, 2000. Subsequently, in 2018, the company transformed into Perseroan Terbatas Jakarta Propertindo (Perseroda) as a regionally-owned enterprise (BUMD) to strengthen its role in various strategic sectors.

Seiring perkembangan usaha, perusahaan tidak lagi berfokus pada sektor properti semata, tetapi juga memperluas kiprah ke bidang infrastruktur. Beragam proyek strategis pun dikembangkan, mulai dari pembangunan jalan tol, waduk, hingga prasarana infrastruktur lainnya. Untuk memperkuat fokus bisnis, pada tahun 2014 perusahaan melakukan pemisahan unit usaha menjadi tiga lini utama, yaitu properti, infrastruktur, dan utilitas.

Didukung pengalaman panjang, portofolio aset yang kuat, serta manajemen dan sumber daya manusia yang kompeten, PT Jakarta Propertindo (Perseroda) terus bertumbuh dan menegaskan perannya tidak hanya sebagai entitas bisnis yang berorientasi pada kinerja keuangan, tetapi juga sebagai agen pembangunan yang memberikan dampak nyata bagi masyarakat DKI Jakarta.

As the business developed, the company no longer focused solely on the property sector, but also expanded its activities to the infrastructure sector. Various strategic projects were developed, starting from the construction of toll roads, reservoirs, to other infrastructure facilities. To strengthen its business focus, the company separated its business units into three main lines in 2014, comprising of property, infrastructure, and utilities.

Supported by extensive experience, a strong asset portfolio, and competent management and human resources, PT Jakarta Propertindo (Perseroda) continues to grow and solidify its role not only as a business entity focused on financial performance, but also as a development agent that provides tangible impact on the people of DKI Jakarta.

Manajemen Kunci PT Jakarta Propertindo per 31 Desember 2025 **Key Management of PT Jakarta Propertindo as of December 31, 2025**

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Lusiana Herawati Komisaris Utama/President Commissioner	Iwan Takwin Direktur Utama/President Director
Sahrin Hamid Komisaris/Commissioner	Dian Takdir Badrsyah Direktur Teknik & Pengembangan/Director of Engineering & Development
Kreshna Putra Komisaris/Commissioner	Solihin Direktur Keuangan & Dukungan Bisnis/Director of Finance & Business Support
Syaefuloh Hidayat Komisaris/Commissioner	I Gede Adnyana T Direktur Bisnis & Operasional/Director of Business & Operations

PT Jakarta Infrastruktur Propertindo

PT Jakarta Infrastruktur Propertindo (JIP) didirikan di Jakarta pada 2 Oktober 2006 berdasarkan Akta No. 06 yang dibuat oleh Notaris Sutjipto, S.H., dengan nama awal PT Jakarta Komunikasi. Dalam perkembangannya, perusahaan ini bertransformasi menjadi PT Jakarta Infrastruktur Propertindo dan berkedudukan di Gedung Thamrin City Lantai 1, Jl. Thamrin Boulevard, Kebon Melati, Jakarta Pusat. Sebagai entitas penerus, JIP juga dipercaya berperan sebagai *subholding* bidang infrastruktur yang menjalankan kegiatan usaha di berbagai sektor terkait infrastruktur.

PT Jakarta Infrastruktur Propertindo

PT Jakarta Infrastruktur Propertindo (JIP) was established in Jakarta on October 2, 2006, based on Deed No. 06 issued by Notary Sutjipto, S.H., originally named PT Jakarta Komunikasi. Over time, the company transformed into PT Jakarta Infrastruktur Propertindo and established its headquarters on the 1st floor of Thamrin City Building, Jl. Thamrin Boulevard, Kebon Melati, Central Jakarta. As a successor entity, JIP is also entrusted with the role of a subholding company in the infrastructure sector, conducting business activities in various infrastructure-related sectors.

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Solihin Komisaris Utama/President Commissioner	Nur Iswan Direktur Utama/President Director
Nanang Santoso Komisaris/Commissioner	Ivan C. Permana Direktur Niaga dan Operasi/Director of Commercial and Operation
Nurhasan Komisaris/Commissioner	Santosa Direktur Keuangan dan Pendukung/Director of Finance and Support

Struktur Grup Perusahaan Company Group Structure



Informasi tentang Entitas Anak, Entitas Asosiasi serta Joint Venture (JV) dan Special Purpose Vehicle (SPV)

Information on Subsidiaries, Associated Entities, Joint Ventures (JV), and Special Purpose Vehicles (SPV)

Per akhir tahun buku 2025, Perseroan tidak memiliki Entitas Anak, Entitas Asosiasi, *Joint Venture* (JV), maupun *Special Purpose Vehicle* (SPV), sehingga tidak terdapat pengungkapan mengenai nama entitas, persentase kepemilikan, kegiatan usaha, maupun status operasionalnya.

As of the end of the 2025 fiscal year, the Company does not have any Subsidiaries, Associated Entities, Joint Ventures (JV), or Special Purpose Vehicles (SPV), hence, there is no disclosure regarding the names of entities, ownership percentages, business activities, or operational status.

Kronologis Penerbitan dan Pencatatan Saham Chronology of Share Issuance and Listing

Hingga 31 Desember 2025, Perseroan tidak melakukan Penawaran Umum Perdana Saham maupun pencatatan saham di bursa saham mana pun, sehingga tidak terdapat informasi terkait penerbitan dan pencatatan saham Perseroan.

As of December 31, 2025, the Company has not conducted an Initial Public Offering or listed its shares on any stock exchange, hence, there is no information regarding the issuance and listing of the Company's shares.

Kronologis Penerbitan dan Pencatatan Efek Lainnya

Chronology of Issuance and Listing of Other Securities

Hingga akhir tahun 2025, Perseroan tidak memiliki penerbitan maupun pencatatan efek lainnya, sehingga tidak terdapat informasi yang diungkapkan.

As of the end of 2025, the Company has not issued or listed any other securities, hence, there is no information to disclose.

Lembaga dan Profesi Penunjang

Supporting Institutions and Professionals

Akuntan Publik Public Accountant	Konsultan Hukum Legal Consultant
KAP Hertanto, Grace, Karunawan TIAG Internasional Palma Tower, Lantai 18 lot F&G Jl. RA Kartini II-S Kav.06 TB Simatupang, Jakarta Selatan 12310 Fax: (021) 75930434 Public Accounting Firm Hertanto, Grace, Karunawan TIAG Internasional Palma Tower, 18 th Floor lot F&G Jl. RA Kartini II-S Kav.06 TB Simatupang, South Jakarta 12310 Fax: (021) 75930434	Notaris Notary Kantor Notaris & PPAT Pratiwi Handayani, S.H. Alamat: Gedung Jaya Lantai 2 Jl. MH Thamrin Nomor 12 Telp: (021) 31908335 Fax: (021) 31927378 Notary Office & Land Deed Official (PPAT) Pratiwi Handayani, S.H. Address: Jaya Building, 2 nd Floor, Jl. MH Thamrin No. 12 Phone: (021) 31908335 Fax: (021) 31927378 Kantor Notaris & PPAT Mustangin S.H., M.Kn. Alamat: Jl. Condet Raya Nomor 27, Komplek Ruko Mutiara Faza Blok RA-9, Pasar Rebo, Jakarta Timur Telp: (021) 87782258 Fax: (021) 87782258 Notary Office & Land Deed Official (PPAT) Mustangin S.H., M.Kn. Address: Jl. Condet Raya No. 27, Mutiara Faza Complex Block RA-9, Pasar Rebo, East Jakarta Phone: (021) 87782258 Fax: (021) 87782258
Jenis dan Bentuk Jasa Types and Forms of Service Jasa Audit: Audit Laporan Keuangan Audit Service: Audit of the Financial Statements	Jenis dan Bentuk Jasa Types and Forms of Service Jasa Notaris Notary Services
Biaya Cost (Sampai laporan ini terbit, biaya belum ditagihkan oleh <i>holding</i> ke Perseroan) (As of the publication of this report, the holding has not billed the costs to the Company)	Biaya Cost Rp21.025.642,00
Periode Penugasan Assignment Period 2025	Periode Penugasan Assignment Period 2025

Perseroan menutup tahun 2025 dengan pencapaian kinerja yang baik, melalui kegiatan operasional dan peningkatan layanan kepada masyarakat luas secara berkelanjutan. Komitmen jajaran Direksi, manajemen, dan seluruh sumber daya dalam menjaga keberlangsungan usaha berperan besar atas pencapaian Perseroan.

The Company concluded the year 2025 with strong performance, driven by sustainable operational activities and service for the public. The commitment of the Board of Directors, management, and all human resources in maintaining business continuity played a significant role in the Company's achievements.



04. Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan

Management Discussion and Analysis of Company Performance



Tinjauan Makroekonomi

Macroeconomic Overview

Sepanjang tahun 2025, perekonomian global masih berada dalam fase penyesuaian akibat ketidakpastian geopolitik, fluktuasi harga komoditas, serta kebijakan moneter ketat di sejumlah negara maju. Sementara itu, pertumbuhan ekonomi nasional pada tahun 2025 berada pada kisaran 5,11% (*year-on-year*), didukung oleh konsumsi rumah tangga yang tetap kuat, belanja pemerintah, serta investasi yang terjaga. Konsumsi domestik masih menjadi motor utama pertumbuhan, mencerminkan struktur ekonomi Indonesia yang berbasis permintaan dalam negeri.

Inflasi nasional sepanjang 2025 relatif terkendali dalam rentang sasaran Bank Indonesia di 2,92%. Stabilitas tersebut memberikan ruang bagi dunia usaha dan masyarakat untuk menjaga aktivitas ekonomi tanpa tekanan daya beli yang signifikan. Dari sisi kebijakan, Pemerintah dan otoritas moneter menjaga koordinasi yang erat guna memastikan stabilitas nilai tukar, pengendalian inflasi, serta kesinambungan fiskal.

Sementara itu, sebagai pusat kegiatan ekonomi nasional, DKI Jakarta mencatat pertumbuhan ekonomi yang berada sedikit di atas rata-rata nasional. Sepanjang tahun 2025, pertumbuhan ekonomi Jakarta menunjukkan tren akseleratif, terutama pada semester kedua hingga Triwulan IV-2025, yang mencapai angka 5,2%. Sedangkan inflasi di Jakarta relatif terkendali sepanjang 2025; hingga triwulan IV berada pada 2,63% yoy atau lebih rendah dari angka inflasi nasional, menunjukkan stabilitas harga barang dan jasa yang baik.

Sektor transportasi dan pergudangan merupakan salah satu kontributor utama pertumbuhan ekonomi DKI Jakarta sepanjang 2025. Pada Triwulan II-2025, lapangan usaha ini tumbuh 9,9%, tertinggi di antara sektor-sektor lain menurut data BPS DKI Jakarta. Pertumbuhan yang tinggi mencerminkan kenaikan aktivitas logistik, mobilitas pekerja, dan penggunaan transportasi publik/komersial sebagai indikator pemulihan ekonomi pasca pandemi. Sektor ini menjadi mesin utama dalam struktur ekonomi Jakarta.

Bagi sektor transportasi publik, inflasi yang terkendali berperan penting dalam menjaga keterjangkauan tarif serta keberlanjutan operasional, sekaligus mendukung peningkatan penggunaan angkutan umum sebagai bagian dari mobilitas harian masyarakat Jakarta. Secara khusus bagi LRT Jakarta, kondisi-kondisi tersebut memberikan peluang strategis diantaranya peningkatan volume penumpang, stabilitas pendapatan operasional, tambahan pendapatan *non-farebox*, dan menjadi bagian penting dari sistem transportasi publik terintegrasi di Jakarta.

Throughout 2025, the global economy remained adjusted due to geopolitical uncertainty, commodity fluctuations, and tight monetary policies in several developed nations. Meanwhile, national economic growth in 2025 hovered around 5.11% (*year-on-year*), bolstered by resilient household consumption, government spending, and stable investment. Domestic consumption remained the primary engine of growth, reflecting Indonesia's domestic demand-based economic structure.

National inflation in 2025 was relatively well-contained within Bank Indonesia's target range at 2.92%. The stability provided room for the business and the public to maintain economic activity without pressure on purchasing power. In terms of policy, the Government and monetary authorities maintained close coordination to ensure exchange rate stability, inflation control, and fiscal sustainability.

Meanwhile, DKI Jakarta as the hub of national economic activity, recorded an economic growth slightly above the national average. Throughout 2025, Jakarta's economic growth showed an accelerating trend, particularly from the second semester through 4th quarter 2025, reaching 5.2%. Meanwhile, inflation in Jakarta remained relatively controlled in 2025; by the 4th quarter, it stood at 2.63% yoy, which is lower than the national's, reflecting strong stability in the prices of goods and services.

The transportation and warehousing sector was one of major contributors to DKI Jakarta's economic growth in 2025. On 2nd quarter 2025, the business grew 9.9%, the highest among all sectors according to data from BPS DKI Jakarta. The growth reflects an increase in logistics activity, worker mobility, and the use of public/commercial transportation as indicators of post-pandemic economic recovery. This sector has become a primary support in Jakarta's economic structure.

In public transportation sector, controlled inflation plays a vital role in maintaining fare affordability and operational sustainability, while simultaneously supporting the increased use of public transport as part of the daily mobility of Jakarta's residents. Specifically for LRT Jakarta, these conditions provide strategic opportunities, including increased passenger volume, stable operational revenue, additional non-farebox revenue, and becoming a vital component of Jakarta's integrated public transportation system.

Tinjauan Operasi Per Segmen Usaha

Operational Review of Business Segment

Penetapan Segmen Usaha

Rencana strategis yang direncanakan oleh Perseroan dituangkan dalam RKAP 2025 mencakup aktivitas program dan bisnis atas penyelenggaraan operasi dan perawatan sarana dan prasarana.

RKAP 2025 yang disusun selaras dengan arah rencana kerja Pemerintah Daerah Provinsi DKI Jakarta tahun 2025 juga memberikan gambaran yang menyeluruh mengenai sasaran dan program kerja Perseroan melalui 4 segmen inti penyelenggaraan LRT Jakarta, yaitu: Segmen Operasional dan Pelayanan, Segmen Sarana, Segmen Prasarana, dan Segmen Pengembangan Bisnis. Kinerja masing-masing segmen disajikan di bawah ini.

Segmen Operasi dan Pelayanan

Segmen ini bertanggungjawab sepenuhnya atas operasional dan layanan lalu lintas perjalanan kereta. Operasi dan Pelayanan Perseroan yang dilaksanakan berdasarkan Grafik Perjalanan Kereta (GAPEKA) ini mendapatkan izin layanan atas penyelenggaraan rute Pegangsaan Dua – Velodrome Rawamangun.

Sesuai dengan RKAP 2025, kinerja segmen Operasi dan Pelayanan difokuskan pada kegiatan-kegiatan berikut:

- Peningkatan kualitas layanan (SDM pelayanan, *care center*, fasilitas stasiun).
- Penguatan relasi dengan Regulator dalam peningkatan layanan.
- Melakukan kegiatan operasional dan evaluasi secara berkala serta pengembangan layanan LRT Jakarta sesuai dengan Standar Pelayanan Minimum (SPM) yang ditetapkan dan Penilaian Indeks Kepuasan Pelanggan.
- Pemenuhan kompetensi dan kecakapan personel Awak Sarana Perkeretaapian (ASP).
- *Monitoring* dan evaluasi jasa tenaga alih daya yang mendukung pelayanan.
- Pengembangan program *loyalty* penumpang serta pengembangan *Customer Relationship Management*.
- Pelaksanaan kegiatan dan program peningkatan *ridership* baik yang dilakukan secara internal maupun bekerjasama dengan pihak ketiga di area stasiun.
- Membangun dan menjaga hubungan yang baik dengan pelanggan.
- Mengelola pelaksanaan kegiatan survei *customer experience* dan analisisnya untuk dapat dikembangkan dalam program-program retensi pelanggan saat ini dan juga pelanggan baru untuk peningkatan *ridership*.

Determination of Business Segments

The strategic plans designed by the Company are outlined in the 2025 Corporate Budget and Work Plan (RKAP), which covers program and business activities related to the implementation of operations and the maintenance of facilities infrastructure.

This 2025 RKAP, which was prepared in alignment with the DKI Jakarta Provincial Government's 2025 regional work plan, provides a comprehensive overview of the Company's targets and work programs through four segments of LRT Jakarta's operations: Operations and Services, Facilities (Sarana), Infrastructure (Prasarana), and Business Development. The performance of each segment is presented below.

Operations and Service Segment

The segment is responsible for the operations and services of train's traffic. The Company's Operations and Services, based on the Train Working Diagram (GAPEKA), are licensed for the Pegangsaan Dua – Velodrome Rawamangun route.

In accordance with the 2025 RKAP, the performance of the Operations and Services segment focused on the following activities:

- Improving service quality (service personnel, care centers, station facilities).
- Strengthening relationships with Regulators to enhance services.
- Conducting periodic operational activities and evaluations, as well as developing LRT Jakarta services in accordance with the established Minimum Service Standards (SPM) and Customer Satisfaction Index assessments.
- Fulfilling the competencies and skills of Train Crew (ASP).
- Monitoring and evaluating outsourced services that support operations.
- Developing passenger loyalty programs and Customer Relationship Management (CRM) systems.
- Implementing activities and programs to increase ridership, both internally and in collaboration with third parties within the area of station.
- Building and maintaining strong relationships with customers.
- Managing customer experience surveys and analysis to develop retention programs for both existing and new passengers to boost ridership.

Operasi komersial di sepanjang tahun dari 1 Januari hingga 31 Desember 2025 memiliki target *ridership* hingga 3.300 penumpang per hari, dengan pola transportasi terintegrasi dengan BRT TransJakarta dan Mikrotrans. Dan hingga akhir 2025, realisasi operasi Perseroan adalah sebagai berikut:

Commercial operations throughout the year, from January 1 to December 31, 2025, targeted a ridership of 3,300 passengers per day, utilizing an integrated transportation pattern with BRT TransJakarta and Mikrotrans. By the end of 2025, the Company's operational realization was as follows:

Tahun 2025 Year 2025	Realisasi Operasi Operational Realization		
	Rencana Plan	Aktual Actual	Ketercapaian (%) Achievement (%)
Januari/January	6.324	6.324	100%
Februari/February	5.712	5.712	100%
Maret/March	6.324	6.324	100%
April/April	6.120	6.085	99,43%
Mei/May	6.324	6.309	99,76%
Juni/June	6.120	6.111	99,85%
Juli/July	6.324	6.324	100%
Agustus/August	6.324	6.322	100%
September/September	6.120	6.118	99,97%
Oktober/October	6.324	6.324	100%
November/November	6.120	6.120	100%
Desember/December	6.362	6.362	100%

Di sepanjang tahun 2025, Perseroan mencatatkan rata-rata aktual perjalanan hingga 99,9% dari total rencana perjalanan. Dengan aktual perjalanan mencapai 100% di bulan Januari, Februari, Maret, Juli, Oktober, November, dan Desember. Terdapat ketidaktercapaian pada bulan-bulan tertentu karena adanya kendala alam berupa gempa dan kendala sarana.

Throughout 2025, the Company recorded an average actual trip up to 99.9% of the total planned trips. Actual trips reached 100% in January, February, March, July, October, November, and December. Shortfalls in certain months were due to natural constraints, specifically earthquakes, as well as facilities issues.

Di tahun 2025 ini, stasiun asal dan tujuan penumpang didominasi dari Stasiun Velodrome dan Stasiun Boulevard Utara, dimana kedua stasiun tersebut merupakan stasiun yang terintegrasi dengan moda transportasi publik lain dan pusat kegiatan masyarakat.

In 2025, passenger origins and destinations were dominated by Velodrome Station and North Boulevard Station, both serve as hubs integrated with other public transport modes and centers of community activity.

Di tahun 2025, kinerja Perseroan mencatatkan persentase ketepatan waktu tempuh komersial di atas target. Rata-rata persentase ketepatan waktu tempuh komersial yang tercatat adalah 99,92%, berada di atas target 99% pada setiap bulan selama tahun 2025. Capaian ini menunjukkan bahwa Perseroan senantiasa berusaha untuk terus memenuhi pelayanan pelanggan dan menyelaraskan GAPEKA yang telah direncanakan di awal tahun.

Furthermore, the Company recorded commercial travel time punctuality percentages that exceeded targets. The average recorded was 99.92%, consistently staying above the 99% target every month throughout the year. This achievement demonstrates the Company's continuous efforts to meet customer service standards and align with the Train Working Diagram (GAPEKA) planned at the start of the year.



Tahun 2025 Year 2025	Persentase Ketepatan Waktu Komersial Aktual Commercial Travel Time Punctuality Rate (%)	
	Rencana Plan	Aktual Actual
Januari/January	99	99,98
Februari/February	99	99,98
Maret/March	99	99,96
April/April	99	99,88
Mei/May	99	99,95
Juni/June	99	99,79
Juli/July	99	100
Agustus/August	99	100
September/September	99	99,97
Oktober/October	99	99,80
November/November	99	99,90
Desember/December	99	99,90
Rata-rata/Average	99	99,92

2022 > **99,50%**2024 > **99,86%**2023 > **99,57%**2025 > **99,92%**

Persentase ketepatan waktu sepanjang tahun 2025 meningkat hingga 99,92% mengalami peningkatan yang signifikan, utamanya karena upaya kinerja persinyalan dan pengelolaan sarana.

The punctuality rate in 2025 rose significantly to 99.92%, primarily due to performance enhancements in signaling systems and facility management.

Perseroan juga mencatatkan rata-rata pencapaian Standar Pelayanan Minimum (SPM) di tahun 2025 mencapai melebihi target 99%. Pencapaian SPM ini karena Perseroan secara terus menerus mengupayakan berbagai kegiatan untuk memastikan bahwa para pelanggan mendapatkan pelayanan yang maksimal.

The Company also recorded an achievement of Minimum Service Standards (SPM) in 2025, exceeding the 99% target. This SPM achievement was driven by the Company's continuous efforts through various initiatives to ensure that customers receive best quality services.

Tabel Standar Pelayanan Minimum Minimum Service Standards Table

Tahun 2025 Year 2025	Target (%)	Persentase Standar Pelayanan Minimum (SPM) Aktual Percentage of Actual Minimum Service Standards (SPM)
Januari/January	99	99,19
Februari/February	99	99,13
Maret/March	99	99,25
April/April	99	98,05
Mei/May	99	98,04

Tahun 2025 Year 2025	Target (%)	Persentase Standar Pelayanan Minimum (SPM) Aktual Percentage of Actual Minimum Service Standards (SPM)
Juni/June	99	93,75
Juli/July	99	97,64
Agustus/August	99	98,70
September/September	99	99,27
Oktober/October	99	98,02
November/November	99	99,22
Desember/December	99	99,50

Penyesuaian Waktu Operasional Kereta LRT pada Persentase 2025

LRT operating time adjustment in percentage 2025

Periode Periode	Waktu Operasional Operational Time	Headway Headway	KA Harian Daily Train	Keterangan Remarks
31 Desember/ December 2025	05.30-02.30	10 menit 10 minutes	242	Penambahan operasi pada malam pergantian tahun Additional train schedule on new year

LRT Jakarta yang telah terintegrasi dengan moda transportasi lain makin menarik minat masyarakat hingga mencatatkan peningkatan jumlah pelanggan selama tahun 2025. Total pelanggan meningkat hingga 8,97% mencapai 1.336.859 pelanggan, bila dibandingkan dengan total pelanggan LRT Jakarta di tahun 2024 yang tercatat 1.226.817 pelanggan.

LRT Jakarta's integration with other transport has increasingly attracted public interest, leading to an increase of passenger numbers in 2025. Total ridership grew by 8.97%, reaching 1,336,859 passengers, compared to the 1,226,817 passengers in 2024.

Tahun 2025 Year 2025	Total Pelanggan (Aktual) Total Customer (Actual)	Jumlah Pendapatan (Rp Juta) Total Revenue (IDR Million)
Januari/January	100.568	329,1
Februari/February	92.426	461,9
Maret/March	90.210	362,3
April/April	101.450	423,8
Mei/May	107.157	383,6
Juni/June	106.202	451,6
Juli/July	121.338	438,2
Agustus/August	120.987	460,4
September/September	126.172	299,9
Oktober/October	121.403	433,4
November/November	120.934	463,8
Desember/December	128.012	914,5
Total	1.336.859	5.422,6

Segmen Sarana

Komponen penting dalam pelaksanaan kegiatan operasional adalah kinerja segmen sarana yang dilaksanakan oleh Divisi Sarana Perseroan. Di segmen ini, pelaksanaan dan evaluasi terkait pemeriksaan dan perawatan kereta dan fasilitas depo serta kesediaan suku cadang sangat diperhatikan sebagai penunjang utama pelaksanaan harian kegiatan operasional LRT Jakarta.

Facility Segment

An important matter in operational activities is the performance of the facility segment, managed by the Company's Facility Division. In this segment, the implementation and evaluation of train inspections, maintenance, depot facility upkeep, and spare part availability are prioritized as the primary support for LRT Jakarta's daily operations.

Pada RKAP 2025, fokus Segmen Sarana adalah *spare part planning* dan *sparepart partner sourcing* untuk jangka waktu hingga 5 tahun kedepan. Hal ini membutuhkan strategi khusus dan inovasi agar suku cadang yang dibutuhkan dalam perawatan baik rangkaian kereta maupun depo selaras dengan kegiatan operasional harian Perseroan.

Melalui segmen ini, Perseroan juga melakukan pemantauan kondisi LRV melalui *Dashboard LRV Fault Log TCMS* dan Analisa RAMS (*Reliability-Availability-Maintainability*).

Untuk mendukung operasional segmen Sarana ini, Perseroan juga telah berinvestasi pada Sumber Daya Manusia (SDM), dengan memberikan pelatihan komprehensif. Dengan adanya pelatihan dan transfer *knowledge*, diharapkan seluruh komponen SDM Sarana ini dapat memiliki kapabilitas yang sama dalam pelaksanaan perawatan sarana LRV LRT Jakarta.

Kinerja segmen Sarana di tahun 2025 utamanya berkisar pada:

- Digitalisasi pada perawatan sarana LRT Jakarta.
- Persiapan ERP *Integrated* antara *Warehouse* dan *Maintenance Plan*.
- Persiapan *predictive maintenance*.
- Perencanaan *General Overhaul Partially based on Item Komponen Train Set (Condition Based on Kilometres)* untuk 2 train set.

Kegiatan harian segmen Sarana yang dititikberatkan pada perawatan dan pemeriksaan sarana, telah mencatatkan kinerja positif. Pemenuhan target perawatan dan pemeriksaan yang dilakukan atas 8 train set yang dimiliki oleh Perseroan berjalan sesuai jadwal sehingga train set dapat beroperasi sesuai dengan GAPEKA yang telah ditetapkan.

Kinerja segmen Sarana berdasarkan rencana dan aktualisasinya di sepanjang tahun 2025, disajikan dalam tabel berikut:

In the 2025 RKAP, the Facility Segment focused on spare part planning and spare part partner sourcing for the next five years. This requires specific strategies and innovation to ensure that the parts needed for both trainset and the depot align with the Company's daily operational activities.

Through this segment, the Company also monitors the condition of Light Rail Vehicles (LRVs) via the TCMS (Train Control and Monitoring System) Fault Log Dashboard and RAMS (Reliability-Availability-Maintainability) Analysis.

To support the Facility segment, the Company has invested in Human Resources (HR) by providing comprehensive training. Through these training sessions and knowledge transfers, it is expected that all members of the Facility team will possess an equal capabilities in maintaining LRT Jakarta's LRV units.

The performance of the Facility segment in 2025 were:

- Digitalization of LRT Jakarta facility maintenance.
- Preparations of ERP Integration between the Warehouse and Maintenance Plan.
- Preparations of predictive maintenance.
- Partial General Overhaul Partially planning based on Train Set component (Condition-based on Kilometers) for two train sets.

Daily activities at Facility segment, which emphasize maintenance and inspections, recorded positive performance. The maintenance and inspection targets for the Company's eight train sets were met the schedule, allowing the train sets to operate in accordance with the established Train Working Diagram (GAPEKA).

The performance of the Facility segment, based on its plans and actualization throughout 2025, is presented in the following table:

Periode Period	Pemeriksaan Harian Daily Maintenance		Pemeriksaan Mingguan Weekly Maintenance		Pemeriksaan Bulanan Monthly Maintenance		Pencucian Sarana Train washing		Target Pencapaian Target & fulfilment	
	Rencana Plan	Aktual Actual	Rencana Plan	Aktual Actual	Rencana Plan	Aktual Actual	Rencana Plan	Aktual Actual	Rencana Plan	Aktual Actual
Januari/January	124	127	34	34	2	2	151	151	100%	100%
Februari/February	112	115	31	31	1	1	140	140	100%	100%
Maret/March	124	127	29	29	3	3	158	158	100%	100%
April/April	120	123	36	36	2	2	151	151	100%	100%
Mei/May	124	126	34	34	2	2	154	154	100%	100%
Juni/June	120	120	31	31	2	2	151	151	100%	100%
Juli/July	124	125	35	35	3	3	152	152	100%	100%
Agustus/August	124	127	31	31	1	1	154	154	100%	100%
September/September	120	121	33	33	3	3	149	149	100%	100%
Oktober/October	127	127	35	35	1	1	154	154	100%	100%
November/November	124	124	28	28	4	4	149	149	100%	100%
Desember/December	125	125	37	37	1	1	155	155	100%	100%

Secara keseluruhan di tahun 2025, perawatan sarana Perseroan yang dilakukan meliputi pemeriksaan harian, pemeriksaan mingguan, perawatan empat bulanan, dan pencucian sarana. Dengan masing-masing tingkat pelaksanaan adalah 100%, atau memenuhi target yang telah ditetapkan di awal tahun.

Pendidikan dan Pelatihan dan sertifikasi yang dijalankan karyawan di tahun 2025 adalah sebagai berikut:

In 2025, maintenance held by the Company's facility were daily maintenance, weekly maintenance, quarterly maintenance, and train cleaning. With a 100% rate of target fulfilment, or achieve the targets set at the beginning of the year.

Meanwhile, training and certification held for the Facility's employees in 2025 are listed below:

Jenis Sertifikasi Type of Certification	Penerbit Sertifikat Certificate Issuer	Jumlah Karyawan Bersertifikasi Number of Employees Certified
Pemeriksa Sarana Facility Inspection	Kementerian Perhubungan RI Ministry of Transportation	32
Perawat Sarana Facility Maintenance	Kementerian Perhubungan RI Ministry of Transportation	32

Segmen Prasarana

Pada segmen Prasarana, Perseroan mengupayakan tanggung jawab terhadap pelaksanaan dan evaluasi terkait perawatan fasilitas operasi LRT Jakarta yang meliputi jalur dan bangunan, sinyal dan telekomunikasi, serta traksi daya listrik.

Segmen Prasarana yang bertanggung jawab dalam pemeriksaan dan perawatan prasarana memiliki fokus utama rencana kerja selama tahun 2025 sebagai berikut:

- Pemeriksaan dan perawatan jalur dan bangunan di area Depo dan Stasiun;
- Pemeriksaan dan perawatan sistem persinyalan;
- Pemeriksaan dan perawatan sistem telekomunikasi;
- Sertifikasi awak prasarana;
- Pengadaan suku cadang prasarana;
- Peningkatan fasilitas pendukung layanan kepada pelanggan; dan
- Membangun *training center* sebagai tempat pengembangan diri tim prasarana untuk lebih mengenal dan menelaah sistem yang dimiliki LRT Jakarta untuk meningkatkan keandalan aset prasarana.

Disamping itu, segmen Prasarana juga mengikuti Sertifikasi DJKA uji berkala 4 tahunan Fasilitas Operasi dan Jalur Bangunan, berpartisipasi aktif dalam pengembangan kawasan stasiun LRT dan kawasan depo sebagai dukungan kepada segmen Pengembangan Bisnis.

Segmen Prasarana juga senantiasa mendukung keandalan SDM Prasarana, dengan melakukan metode perawatan prasarana secara mandiri maupun melakukan *Maintenance Service Agreement* (MSA) dengan pihak ketiga dan tetap melibatkan SDM Prasarana dalam MSA.

Selain itu, segmen Prasarana juga melaksanakan berbagai program inovasi dan *improvement* aset, antara lain peningkatan kualitas sarana pendukung operasional, optimasi sistem *monitoring* dan inspeksi, serta implementasi perbaikan berbasis evaluasi reliabilitas. Seluruh inisiatif ini diarahkan untuk meningkatkan kualitas layanan, memperpanjang umur aset, serta memastikan keberlanjutan operasional prasarana secara optimal.

Infrastructure Segment

In the Infrastructure segment, the Company manages the implementation and evaluation of maintenance for LRT Jakarta's operational facilities, which include tracks and structures, signaling and telecommunications, and power traction systems.

Throughout 2025, the Infrastructure segment—which is responsible for the inspection and maintenance of all fixed assets—focused on the following key work plan initiatives:

- Inspection and maintenance of tracks and structures across Depot and Station areas;
- Inspection and maintenance of signalling systems;
- Inspection and maintenance of telecommunications systems;
- Certification of infrastructure personnel;
- Procurement of infrastructure spare parts; and
- Enhancement of customer service support facilities;
- Training Centre development to empower the infrastructure team to better understand and analyze LRT Jakarta's proprietary systems, thereby increasing asset reliability.

Additionally, the Infrastructure segment underwent the 4-year periodic certification by the DJKA for operational facilities and tracks. The segment also participated actively in the development of LRT station and depot areas to support the Business Development segment.

To ensure the reliability of its human resources, the Infrastructure performing tasks in-house (independently) and engaging in *Maintenance Service Agreements* (MSAs) with third parties, while ensuring that internal staff remain deeply involved in all MSA activities.

Furthermore, this segment implemented various asset innovation and improvement programs, including upgrading operational support facilities, optimizing monitoring and inspection systems, and implementing repairs based on reliability evaluations. All these initiatives are aimed at improving service quality, extending asset lifecycles, and ensuring optimal operational sustainability of the infrastructure.

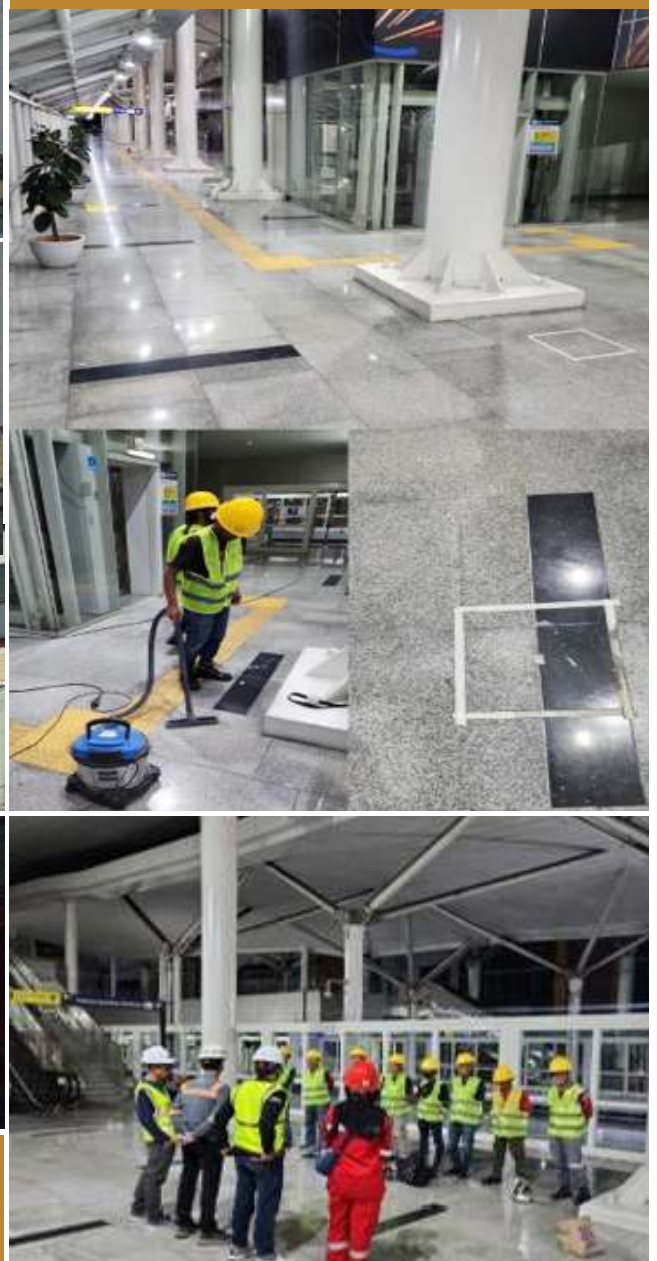
Penambahan Atap Parkiran Pegangsaan Dua
Additional of Parking Roof at Pegangsaan Dua Station



Perbaikan Batu Alam di Stasiun Pegangsaan Dua Entrance A sisi Utara
Additional of Stone Wall ornament at Pegangsaan Dua Station Entrance A north side



Pengadaan Jasa Pembangunan Perbaikan Tampias Stasiun LRT Jakarta (Stasiun Boulevard Selatan, Stasiun Pulomas dan Stasiun Equestrian)
Repairment Construction on Roof Leakage at LRT Jakarta Station (Boulevard Selatan Station, Pulomas Station, and Equestrian Station)



Selama tahun 2025, Perseroan mencatatkan kinerja signifikan pada berbagai lini operasional termasuk pada segmen Prasarana. Seluruh program pemeriksaan dan perawatan untuk stasiun dan depo, jalur serta jalan layang, sistem kelistrikan, hingga persinyalan dan telekomunikasi telah direalisasikan mencapai 100% dari target. Sedangkan di sektor *asset availability*, segmen Prasarana mencatatkan nilai SLA 99% selama tahun 2025, nilai yang mengindikasikan tingkat kesiapan operasional yang tinggi.

Pencapaian tersebut dalam tabel berikut:

Throughout 2025, the Company recorded significant performance across various operational lines, including the Infrastructure segment. All inspection and maintenance programs for stations and depots, tracks and elevated structures, electrical power systems, as well as signaling and telecommunications, were fully realized, achieving 100% of the target. Meanwhile, in the area of asset availability, the Infrastructure segment recorded SLA value of 99%, this figure indicates a high level of operational readiness.

These achievements are presented in the following table:

Tahun 2025 Year 2025	Target Target	Realisasi Realization
 Asset Availability	99%	99,09%

Segmen Pengembangan Bisnis

Sebagai operator transportasi umum, PT LRT Jakarta juga memiliki kewenangan untuk mencari pendapatan lain di luar bisnis utamanya. Untuk itu, Perseroan melalui segmen Pengembangan Bisnis melakukan pengusahaan atas sarana dan prasarana perkeretaapian, tanpa membahayakan keselamatan dalam pengoperasian moda transportasi, sebagai pendapatan di luar pemasukan tiket (*non-farebox revenue*).

Bagian terbesar pendapatan *non-farebox* di tahun 2025 didukung oleh kontribusi dari tiga bisnis, yaitu proyek *stinger*, *naming rights*, dan *payment channel*. Masing-masing pendapatan *non-farebox* hingga akhir tahun 2025, disajikan pada tabel berikut:

Business Development Segment

As a public transport operator, PT LRT Jakarta allowed to generate other revenue along with its core business. The Company, through its Business Development segment, leverages its railway facility and infrastructure, without compromising operational safety, to generate a non-farebox revenue.

In 2025, the largest portion of non-farebox revenue was driven by three primary business lines: the stinger project, naming rights, and payment channels. The breakdown of non-farebox revenue as of the end of 2025 is presented in the following table:

Pendapatan <i>non-farebox</i> Non-farebox revenue	2025	2024
Proyek <i>Stinger</i> /Stinger Project	13.570.191.199	0
<i>Naming rights</i>	4.000.000.000	0
MOSS	4.235.794.923	6.662.562.028
Ritel & aktivasi/Retail & activation	2.210.031.111	4.428.829.090
Perparkiran/Parking Lot	878.752.869	654.207.505
<i>Payment channel</i>	1.062.788.873	0
<i>Advertising & telco</i>	64.814.815	24.761.221

PT LRT Jakarta senantiasa melakukan inovasi, meningkatkan kerjasama maupun meningkatkan inisiatif bisnis lain dalam upaya meningkatkan kinerja bisnis *non-farebox*.

PT LRT Jakarta continuously innovates, strengthens partnerships, and pursues new business initiatives to enhance the performance of its non-farebox business.

Aspek Pemasaran Marketing Aspects

Strategi Pemasaran

Untuk mendukung kinerja operasional, Perseroan mengupayakan kegiatan tidak hanya dari sisi operasional tetapi juga dari inisiatif lain yang dapat meningkatkan potensi *ridership* dan penambahan pendapatan *non-farebox*.

Selama tahun 2025, pengembangan bisnis *non-farebox* Perseroan telah memberikan kontribusi positif bagi pendapatan Perseroan.

Kegiatan *non-farebox* sebagai langkah strategi pemasaran Perseroan adalah:

1. *Advertising, activation & event*, berupa *naming rights* stasiun, *digital signage*, *Wifi Ads*, *billboards*, akseptasi LRT Pay, serta *event* dan aktivasi.
2. *Maintenance Operation Sparepart Service* (MOSS) berupa *overhaul*, *sparepart*, and *OM Readiness Fase II* (Jasa Teknis).
3. *Training & Consultancy*, berupa pemberian jasa *training* dan konsultasi.
4. Retail dan Sewa Menyewa, berupa penyediaan tempat untuk ritel modern, UMKM, pengelolaan parkir, ATM, sewa ruangan kantor, *vending machine*, dan *microcell*.

Selain strategi pemasaran diatas, Perseroan juga senantiasa mencari potensi bisnis lain yang dapat memberikan kontribusi positif terhadap pendapatan dan kinerja Perseroan.

Pangsa Pasar

Sebagai salah satu penyedia moda transportasi publik di wilayah DKI Jakarta, PT LRT Jakarta telah melayani masyarakat luas utamanya di jalur Rawamangun–Kelapa Gading selama lebih dari 5 tahun.

Dengan target *ridership* di awal tahun 2025 sebesar 3.300 penumpang per hari (menjadi 3.500 pada akhir tahun 2025), dan terintegrasinya beberapa jalur BRT Transjakarta serta Mikrotrans di beberapa titik layanan, Perseroan optimis akan perkembangan pasar LRT Jakarta yang semakin meningkat dari tahun ke tahun.

Ke depan, dengan semakin dekatnya penyelesaian tahap pembangunan rute Rawamangun–Manggarai, Perseroan dapat terus meningkatkan target *ridership*nya dan menjadikan LRT Jakarta sebagai moda transportasi utama yang menghubungkan antar wilayah di DKI Jakarta.

Marketing Strategy

To support operational performance, the Company pursues initiatives beyond core operations, focusing on activities that boost both ridership and non-farebox revenue.

Throughout 2025, the development of the Company's non-farebox business has made a positive contribution to corporate revenue.

Key non-farebox activities integrated into the Company's marketing strategy include:

1. Advertising, Activations & Events: Including station naming rights, digital signage, Wi-Fi ads, billboards, LRT Pay acceptance, as well as various events and activations.
2. Specifically Maintenance, Operation, and Spare Part Services (MOSS), covering overhauls, spare parts, and OM Readiness for Phase II.
3. Training & Consultancy: Providing specialized professional training and consulting services.
4. Retail and Leasing: Providing space for modern retail outlets, MSMEs (UMKM), parking management, ATMs, office space rentals, vending machines, and microcells.

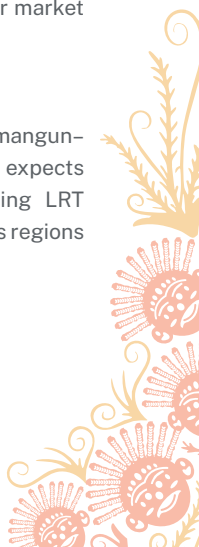
In addition to the strategies, the Company continuously explores other potential business opportunities to enhance revenue and corporate performance.

Market Share

As one of public transport provider in DKI Jakarta, PT LRT Jakarta has served the public—primarily along the Rawamangun–Kelapa Gading corridor—for over five years.

With a ridership target of 3,300 passengers per day (increasing to 3,500 by year-end) in 2025 and the integration of several BRT TransJakarta and Mikrotrans routes at various service points, the Company is optimistic on its year-over-year market growth.

Looking ahead, as the construction of the Rawamangun–Manggarai extension nears completion, the Company expects to further increase its ridership targets, establishing LRT Jakarta as a primary transport mode connecting various regions across DKI Jakarta.



Tinjauan Keuangan

Financial Review

Penyusunan penjelasan tinjauan keuangan pada Laporan Tahunan 2025 ini mengacu pada Laporan Keuangan PT LRT Jakarta yang telah diaudit oleh Kantor Akuntan Publik Kanaka Puradiredja, Suhartono dan dikerjakan oleh Akuntan Publik Syamsudin, yang memiliki Izin Akuntan Publik NRAP: AP.0209, dengan opini laporan keuangan Perseroan telah menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perseroan tanggal 31 Desember 2025, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Pada penyajian dan pembahasan tinjauan keuangan Perseroan tahun 2025 ini, Perseroan juga memperhatikan catatan pada Laporan Keuangan Perseroan dari Auditor sebagai bagian dari Laporan Tahunan ini.

The preparation of the financial review in 2025 Annual Report is based on the Financial Statements of PT LRT Jakarta, which have been audited by the Public Accounting Firm (KAP) Kanaka Puradiredja, Suhartono. The audit was conducted by Public Accountant Syamsudin (License No. NRAP: AP.0209). The auditor's opinion states that the Company's financial statements present fairly, in all material aspects, the financial position of the Company as of December 31, 2025, as well as its financial performance and cash flows for the year end, in accordance with Indonesian Financial Accounting Standards (SAK).

In presenting and discussing the Company's 2025 financial review, the Company also incorporated the notes to the Financial Statements provided by the Auditor as an integral part of this Annual Report.

Laporan Posisi Keuangan

Statement of Financial Position

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Aset Assets				
Aset Lancar Current Assets	272.877.249.378	216.392.865.365	56.484.384.013	26,1
Aset Tidak Lancar Non-Current Assets	166.512.905.772	173.556.248.255	(7.043.342.483)	(4,1)
Jumlah Aset Total Assets	439.390.155.150	389.949.113.620	49.441.041.530	12,7
Liabilitas dan Ekuitas Liabilities and Equity				
Liabilitas Jangka Pendek Short-Term Liabilities	88.879.314.671	50.708.523.492	38.170.791.179	75,3
Liabilitas Jangka Panjang Long-Term Liabilities	11.769.991.168	8.061.920.941	3.708.070.227	46,0
Jumlah Liabilitas Total Liabilities	100.649.305.839	58.770.444.433	41.878.861.406	71,3
Ekuitas Equity	338.740.849.311	331.178.669.187	7.562.180.124	2,3
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	439.390.155.150	389.949.113.620	49.441.041.530	12,7

Total Aset

Total aset Perseroan pada akhir periode 2025, tercatat Rp439,39 miliar, naik Rp49,44 miliar atau 12,7% bila dibandingkan dengan total aset Perseroan di periode lalu yang tercatat Rp389,95 miliar. Peningkatan total aset Perseroan ini

Total Assets

The Company's total assets at the end of the 2025 were recorded at IDR439.39 billion, an increase of IDR49.44 billion or 12.7% compared to IDR389.95 billion recorded in the previous period. This growth was driven by the current assets

utamanya didukung oleh pertumbuhan pada pos aset lancar yang mencapai Rp272,88 miliar di akhir tahun 2025.

Aset Lancar

Perseroan mencatatkan Aset Lancar per 31 Desember 2025 sebesar Rp272,88 miliar. Kenaikan senilai Rp56,48 miliar atau 26,1%, bila dibandingkan dengan Aset Lancar di tahun 2024 sebesar Rp216,39 miliar. Peningkatan Aset Lancar ini karena adanya kenaikan akun Persediaan Perseroan dari Rp34,54 miliar menjadi Rp42,61 miliar, dan kenaikan akun Kas dan Setara Kas menjadi Rp202,51 miliar, naik dari tahun sebelumnya yang tercatat Rp170,23 miliar.

Aset Tidak Lancar

Di akhir tahun 2025, tercatat Aset Tidak Lancar Perseroan menjadi Rp166,51 miliar, turun Rp7,04 miliar atau 12,7% dibandingkan aset tidak lancar di tahun 2024 yang tercatat sebesar Rp173,56 miliar. Penurunan nilai aset tidak lancar ini disebabkan karena turunnya nilai aset tetap menjadi Rp164,14 miliar dari Rp170,71 miliar karena perhitungan depresiasi dan penurunan pada aset tak berwujud Perseroan menjadi Rp1,64 miliar dari Rp2,51 miliar di tahun 2024.

Total Liabilitas

Total Liabilitas Perseroan di tahun buku 2025 mengalami peningkatan signifikan, dari sebelumnya Rp58,77 miliar di akhir tahun 2024, menjadi Rp100,65 miliar. Peningkatan Total Liabilitas ini karena peningkatan di sisi liabilitas jangka pendek.

Liabilitas Jangka Pendek

Pada tahun buku yang berakhir di 31 Desember 2025, Liabilitas Jangka Pendek Perseroan naik mencapai Rp38,17 miliar atau 75,3% menjadi Rp88,88 miliar dari Rp50,71 di tahun 2024. Peningkatan liabilitas jangka pendek Perseroan ini karena adanya peningkatan utang usaha kepada pihak ketiga selama tahun 2025 menjadi Rp51,93 miliar dan peningkatan beban akrual menjadi Rp16,67 miliar dari Rp3,41 miliar di tahun 2024.

Liabilitas Jangka Panjang

Sedangkan Liabilitas Jangka Pendek Perseroan tercatat sebesar Rp11,774 miliar pada tahun buku 2025, naik sebesar Rp3,71 miliar atau 46,0% dari Rp8,06 miliar di tahun 2024. Pertambahan liabilitas jangka panjang Perseroan ini disebabkan oleh adanya kenaikan pada liabilitas imbalan pasca kerja menjadi Rp11,77 miliar, dibandingkan dengan Rp7,55 miliar di tahun sebelumnya.

Ekuitas

Hingga akhir tahun 2025, tercatat jumlah Ekuitas Perseroan sebesar Rp338,74 miliar, meningkat dibandingkan dari tahun lalu yang tercatat Rp331,18 miliar. Peningkatan ini karena adanya perhitungan laba pada periode berjalan yang tercatat Rp6,40 miliar, meskipun terdapat nilai penghasilan komprehensif lain yang dicatatkan defisit senilai Rp1,55 miliar.

position, which reached IDR272.88 billion by year-end in 2025.

Current Assets

As of December 31, 2025, the Company recorded Current Assets of IDR272.88 billion, representing an increase of IDR56.48 billion or 26.1% compared to IDR216.39 billion in 2024. This is supported by an increase in Inventory from IDR34.54 billion to IDR42.61 billion, and an increase in Cash and Cash Equivalents to IDR202.51 billion, growth from the IDR170.23 billion in the previous year.

Non-Current Assets

At the end of 2025, Non-Current Assets stood at IDR166.51 billion, a decrease of IDR7.04 billion or 12.7% compared to the IDR173.56 billion recorded in 2024. The decline was due to the reduction in fixed assets to IDR164.14 billion (from IDR170.71 billion) resulting from depreciation, as well as a decrease in intangible assets to IDR1.64 billion from IDR2.51 billion in 2024.

Total Liabilities

The Company's Total Liabilities experienced a significant increase in the 2025 fiscal year, rising from IDR58.77 billion at the end of 2024 to IDR100.65 billion. This growth was primarily driven by an increase in current liabilities.

Current Liabilities

For the fiscal year ending December 31, 2025, Current Liabilities rose by IDR38.17 billion or 75.3%, reaching IDR88.88 billion compared to IDR50.71 billion in 2024. The increase was caused by accounts payable to third parties, totaling IDR51.93 billion, and an increase in accrued expenses to IDR16.67 billion from IDR3.41 billion in 2024.

Non-Current Liabilities

Non-current liabilities were recorded at IDR11.774 billion in the 2025 fiscal year, up IDR3.71 billion or 46.0% from IDR8.06 billion in 2024. This increase was due to a rise in post-employment benefit obligations, which reached IDR11.77 billion compared to IDR7.55 billion in the previous year.

Equity

By the end of 2025, Total Equity reached IDR338.74 billion, up from the IDR331.18 billion recorded last year. This increase was driven by the current year's profit of IDR6.40 billion, despite a recorded deficit in other comprehensive income of IDR1.55 billion.



Laporan Laba (Rugi) dan Penghasilan Komprehensif Lainnya

Statement of Profit (Loss) and Other Comprehensive Income

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Pendapatan Revenue	306.466.276.592	265.229.654.810	41.236.621.782	15,5
Beban Pokok Pendapatan Cost of Revenue	(195.716.576.447)	(162.064.701.705)	(33.651.874.742)	(20,8)
Laba Kotor Gross Profit	110.749.700.145	103.164.953.105	7.584.747.040	7,4
Beban Usaha Operating Expenses				
Beban Penjualan Selling Expenses	(683.340.945)	(848.039.984)	164.699.039	19,4
Beban Umum dan Administrasi General and Administrative Expenses	(104.506.403.603)	(94.481.080.650)	(10.025.322.953)	(10,6)
Jumlah Beban Usaha Total Operating Expenses	(105.189.744.548)	(95.329.120.634)	(9.860.623.914)	10,3
Laba Usaha Operating Profit	5.559.955.597	7.835.832.471	(2.275.876.874)	(29,0)
Pendapatan (Beban) Lain-Lain Financial Income-Net				
Pendapatan keuangan - bersih Financial income - net	4.320.561.585	4.625.200.651	(304.639.066)	(6,6)
Pendapatan (beban) Lain Lain - Bersih Other income (expenses) - Net	(480.048.395)	90.694.347	(570.742.742)	(629,3)
Jumlah Pendapatan Lain-Lain Total Other Income	3.840.513.190	4.715.894.998	(875.381.808)	(18,6)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	9.400.468.787	12.551.727.469	(3.151.258.682)	(25,1)
Manfaat (Beban) Pajak Tax Benefit (Expense)				
Beban Pajak Tangguhan Deferred Tax	1.064.231.652	(8.798.941.574)	9.863.173.226	(112,1)
Jumlah Beban Pajak Total Tax Expense	(1.220.584.734)	(8.798.941.574)	7.578.356.840	(86,1)
Laba Bersih Tahun Berjalan Profit for the Year	8.179.884.053	3.752.785.895	4.427.098.158	118,0
Pendapatan Komprehensif Lainnya Other Comprehensive Income				
Pengukuran Kembali atas Kewajiban Imbalan Pasti Remeasurements of Defined Benefit Obligation	(791.928.114)	2.367.641.534	(3.159.569.648)	(133,4)
Dampak Pajak Income Tax Effect	174.224.185	(520.881.137)	695.105.322	133,4
Jumlah Laba (Rugi) Komprehensif Lainnya Total Other Comprehensive Income (Loss)	(617.703.929)	1.846.760.397	(2.464.464.326)	(133,4)
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	7.562.180.124	5.599.546.292	1.962.633.832	35,0

Pendapatan

Total pendapatan Perseroan per 31 Desember 2025 tercatat sebesar Rp306,47 miliar. Dengan pendapatan tiket sebesar Rp5,42 miliar, pendapatan non-tiket tercatat sebesar Rp31,44

Revenue

As of December 31, 2025, the Company's total revenue were IDR306.47 billion. This comprised farebox revenue of IDR5.42 billion and non-farebox revenue of IDR31.44 billion, the latter of

miliar, terdiri atas pendapatan retail dan sewa menyewa, jasa pelatihan, serta pendapatan kerjasama penyelenggaraan perparkiran. Pendapatan Subsidi, tercatat sebesar Rp275,02 miliar yang terdiri dari subsidi untuk Sarana dan subsidi untuk Prasarana. Nilai ini masih dapat berubah dan akan disesuaikan setelah verifikasi oleh Dinas Perhubungan.

Beban Usaha

Hingga 31 Desember 2025, beban usaha Perseroan mencapai Rp105,19 miliar, meningkat Rp9,86 miliar atau 10,3% dibanding tahun 2024 sebesar Rp95,33 miliar, yang terdiri dari beban penjualan, beban pegawai, beban penyusutan, beban jasa profesional, dan beban umum.

Pendapatan (Beban) Lain-Lain

Sehingga per 31 Desember 2025, Perseroan dapat membukukan Pendapatan Lain-Lain sebesar Rp3,84 miliar, berkurang sebesar Rp875 juta atau 18,6% dibandingkan dengan periode sebelumnya sebesar Rp4,71 miliar.

Laba (Rugi) Bersih Tahun Berjalan

Pada akhir tahun 2025, Perseroan membukukan laba bersih senilai Rp8,18 miliar, atau mengalami peningkatan sebesar Rp4,43 miliar atau 118,0%, bila dibandingkan dengan perolehan di tahun 2024 senilai Rp3,75 miliar. Kenaikan laba tahun berjalan ini, utamanya disebabkan bertumbuhnya pendapatan Perseroan.

Laba (Rugi) Komprehensif Tahun Berjalan

Untuk pos Laba Komprehensif, Perseroan membukukan kenaikan menjadi sebesar Rp7,56 miliar di tahun 2025, naik Rp1,96 miliar atau 35,0% jika dibandingkan dengan tahun 2024 yang senilai Rp5,60 miliar.

Laporan Arus Kas

Statement of Cash Flows

which includes retail and leasing, training services, and parking management partnerships. Subsidy revenue was recorded at IDR275.02 billion, consisting of subsidies for both Facility and Infrastructure. Meanwhile these figures are subject to change and will be adjusted following verification by the Department of Transportation.

Operating Expenses

As of December 31, 2025, the Company's operating expenses totalled of IDR105.19 billion, an increase of IDR9.86 billion or 10.3% compared to IDR95.33 billion in 2024. These expenses consist of employees costs, depreciation, professional service fees, and general administrative expenses.

Other Income (Expenses)

As of December 31, 2025, the Company recorded Other Income of IDR3.84 billion, representing a decrease of IDR875 million or 18.6% compared to the previous period of IDR4.71 billion.

Net Profit (Loss) for the Year

Closing the 2025, the Company posted a net profit of IDR8.18 billion, an increase of IDR4.43 billion or 118.0% compared to the IDR3.75 billion earned in 2024. This significant growth was primarily driven by the increase in the Company's total revenue.

Comprehensive Income (Loss) for the Year

In terms of Comprehensive Income, the Company recorded an increase to IDR7.56 billion in 2025, up IDR1.96 billion or 35.0% compared to the IDR5.60 billion reported in 2024.

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	35.920.352.970	8.135.302.653	27.785.050.317	341,5
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(3.640.624.799)	41.454.145.018	(45.094.769.817)	(108,8)
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	0	0	0	0
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Increase (Decrease) in Cash and Cash Equivalent	32.279.728.171	49.589.447.671	(17.309.719.500)	(34,9)
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalent at Beginning of the Year	170.231.113.036	120.641.665.365	49.589.447.671	41,1
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalent at End of the Year	202.510.841.206	170.231.113.036	32.279.728.170	18,9

Perseroan menutup tahun 2025 dengan posisi kas dan setara kas pada Rp202,51 miliar. Posisi kas dan setara kas ini meningkat dari Rp170,23 miliar, di akhir tahun 2024. Peningkatan kas dan setara kas di akhir tahun 2025 ini karena adanya kenaikan arus kas dari aktivitas operasi.

The Company closed the 2025 fiscal year with Cash and Cash Equivalents totaling IDR202.51 billion. This position represents an increase from the IDR170.23 billion recorded at the end of 2024. The growth in cash and cash equivalents was primarily driven by an increase in cash flows from operating activities.

Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Penerimaan Kas dari Pelanggan Cash Receipt from Customers	292.481.046.654	269.593.533.680	22.887.512.974	8,5
Pembayaran Kas untuk Beban Usaha dan Operasional Cash Payments for Operating and Operating Expenses	(138.654.682.525)	(162.259.253.947)	23.610.335.593	14,5
Pembayaran Kas kepada Pengurus dan Karyawan Cash Payments to Managers and Employees	(122.470.810.611)	(103.884.095.980)	18.586.714.631	17,9
Penerimaan Bunga Deposito dan Giro Interest Receipt and Current Account Service	4.564.799.452	4.685.118.900	120.319.448	2,6
Arus Kas Bersih Diperoleh dari (Digunakan untuk) aktivitas Operasi Operasi Net Cash Flow Provided From (Used in) Operating Activities	35.920.352.970	8.135.302.653	27.785.050.317	341,5

Perubahan pada akun kas dan setara kas Perseroan, karena adanya sejumlah kas bersih yang digunakan untuk aktivitas operasi Perseroan mencapai Rp35,92 miliar, naik Rp27,78 miliar atau 341,5% bila dibandingkan dengan perolehan kas bersih untuk aktivitas operasi di tahun 2024 lalu, yang tercatat Rp8,14 miliar.

The fluctuation in the Company's cash and cash equivalents was affected by net cash used in operating activities, which reached IDR35.92 billion. This reflects an increase of IDR27.78 billion or 341.5% compared to the IDR8.14 billion in net cash generated from operating activities in 2024.

Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Penerimaan Deposito Time deposit withdrawal	0	43.699.794.842	43.699.794.842	100
Penempatan Letter of Credit Placement Letter of Credit	0	(318.785.834)	(318.785.834)	
Penerimaan Letter of Credit Received Letter of Credit	327.937.011	0	327.937.011	0
Perolehan Aset Tidak Berwujud Acquisition of Intangible Assets	(182.347.935)	(749.460.899)	567.112.964	75,67
Perolehan Aset Tetap Acquisition of Fixed Assets	(3.786.213.875)	(1.177.403.091)	(2.608.810.784)	(221,6)
Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Investasi Net Cash Flows Provided From (Used In) Investing Activities	(3.640.624.799)	41.454.145.018	(45.094.769.817)	(108,8)

Sedangkan nilai arus kas bersih yang digunakan untuk aktivitas investasi Rp3,64 miliar selama tahun 2025, bila dibandingkan dengan arus kas bersih diperoleh di tahun 2024 yang mencapai Rp41,45 miliar. Hal ini dikarenakan sepanjang tahun 2025 tidak ada aktivitas pencairan deposito.

Meanwhile, net cash used in investing activities stood at IDR3.64 billion during 2025, compared to IDR41.45 billion in net cash generated in 2024. This was due to the fact that there were no deposit withdrawals in 2025.

Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang

Solvency and Collectability Rate

Kemampuan Membayar Utang Jangka Pendek

Kemampuan Perseroan dalam memenuhi seluruh kewajiban, terutama utang jangka pendek yang akan jatuh tempo dapat diukur melalui Rasio Likuiditas. Rasio Likuiditas Perseroan adalah sebagai berikut:

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Rasio Kas (%) Cash Ratio (%)	228	290	(62)	(21,4)
Rasio Lancar (%) Current Ratio (%)	307	427	(120)	(28,1)

Rasio kas dan rasio lancar Perseroan di akhir tahun 2025 mengalami penurunan bila dibandingkan dengan persentase di tahun sebelumnya. Di tahun 2025 ini, rasio kas Perseroan mencapai 228%, sedangkan rasio lancar Perseroan mencapai 307%. Meskipun mengalami penurunan, nilai rasio tersebut masih berada pada tingkat yang sangat likuid, sehingga Perseroan masih memiliki kemampuan yang sangat baik dalam memenuhi kewajiban jangka pendeknya.

Short term Debt Paying Ability

The Company's ability to meet all obligations, particularly maturing short-term debt, is measured through Liquidity Ratios. The Company's Liquidity Ratios are as follows:

The Company's cash ratio and current ratio at the end of 2025 decreased compared to the previous year. In 2025, the Company's cash ratio reached 228%, while the current ratio reached 307%. Despite this decline, these values remain at a highly liquid level, indicating that the Company maintains an excellent ability to meet its short-term obligations.

Kemampuan Membayar Utang Jangka Panjang

Perseroan juga mengukur kemampuannya dalam melunasi seluruh kewajibannya, baik jangka pendek maupun jangka panjang dengan menggunakan Rasio Solvabilitas. Adapun Rasio Solvabilitas Perseroan adalah sebagai berikut:

Long-term Debt Solvency

The Company's ability to meet all obligations, particularly maturing short-term debt, is measured through Liquidity Ratios. The Company's Liquidity Ratios are as follows:

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Rasio Liabilitas terhadap Aset (%) Liability to Assets Ratio (%)	22,91	15,07	7,8	52,0



Salah satu rasio yang digunakan Perseroan untuk menunjukkan kemampuan membayar seluruh kewajiban jangka panjangnya adalah Rasio Solvabilitas, dimana di tahun 2025, tercatat bahwa Perseroan memiliki rasio solvabilitas mencapai 22,91%, naik bila dibandingkan dengan penghitungan rasio solvabilitas di tahun 2024 lalu. Hal ini menunjukkan bahwa proporsi aset Perseroan yang dibiayai oleh liabilitas mengalami kenaikan dibandingkan tahun sebelumnya. Meskipun demikian, nilai rasio tersebut masih tergolong rendah karena masih berada di bawah level 50%, sehingga menunjukkan bahwa sebagian besar aset Perseroan masih dibiayai oleh modal sendiri dan kondisi solvabilitas Perseroan masih tergolong baik.

Tingkat Kolektibilitas Piutang

Tingkat kolektibilitas piutang menunjukkan kemampuan Perseroan dalam menagih piutang yang dapat diukur melalui perhitungan lama penagihan rata-rata *collection period* dan rasio perputaran piutang.

Kemampuan Perseroan dalam menagih piutangnya dapat dilihat dengan semakin kecilnya nilai *collection period*.

Adapun tingkat kolektibilitas piutang Perseroan di tahun 2025 adalah sebagai berikut:

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Rasio Kolektibilitas Piutang (hari) Receivables Collectability Ratio (in days)	7,95	15,07	(7,1)	47,25

Tingkat kolektibilitas Perseroan di tahun 2025 mengalami penurunan menjadi 7,95 hari, hal ini memberi dampak positif bagi Perseroan, karena semakin rendahnya tingkat Kolektibilitas menunjukkan kemampuan Perseroan dalam mengumpulkan piutang dan membantu dalam operasional Perseroan. Penurunan ini menunjukkan bahwa proses penagihan piutang menjadi lebih cepat dibandingkan tahun sebelumnya. Hal ini berdampak positif bagi Perseroan karena semakin cepat piutang tertagih, sehingga pengelolaan piutang Perseroan menjadi lebih efektif.

One of the metrics used by the Company to demonstrate its capacity to pay all long-term debts is the Solvency Ratio (Debt-to-Asset Ratio). In 2025, the Company recorded a solvency ratio of 22.91%, an increase compared to 2024's number. This indicates that the proportion of the Company's assets financed by liabilities has increased relative to the previous year. Nevertheless, this ratio is still considered low as it remains below the 50%, demonstrating that the majority of the Company's assets are still financed by its own equity and the Company's solvency remains healthy.

Receivables Collectability Ratio

The collectibility of receivables reflects the Company's efficiency in collecting its outstanding claims, which is measured through the average collection period and the receivables turnover ratio.

The Company's effectiveness in managing its collections is indicated by a shorter (smaller) collection period value.

The Company's receivables collectibility levels in 2025 are as follows:

The Company's collection period in 2025 decreased to 7.95 days, which had a positive impact to the Company. A lower collection period indicates a strong ability to collect receivables, thereby supporting the Company's daily operations. This decrease demonstrates that the receivables collection process has become faster than in the previous year. This trend is beneficial for the Company because the faster receivables are collected, the more effective the overall management of the Company's receivables becomes.



Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

Capital Structure and Management Policies on Capital Structures

Dalam menjalankan kegiatan operasionalnya, Perseroan senantiasa menjaga nilai struktur modal dengan baik, supaya dapat meminimalisir adanya biaya modal yang berlebihan. Agar pengelolaan struktur modal dapat dilakukan dengan tepat sasaran, maka diperlukan adanya Kebijakan Manajemen yang mengatur penggunaan struktur modal agar selalu optimal.

Dasar Pemilihan Struktur Modal

Dalam usahanya menjaga dan mengelola struktur modal agar dapat memberikan imbal hasil bagi para pemangku kepentingan, khususnya para pengguna jasa LRT Jakarta, maka Perseroan menetapkan dasar pemilihan struktur modal. Adapun dasar pemilihan struktur modal ini dilakukan dengan melakukan optimalisasi dari satuan-satuan struktur modal dan melakukan berbagai upaya yang dapat membantu efisiensi dalam penggunaan biaya modal.

Rincian Struktur Modal

Perincian struktur modal Perseroan meliputi liabilitas dan ekuitas. Di tahun 2025 ini, tercatat struktur ekuitas mengalami peningkatan hingga 2,28%, sedangkan liabilitas meningkat 71,26%. Rincian struktur modal disajikan pada tabel berikut:

In conducting its operational activities, the Company consistently maintains a sound capital structure to minimize excessive capital costs. To ensure that capital structure management is precisely targeted, Management Policies are required to regulate and optimize the utilization of the capital structure at all times.

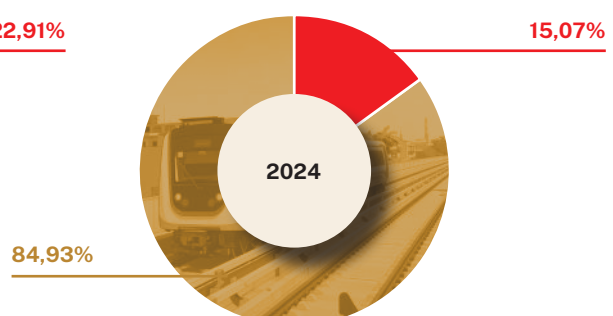
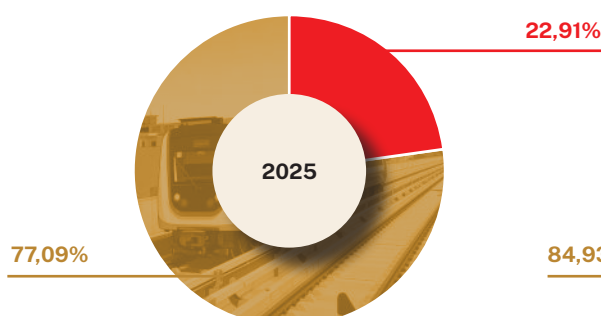
Basis for Capital Structure Selection

In its efforts to maintain and manage a capital structure that delivers returns to stakeholders—particularly LRT Jakarta service users—the Company has established a basis for selecting its capital structure. This selection is carried out by optimizing capital structure components and implementing various measures to enhance efficiency in capital cost utilization.

Details of Capital Structure

The breakdown of the Company's capital structure includes liabilities and equity. In 2025, the equity structure recorded an increase of 2.28%, while liabilities increased by 71.26%. The details of the capital structure are presented in the following table:

Uraian Description	2025		2024		Kenaikan (Penurunan) Increase (Decrease)	
	Nominal Nominal (Rp/IDR)	Persentase Percentage (%)	Nominal Nominal (Rp/IDR)	Persentase Percentage (%)	Nominal Nominal (Rp/IDR)	Persentase Percentage (%)
Jumlah Liabilitas Total Liabilities	100.649.305.839	22,91%	58.770.444.433	15,07%	41.878.861.406	71,26%
Jumlah Ekuitas Total Equity	338.740.849.311	77,09%	331.178.669.187	84,93%	7.562.180.124	2,28%
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	439.390.155.150	100,00%	389.949.113.620	100,00%	49.441.041.530	12,68%



Ikatan yang Material untuk Investasi Barang Modal

Material Commitment for Capital Expenditure

Sepanjang tahun 2025, Perseroan tidak memiliki ikatan material untuk investasi barang modal.

Throughout 2025, the Company did not have any material commitments for capital expenditure.

Realisasi Investasi Barang Modal

Capital Expenditure Realization

Untuk menjalankan kegiatan usahanya, Perseroan menilai investasi sebagai salah satu hal yang penting untuk dilakukan. Investasi Barang Modal (*Capital Expenditure*) merupakan biaya yang dikeluarkan Perseroan yang digunakan untuk pembelian sejumlah aset, pemeliharaan aset, dan perbaikan terhadap aset yang dimiliki sehingga dapat memberikan nilai tambah.

In conducting its business activities, the Company considers investment to be a crucial element. Capital Expenditure (CAPEX) refers to the costs incurred by the Company for the acquisition of assets, asset maintenance, and asset improvements aimed at providing added value.

Hingga akhir tahun 2025, investasi barang modal yang direalisasikan oleh Perseroan adalah sebesar Rp2,82 miliar, atau turun Rp2,54 miliar dibandingkan tahun sebelumnya yang sebesar Rp5,36 miliar. Penurunan sebesar 47,4% ini disebabkan oleh kebijakan Perseroan untuk menunda pengeluaran modal pada periode berjalan. Selain itu, Perseroan masih memanfaatkan aset yang telah dimiliki sehingga kebutuhan untuk menambah aset baru menjadi lebih rendah. Kondisi ini juga dapat mencerminkan strategi Perseroan dalam melakukan efisiensi biaya dan menjaga stabilitas keuangan.

By the end of 2025, the Company's realized capital expenditure amounted to IDR2.82 billion, a decrease of IDR2.54 billion compared to the previous year's IDR5.36 billion. This 47.4% decline was driven by the Company's policy to defer capital spending during the current period. Furthermore, the Company continued to utilize existing assets effectively, resulting in a lower requirement for new asset acquisitions. This condition reflects the Company's strategy to implement cost efficiencies and maintain financial stability.

Realisasi investasi barang modal Perseroan selama tahun 2025 adalah sebagai berikut:

The realization of the Company's capital expenditure during 2025 is as follows:

Uraian Description	Tujuan Investasi Objective of the Investment	Nilai (Rp juta) Value (IDR million)
Pembangunan Penambahan <i>Rolling Door</i> pada Stasiun Boulevard Utara Construction of <i>Rolling Door</i> at Boulevard Utara Station	Meningkatkan keamanan dan pengendalian akses pada area stasiun Improve security and access control in station areas	140.189.671
Pembangunan Ruang Kerja Departemen Awak Sarana Perkeretaapian Construction of Workspace Railway Facilities Crew Department	Merevitalisasi area kerja yang memadai bagi awak sarana perkeretaapian Revitalization of comfort work areas for railway facility crews	205.426.035
Penambahan <i>Access Management System</i> (AMS) di Gedung MCC dan Stasiun LRT Jakarta Installation of <i>Access Management System</i> (AMS) at MCC Building and Station LRT Jakarta	Meningkatkan keamanan dan pengendalian akses pada area kantor dan stasiun Improve security and access control in office and station areas	996.336.188
Pemasangan Tangga Akses Jalur Masinis Stasiun Pegangsaan Dua ke Area Stabling Installation of Access Stairs for Train Operator from Pegangsaan Dua Station to Stabling Area	Merevitalisasi area kerja dan fasilitas pendukung Revitalize work areas and supporting facilities	83.205.600

Uraian Description	Tujuan Investasi Objective of the Investment	Nilai (Rp juta) Value (IDR million)
Pemasangan CCTV di Gedung MCC dan Stasiun LRT Jakarta Installation of CCTV at MCC Building and Station LRT Jakarta	Meningkatkan keamanan dan pengendalian akses pada area kantor dan stasiun Improve security and access control in office and station areas	1.397.934.000
Jumlah Total		2.823.091.494

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
Realisasi Investasi Barang Modal Realization of Capital Expenditure	2.823.091.494	5.367.269.072	(2.544.177.578)	47,4

Pencapaian Target dengan Realisasi dan Target/Proyeksi ke Depan

Target Achievement, Realization and Projections

Seperti pada tahun-tahun sebelumnya, di akhir tahun 2025 ini Manajemen juga melakukan analisis atas target dan realisasi atas tahun yang sudah berlalu. Dan juga melakukan analisis dan menetapkan proyeksi atas kinerja Perseroan untuk tahun berikutnya yaitu tahun 2026. Proyeksi Perseroan ini dituliskan pada Rencana Kerja dan Anggaran Perusahaan (RKAP) 2026.

Perbandingan realisasi dan target tahun 2025 dan proyeksi tahun 2026 dituliskan pada tabel berikut:

As in previous years, at the end of 2025, Management conducted an analysis of targets versus actual realization for the past year. Furthermore, the Company has performed an analysis to establish performance projections for the following year, 2026. These projections are outlined in the 2026 Corporate Budget and Work Plan (RKAP).

A comparison of the 2025 targets and realization, along with the 2026 projections, is presented in the following table:

Uraian Description	Realisasi 2025 2025 Realization (Rp juta/IDR million)	Target 2025 2025 Target (Rp juta/IDR million)	Pencapaian Realisasi terhadap Target 2025 Realization against 2025 Target (%)	Proyeksi 2026 2026 Projection (Rp juta/IDR million)	Proyeksi 2026 terhadap Realisasi 2025 2026 Projection against 2025 Realization (%)	Proyeksi 2026 terhadap Target 2025 2026 Projection against 2025 Target (%)
PENDAPATAN/REVENUE						
Pendapatan Operasi/Operating Income						
Farebox dan Non-Farebox Farebox and Non-Farebox	31.445,0	24.049,7	1,3	37.268,2	1,19	1,55
Subsidi Sarana Facility Subsidies	145.779,6	138.031,5	1,06	171.832,3	1,18	1,24
Subsidi Prasarana Infrastructure Subsidies	129.241,7	138.495,6	0,93	151.712,2	1,17	1,10
Jumlah Pendapatan Total Revenue	306.466,3	300.576,8	1,01	360.812,7	1,18	1,20

Uraian Description	Realisasi 2025 2025 Realization (Rp juta/IDR million)	Target 2025 2025 Target (Rp juta/IDR million)	Pencapaian Realisasi terhadap Target 2025 Realization against 2025 Target (%)	Proyeksi 2026 2026 Projection (Rp juta/IDR million)	Proyeksi 2026 terhadap Realisasi 2025 2026 Projection against 2025 Realization (%)	Proyeksi 2026 terhadap Target 2025 2026 Projection against 2025 Target (%)
Beban Pokok Operasi Cost of Operations						
Beban Operasi & Perawatan Sarana Perkeretaapian Expenses for Railway Facilities	(90.332,5)	(100.995,5)	0,89	(120.162,2)	1,33	1,19
Beban Operasi & Perawatan Prasarana dan Fasilitas Operasi Operating & Maintenance Expenses for Operational Facilities and Infrastructure	(86.576,6)	(86.585,0)	1,00	(100.147,2)	1,16	1,16
Beban Non Farebox Non-Farebox Load	(18.807,4)	(14.767,8)	1,27	(24.280,3)	1,29	1,64
Jumlah Beban Pokok Operasi Total Operations Expenses	(195.716,6)	(202.348,3)	0,97	(244.589,7)	1,25	1,21
Laba Kotor Gross Profit	110.749,7	98.228,5	1,13	116.223,0	1,05	1,18
Beban Penjualan (Iklan, Pameran, Kegiatan Promosi, dll.) Sales Expenses (Advertising, Exhibition, Promotional Activities, etc.)	(683,3)	(770,6)	0,89	(649,8)	0,95	0,84
Beban Pegawai Non Awak Sarana Perkeretaapian Non-Crew Employee Expenses for Railway Facilities	(62.599,7)	(52.467,8)	1,19	(63.580,9)	1,02	1,21
Beban Penyusutan Aset Tetap Fixed Asset Depreciation Expense	(4.065,4)	(4.147,2)	0,98	(4.008,4)	0,99	0,97
Beban Jasa Profesional Professional Services Expense	(5.828,7)	(7.642,8)	0,76	(10.799,2)	1,85	1,41
Beban Umum General Expenses	(32.012,6)	(28.600,9)	1,12	(31.224,6)	0,98	1,09
Jumlah Beban Operasional Total Operating Expenses	(105.189,7)	(93.629,3)	1,12	(110.262,8)	1,05	1,18
Laba (Rugi) Usaha Profit (Loss) from Operations	5.560,0	4.599,2	1,21	5.960,2	1,07	1,30
Pendapatan Lainnya Other Income	4.320,6	2.460,0	1,76	2.460	0,57	1,00

Uraian Description	Realisasi 2025 2025 Realization (Rp juta/IDR million)	Target 2025 2025 Target (Rp juta/IDR million)	Pencapaian Realisasi terhadap Target 2025 Realization against 2025 Target (%)	Proyeksi 2026 2026 Projection (Rp juta/IDR million)	Proyeksi 2026 terhadap Realisasi 2025 2026 Projection against 2025 Realization (%)	Proyeksi 2026 terhadap Target 2025 2026 Projection against 2025 Target (%)
Beban Lainnya Other Expenses	(480,0)	(514,0)	0,93	(17,3)	0,04	0,03
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	9.400,5	6.545,2	1,44	8.402,9	0,89	1,28
Manfaat (Beban) Pajak Penghasilan Benefit (Expenses) of Income Tax	(1.220,6)	(1.439,9)	0,85	(1.848,6)	1,51	1,28
Laba Bersih Tahun Berjalan Profit for the Year	8.179,9	5.105,3	1,60	6.554,2	0,80	1,28
Pendapatan (beban) Komprehensif Lain Other Comprehensive Incomes (Expenses)	(617,7)	0,0	0,0	0,0	0,0	0,0
Jumlah Laba (Rugi) Tahun Berjalan Total Comprehensive Profit (Loss)	7.562,2	5.105,3	1,48	6.554,2	0,87	1,28
Jumlah Aset Total Assets	439.390,2	369.694,1	1,19	417.263,9	0,95	1,13
Jumlah Liabilitas Total Liabilities	100.649,3	45.593,3	2,20	74.254,0	0,74	1,63
Ekuitas Equity	338.740,9	324.100,8	1,04	343.009,9	1,01	1,06

Kebijakan dan Pembagian Dividen

Dividend Policy and Distribution

Kebijakan Dividen

Kebijakan mengenai dividen di LRT Jakarta mengacu pada Anggaran Dasar Perseroan. Kebijakan pembagian dividen LRTJ pada setiap tahunnya ditetapkan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS). Perseroan senantiasa berupaya memenuhi hak para pemegang saham dengan mempertimbangkan kondisi terkini Perseroan dan mempertimbangkan tingkat pertumbuhan usaha ke depan.

Hingga akhir tahun 2025, Perseroan belum membagikan dividen kepada para pemegang saham.

Dividend Policy

Dividend policy of the Company refers to the Company's Article of Association. LRTJ's dividend distribution policy is determined annually based on the resolutions of the General Meeting of Shareholders (GMS). The Company consistently endeavors to fulfill the rights of its shareholders while carefully considering its current financial standing and future business growth prospects.

By the end of 2025, the Company has not distributed dividends to its shareholders.

Program Kepemilikan Saham Oleh Karyawan dan/atau Manajemen (ESOP/MSOP)

Employee and/or Management Stock Ownership Programs (ESOP/MSOP)

Detail kepemilikan saham di PT LRT Jakarta adalah PT Jakarta Propertindo (Persero) sebesar 99,55%, dan PT Jakarta Infrastruktur Propertindo sebesar 0,45%, dan keduanya bukan merupakan perusahaan publik.

Sesuai dengan peraturan/perundangan yang berlaku, Perseroan tidak memiliki kewajiban untuk mengadakan Program Kepemilikan Saham oleh karyawan (ESOP) dan/atau Manajemen (MSOP).

The shareholding details of PT LRT Jakarta consist of PT Jakarta Propertindo (Persero) at 99.55% and PT Jakarta Infrastruktur Propertindo at 0.45%; neither is a public company.

In accordance with prevailing laws and regulations, the Company is not obligated to establish an Employee Stock Ownership Program (ESOP) and/or a Management Stock Ownership Program (MSOP).

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of Proceeds from Public Offerings

Perseroan tidak melakukan Penawaran Umum Perdana Saham maupun Obligasi di Bursa Efek manapun. Sehingga tidak terdapat informasi mengenai realisasi penggunaan dana hasil penawaran umum yang dilakukan Perseroan.

The Company has not conducted an Initial Public Offering (IPO) of shares or bonds on any stock exchange. Consequently, there is no information to report regarding the realization of proceeds from public offerings.

Informasi Material untuk Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal

Material Information on Investments, Expansions, Divestments, Mergers/Consolidations, Acquisitions, and Debt/Capital Restructuring

Hingga akhir tahun 2025, Perseroan tidak memiliki informasi material mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal.

As of the end of 2025, the Company has no material information to report concerning investments, expansions, divestments, mergers/consolidations, acquisitions, or debt/capital restructuring.



Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi

Material Transactions Involving Conflicts of Interest and/or Related Party Transactions Related Party Policy

Kebijakan tentang Pihak Berelasi

Selama tahun 2025, Perseroan memiliki transaksi dengan pihak berelasi. Definisi pihak berelasi yang dipakai adalah sesuai dengan PSAK No. 7 (Revisi 2015) “Pengungkapan Pihak Berelasi”.

Nama Pihak Bertransaksi dan Sifat Hubungan Afiliasi

Related Party Policy

During 2025, the Company engaged in transactions with related parties. The definition of “related party” used herein is in accordance with PSAK No. 7 (Revised 2015) regarding “Related Party Disclosures.”

Name of Related Parties and Nature of Affiliate Relations

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Affiliate Relations	Sifat Transaksi Nature of Transaction
PT Jakarta Propertindo (Perseroda)	Entitas Induk Parent Entity	Piutang Usaha, Utang Usaha Account Receivables, Account Payables
PT Jakarta Infrastruktur Propertindo	Pemegang Saham Shareholders	Piutang Usaha Account Receivables

Alasan Dilakukannya Transaksi

Transaksi Perseroan yang dilakukan dengan Pihak Berelasi disesuaikan dengan kebutuhan operasional dan bisnis yang dijalankan oleh Perseroan, termasuk di dalamnya prinsip saling membutuhkan antara Perseroan dengan Pihak Berelasi. Selain karena hubungan kepemilikan dan/atau kepengurusan, transaksi yang dijalankan bersama di antaranya adalah transaksi pembiayaan bersama, transaksi pengalihan sebagian porsi piutang pembiayaan konsumen (“transaksi CAP”), transaksi penempatan deposito, utang dan piutang asuransi dan pinjaman bank.

Reason of Transactions

The Company’s transactions with Related Parties are conducted to meet operational and business requirements, following the principle of mutual necessity. Beyond relationships based on ownership and/or management, joint transactions include co-financing, the transfer of portions of consumer financing receivables (“CAP transactions”), deposit placements, insurance payables/receivables, and bank loans.

Penjelasan Mengenai Kewajaran Transaksi

Seluruh transaksi yang dilakukan Perseroan dengan Pihak-pihak Berelasi/Berafiliasi telah diungkapkan pada laporan keuangan, dan telah sesuai dengan standar PSAK 7 tentang “Pengungkapan Pihak-pihak Berelasi” dan memenuhi kewajiban transaksi dengan pihak berelasi. Seluruh transaksi yang dilakukan dengan pihak yang berelasi, sesuai dengan persyaratan, tingkat harga, dan kondisi normal sebagaimana yang dilakukan dengan pihak ketiga dan telah diungkapkan dalam laporan keuangan. Tidak ada perbedaan kebijakan harga dan syarat transaksi antara pihak-pihak berelasi dan pihak ketiga.

Explanation of Transaction Fairness

All transactions between the Company and Related/Affiliated Parties have been disclosed in the financial statements in accordance with PSAK 7 regarding “Related Party Disclosures” and meet the criteria for fairness. All related-party transactions are conducted under the same terms, pricing levels, and normal conditions as those with third parties. There are no differences in pricing policies or transaction terms between related parties and third parties.



Realisasi Saldo dan Transaksi Pihak-Pihak Berelasi

Sedangkan realisasi saldo dan transaksi dengan pihak Berelasi terhadap kinerja keuangan Perseroan selama tahun 2025 disajikan sebagai berikut:

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)
Piutang Usaha Account Receivables		
PT Jakarta Propertindo (Perseroda)	1.605.898.576	6.190.881
PT Jakarta Infrastruktur Propertindo	2.031.496.296	2.184.274.072
PT Jakarta Konsultindo	427.500.000	427.500.000
Jumlah Total		3.431.571.911
Persentase terhadap Total Aset Percentage to Total Assets	0,93%	0,67%
Utang Usaha Account Payables		
PT Jakarta Propertindo (Perseroda)	8.699.753.061	-
Jumlah Total	8.699.753.061	-
Persentase terhadap Total Liabilitas Percentage to Total Liabilities	8,64%	0%

Pernyataan Direksi terkait Prinsip Transaksi yang Wajar (Arm's Length Principle)

LRT Jakarta memastikan seluruh transaksi dengan pihak berelasi dilakukan melalui prosedur yang benar, yaitu sesuai dengan Peraturan OJK No. 2/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi dengan tetap memperhatikan prinsip-prinsip kehati-hatian sesuai dengan praktik bisnis yang berlaku umum Pihak manajemen, dalam hal ini Direksi, juga memastikan bahwa seluruh kegiatan transaksi afiliasi telah dilakukan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar (*arm's length principle*).

Peran Dewan Komisaris dan Komite Audit dalam Memenuhi Prinsip Transaksi yang Wajar (Arm's Length Principle)

Dewan Komisaris dan Komite Audit juga menjalankan peran dalam melakukan prosedur untuk memastikan bahwa transaksi afiliasi yang dilaksanakan telah sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arm's length principle*).

Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi

Sesuai dengan natur Perseroan sebagai perusahaan yang dimiliki oleh Pemerintah Daerah, maka Perseroan tidak memiliki informasi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi selama tahun buku 2025.

Realization of Related Party Balances and Transactions

The realization of balances and transactions with Related Parties concerning the Company's financial performance during 2025 is presented as follows:

Board of Directors' Statement on the Arm's Length Principle

LRT Jakarta ensures that all related-party transactions are carried out through proper procedures, specifically complying with OJK Regulation No. 2/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, and PSAK No. 7 on Related Party Disclosures. The management, specifically the Board of Directors, ensures that all affiliated transaction activities are conducted according to generally accepted business practices and satisfy the arm's length principle.

Role of the Board of Commissioners and Audit Committee in Fulfilling the Arm's Length Principle

The Board of Commissioners and the Audit Committee fulfill their roles by performing procedures to ensure that executed affiliated transactions align with generally accepted business practices and adhere to the arm's length principle.

Financial Information Containing Extraordinary and Rare Events

In accordance with the Company's nature as a regionally-owned enterprise (BUMD), the Company has no financial information containing extraordinary or rare events during the 2025 fiscal year.

Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

Selama tahun 2025, tidak terdapat perubahan kebijakan akuntansi.

During 2025, there were no changes in accounting policy.

Aspek Perpajakan dan Kontribusi terhadap Negara

Tax Aspects and Contribution to the State

Sebagai bentuk kontribusi Perseroan terhadap negara, Perseroan berusaha memenuhi kewajiban perpajakan. Sebagai wajib pajak, Perseroan selalu patuh dalam memenuhi kewajiban Pajak Penghasilan (PPh) Badan. Perseroan memenuhi kewajibannya dalam hal pajak dengan telah menyampaikan dokumen pelaporan pajak, seperti SPT Masa PPh dan PPN, SPT Tahunan, PPh Badan dan dokumen kewajiban perpajakan lainnya kepada otoritas perpajakan yang berwenang dalam rangka memenuhi ketentuan perpajakan yang berlaku.

As contribution to the state, the Company strive to fulfill all tax obligations. As a taxpayer, the Company consistently complies with Corporate Income Tax (PPh Badan) requirements. The Company meets its obligations by submitting tax reporting documents, such as Monthly Tax Returns (SPT Masa) for Income Tax and VAT, Annual Corporate Income Tax Returns, and other required documentation to the relevant tax authorities.

Sebagai sebuah badan yang dimiliki oleh pemerintah, Perseroan juga turut serta dalam memberikan kontribusi terhadap negara melalui setoran pajak. Selama tahun 2025, Perseroan telah memenuhi kewajibannya dengan menyetorkan pajak kepada negara sebesar Rp13,48 miliar, naik Rp0,63 miliar atau 4,9% bila dibandingkan dengan setoran pajak tahun 2024 yang sebesar Rp12,85 miliar. Adapun kontribusi kepada negara berupa perpajakan yang direalisasikan oleh Perseroan adalah sebagai berikut:

As a government-owned entity, the Company also contributes to the state through tax payments. In 2025, the Company fulfilled its duty by remitting IDR13.48 billion in taxes to the state, an increase of IDR0.63 billion (4.9%) compared to the 2024 tax payment of IDR12.85 billion. The breakdown of tax contributions is as follows:

Uraian Description	2025 (Rp/IDR)	2024 (Rp/IDR)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal (Rp)	Persentase Percentage (%)
PPh 4 ayat (2) Income Tax 4, paragraph (2)	589.599.479	663.104.061	(73.504.582)	-11,08%
PPh 21 Income Tax 21	11.302.072.701	11.016.675.572	285.397.129	2,59%
PPh 22 Income Tax 22	492.662.572	255.883.947	236.778.625	92,53%
PPh 23 Income Tax 23	1.094.885.367	917.633.949	177.251.418	19,32%
Jumlah Total	13.479.220.119	12.853.297.529	625.922.590	4,87%

Informasi Kelangsungan Usaha

Business Continuity Information

Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perseroan di Tahun 2025

Sepanjang tahun 2025, LRT Jakarta terus mengoperasikan layanan dalam mendukung mobilitas masyarakat serta kebijakan prioritas Pemerintah Provinsi DKI Jakarta Tahun Anggaran 2025, khususnya dalam penanganan kemacetan, akselerasi pertumbuhan ekonomi, serta pembangunan rendah karbon. Sebagai transportasi publik berbasis rel yang ramah lingkungan, LRT Jakarta turut berperan dalam mendukung pengurangan emisi dan peningkatan kualitas udara menuju target pembangunan rendah karbon DKI Jakarta tahun 2030.

Progres pembangunan LRT Jakarta Fase 1B (Velodrome-Manggarai) mencapai 89,22% hingga akhir Desember 2025, dengan target selesai dan beroperasi penuh mulai Agustus 2026. Proyek ini diproyeksikan dapat mengangkut hingga 80.000 penumpang setiap harinya setelah beroperasi penuh, memperpanjang rute dari Velodrome (Kelapa Gading) hingga ke pusat transportasi Manggarai. Diharapkan perpanjangan jalur ini dapat mengurangi tingkat kemacetan, utamanya di jalur Kelapa Gading Jakarta.

Seiring dengan masih berjalannya proyek ini, maka di tahun 2026, Perseroan akan terus melaksanakan pembangunan dan beroperasi normal, dan tidak memiliki intensi untuk melakukan penghentian kegiatan operasionalnya.

Assessment Manajemen atas Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perseroan

Tahun 2025 menjadi tahun yang penting bagi Perseroan dalam melihat kelangsungan usaha. Beberapa hal berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perseroan adalah sebagai berikut:

- **Kondisi Perekonomian yang Belum Stabil**
Di tengah ketidakpastian global serta kondisi geopolitik yang terjadi di berbagai belahan dunia, Indonesia juga dihadapkan pada kondisi yang akan mempengaruhi pertumbuhan perekonomian di dalam negeri, termasuk Jakarta yang juga dihadapkan pada situasi yang menantang, baik dalam mempertahankan aspek perekonomian yang stabil, penanganan isu lingkungan, banjir, polusi, dan kemacetan. Peran penyediaan transportasi publik yang aman, nyaman dan mampu menjangkau semua aspek akan berpengaruh pada bisnis Perseroan. Perseroan akan dihadapkan pada tantangan dalam menjaga operasional dan pelayanan kepada pelanggan sesuai dengan standar yang berlaku.
- **Pendapatan yang Masih Ditopang oleh Subsidi**
Meskipun Perseroan telah berupaya mengurangi ketergantungan pada subsidi melalui peningkatan

Matters with Potential to Significantly Impacted to Business Continuity in 2025

Throughout 2025, LRT Jakarta continued to operate services supporting community mobility and the DKI Jakarta Provincial Government's 2025 Priority Policies, particularly in traffic congestion management, economic acceleration, and low-carbon development. As an eco-friendly rail-based public transport system, LRT Jakarta plays a role in reducing emissions to meet Jakarta's 2030 low-carbon targets.

Progress on the LRT Jakarta Phase 1B (Velodrome-Manggarai) reached 89.22% by the end of December 2025, with a target for full commercial operation starting in August 2026. This project is projected to carry up to 80,000 passengers daily, extending the route from Velodrome to the Manggarai transportation hub. This route extension expected to reduce traffic congestion, particularly along the Kelapa Gading corridor in Jakarta.

As the project remains ongoing, the Company will continue with construction and normal operations throughout 2026, with no intention of suspending its operational activities.

Management's Assessment of Potential Impact on the Company's Business Continuity

The year 2025 is a critical period for the Company in assessing its business continuity. Several factors may have a significant impact on the Company's ability to continue as a going concern, including:

- **Unstable Economic Conditions**
Amid global uncertainty and ongoing geopolitical developments in the world, Indonesia also facing conditions that may affect domestic economic growth. Jakarta, in particular, is confronted with multiple challenges, including maintain economic stability, environmental issues, flooding, pollution, and traffic congestion. The role of public transport in providing safe, comfortable, and accessible for all is significantly influence the Company's business. The Company will face challenges in maintaining its operations and delivering services to customers in accordance with applicable standards.
- **Company's Revenue Supported by Subsidies**
Even the Company gradually made efforts to reduce its dependence on subsidies by increasing non-farebox

pendapatan *non-farebox*, tetapi porsi subsidi masih mendominasi pendapatan Perseroan. Ketergantungan tersebut menjadi salah satu faktor risiko terhadap kelangsungan usaha Perseroan dimasa depan. Oleh karena itu, Perseroan perlu melakukan upaya untuk mengurangi ketergantungan pada subsidi agar dapat meningkatkan pendapatan dan profitabilitas.

- **Pendapatan Non-Farebox**

Pendapatan *non-farebox* menjadi faktor penting dalam meningkatkan pendapatan Perseroan. Beberapa sumber pendapatan *non-farebox* seperti bisnis ritel, periklanan, penjualan jasa perawatan, dan layanan tambahan lainnya, dapat memberikan kontribusi signifikan terhadap pendapatan Perseroan. Perseroan perlu melakukan strategi yang tepat untuk meningkatkan sumber pendapatan *non-farebox* agar dapat mengurangi ketergantungan terhadap subsidi.

- **Kontrak Perseroan sebagai Operator Sepanjang Masa Konsesi**

Perseroan telah diberikan mandat sebagai penyelenggaraan pengoperasian dan perawatan LRT Jakarta selama masa konsesi sehingga memiliki keuntungan dalam hal stabilitas pendapatan. Dengan adanya pembangunan perpanjangan jalur ke Fase 1B Velodrome-Manggarai sehingga terdapat potensi peningkatan bisnis Perseroan di masa yang akan datang. Namun, Perseroan harus tetap berupaya mempertahankan kualitas pelayanan dan kinerja operasional agar tetap sesuai standar kualitas yang ditetapkan.

- **Indikator Keuangan Perseroan Berdasarkan Rasio Keuangan Masih Bagus**

Indikator keuangan Perseroan seperti rasio profitabilitas, likuiditas, dan solvabilitas masih tergolong baik. Hal ini menunjukkan kinerja keuangan Perseroan masih sehat dan diharapkan dapat mengatasi sejumlah risiko di masa depan. Namun, Perseroan perlu tetap berhati-hati dan melakukan upaya untuk meningkatkan kinerja keuangan agar dapat meminimalkan risiko yang dihadapi.

Perseroan perlu memperhatikan dengan serius hal-hal tersebut demi menciptakan keberlangsungan usaha di masa mendatang.

Asumsi yang Digunakan Manajemen dalam Melakukan Assessment atas Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perseroan

Dalam melakukan *assessment* atas hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perseroan di tahun 2025, manajemen menggunakan beberapa asumsi sebagai dasar pengambilan keputusan. Beberapa asumsi yang mungkin digunakan adalah:

- **Asumsi Terkait Pendapatan Subsidi**

Manajemen akan fokus pada upaya untuk mengoptimalkan realisasi program kerja sesuai dengan Kontrak Subsidi. Dengan terbatasnya DPA (Dokumen Pelaksanaan Anggaran) Pemerintah Provinsi DKI Jakarta, maka manajemen berusaha untuk mengurangi ketergantungan terhadap subsidi melalui peningkatan pendapatan *non-farebox*.

revenue, subsidies still take a dominant portion on the Company's income. This dependence become a risk factor on the Company's business continuity. Therefore, the Company need to reduce its dependence on subsidies to enhance its revenue and profitability.

- **Non-farebox Revenue**

Non-farebox revenue plays a key factor in increasing the Company's income. Various non-farebox revenue such as retail business, advertising, maintenance services, and other services, can contribute significantly to the Company's revenue. The Company need to implement a compatible strategies to increase its non-farebox revenue, in order to reduce its dependence to subsidies.

- **The Company's Contract throughout the Concession Period**

The Company has been mandated to operate and maintain LRT Jakarta throughout the concession period, to treasure an advantage of revenue stability. With the construction of the Phase 1B extension on Velodrome-Manggarai, the Company has a new business potential in the near future. However, the Company have to maintain its service quality and its operational performance according to established standards.

- **The Company's Financial Remains Strong based on its Financial Ratios**

The Company's financial indicators remain in a good range, including profitability, liquidity, and solvency. These reflect the Company's financial performance healthiness and its capacity to encounter the potential risks. However, the Company has remained cautious and continue its effort to enhance its financial performance as well as minimize the potential risks.

The Company needs to give attention to the matters above to ensure sustainability of its business in the future.

Management Assumptions in Assessing Matters of Potential Significant Impact on the Company's Business Continuity

In conducting an assessment of matters that may have a significant impact on the Company's business continuity in 2025, management put several key assumptions as the basis for decision-making. These assumptions include:

- **Assumptions Related to Subsidy Revenue**

Management will focus on optimizing the realization of work programs in accordance with the Subsidy Contract. Given the limitations of the Budget Implementation Document (DPA) of the Provincial Government of DKI Jakarta, management seeks to reduce dependency on subsidies by increasing non-farebox revenue.

- **Asumsi Terkait Kinerja Keuangan**

Manajemen fokus pada kesehatan kinerja keuangan Perseroan di tahun 2025, namun perlu tetap diwaspadai terkait risiko yang dapat memengaruhi kinerja keuangan di masa depan, terutama dengan adanya perubahan regulasi. Oleh karena itu, manajemen melakukan strategi untuk menjaga kinerja keuangan Perseroan tetap optimal dan mengurangi risiko yang dihadapi.

- **Asumsi Terkait Kontrak sebagai Operator Sepanjang Masa Konsesi**

Adanya kontrak sebagai operator sepanjang masa konsesi akan memberikan stabilitas pendapatan bagi Perseroan. Namun, manajemen tetap berupaya mempertahankan kualitas pelayanan dan kinerja operasional sesuai standar yang berlaku sehingga bisa menjaga kinerja *service & operation excellence*.

- **Asumsi Terkait Peningkatan Permintaan**

Dalam beberapa tahun pengoperasian LRT Jakarta, tingkat permintaan terhadap penggunaan LRT Jakarta terus meningkat, terlebih dengan adanya penyelesaian proyek LRT Jakarta Fase 1B dari Velodrome-Manggarai akan lebih meningkatkan permintaan yang semakin masif. Oleh karena itu, Manajemen melakukan strategi khusus dalam peningkatan *ridership*, seperti integrasi fisik dan pembayaran moda transportasi, program edukasi dan event di kawasan stasiun dan depo, memperkuat *branding* Perseroan, serta mempersiapkan pengoperasian terhadap trase baru sehingga dapat berjalan dengan selaras dengan fase 1A.

- **Asumsi Terkait Perubahan Kebijakan Pemerintah**

Manajemen mengasumsikan bahwa adanya perubahan kebijakan pemerintah terkait transportasi dan mobilitas dapat berdampak pada bisnis Perseroan di tahun 2025. Oleh karena itu, manajemen melakukan asesmen serta mitigasi atas perubahan kebijakan pemerintah dan melakukan penyesuaian strategi apabila diperlukan.

Dengan menggunakan asumsi-asumsi tersebut, manajemen dapat melakukan *assessment* dengan lebih akurat dan tepat dalam menghadapi tantangan yang dihadapi oleh Perseroan di tahun 2025. Hal ini diharapkan membantu Perseroan untuk mempertahankan kelangsungan usahanya dan meningkatkan performa bisnis di masa depan.

- **Assumptions Related to Financial Performance**

Management focus on the Company's financial health in 2025, while some risks may affect future financial performance, particularly due to regulatory changes. Accordingly, the management implement some strategies to maintain the Company's financial performance in optimum level and mitigate the potential risks.

- **Assumptions Related to Contract Throughout the Concession Period**

With the existing contract as operator during the concession period, the Company will experience a revenue stability. However, the management remain committed to maintain the service quality and operational performance to uphold the service and operational excellence according to standards.

- **Assumptions Related to Demand**

On LRT Jakarta operations over the years, demand has continued to grow, particularly with the completion of the LRT Jakarta Phase 1B project (Velodrome-Manggarai), which is expected to accelerate demand. In response, management has implemented specific strategies to increase ridership, such as physical and payment integration across transportation modes, educational programs and events in station and depot areas, strengthening the Company's branding, and preparing for operations on new routes to ensure alignment with Phase 1A.

- **Assumptions Related to Changes in Government Policies**

Management assumes that changes in government policies related to transportation and mobility may impact the Company's business in 2025. Therefore, management conducts assessments and mitigation in response to such policy changes and adjustments on its strategies as necessary.

By accommodate these assumptions, management is able to conduct more accurate and well-informed assessments in addressing the challenges faced by the Company in 2025. This approach is expected to support the Company in maintaining its business continuity and enhancing its future performance.

Prospek Usaha

Business Prospect

Sebagaimana di tahun-tahun sebelumnya, Perseroan juga memiliki Rencana Kerja Perusahaan Tahun 2026 yang disahkan dalam Rencana Kerja dan Anggaran (RKAP) LRT Jakarta Tahun 2026. RKAP Tahun 2026 ini disusun sebagai pedoman bagi manajemen dan seluruh komponen di LRTJ untuk menjalankan berbagai program dan kegiatan di sepanjang tahun 2026. Dokumen ini merupakan penjabaran tahunan dari Rencana Jangka Panjang Perusahaan (RJPP) sebagaimana diwajibkan oleh Undang-Undang No. 40 Tahun 2007. Di mana kewajiban penyusunan RKAP ini juga tertuang dalam Akta Pendirian PT LRT Jakarta No. 10 tanggal 16 April 2018.

As in previous years, the Company has established the 2026 Corporate Work Plan, which was ratified within the 2026 LRT Jakarta Corporate Budget and Work Plan (RKAP). This 2026 RKAP serves as a guideline for management and all components of LRTJ in executing various programs and activities throughout 2026. The document is an annual elaboration of the Corporate Long-Term Plan (RJPP), as mandated by Law No. 40 of 2007. The obligation to prepare this RKAP is also stipulated in the Deed of Establishment of PT LRT Jakarta No. 10 dated April 16, 2018.

Substansi RKAP Tahun 2026 disusun selaras dengan Rancangan Akhir Rencana Pembangunan Jangka Menengah Daerah (RPJMD) DKI Jakarta Tahun 2025-2029 yang memfokuskan pada “Penguatan Infrastruktur, Layanan Dasar, dan Fondasi Ekonomi yang Inklusif dan Berkelanjutan”. Hal ini merupakan bentuk kontribusi LRTJ dalam mendukung terwujudnya Visi Pembangunan Jangka Panjang Provinsi DKI Jakarta 2025-2045, yaitu “Jakarta Kota Global yang Maju, Berkeadilan, Berdaya Saing, dan Berkelanjutan”. Rincian materi RKAP Tahun 2026 telah dibahas dengan seksama dalam rapat kerja internal LRTJ maupun dengan JAKPRO sebagai perusahaan induk agar terjadi sinkronisasi di antara perusahaan induk dan perusahaan anak.

Asumsi yang digunakan dalam penyusunan RKAP 2026 ini adalah :

- Proyeksi ekonomi makro tahun 2026.
- Rencana pengembangan jaringan LRT Jakarta.
- Asumsi Keuangan.
- Asumsi Operasional.
- Yang termasuk di dalamnya adalah Pertumbuhan ekonomi Indonesia sebesar 5,4%, pertumbuhan ekonomi Jakarta sebesar 5,6%-6,4%.
- Tingkat inflasi Indonesia sebesar 2,5%.
- Nilai tukar Rupiah sebesar Rp16.500 per dolar Amerika Serikat.
- Tingkat suku bunga SBN 10 tahun.
- *Lifting* Minyak 610 ribu barel per hari.
- Upah Minimum Provinsi (UMP) DKI Jakarta, menggunakan UMP yang telah ditetapkan sebesar Rp5.396.760 .
- Asumsi target *ridership* dengan rerata 4.328 penumpang per hari.
- Dan tarif layanan Rp5.000 per trip.

Secara global, lembaga seperti *International Monetary Fund* (IMF) memproyeksikan pertumbuhan Produk Domestik Bruto (PDB) mencapai 3,1%, sedikit lebih optimis dibandingkan Bank Dunia yang memperkirakan pertumbuhan sebesar 2,7%, dengan kondisi ekonomi yang masih dibayangi risiko ketidakpastian geopolitik dan perdagangan. Sementara itu, untuk domestik Jakarta, Pemerintah Provinsi DKI Jakarta menargetkan laju pertumbuhan ekonomi antara 5,1% hingga 6,0% pada tahun 2026, didukung oleh upaya menjadikan Jakarta sebagai kota global yang inovatif serta kebijakan untuk memperkuat ketahanan pangan dan iklim investasi, sejalan dengan target pertumbuhan ekonomi nasional.

The substance of the 2026 RKAP is aligned with the Final Draft of the DKI Jakarta Regional Medium-Term Development Plan (RPJMD) 2025–2029, which focuses on “Strengthening Infrastructure, Basic Services, and an Inclusive and Sustainable Economic Foundation.” This represents LRTJ’s contribution toward realizing the 2025–2045 Long-Term Development Vision of DKI Jakarta Province, namely “Jakarta: An Advanced, Equitable, Competitive, and Sustainable Global City.” The details of the 2026 RKAP were thoroughly discussed in internal LRTJ workshops and with JAKPRO as the holding company to ensure synchronization between the parent company and its subsidiary.

The assumptions used in the preparation of the 2026 RKAP include:

- 2026 Macroeconomic Projections.
- LRT Jakarta Network Development Plan.
- Financial Assumptions.
- Operational Assumptions.
- Key indicators within these assumptions include:
Economic Growth: Indonesia at 5.4%; Jakarta at 5.6%–6.4%.
- National Inflation Rate: 2.5%.
- Exchange Rate: IDR16,500 per US Dollar.
- 10-Year Government Bond (SBN) Interest Rate.
- Oil Lifting: 610,000 barrels per day.
- Provincial Minimum Wage (UMP): Based on the fixed DKI Jakarta UMP of IDR5,396,760.
- Ridership Target: An average of 4,328 passengers per day.
- Service Fare: IDR5,000 per trip.

Globally, institutions such as the International Monetary Fund (IMF) project Gross Domestic Product (GDP) growth to reach 3.1%, slightly more optimistic than the World Bank’s estimate of 2.7%, amid an economic landscape still shadowed by geopolitical and trade uncertainties. Meanwhile, on the domestic side, the DKI Jakarta Provincial Government targets an economic growth rate between 5.1% and 6.0% in 2026. This is supported by efforts to transform Jakarta into an innovative global city and policies to strengthen food security and the investment climate, in line with national economic growth targets.

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Facts Subsequent to the Accountant’s Report Date

Hingga Laporan Keuangan Tahunan LRT Jakarta pada 2026 ditandatangani dan disahkan, tidak terdapat peristiwa atau kejadian penting yang berpengaruh signifikan terhadap laporan Keuangan Perseroan.

As the signing of LRT Jakarta’s Annual Financial Statements in 2026, there were no significant events or occurrences that had significantly impact on the Company’s Financial Statements.



05. Fungsi Penunjang Bisnis

Business Support Function



Tata Kelola Sumber Daya Manusia

Human Capital Governance



Pengembangan SDM adaptif yang diperkuat pelatihan berkelanjutan serta pemanfaatan teknologi modern menjadi fondasi fungsi pendukung bisnis LRT Jakarta dalam menghadirkan layanan transportasi publik yang aman, efisien, dan berkelanjutan. Integrasi data dan otomatisasi proses melalui teknologi informasi semakin menegaskan komitmen Perseroan dalam membangun sistem transportasi yang responsif dan terhubung.

Adaptive HC development supported by continuous training and the use of modern technology are the foundation of LRT Jakarta's business support function in providing safe, efficient, and sustainable public transportation services. Data integration and process automation through information technology further reinforce the Company's commitment to building a responsive and connected transportation system.

Pengelolaan Sumber Daya Manusia (SDM) menjadi pilar penting dalam strategi keberlanjutan Perseroan. *Human Capital* (HC) berperan sebagai mitra strategis yang memastikan kinerja Perseroan berjalan optimal sekaligus mendukung transformasi layanan transportasi publik.

Upaya penguatan SDM dilakukan melalui peningkatan kompetensi, integritas, dan kemampuan beradaptasi terhadap perubahan. Dengan tata kelola yang terarah, Perseroan membentuk tenaga kerja profesional yang mampu menjalankan tanggung jawab secara konsisten dan berkualitas.

Human Capital (HC) Management is an important pillar in the Company's sustainability strategy. Human Capital (HC) acts as a strategic partner that ensures the Company's performance is optimal and supports the transformation of public transportation services.

Efforts to enhance HC are carried out by improving competence, integrity, and adaptability to change. With targeted governance, the Company has built a professional workforce who are capable in carrying out its responsibilities consistently and efficiently.

SDM yang unggul diyakini akan menjadi penggerak utama dalam menghadapi tantangan industri transportasi publik yang semakin kompleks, serta memperkuat daya saing dan keberlanjutan bisnis di masa depan.

Kebijakan Pengelolaan Sumber Daya Manusia

Perseroan menetapkan kebijakan pengelolaan SDM sebagai kerangka kerja strategis yang memastikan seluruh praktik ketenagakerjaan berjalan selaras dengan tujuan bisnis dan prinsip keberlanjutan. Kebijakan ini dirancang untuk menciptakan lingkungan kerja yang produktif, transparan, dan berorientasi pada peningkatan kualitas karyawan.

Ruang lingkup kebijakan meliputi perencanaan kebutuhan tenaga kerja, proses rekrutmen yang selektif, pengembangan kompetensi melalui program pelatihan berkelanjutan, serta sistem kompensasi yang adil dan kompetitif. Selain itu, kebijakan juga mencakup pengelolaan *talent*, penilaian kinerja berbasis objektivitas, dan mekanisme yang jelas terkait pengakhiran hubungan kerja. Dengan penerapan kebijakan yang komprehensif, Perseroan memastikan setiap insan LRT Jakarta memiliki kesempatan untuk berkembang sekaligus mendukung pencapaian target bisnis secara berkesinambungan.

Implementasi Kebijakan Pengelolaan SDM Tahun 2025

Memasuki tahun 2025, Perseroan melanjutkan penguatan kebijakan pengelolaan SDM dengan fokus pada konsistensi penerapan strategi dan peningkatan kualitas tenaga kerja. Implementasi kebijakan diarahkan untuk memastikan setiap program berjalan efektif, terukur, dan selaras dengan kebutuhan bisnis serta prinsip keberlanjutan.

Untuk memberikan gambaran yang lebih jelas mengenai pelaksanaan program, berikut disajikan tabel rencana dan realisasi kebijakan pengelolaan SDM pada tahun buku 2025:

Rencana Program Program Plan	Realisasi Tahun Buku Fiscal Year Realization
Penguatan sistem manajemen karier untuk memetakan potensi individu dan menyusun jalur pengembangan berbasis evaluasi kinerja. Strengthening the career management system to identify individual potential and develop performance-based development paths.	Sistem telah diterapkan secara menyeluruh, dilengkapi dengan sosialisasi internal agar seluruh karyawan memahami arah pengembangan karier masing-masing. The system has been implemented comprehensively, accompanied by internal socialization to ensure that all employees understand their respective career development paths.
Pembentukan HAV Matrix sebagai dasar pengelompokan <i>Talent Pool</i>. Establishment of HAV Matrix as a basis for Talent Pool classification.	Penetapan critical position, fokus tahun 2025 di area O&M. Untuk selanjutnya disiapkan program suksesinya. Determination of critical position, the focus in 2025 is on O&M area. Succession program to be prepared accordingly.
Penyediaan lingkungan kerja yang mendukung produktivitas melalui desain ruang yang ergonomis dan fasilitas pendukung kesejahteraan. Providing a work environment that supports productivity through ergonomic space design and wellness support facilities.	Perseroan telah melengkapi ruang kerja dengan pencahayaan optimal, area istirahat yang nyaman, serta elemen ergonomis yang menunjang kesehatan dan efisiensi kerja. The Company has designed its workspaces with optimal lighting, comfortable break areas, and ergonomic elements that support health and work efficiency.

Excellent HC is believed to be the main driver in facing the increasingly complex challenges of the public transportation industry, whilst improving competitiveness and future business sustainability.

Human Capital Management Policy

The Company has established a human capital management policy as a strategic framework that ensures all employment practices are aligned with business objectives and sustainability principles. This policy is designed to create a productive, transparent, and quality-oriented work environment for employees.

The policy comprises of workforce planning, selective recruitment processes, competency development through continuous training programs, and a fair and competitive compensation system. In addition, the policy also covers talent management, objective performance appraisals, and clear mechanisms related to termination of employment. By implementing a comprehensive policy, the Company ensures that every LRT Jakarta's employee has the opportunity to develop while supporting the achievement of business targets in a sustainable manner.

Implementation of HC Management Policy in 2025

Going into 2025, the Company continues to strengthen its HC management policy with a focus on consistent implementation of strategies and improving the quality of its workforce. The policy is implemented to ensure that every program runs effectively, measurably, and in line with business needs and sustainability principles.

To provide a clearer picture regarding the implementation of the program, the following table shows the plan and realization of HC management policies in the 2025 fiscal year:

Rencana Program Program Plan	Realisasi Tahun Buku Fiscal Year Realization
Pelaksanaan <i>roadmap Knowledge Management</i> dengan pendekatan berbasis <i>Learning Management System</i> untuk mendukung distribusi pengetahuan dan peningkatan kompetensi. Implementation of a Knowledge Management roadmap based on a Learning Management System approach to support knowledge distribution and competency improvement.	Program <i>Knowledge Management</i> tahun 2025 difokuskan pada pengelolaan SME dan identifikasi aset pengetahuan di lingkup O&M, sebagai kelanjutan dari analisis dan pemetaan yang telah dimulai sejak 2023. The 2025 Knowledge Management program focuses on SME management and the identification of knowledge assets within the scope of O&M, as a continuation of the analysis and mapping that started in 2023.
Aktivisasi Nilai Perusahaan menjadi Budaya Organisasi. Activation of the Corporate Value into an Organizational Culture.	Penyelenggaraan program internalisasi dan aktivasi nilai Perusahaan LRTJ menjadi budaya kerja dimulai dari level Top management hingga staff. Aktivasi program melalui pembuatan <i>artefact</i>, materi digital mengenai nilai-nilai perusahaan hingga menjadi tema dalam aktivitas Learning Festival 2025. The internalization and activation of LRTJ's corporate value into a work culture starts from the Top management level to staff. The program is activated through the creation of artifacts and digital materials on corporate values into a theme in the Learning Festival 2025.

Pengembangan SDM Berkelanjutan untuk Daya Saing Jangka Panjang

Perseroan menegaskan bahwa keberhasilan daya saing jangka panjang bergantung pada pengelolaan dan pengembangan SDM yang berkelanjutan. SDM dipandang sebagai aset strategis yang menentukan ketangguhan organisasi dalam menghadapi perubahan, sekaligus menjadi motor penggerak inovasi dan penciptaan nilai tambah bagi pemangku kepentingan.

Pengelolaan talenta dijalankan secara sistematis melalui pemetaan potensi, perencanaan karier, serta pengembangan jenjang karier dan suksesi kepemimpinan. Langkah ini memastikan proses regenerasi berlangsung berkelanjutan sekaligus memberikan kesempatan bagi setiap insan untuk berkembang dan berkontribusi nyata terhadap pencapaian tujuan Perseroan.

Program pengembangan SDM berkelanjutan disusun selaras dengan strategi bisnis dan diarahkan pada peningkatan kompetensi teknis, penguatan kapasitas kepemimpinan, serta pembentukan budaya kerja yang produktif dan kolaboratif. Perseroan menyediakan pelatihan, pembinaan, mentoring, dan *monitoring* untuk mendukung kesiapan karyawan menghadapi perkembangan teknologi dan dinamika industri. Sertifikasi kompetensi juga dilaksanakan untuk memastikan standar profesionalisme sesuai regulasi dan kebutuhan sektor transportasi publik. Melalui inisiatif ini, setiap individu didorong untuk mengembangkan kapasitas diri, sementara organisasi memperkuat kualitas layanan dan kesiapan menghadapi kompleksitas tantangan industri.

Komitmen ini menegaskan tekad Perseroan untuk membangun SDM yang profesional, adaptif, dan berintegritas. SDM yang unggul akan memperkuat daya saing, menjaga kualitas layanan, meningkatkan kepuasan pemangku kepentingan, serta memastikan keberlanjutan bisnis di tengah intensitas persaingan global yang terus meningkat.

Sustainable HC Development for Long-Term Competitiveness

The Company emphasizes that long-term competitiveness relies on sustainable HC management and development. HC is viewed as a strategic asset that determines the organization's resilience in facing changes, while being the driving force behind innovation and value creation for stakeholders.

Talent management is carried out systematically through potential mapping, career planning, as well as career development and leadership succession. This approach ensures a sustainable regeneration process while providing opportunities for every individual to develop and contribute significantly to the achievement of the Company's objectives.

The sustainable HC development programs are designed in line with business strategies and are tailored to improve technical competencies, strengthen leadership capacities, and foster a productive and collaborative work culture. The Company provides training, coaching, mentoring, and monitoring to prepare employees for technological developments and industry dynamics. Competency certification is also carried out to ensure professional standards that comply with regulations and the needs of the public transportation sector. Through this initiative, each individual is encouraged to develop their capacity, while the organization strengthens the quality of its services and readiness to face the complex challenges of the industry.

This commitment emphasizes the Company's determination to develop professional, adaptive, and integrity-driven HC. Excellent HC will boost competitiveness, maintain service quality, increase stakeholders' satisfaction, and ensure business sustainability amidst the increasingly intense global competition.

Strategi dan Pelaksanaan Program Rekrutmen Sumber Daya Manusia

Strategi rekrutmen dilaksanakan dengan pendekatan obyektif untuk memastikan tersedianya talenta yang sesuai dengan kebutuhan organisasi. Perencanaan dilakukan secara sistematis berdasarkan proyeksi bisnis dan kebutuhan kompetensi, sehingga setiap proses rekrutmen terarah pada posisi yang relevan dan mendukung pencapaian tujuan Perseroan.

Program rekrutmen dibuka bagi kandidat eksternal melalui pencarian talenta potensial. Mekanisme ini mencakup penerimaan *fresh graduate* yang memiliki kemampuan adaptif, semangat berinovasi, serta kesiapan berkembang bersama Perseroan. Selain itu, sesuai dengan kebutuhan, Perseroan juga melakukan rekrutmen *professional hire* dengan pengalaman kerja, keahlian khusus, dan wawasan industri yang mendalam. Sinergi antara kedua kategori kandidat tersebut diharapkan mampu menambah kekuatan organisasi, memastikan ketersediaan SDM yang kompeten, serta mendukung pencapaian sasaran bisnis secara berkelanjutan.

Pada tahun 2025, Perseroan melaksanakan rekrutmen karyawan baru sebanyak 30 orang.

Tingkat Perputaran Karyawan (*Turnover*)

Pengelolaan SDM tidak hanya diukur dari jumlah perekrutan, tetapi juga dari tingkat perputaran karyawan (*turnover*) yang terjadi sepanjang tahun. *Turnover* menjadi indikator penting dalam menilai stabilitas tenaga kerja serta efektivitas kebijakan Perseroan dalam menciptakan lingkungan kerja yang mendukung produktivitas.

Pada tahun 2025, Perseroan terus menjaga kualitas iklim kerja dengan menekankan aspek kenyamanan, keselamatan, dan keterlibatan karyawan. Upaya ini dilakukan untuk memastikan bahwa setiap individu merasa dihargai dan memiliki motivasi untuk berkontribusi secara berkelanjutan.

Informasi rinci data *turnover* karyawan selama tiga tahun terakhir ditampilkan pada tabel berikut:

Alasan Berhenti Reason for Quitting	2025	2024	2023
Pensiun Retired	0	0	1
Meninggal Dunia Passed Away	0	0	0
Mengundurkan Diri atas Permintaan Sendiri Resigned	10	7	8
Diberhentikan Dismissed	0	1	1
Jumlah Karyawan Keluar Total Outgoing Employees	10	8	10
Total Karyawan di Akhir Tahun Total Employees at the End of the Year	330	307	274
Persentase Turnover Turnover Percentage	3,03%	2,61%	2,9%

Human Capital Recruitment Strategy and Implementation

The recruitment strategy is carried out objectively to ensure the availability of talent that satisfy the organization's needs. Planning is carried out systematically based on business projections and competency requirements, ensuring that each recruitment process is focused on relevant positions that support the achievement of the Company's goals.

The recruitment program is open to external candidates by searching for potential talents. This mechanism includes the recruitment of fresh graduates who have adaptive abilities, a passion for innovation, and a readiness to grow with the Company. In addition, the Company also recruits professional hires with work experience, specific expertise, and in-depth industry knowledge. The synergy between these two categories of candidates is expected to improve the organization, ensure the availability of competent human resources, and support the achievement of business objectives in a sustainable manner.

In 2025, the Company recruited 30 new employees.

Employee Turnover Rate

HC management is not only measured by the number of new recruits, but also by the employee turnover rate throughout the year. Turnover is an important indicator in assessing workforce stability and the effectiveness of the Company policies in creating a work environment that supports productivity.

In 2025, the Company maintains the quality of its work environment by emphasizing employee comfort, safety, and engagement. These efforts are intended to ensure that each individual feels valued and motivated to contribute on an ongoing basis.

Detailed information on employee turnover data for the past three years is presented in the following table:

Pengembangan Karier dan Penilaian Kinerja

Pengembangan karier di Perseroan diarahkan untuk memastikan setiap karyawan memiliki jenjang karier yang sesuai dengan minat, bakat, dan kompetensi masing-masing. Mekanisme yang diterapkan berfokus pada keselarasan antara kapasitas individu dengan profil jabatan, sehingga setiap karyawan dapat ditempatkan pada posisi yang relevan dan mendukung pencapaian tujuan organisasi.

Tahapan pengembangan karier meliputi pemetaan kompetensi, penyesuaian profil jabatan, serta program peningkatan kapasitas yang berkelanjutan. Pendekatan ini menjadi landasan dalam pengelolaan talenta, sekaligus memastikan Perseroan memiliki sumber daya manusia yang kompeten, adaptif, dan siap menghadapi dinamika bisnis.

Untuk memperkuat efektivitasnya, sistem penilaian kinerja diterapkan secara menyeluruh dan dilengkapi dengan mekanisme *coaching* serta mentoring. Hasil penilaian kinerja digunakan sebagai acuan dalam penetapan *reward* dan *punishment*, penentuan *talent category*, *upgrading*, serta promosi jabatan. Melalui penerapan sistem tersebut, pengembangan karier berjalan konsisten dengan strategi pengelolaan sumber daya manusia dan memberikan kontribusi nyata terhadap keberlanjutan organisasi.

Pengembangan Kompetensi dan Realisasi Biaya

Perseroan menegaskan komitmen terhadap peningkatan kualitas SDM melalui program pengembangan kompetensi yang dilaksanakan sepanjang tahun 2025. Program tersebut dilaksanakan melalui berbagai kegiatan internal maupun eksternal. Kegiatan pelatihan dan pendidikan bertujuan untuk memperkuat keterampilan teknis, memperluas wawasan manajerial, dan membangun *soft skills* yang relevan dengan kebutuhan bisnis. Setiap program dirancang berdasarkan pemetaan kebutuhan kompetensi, kemudian ditetapkan metode pelaksanaan yang sesuai. Proses pencatatan dilakukan secara sistematis untuk memastikan akuntabilitas, mencakup jenis pelaksanaan, metode, durasi, serta jumlah peserta yang terlibat.

Sepanjang tahun 2025, Perseroan telah melaksanakan pelatihan dengan komposisi sebesar 99% untuk pelatihan *hard skill* dan 1% untuk pelatihan *soft skill*. Sebagai perbandingan, pada tahun 2024 Perseroan melaksanakan 92% pelatihan *hard skill* dan 8% pelatihan *soft skill*. Penyelenggaraan pelatihan ini menjadi wujud komitmen Perseroan dalam mengembangkan sumber daya manusia sesuai kebutuhan organisasi dan strategi bisnis.

Pelatihan *hard skill* dan *soft skill* yang diselenggarakan pada tahun 2025 secara keseluruhan berjumlah 70 pelatihan yang diikuti oleh 1.058 peserta dengan durasi sebanyak 4.691 jam pelatihan secara *offline*. Jenis pelatihan *hard skill*, Perseroan menyelenggarakan sebanyak 69 pelatihan, sedangkan untuk pelatihan *soft skill* yang dilaksanakan di tahun ini hanya 1 pelatihan.

Career Development and Performance Assessment

The Company's career development is designed to ensure that each employee has a career path that matches their interests, talents, and competencies. The implemented mechanism focuses on aligning individual capacities with job profiles, ensuring that each employee is assigned in a relevant position that supports the achievement of organizational goals.

The stages of career development include competency mapping, job profile adjustment, and continuous capacity building programs. This approach serves as the foundation for talent management, as well as ensure that the Company has competent, adaptive human resources who are ready to face the business dynamics.

To increase its effectiveness, a performance assessment system is implemented comprehensively and supported by coaching and mentoring mechanisms. The results of performance assessments are used as a reference in determining rewards and punishments, determining talent categories, upgrading, and job promotions. Through the implementation of this system, career development runs consistently with human resource management strategies and contributes significantly to the sustainability of the organization.

Competency Development and Cost Realization

The Company emphasizes its commitment to improving the quality of its HR by providing competency development programs throughout 2025. These programs are carried out through various internal and external activities. These training and educational activities aim to strengthen technical skills, broaden managerial perspectives, and build soft skills relevant to business needs. Each program is designed based on a competency mapping, followed by the determination of appropriate implementation methods. The documentation process is conducted systematically to ensure accountability, which includes the type of implementation, methods, duration, and the number of participants involved.

Throughout 2025, the Company held training programs with a composition of 99% hard skills training and 1% soft skills training. By comparison, in 2024 the Company held 92% hard skills training and 8% soft skills training. The organization of these training programs reflects the Company's commitment to developing human resources in line with organizational needs and business strategies.

Overall, 70 hard skill and soft skill trainings were held in 2025, which were attended by 1,058 participants with a total duration of 4,691 hours of offline training. The Company held 69 hard skill trainings and 1 soft skill training throughout the year.

Untuk mendukung pelaksanaan program pengembangan kompetensi karyawan pada tahun 2025, Perseroan mengalokasikan anggaran sebesar Rp4.166.979.389. Anggaran tersebut digunakan untuk kegiatan pelatihan yang dilaksanakan sebanyak 70 kali, dengan total durasi mencapai 26.912 jam, dan diikuti oleh 1.058 orang peserta.

Kesejahteraan Karyawan

Kesejahteraan karyawan merupakan bagian penting dalam tata kelola SDM. Upaya ini diwujudkan melalui penciptaan lingkungan kerja yang aman, sehat, dan mendukung produktivitas, serta penyediaan fasilitas yang membantu menjaga keseimbangan antara kehidupan pribadi dan profesional.

Perseroan menyediakan berbagai fasilitas dan tunjangan yang mencakup kepesertaan BPJS Kesehatan, BPJS Ketenagakerjaan, asuransi kesehatan bagi karyawan beserta keluarga, pemberian Tunjangan Hari Raya, tunjangan pendidikan, serta tunjangan akhir tahun. Seluruh program tersebut dirancang untuk menjaga motivasi, loyalitas, dan produktivitas karyawan, sekaligus memastikan kesejahteraan tetap terjaga secara berkelanjutan.

Program kesejahteraan SDM juga mencakup kesempatan bagi karyawan untuk mengikuti pelatihan, pengembangan diri, dan berpartisipasi dalam kegiatan sosial maupun budaya Perseroan. Dengan adanya dukungan ini, karyawan dapat terus meningkatkan kapasitas diri sekaligus memperkuat ikatan dengan Perseroan.

Kebijakan kesejahteraan SDM ditinjau secara berkala agar tetap relevan dengan kebutuhan tenaga kerja dan selaras dengan regulasi tata kelola SDM Perseroan.

Biaya Tenaga Kerja

Pada tahun 2025, Perseroan mencatat total biaya tenaga kerja sebesar Rp120.879.533.291 miliar. Komponen biaya tersebut mencakup gaji dan tunjangan, beban manfaat karyawan, beban pajak penghasilan karyawan, tantiem dan jasa produksi, premi asuransi pegawai, tunjangan hari raya, iuran BPJS Ketenagakerjaan, biaya diklat dan pelatihan sertifikasi, biaya pengobatan, iuran BPJS Kesehatan, serta pakaian dinas.

Pengelolaan biaya tenaga kerja dilakukan secara terukur untuk memastikan keseimbangan antara penghargaan atas kontribusi karyawan dan keberlanjutan finansial Perseroan. Informasi rinci komponen biaya tenaga kerja selama tiga tahun terakhir disajikan dalam tabel berikut:

Pos Biaya Tenaga Kerja Employee Expenses	2025 (Rp)	2024 (Rp)	2023 (Rp)
Gaji & Tunjangan Salary & Allowances	64.676.113.947	56.803.955.975	50.728.378.733
Beban Manfaat Karyawan Employee Benefit Expenses	3.424.880.860	4.055.455.893	3.773.023.063

To support the implementation of employee competency development programs in 2025, the Company has allocated a budget of IDR4,166,979,389. The budget was utilized for 70 training activities, with a total duration of 26,912 hours, and attended by 1,058 participants.

Employee Welfare

Employee welfare is an important part in HC governance. This effort can be realized by building a safe, healthy, and supportive work environment, as well as providing supporting facilities that maintain the balance between personal and professional life.

The Company provides various facilities and benefits, including membership in the Indonesian Health Insurance Program (BPJS Kesehatan), Indonesian Employment Insurance Program (BPJS Ketenagakerjaan), health insurance for employees and their families, holiday allowances, education allowances, and year-end allowances. All of these programs are designed to maintain employee motivation, loyalty, and productivity, while ensuring that their welfare is sustained.

The HC welfare program also includes opportunities for employees to participate in training, self-development, and social and cultural activities organized by the Company. With this support, employees can continue to improve their capabilities while strengthening their bond with the Company.

The HC welfare policy is reviewed periodically to ensure it remains relevant to workforce needs and is in line with the Company's HR management regulations.

Labor Costs

In 2025, the Company recorded total labor costs of IDR120,879,533,291 billion. These costs include salaries and allowances, employee benefits, employee income tax, bonuses and production services, employee insurance premiums, religious holiday allowances, BPJS Ketenagakerjaan contributions, training and certification costs, medical expenses, BPJS Kesehatan contributions, and work uniforms.

Labor costs are managed systematically to ensure a balance between the reward for employee contributions and the Company's financial sustainability. Detailed information on the components of labor costs for the last three years is presented in the following table:

Pos Biaya Tenaga Kerja Employee Expenses	2025 (Rp)	2024 (Rp)	2023 (Rp)
Tunjangan Allowances	7.340.170.214	6.580.136.863	6.031.969.537
Beban PPh Karyawan Employee Income Tax Expenses	11.367.952.397	11.107.971.483	8.946.193.320
Beban Tantiem dan Jasa Produksi Bonus and Production Service Expenses	8.829.251.751	1.868.638.266	4.325.871.189
Beban Premi Asuransi Pegawai Employee Insurance Premium Expenses	5.526.861.260	3.504.202.129	2.381.821.460
Tunjangan Hari Raya Religious Holiday Allowances	4.256.073.177	3.776.090.978	3.147.362.889
BPJS Ketenagakerjaan	4.331.818.935	4.503.136.478	4.082.391.437
Beban Diklat dan Pelatihan Sertifikasi Training and Certification Expenses	5.143.343.133	6.115.990.536	6.175.815.467
Beban Pengobatan Medical Expenses	3.132.968.304	3.272.190.769	2.316.871.490
BPJS Kesehatan	2.192.896.514	1.656.558.445	1.494.471.117
Pakaian Dinas Uniform	657.202.799	136.281.212	428.467.012
Jumlah Total	120.879.533.291	102.959.863.986	94.253.381.755

Analisis biaya tenaga kerja dilakukan untuk menilai perubahan komponen pengeluaran dari tahun ke tahun. Perbandingan antara tahun 2024 dan 2025 memberikan gambaran mengenai tren peningkatan maupun penurunan pada setiap pos biaya, baik dalam bentuk nominal rupiah maupun persentase. Informasi ini menjadi dasar evaluasi efektivitas kebijakan pengelolaan SDM serta pengendalian biaya operasional.

Demografi Karyawan

Demografi karyawan Perseroan mencerminkan struktur dan keberagaman tenaga kerja yang mendukung operasional Perseroan. Data ini menjadi acuan dalam perencanaan pengembangan sumber daya manusia, termasuk penyusunan program pelatihan, pengembangan karier, dan kebijakan kesejahteraan, sehingga strategi pengelolaan SDM dapat berjalan selaras dengan kebutuhan organisasi dan arah pertumbuhan bisnis.

Informasi mengenai komposisi karyawan berdasarkan usia, jenis kelamin, tingkat pendidikan, serta masa kerja telah dijelaskan secara lengkap pada Bab Profil Perusahaan.

Rencana Kerja Divisi Sumber Daya Manusia 2026

Perseroan menetapkan arah kerja Divisi Sumber Daya Manusia tahun 2026 sebagai bagian dari strategi penguatan organisasi. Program kerja diarahkan untuk mendukung keberlanjutan usaha, pengembangan talenta, serta penciptaan lingkungan kerja yang produktif dan inovatif. Rencana tersebut disusun dengan fokus pada aspek-aspek berikut:

1. *People Analytics*. Pnggunaan analisis data (*big data*) karyawan untuk membuat keputusan SDM yang lebih baik, terarah, dan berbasis data.
2. *Assessment Center for Group*. Metode penilaian terstruktur untuk mengukur kompetensi karyawan secara objektif

Labor costs analysis is conducted to assess changes in expenditure components from year to year. A comparison between 2024 and 2025 provides an overview of the upward and downward trends in each post, both in rupiah and percentage. This information serves as the basis to evaluate the effectiveness of HR management policies and operational cost control.

Employee Demographics

The Company's employee demographics reflect the structure and diversity of the workforce that supports the Company's operations. This data is used as a reference in human resource development planning, including in the preparation of training programs, career development, and welfare policies, ensuring that HC management strategies are aligned with the needs of the organization and the direction of business growth.

Information on the composition of employees based on age, gender, education level, and length of service is described in detail in the Company Profile chapter.

Human Capital Division Work Plan in 2026

The Company has set the Human Capital Division's work plan for 2026 as part of its organizational strengthening strategy. The work program is aimed at supporting business sustainability, talent development, and the creation of a productive and innovative work environment. The plan was developed by focusing on the following aspects:

1. *People Analytics*. The use of employee data analysis (*big data*) to enable better, more targeted, and data-driven HR decisions.
2. *Assessment Center for Groups*. A structured assessment method to objectively measure employee competencies,

yang dapat digunakan untuk promosi dan memetakan talenta karyawan.

3. *Manggarai Readiness*. Program yang secara spesifik bertujuan untuk mempersiapkan SDM mulai dari pengetahuan, keterampilan, dan kesiapan terkait operasional LRT Jakarta fase 1B dari Velodrome Rawamangun ke Manggarai.
4. *Line Managers as HR Application*. Inisiatif untuk memberdayakan manajer lini (atasan langsung) agar menjalankan sebagian fungsi SDM seperti pengelolaan kinerja, pembinaan, atau pengembangan karir.
5. *Support Sustainability Committee*. Keterlibatan SDM dalam mendukung komite Perseroan untuk mengintegrasikan isu-isu keberlanjutan Perseroan ke dalam kebijakan dan budaya kerja.
6. *Innovation Culture*. Program yang dirancang untuk menumbuhkan dan memelihara budaya Perseroan yang mendorong inovasi agar karyawan dapat berfikir kreatif dan inovatif.
7. *Mastering in Knowledge Management System for build a Corporate University*. Program ini bertujuan untuk menguasai sistem manajemen pengetahuan Perseroan sebagai fondasi untuk mendirikan *Corporate University* agar seluruh pengetahuan dan pengalaman kerja dapat terdokumentasi dan digunakan sebagai materi pembelajaran formal bagi karyawan.
8. Internalisasi budaya Perseroan kepada seluruh karyawan Perusahaan.
9. Penyelarasan seluruh aktivitas Perusahaan agar sesuai dengan nilai-nilai budaya Perusahaan.
10. Pengembangan *Urban Farming* LRT Jakarta dalam integrasi pertanian, peternakan, dan perikanan untuk mendukung ketahanan pangan.
11. Pengelolaan dan perawatan gedung dan fasilitas kantor.

which can be used for promotions and talent mapping.

3. *Manggarai Readiness*. A program specifically designed to prepare HR personnel in terms of knowledge, skills, and readiness related to the operations of the LRT Jakarta Phase 1B from Rawamangun Velodrome to Manggarai.
4. *Line Managers as HR Application*. An initiative to empower line managers (immediate supervisors) to perform certain HR functions such as performance management, coaching, or career development.
5. *Support Sustainability Committee*. The involvement of HR in supporting the Company's committee to integrate corporate sustainability issues into policies and workplace culture.
6. *Innovation Culture*. A program designed to foster and maintain a corporate culture that encourages innovation to inspire employees to think creatively and innovatively.
7. *Mastering the Knowledge Management System to Establish a Corporate University*. This program aims to master the Company's knowledge management system as the foundation in the establishment of a Corporate University where all knowledge and work experience can be documented and utilized as formal learning materials for employees.
8. Internalization of the corporate culture among all company employees.
9. Alignment of all company activities with the Company cultural values.
10. Development of LRT Jakarta Urban Farming through the integration of agriculture, livestock, and fisheries to support food security.
11. Management and maintenance of office buildings and facilities.

Tata Kelola Teknologi Informasi

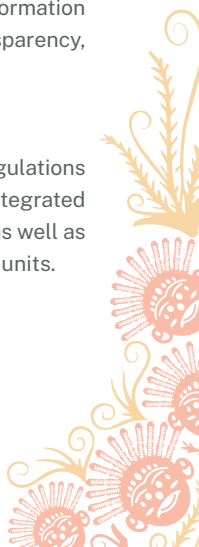
Information Technology Governance

PT LRT Jakarta menerapkan tata kelola Teknologi Informasi (TI) sebagai bagian dari fungsi pendukung bisnis untuk mendukung keberlanjutan operasional dan kualitas layanan. Sistem TI diterapkan guna memastikan efisiensi proses kerja, keandalan infrastruktur, keamanan data, serta integritas informasi. Teknologi informasi juga dimanfaatkan untuk memperkuat transparansi, akuntabilitas, dan keterhubungan dengan pemangku kepentingan.

Seluruh kebijakan dilaksanakan selaras dengan regulasi tata kelola dan praktik terbaik, termasuk pengembangan Sistem TI terintegrasi yang mendukung pengelolaan data secara *real-time*, serta akurasi dan konsistensi informasi di seluruh unit kerja.

PT LRT Jakarta implements Information Technology (IT) governance as part of its business support function to support operational sustainability and service quality. The IT system is implemented to ensure work process efficiency, infrastructure reliability, data security, and information integrity. Information technology is also utilized to strengthen transparency, accountability, and connectivity with stakeholders.

All policies are implemented in line with governance regulations and best practices, including the development of an integrated IT system that supports real-time data management, as well as information accuracy and consistency across all work units.



Pelaksana Tugas Tata Kelola Teknologi Informasi

Perseroan menugaskan Divisi Teknologi Informasi (Divisi TI) untuk menjalankan peran sebagai pengelola sistem informasi dan komunikasi di seluruh lingkungan kerja. Divisi ini bertanggung jawab atas penyusunan kebijakan, penerapan standar, serta pengawasan implementasi agar pemanfaatan teknologi senantiasa mendukung pengambilan keputusan yang akurat, menjaga kelancaran operasional, dan meningkatkan daya saing.

Dalam pelaksanaannya, tata kelola teknologi informasi diintegrasikan ke dalam kerangka Tata Kelola Perusahaan. Dengan demikian, setiap adopsi teknologi terkini dapat diterapkan secara terukur dan konsisten, sehingga memberikan nilai tambah nyata bagi keberlanjutan bisnis Perseroan.

Tugas dan Tanggung Jawab Divisi TI

Sesuai mandat yang diberikan, Divisi Teknologi Informasi menjalankan beberapa tugas dan tanggung jawab sebagai berikut:

1. Manajemen Sistem Informasi

Divisi TI bertugas mengelola dan memelihara infrastruktur teknologi Perseroan, termasuk jaringan, sistem perangkat keras dan perangkat lunak. Dengan membangun fondasi yang kokoh bagi pengembangan teknologi informasi yang berkelanjutan, Divisi TI memastikan bahwa pengelolaan teknologi informasi di lingkungan Perseroan akan mampu mendorong kelancaran dan efisiensi pada proses bisnis.

2. Keamanan Data dan Informasi

Sebagai perusahaan jasa, maka perlindungan atas kerahasiaan data dan informasi Perusahaan merupakan hal mutlak dalam pelaksanaan tugas Divisi TI. Didukung oleh penerapan kebijakan keamanan data dan informasi yang ketat, pengelolaan akses pengguna, dan pelaksanaan tindakan pencegahan keamanan yang proaktif, Divisi TI harus dapat memastikan bahwa informasi yang bersifat rahasia dan sensitif bagi Perseroan senantiasa terlindungi dari ancaman siber yang dilakukan oleh pihak internal maupun eksternal.

3. Pengembangan Aplikasi dan Solusi TI

Divisi TI mendorong pengembangan sistem TI secara berkesinambungan. Divisi TI dalam hal ini terlibat secara langsung dalam pengembangan dan pemeliharaan aplikasi dan solusi teknologi informasi yang mendukung kinerja berbagai aspek bisnis Perseroan agar dapat mengukur dan memahami kebutuhan pengembangan bisnis Perseroan. Divisi Teknologi Informasi merancang dan mengimplementasikan solusi yang inovatif untuk meningkatkan produktivitas, efisiensi, dan pengalaman pengguna.

Information Technology Governance Task Force

The Company assigns the Information Technology Division (IT Division) to manage information and communication systems throughout the work environment. This division is responsible to the formulation of policies, implementation of standards, and supervision of implementation, ensuring that the use of technology always supports accurate decision making, maintains smooth operations, and increases competitiveness.

In practice, information technology governance is integrated into the Corporate Governance framework. Thus, every adoption of the latest technology can be applied measurably and consistently, thereby providing real added value to the Company's business continuity.

Duties and Responsibilities of IT Division

In accordance with its mandate, the Information Technology Division carries out the following duties and responsibilities:

1. Information System Management

The Information Technology Division is responsible for managing and maintaining the Company's technology infrastructure, including networks, hardware and software systems. By building a solid foundation for the sustainable development of information technology, the IT Division ensures that the management of information technology within the Company will be able to drive smooth and efficient business processes.

2. Data and Information Security

As a service company, the confidentiality of the Company's data and information is an absolute requirement in the IT Division's duties. Supported by the implementation of strict data and information security policies, user access management, and proactive security precautions, the IT Division must be able to ensure that confidential and sensitive information is protected from cyber threats from both internal and external parties.

3. Development of IT Applications and Solutions

The IT Division always encourages the development of IT systems. In this case, the IT Division is directly involved in the development and maintenance of information technology applications and solutions that support the performance of various business aspects of the Company in order to measure and comprehend the Company's business development needs. The Information Technology Division designs and implements innovative solutions to increase productivity, efficiency, and user experience.

4. Dukungan Teknis

Divisi TI memberikan layanan bantuan teknis yang responsif dan pelatihan yang efektif sebagai bentuk dukungan kepada pengguna internal Perseroan. Divisi TI memastikan dukungan TI yang andal dan optimal untuk memfasilitasi kelancaran akses bagi pengguna internal.

5. Manajemen Proyek TI

Divisi TI berperan secara signifikan dalam pengelolaan proyek-proyek TI Perusahaan. Melalui penerapan praktik manajemen proyek terbaik, Divisi TI memastikan bahwa proyek-proyek TI tersebut dapat terselesaikan secara tepat waktu, tepat anggaran, dan tepat spesifikasi.

6. Analisis Data dan Intelijen Bisnis

Divisi Teknologi Informasi melakukan analisis terhadap tren bisnis serta pola-pola yang mendasarinya guna memberikan masukan bagi pengambilan keputusan di level manajemen, terutama dalam mengidentifikasi dan mengoptimalkan peluang-peluang strategis.

7. Pembaruan Teknologi dan Inovasi

Divisi TI melakukan analisa dan pemantauan terhadap perkembangan teknologi terbaru agar dapat diperoleh gambaran yang mendukung upaya peningkatan infrastruktur dan sistem teknologi informasi Perseroan. Melalui pengadopsian teknologi terkini serta inovatif, Perseroan akan mampu beradaptasi terhadap dinamika bisnis dan menjaga daya saingnya di pasar.

8. Kepatuhan dan Pengelolaan Risiko TI

Melalui kerja sama dengan Departemen Manajemen Risiko, Divisi TI memastikan pengelolaan sistem dan kebijakan pengembangan teknologi informasi telah selaras dengan regulasi dan standar industri yang berlaku. Selain itu, Divisi TI juga berperan dalam mengelola risiko teknologi dan melaksanakan audit teknologi informasi secara teratur untuk meningkatkan kepatuhan Perseroan.

Kebijakan Teknologi Informasi

Untuk memastikan pengelolaan teknologi berjalan terarah, Perseroan menetapkan Kebijakan Teknologi Informasi sebagai pedoman pelaksanaan tugas dan tanggung jawab Divisi TI. Kebijakan ini berfungsi sebagai kerangka kerja yang mengatur penggunaan, pengelolaan, serta perlindungan aset digital perusahaan, sehingga setiap pemanfaatan teknologi mendukung keberlangsungan operasional dan strategi bisnis.

Aspek utama yang diatur dalam kebijakan tersebut meliputi:

1. Keamanan Informasi

Kebijakan keamanan informasi menentukan langkah-langkah yang diperlukan untuk melindungi data sensitif dan informasi Perseroan dari potensi ancaman siber. Termasuk dalam kegiatan yang dilakukan adalah penggunaan enkripsi, pengaturan hak akses, pemantauan aktivitas pengguna, serta pelaksanaan langkah-langkah mitigasi yang tepat untuk mengurangi risiko potensial bagi Perseroan.

4. Technical Support

The IT Division provides responsive technical assistance and effective training as a form of support to the Company's internal users. The IT Division ensures reliable and optimal IT support to facilitate seamless access for internal users.

5. IT Project Management

The IT Division has a significant role in the management of the Company's IT projects. Through the implementation of best project management practices, the IT Division ensures that IT projects can be completed on time, on budget, and according to specifications.

6. Data Analysis and Business Intelligence

The Information Technology Division analyzes business trends and their underlying patterns to provide input for decision making by the management, especially in identifying and optimizing strategic opportunities.

7. Technology Update and Innovation

The IT Division analyzes and monitors the latest technological developments in order to obtain an overview that supports efforts to improve the Company's information technology infrastructure and systems. By adopting the latest and most innovative technologies, the Company will be able to adapt to business dynamics and maintain its competitiveness in the market.

8. IT Compliance and Risk Management

Through collaboration with the Risk Management Department, the IT Division ensures that the management of information technology development systems and policies is in line with applicable regulations and industrial standards. In addition, the IT Division also plays a role in managing technology risk and conducting regular information technology audits to improve the Company's compliance.

Information Technology Policy

In order to ensure a targeted technology management, the Company has established an Information Technology Policy as a guideline for the implementation of the IT Division's duties and responsibilities. This policy serves as a framework that regulates the use, management, and protection of the Company's digital assets, ensuring that every use of technology supports operational sustainability and business strategy.

The main aspects regulated in this policy include:

1. Information Security

The information security policy determines the steps needed to protect the Company's sensitive data and information from potential cyber threats. The activities carried out include the use of encryption, management of access rights, monitoring of user activity, and implementation of appropriate mitigation measures to reduce potential risks to the Company.

2. Pengelolaan Risiko TI

Kebijakan ini mengatur kerangka kerja untuk mengidentifikasi dan mengelola risiko yang terkait dengan teknologi informasi. Divisi TI bertanggung jawab untuk melaksanakan analisis risiko secara teratur dan mengambil langkah mitigasi yang tepat untuk mengurangi risiko potensial bagi Perseroan.

3. Kepatuhan Regulasi

Kebijakan ini memuat kewajiban Perseroan untuk senantiasa mematuhi regulasi dan standar industri yang berlaku terkait dengan penggunaan dan perlindungan data. Divisi TI bekerja sama dengan Departemen Manajemen Risiko untuk memastikan bahwa sistem dan proses teknologi informasi yang berjalan di Perseroan telah memenuhi seluruh persyaratan hukum dan regulasi yang relevan dengan bidang usahanya.

4. Pengelolaan Aset Teknologi

Kebijakan ini mengatur penggunaan, pengelolaan, dan pemeliharaan aset teknologi informasi Perseroan, termasuk perangkat keras, perangkat lunak, dan infrastruktur jaringan. Pengelolaan Aset Teknologi termasuk juga prosedur untuk menyelenggarakan pengadaan dan penggantian aset teknologi, serta kebijakan terkait pemulihan bencana.

5. Kontinuitas Bisnis

Kebijakan kontinuitas bisnis mengatur langkah-langkah yang diperlukan untuk memastikan keberlanjutan operasional Perseroan di saat menghadapi situasi darurat atau bencana. Divisi TI bertanggung jawab untuk merancang sekaligus menerapkan rencana kontinuitas bisnis yang efektif, termasuk pemulihan sistem dan data dalam waktu yang singkat.

2. IT Risk Management

This policy regulates the framework for the identification and management of risks related to information technology. The IT Division is responsible for conducting regular risk analysis and taking appropriate mitigation measures to reduce potential risks to the Company.

3. Regulatory Compliance

This policy contains the Company's obligation to always comply with applicable regulations and industry standards related to data use and protection. The IT Division collaborates works with the Risk Management Department to ensure that the information technology systems and processes running in the Company have complied with the relevant legal and regulatory requirements.

4. Technology Asset Management

This policy regulates the use, management, and maintenance of the Company's information technology assets, including hardware, software, and network infrastructure. Technology Asset Management also includes procedures for the organization and procurement of technological assets, as well as policies related to disaster recovery.

5. Business Continuity

The business continuity policy regulates the necessary actions to ensure the continuity of the Company's operations in the event of an emergency or disaster. The IT Division is responsible to design and implement an effective business continuity plan, including system and data recovery in a short period of time.

Sistem Manajemen Teknologi Informasi

Untuk mendukung keberlanjutan bisnis dan memastikan setiap proses operasional berjalan efisien, Perseroan membangun Sistem Manajemen Teknologi Informasi sebagai kerangka kerja terpadu dalam pengelolaan seluruh aspek teknologi. Sistem ini tidak hanya berfungsi sebagai pedoman teknis, tetapi juga sebagai instrumen strategis yang menghubungkan kebutuhan bisnis dengan pemanfaatan teknologi modern. Melalui penerapan sistem manajemen yang terstruktur, Perseroan dapat mengoptimalkan penggunaan TI, meningkatkan keandalan infrastruktur, serta memperkuat kemampuan adaptasi terhadap dinamika industri.

Ruang lingkup Sistem Manajemen Teknologi Informasi di Perseroan meliputi:

1. Perencanaan Strategis TI

Divisi TI menyusun rencana jangka panjang terkait pemanfaatan teknologi informasi, termasuk identifikasi kebutuhan dan pengembangan strategi agar selaras dengan visi serta tujuan Perseroan.

2. Pengelolaan Proyek TI

Setiap proyek teknologi, baik instalasi sistem baru maupun pembaruan perangkat lunak, dijalankan dengan metode

Information Technology Management System

To support its business continuity and ensure that all operational processes run efficiently, the Company has developed an Information Technology Management System as an integrated framework to manage all technological aspects. This system not only serves as a technical guideline, but also as a strategic instrument that connects business needs with the utilization of modern technology. By implementing a structured management system, the Company can optimize the use of IT, improve infrastructure reliability, and strengthen its ability to adapt to industry dynamics.

The scope of the Information Technology Management System at the Company includes:

1. IT Strategic Planning

The IT Division develops long-term plans related to the utilization of information technology, including the identification of needs and the development of strategies to align with the Company's vision and objectives.

2. IT Project Management

Every technology project, be it the installation of a new system or software updates, is carried out structurally

terstruktur melalui perencanaan, alokasi sumber daya, dan pengawasan ketat untuk menjamin keberhasilan.

3. Pengelolaan Risiko TI

Divisi TI melakukan identifikasi, evaluasi, dan pengendalian risiko yang berkaitan dengan teknologi informasi, mencakup keamanan data, kerentanan sistem, serta potensi gangguan operasional.

4. Pemantauan Kinerja TI

Kinerja sistem dan infrastruktur TI dipantau secara berkesinambungan guna memastikan operasional berjalan lancar. Pemantauan ini memungkinkan deteksi dini atas potensi gangguan dan penerapan langkah perbaikan segera.

5. Pemeliharaan dan Pemulihan

Perawatan rutin terhadap perangkat keras dan perangkat lunak dilakukan untuk menjaga keandalan sistem. Selain itu, rencana pemulihan bencana disiapkan dan diuji agar sistem dapat dipulihkan dengan cepat dalam kondisi darurat.

6. Evaluasi dan Peningkatan

Divisi TI melaksanakan evaluasi berkala terhadap efektivitas sistem TI. Hasil evaluasi digunakan untuk mengidentifikasi area yang perlu ditingkatkan serta merumuskan strategi perbaikan yang sesuai.

Mitigasi Disrupsi TI

Dalam era digital, disrupsi pada teknologi informasi menjadi tantangan nyata yang dapat memengaruhi keberlanjutan operasional dan stabilitas bisnis. Gangguan sistem, serangan siber, maupun kegagalan infrastruktur berpotensi menimbulkan dampak signifikan terhadap layanan Perseroan. Oleh karena itu, Perseroan menempatkan upaya mitigasi sebagai prioritas strategis dengan menekankan pentingnya *cyber security* dan kesiapan *disaster recovery* agar setiap risiko dapat diantisipasi secara efektif dan keberlangsungan usaha tetap terjaga.

Langkah-langkah mitigasi yang diterapkan meliputi:

1. Perencanaan Kontinuitas Bisnis TI

Divisi TI menyusun dan mengimplementasikan rencana kontinuitas bisnis yang komprehensif, mencakup strategi pemulihan sistem dan layanan utama saat terjadi darurat atau bencana. Program ini dilengkapi dengan pelatihan serta simulasi rutin untuk memastikan kesiapan tim dalam menghadapi situasi kritis.

2. Pemantauan Proaktif

Kinerja sistem dan jaringan dipantau secara berkesinambungan untuk mendeteksi potensi masalah sejak dini. Dengan adanya peringatan dini, Divisi TI dapat segera mengambil langkah preventif guna mencegah gangguan yang lebih besar.

3. Cyber Security

Perlindungan terhadap ancaman siber dilakukan melalui penerapan lapisan keamanan berlapis, termasuk penggunaan antivirus, *firewall*, sistem deteksi intrusi, serta pemantauan ancaman secara berkelanjutan untuk menjaga kerahasiaan dan integritas data.

through planning, resource allocation, and strict supervision to ensure success.

3. IT Risk Management

The IT Division identifies, evaluates, and controls risks related to information technology, including data security, system vulnerabilities, and potential operational disruptions.

4. IT Performance Monitoring

The performance of IT systems and infrastructures is continuously monitored to ensure smooth operations. This monitoring enables early detection of potential disruptions and immediate corrective measures.

5. Maintenance and Recovery

Routine hardware and software maintenance is carried out to maintain system reliability. In addition, disaster recovery plans are prepared and tested, ensuring that systems can be quickly restored during emergency.

6. Evaluation and Improvement

The IT Division periodically evaluates the effectiveness of IT systems. The evaluation results are used to identify areas for improvement and formulate appropriate improvement strategies.

Mitigation of IT Disruption

In the digital era, disruption in information technology is a real challenge that can influence operational sustainability and business stability. System disruption, cyber-attack, or infrastructure failure have the potential to cause significant impact to the Company's services. Therefore, the Company considers mitigation efforts as a strategic priority by emphasizing the importance of cyber security and disaster recovery preparedness so that every risk can be anticipated effectively and business continuity can be protected.

The implemented mitigation measures include:

1. IT Business Continuity Planning

The IT Division prepares and implements a comprehensive business continuity plan which includes strategies for system recovery and main services during emergency or disaster. This program is complemented by routine simulation training to ensure the team's readiness in addressing critical situations.

2. Proactive Monitoring

The system and network performance is being monitored continuously to detect early potential disruptions. With early warning system, the IT Division can promptly take preventive action to prevent further disruptions.

3. Cyber Security

Protection against cyber threat is carried out by implementing a layered security system, which includes antivirus, firewall, intrusion detection system, as well as continuous monitoring to protect data confidentiality and integrity.

4. Disaster Recovery

Rencana pemulihan bencana disusun secara terstruktur dan diuji secara berkala. Langkah ini mencakup pemulihan sistem dan layanan utama dalam waktu singkat, serta penyediaan fasilitas cadangan dan redundansi untuk mengurangi dampak gangguan.

5. Pemeliharaan Rutin

Divisi TI melaksanakan pemeliharaan terjadwal terhadap perangkat keras dan perangkat lunak, disertai pembaruan sistem secara berkala. Pemantauan kondisi fisik dan lingkungan peralatan TI juga dilakukan untuk memastikan keandalan operasional.

6. Pelatihan Pengguna

Pelatihan rutin diberikan kepada pengguna internal mengenai penggunaan sistem dan perangkat TI, sekaligus meningkatkan kesadaran terhadap praktik keamanan dan pemulihan. Dengan demikian, pengguna turut berperan aktif dalam mendukung upaya mitigasi disrupti teknologi.

4. Disaster Recovery

Disaster recovery plan is prepared structurally and tested regularly. This step includes quick recovery of system and main services, as well as providing backup and redundancy facilities to minimize impact.

5. Routine Maintenance

The IT Division conducts routine hardware and software maintenance, followed by regular system update. Monitoring of physical condition and environment of IT equipment is also conducted to ensure operational reliability.

6. User Training

Routine training provided to internal users on the use of IT systems and equipment, which also aims to raise awareness on security and recovery practices. Therefore, users can actively participate in supporting the mitigation efforts of technology disruptions.

Cyber Security (Keamanan Dunia Maya)

Dalam menghadapi perkembangan bisnis yang semakin digital, Perseroan menempatkan *cyber security* sebagai salah satu prioritas utama. Ancaman siber yang terus berevolusi menuntut kesiapan sistem pertahanan yang lebih kuat, sehingga Perseroan tidak hanya memperkuat infrastruktur keamanan, tetapi juga melakukan evaluasi berkala melalui pihak Perseroan. Langkah ini bertujuan untuk memastikan perlindungan menyeluruh terhadap data dan informasi, sekaligus menjaga kepercayaan pemangku kepentingan.

Selain itu, Perseroan mengembangkan program pelatihan keamanan siber bagi karyawan Divisi TI serta membangun kerja sama dengan mitra eksternal. Inisiatif ini menjadi wujud komitmen Perseroan dalam menjaga kerahasiaan data, melindungi kepentingan bisnis, dan meningkatkan kesadaran seluruh pihak terhadap pentingnya keamanan digital.

Rangkaian inisiatif yang telah dilaksanakan sepanjang tahun 2025, antara lain:

1. Penyusunan kebijakan yang mengatur penggunaan sistem dan data perusahaan, serta pedoman langkah yang harus diambil dalam menghadapi ancaman siber.
2. Evaluasi menyeluruh terhadap potensi risiko keamanan, baik yang berasal dari internal maupun eksternal organisasi.
3. Penerapan perlindungan teknis seperti *firewall*, enkripsi, dan perangkat lunak keamanan untuk menjaga integritas sistem dan data.
4. Pengembangan sistem deteksi dini untuk mengenali aktivitas mencurigakan atau serangan siber secara cepat.
5. Pembentukan tim tanggap insiden yang bertugas memberikan penanganan cepat dan efektif terhadap serangan siber.
6. Pelaksanaan pemulihan sistem dan data yang terdampak, disertai evaluasi kelemahan serta pengembangan strategi perbaikan.
7. Pelatihan rutin bagi karyawan untuk meningkatkan

Cyber Security

In response to the increasingly digital business developments, the Company places cyber security as one of its top priorities. The evolving cyber threats demand stronger defense systems, hence, the Company not only strengthens its security infrastructure but also conducts periodic evaluations through independent parties. This step aims to ensure comprehensive protection of data and information while maintaining stakeholders' trust.

Furthermore, the Company has developed a cyber security training program for IT Division employees and established cooperation with external partners. This initiative is a manifestation of the Company's commitment to maintaining data confidentiality, protecting business interests, and raising awareness among all parties of the importance of digital security.

A series of initiatives that have been implemented throughout 2025 include:

1. Formulation of policies governing the use of company systems and data, as well as guidelines on steps to be taken during cyber threat.
2. Comprehensive evaluation of potential security risks, both internal and external to the organization.
3. Implementation of technical protections such as firewalls, encryption, and security software to maintain system and data integrity.
4. Development of an early detection system to quickly identify suspicious activity or cyber-attacks.
5. Establishment of an incident response team tasked with providing quick and effective handling of cyber-attacks.
6. Recovery of affected systems and data, followed by an evaluation of weaknesses and the development of improvement strategies.
7. Regular training for employees to raise awareness of cyber

kesadaran terhadap ancaman siber dan penerapan praktik terbaik.

8. Pemantauan berkelanjutan atas lingkungan keamanan serta evaluasi berkala terhadap kebijakan dan prosedur yang berlaku.

Disaster Recovery (Pemulihan Bencana)

Disaster Recovery merupakan bagian dari strategi tata kelola teknologi informasi yang mendukung keberlanjutan operasional. Untuk itu, Perseroan mempersiapkan *Disaster Recovery Center* (DRC) sebagai fasilitas cadangan yang berfungsi menjaga ketersediaan sistem dan data penting ketika terjadi gangguan besar atau bencana. DRC dibangun untuk memastikan proses pemulihan dapat dilakukan secara cepat, terukur, dan sesuai standar operasional. Pengelolaan dilakukan melalui koordinasi lintas divisi, dengan Divisi TI sebagai pengelola utama, sehingga setiap unit kerja berperan dalam menjaga kesiapan pemulihan.

DRC ditingkatkan secara berkala agar operasi sistem teknologi informasi dapat segera dipulihkan dalam situasi darurat. Perseroan melakukan pengembangan dan pengujian atas rencana pemulihan bencana serta mendorong optimalisasi infrastruktur pemulihan untuk memastikan efektivitas proses pemulihan. Keterlibatan jajaran manajemen dan kolaborasi antar divisi, termasuk Divisi TI, menjadi bagian penting dalam pengelolaan DRC yang efektif.

Untuk memastikan keberlanjutan operasional, Perseroan menerapkan pengelolaan DRC melalui langkah-langkah berikut:

1. Perencanaan Pemulihan Bencana (*Disaster Recovery Planning*)

Divisi Teknologi Informasi menyusun rencana pemulihan yang mencakup prosedur dan tahapan yang harus dilakukan untuk memulihkan sistem serta data setelah terjadi bencana.

2. Identifikasi Kebutuhan Pemulihan (RPO dan RTO)

Penetapan *Recovery Point Objective* (RPO) dan *Recovery Time Objective* (RTO) sebagai acuan batas toleransi kehilangan data dan waktu pemulihan.

3. Pemilihan Lokasi DRC

Penentuan lokasi DRC dilakukan dengan mempertimbangkan keamanan, aksesibilitas, dan kesiapan infrastruktur untuk menyimpan cadangan data serta sistem TI.

4. Pengelolaan Cadangan Data

Divisi TI secara rutin membuat salinan cadangan data dan menyimpannya di lokasi DRC yang aman untuk memastikan ketersediaan informasi penting.

5. Pemulihan Sistem

Dalam kondisi bencana, Divisi TI melakukan pemulihan sistem dan data dari cadangan yang tersedia di DRC secara cepat dan terukur.

6. Uji Pemulihan Bencana (*Disaster Recovery Testing*)

Perseroan melaksanakan pengujian berkala atas rencana pemulihan bencana untuk memastikan sistem dan data dapat dipulihkan dengan benar sesuai target waktu.

threats and the implementation of best practices.

8. Continuous monitoring of the security environment and periodic evaluation of applicable policies and procedures.

Disaster Recovery

Disaster Recovery is part of an information technology governance strategy that supports operational sustainability. Therefore, the Company has prepared a *Disaster Recovery Center* (DRC) as a backup facility that serves to maintain the availability of important systems and data in the event of a major disruption or disaster. The DRC was built to ensure that the recovery process can be carried out quickly, measurably, and in accordance with operational standards. Management is carried out through cross-division coordination, with the IT Division as the main manager, so that each work unit plays a role in maintaining recovery readiness.

The DRC is upgraded periodically so that information technology system operations can be restored immediately during emergency. The Company develops and tests disaster recovery plans and encourages the optimization of recovery infrastructure to ensure the effectiveness of the recovery process. The involvement of management and collaboration between divisions, including the IT Division, are important parts of effective DRC management.

In order ensure operational continuity, the Company implements DRC management through the following steps:

1. Disaster Recovery Planning

The Information Technology Division develops a recovery plan that includes the procedures and steps to be taken to restore systems and data after a disaster.

2. Identification of Recovery Requirements (RPO and RTO)

Establishment of *Recovery Point Objective* (RPO) and *Recovery Time Objective* (RTO) as references for data loss tolerance limits and recovery time.

3. Selection of DRC Location

The DRC location is determined by considering security, accessibility, and infrastructure readiness for storing data backups and IT systems.

4. Data Backup Management

The IT Division routinely makes backup copies of data and stores them in a secure DRC location to ensure the availability of important information.

5. System Recovery

In the event of a disaster, the IT Division quickly and systematically recovers systems and data from backups available at the DRC.

6. Disaster Recovery Testing

The Company conducts periodic testing of disaster recovery plans to ensure that systems and data can be recovered correctly within the target time frame.

7. Pemantauan dan Pembaruan

Rencana pemulihan bencana dipantau dan diperbarui secara berkala mengikuti perkembangan infrastruktur TI dan kebutuhan bisnis.

Pengembangan TI dan Biaya Investasi TI

Dalam mendukung keberlanjutan operasional dan transformasi digital, Perseroan menyusun rencana pengembangan serta anggaran investasi TI secara terstruktur. Pengembangan TI mencakup perancangan, pembangunan, dan pembaruan sistem sesuai kebutuhan bisnis, sedangkan investasi TI mencakup seluruh pengeluaran terkait pengadaan, implementasi, dan pemeliharaan infrastruktur teknologi.

Untuk memastikan efektivitas pengelolaan, langkah-langkah pengembangan dan investasi TI yang diterapkan oleh Perseroan adalah sebagai berikut:

1. Pengembangan Teknologi Informasi

Perseroan melakukan analisis menyeluruh terhadap kebutuhan bisnis dengan melibatkan pemangku kepentingan untuk memastikan solusi TI yang dikembangkan sesuai dengan persyaratan fungsional maupun non-fungsional. Berdasarkan hasil analisis tersebut, Divisi TI merancang sistem yang efisien, memilih teknologi yang tepat, dan mengembangkan aplikasi menggunakan metodologi pengembangan yang terstruktur.

2. Biaya Investasi Teknologi Informasi

Pada tahun 2025, total investasi TI mencapai Rp13,3 miliar, meningkat dibandingkan tahun 2024 yang sebesar Rp12,28 miliar. Anggaran ini mencakup pengeluaran untuk pengembangan aplikasi, pengadaan perangkat keras dan perangkat lunak, biaya implementasi, operasional, pemeliharaan, serta pembaruan sistem.

Sebagai gambaran atas komponen biaya yang dialokasikan untuk tahun 2023 hingga 2025 dapat dilihat pada tabel berikut:

Komponen Biaya Cost Components	2025 (Rp)	2024 (Rp)	2023 (Rp)
Perangkat Pendukung Kerja Operating Support Equipment	3.058.991.058	2.588.109.918	1.677.982.422
Lisensi Licenses	2.303.443.194	3.763.262.134	3.388.438.227
Tagihan Bills	511.737.531	369.225.912	305.782.666
Third Party	4.548.035.491	2.404.060.872	3.190.511.013
Suku Cadang dan Perawatan AFC & CCTV Spare Parts and Maintenance of AFC & CCTV	1.854.942.035	2.369.862.257	380.198.648
Dukungan Infrastruktur & Keamanan Infrastructure Support & Security	1.009.083.989	-	-
Total Anggaran Divisi TI Total IT Division Budget	13.286.233.298	11.494.521.093	8.942.912.976

7. Monitoring and Updates

Disaster recovery plans are monitored and updated periodically in line with developments in IT infrastructure and business needs.

IT Development and IT Investment Costs

In supporting operational sustainability and digital transformation, the Company develops structured plans and budgets for IT investment. The IT development includes the design, construction, and updating of systems according to business needs, while IT investment includes all expenditures related to the procurement, implementation, and maintenance of technology infrastructure.

To ensure effective management, the Company implements the following IT development and investment measures:

1. Information Technology Development

The Company conducts a comprehensive analysis of business needs by involving stakeholders to ensure that the IT solutions developed meet both functional and non-functional requirements. Based on the results of this analysis, the IT Division designs efficient systems, selects the right technology, and develops applications using structured development methodologies.

2. Information Technology Investment Costs

In 2025, total IT investment reached IDR13.3 billion, an increase compared to 2024, which was IDR12.28 billion. This budget includes expenditures for application development, hardware and software procurement, implementation, operational, maintenance, and system update costs.

An overview of the cost components allocated for 2023 to 2025 can be seen in the following table:

Rencana Pengembangan Teknologi Informasi pada Tahun Mendatang

Sebagai bagian dari strategi Perseroan dalam memperkuat sistem dan infrastruktur digital, Divisi TI menyusun rencana pengembangan TI pada tahun mendatang. Rencana ini bertujuan untuk memastikan pengelolaan teknologi informasi berjalan efektif, efisien, serta mampu mendukung kebutuhan bisnis yang terus berkembang. Fokus diarahkan pada peningkatan kapasitas, keamanan, dan inovasi agar TI dapat berfungsi sebagai fondasi utama dalam mendukung transformasi digital Perseroan.

Rencana pengembangan teknologi informasi pada tahun mendatang, antara lain:

1. Modernisasi Infrastruktur *Cloud* dan Skalabilitas Sistem

Perusahaan akan fokus pada transisi menuju infrastruktur *Hybrid Cloud* atau *Multi-Cloud*. Tujuannya adalah untuk memastikan sistem memiliki fleksibilitas tinggi dalam menangani beban kerja yang fluktuatif (*scalability*) tanpa harus melakukan investasi perangkat keras fisik secara besar-besaran di awal.

2. Penguatan Keamanan Siber (*Cybersecurity*) Berbasis *Zero Trust*

Seiring dengan meningkatnya ancaman digital, rencana tahun mendatang mencakup implementasi kerangka kerja *Zero Trust Architecture*. Hal ini memastikan bahwa setiap akses ke jaringan perusahaan, baik dari dalam maupun luar, harus melalui proses verifikasi yang ketat, guna melindungi data aset Perseroan yang paling sensitif.

3. Implementasi *Data Analytics* dan Kecerdasan Buatan (AI)

Mengintegrasikan platform pengolahan data untuk mengubah data mentah menjadi wawasan bisnis (*business insights*) yang dapat ditindaklanjuti. Penggunaan *Artificial Intelligence* (AI) dan *Machine Learning* akan diarahkan untuk mengotomatisasi proses rutin dan meningkatkan akurasi pengambilan keputusan di tingkat manajerial.

4. Integrasi Ekosistem IoT (*Internet of Things*) untuk Efisiensi Operasional

Mengadopsi teknologi sensor dan perangkat cerdas yang terhubung untuk memantau aset perusahaan secara *real-time*.

- **Smart Asset Monitoring:** Penggunaan sensor IoT untuk memantau kondisi perangkat fisik atau fasilitas gedung secara otomatis (misal: suhu ruang server, penggunaan energi, atau pelacakan inventaris).
- **Predictive Maintenance:** Memanfaatkan data dari perangkat IoT untuk memprediksi kerusakan alat sebelum terjadi, sehingga mengurangi waktu henti (*downtime*) operasional.

Information Technology Development Plan for the Coming Year

As part of the Company's strategy in strengthening its digital systems and infrastructures, the IT Division prepares IT development plan for the coming year. This plan aims to ensure that information technology management is effective, efficient, and capable to support the evolving business needs. The focus is to increase capacity, security, and innovation that enables IT to become the main foundation in supporting the Company's digital transformation.

The information technology development plan in the coming year includes:

1. Modernization of Cloud Infrastructure and System Scalability

The Company will focus on transitioning to a hybrid cloud or multi-cloud infrastructure. The goal is to ensure the system has high flexibility in handling fluctuating workloads (*scalability*) without requiring massive upfront investments in physical hardware.

2. Strengthening Zero Trust-Based Cybersecurity

As digital threats increase, the plan for the coming year is to implement a Zero Trust Architecture framework. This system ensures that every access to the corporate network, whether from inside or outside, requires a strict verification process to protect the Company's most sensitive data assets.

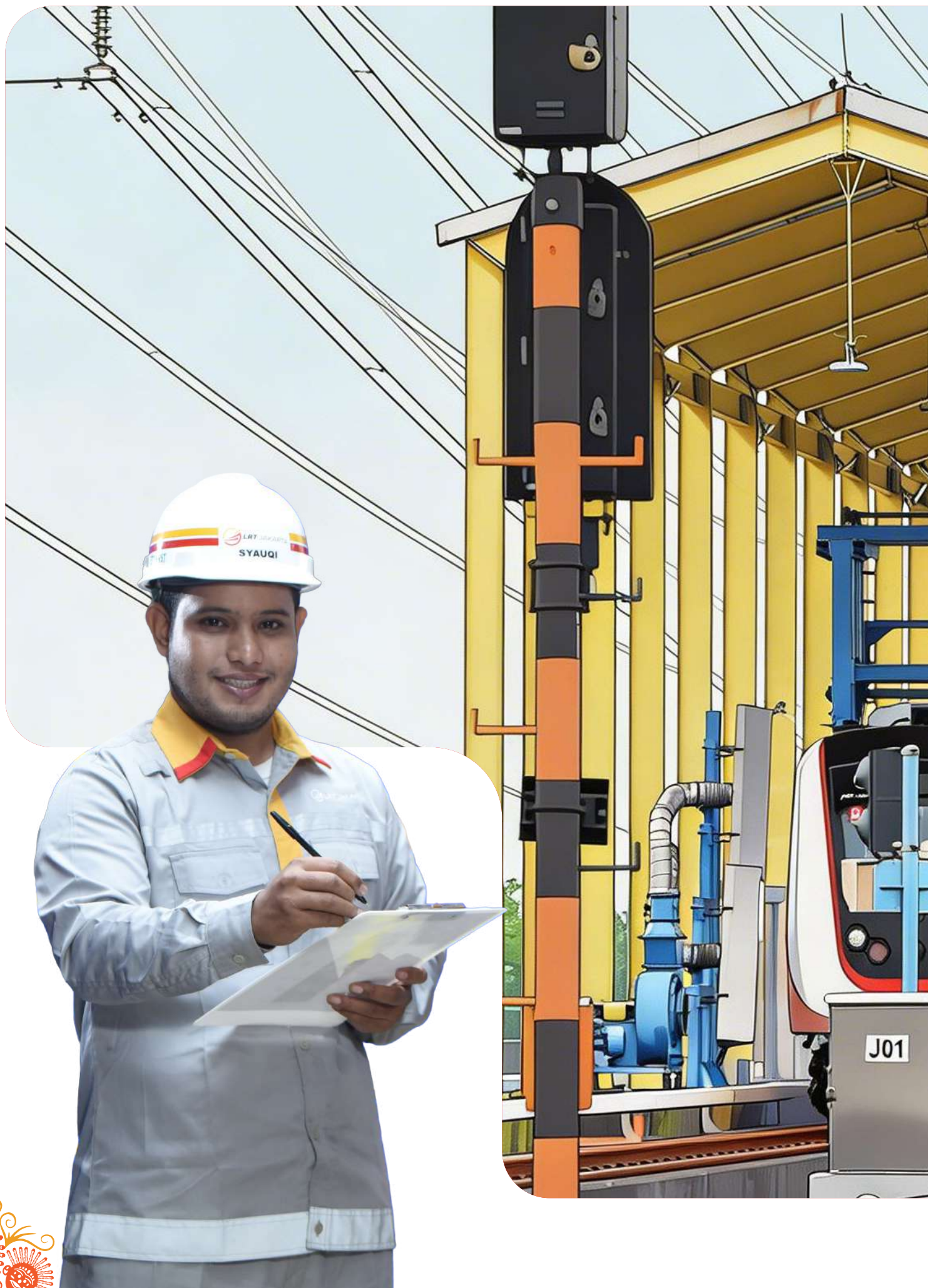
3. Implementation of Data Analytics and Artificial Intelligence (AI)

Integrating data processing platforms to transform raw data into actionable business insights. The use of Artificial Intelligence (AI) and Machine Learning will be focused on automating routine processes and improving the accuracy of decision-making at the managerial level.

4. Integration of the IoT (*Internet of Things*) Ecosystem for Operational Efficiency

Adopting sensor technology and interconnected smart devices to monitor company assets in real-time.

- **Smart Asset Monitoring:** Using IoT sensors to automatically monitor the condition of physical devices or building facilities (e.g., server room temperature, energy usage, or inventory tracking).
- **Predictive Maintenance:** Leveraging data from IoT devices to predict equipment failures in advance, thereby reducing operational downtime.



06. Tata Kelola Perusahaan

Corporate Governance



Komitmen Perusahaan dalam Penerapan Tata Kelola Perusahaan

The Company's Commitment to Implement Good Corporate Governance

Komitmen untuk melaksanakan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) tidak hanya sebagai bagian dari kepatuhan perusahaan terhadap peraturan perundang-undangan yang berlaku (*regulatory driven*), namun juga sebagai wujud tanggung jawab Perseroan untuk memastikan kelangsungan prospek bisnis Perseroan untuk jangka panjang (*ethical driven*). Prinsip ini menjadi pedoman utama dalam setiap kebijakan dan keputusan bisnis yang diambil.

Tujuan Penerapan GCG

Penerapan GCG di Perseroan bertujuan untuk:

1. Mendorong tercapainya kesinambungan Perseroan melalui pengelolaan yang didasarkan pada asas transparansi, akuntabilitas, pertanggungjawaban, kemandirian, serta kewajaran dan kesetaraan;
2. Mendorong pemberdayaan fungsi dan kemandirian setiap organ perusahaan, yaitu Dewan Komisaris, Direksi, dan Rapat Umum Pemegang Saham;
3. Mendorong pemegang saham, anggota Dewan Komisaris, dan anggota Direksi agar dalam membuat keputusan dan menjalankan tindakannya dilandasi oleh nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan;
4. Mendorong timbulnya kesadaran dan tanggung jawab sosial perusahaan terhadap masyarakat dan kelestarian lingkungan terutama di sekitar Perseroan;
5. Mengoptimalkan nilai Perseroan bagi pemegang saham dengan tetap memperhatikan pemangku kepentingan lainnya; dan
6. Meningkatkan daya saing Perseroan baik secara nasional maupun internasional, sehingga meningkatkan kepercayaan pasar yang dapat mendorong arus investasi dan pertumbuhan ekonomi nasional yang berkesinambungan.

Dasar Penerapan GCG

Perseroan menerapkan prinsip GCG di seluruh aktivitas dan lini organisasi berlandaskan pada regulasi dan kebijakan, antara lain:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Pemerintah No. 54 tahun 2017 tentang Badan Usaha Milik Daerah.
3. Keputusan Gubernur Provinsi Daerah Khusus Ibukota Jakarta No. 96 tahun 2004 tentang Penerapan Praktik *Good Corporate Governance* pada Badan Usaha Milik Daerah (BUMD) di Lingkungan Pemerintah Daerah Khusus Ibukota Jakarta.

The Company's commitment to implementing Good Corporate Governance is not merely a part of its compliance with applicable laws and regulations (*regulatory driven*), but also a manifestation of the Company's responsibility to ensure its long-term business prospects (*ethical driven*). This principle serves as the primary guideline for every business policy and decision.

Objectives of GCG Implementation

The implementation of GCG in the Company aims to:

1. Promote the Company's sustainability through management based on the principles of transparency, accountability, responsibility, independence, as well as fairness and equality;
2. Promote the empowerment of functions and independency of each Company organ, including the Board of Commissioners, the Board of Directors, and the General Meeting of Shareholders;
3. Encourage shareholders, members of the Board of Commissioners, and members of the Board of Directors to make decisions and carry out their actions based on high moral values and compliance with laws and regulations;
4. Foster corporate social awareness and responsibility toward society and environmental sustainability, particularly in the areas surrounding the Company;
5. Optimize the Company's value for shareholders while taking other stakeholders into account; and
6. Increase the Company's competitiveness both nationally and internationally, thereby enhancing market confidence which can drive investment flows and sustainable national economic growth.

Foundation of GCG Implementation

The Company applies the principles of GCG across all activities and organizational levels based on regulations and policies, including:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. Government Regulation No. 54 of 2017 concerning Regional Owned Enterprises.
3. Decree of the Special Capital Region of Jakarta Governor No. 96 of 2004 concerning the Implementation of Good Corporate Governance Practices in Regional Owned Enterprises (BUMD) within the Special Capital Region of Jakarta.

4. Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang diterbitkan oleh Komite Nasional Kebijakan Governance pada tahun 2021.
5. Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT LRT Jakarta.
6. Anggaran Dasar Perusahaan.

4. Indonesian General Guidelines for Corporate Governance (PUGKI) published by the National Committee on Governance Policy in 2021.
5. PT LRT Jakarta's Corporate Governance Guidelines (*Code of Corporate Governance*).
6. The Company's Articles of Association.

Prinsip-Prinsip GCG

Dalam menjalankan aktivitas usaha, Perseroan menerapkan prinsip-prinsip GCG yang terintegrasi ke dalam seluruh kebijakan dan praktik perusahaan. Merujuk pada Keputusan Gubernur No. 96 Tahun 2004 Pasal 4, sebagaimana telah tercantum dalam Pedoman Tata Kelola Perusahaan yang telah ditandatangani pada 13 Desember 2022, Prinsip-prinsip yang digunakan sebagai acuan dalam penerapan GCG adalah sebagai berikut:

GCG Principles

In conducting its business activities, the Company applies GCG principles that are integrated into all corporate policies and practices. Referring to Governor's Decree No. 96 of 2004, Article 4, as stipulated in the Corporate Governance Guidelines signed on December 13, 2022, the principles used as a reference in the implementation of GCG are as follows:

Prinsip GCG GCG Principles	Penjelasan Explanation	Penerapan di Perseroan Implementation in the Company
Transparansi Transparency	Keterbukaan dalam melaksanakan proses pengambilan keputusan serta keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan. Transparency in decision-making process and transparency in disclosing material and relevant information about the Company.	Perseroan memastikan setiap langkah proses penetapan kebijakan dan keputusan yang diambil oleh Komisaris, Direksi, dan seluruh jajaran dilakukan secara transparan. The Company ensures that every step of the policy-making process and every decision made by the Board of Commissioners, the Board of Directors, and the management is conducted transparently.
Akuntabilitas Accountability	Kejelasan fungsi, pelaksanaan, dan pertanggungjawaban setiap organ Perseroan sehingga pengelolaan perusahaan terlaksana secara efektif. Clarity regarding the functions, operations, and accountability of each Company organ, ensuring that the Company is managed effectively.	Perseroan menetapkan secara jelas tanggung jawab dan kewenangan Komisaris, Direksi, dan seluruh jajaran dalam struktur organisasi serta uraian jabatan masing-masing. The Company clearly defines the responsibilities and authorities of the Board of Commissioners, the Board of Directors, all ranks within the organizational structure, as well as the job descriptions for each position.
Pertanggungjawaban Responsibility	Kesesuaian pengelolaan Perseroan dengan ketentuan peraturan perundang-undangan yang berlaku serta prinsip korporasi yang sehat. Compliance of the Company's management with applicable laws and regulations, as well as sound corporate principles.	Perseroan menyesuaikan pengelolaan perusahaan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The Company aligns its corporate governance with applicable laws and regulations and sound corporate principles.
Kemandirian Independency	Perseroan dikelola secara profesional tanpa benturan kepentingan maupun pengaruh/tekanan dari pihak mana pun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. The Company is managed professionally, free from conflicts of interest or undue influence/pressure from any party that violate the applicable laws and sound corporate principles.	Perseroan menjalankan kegiatan usaha secara independen sesuai profesionalisme, bebas dari benturan kepentingan serta pengaruh atau tekanan dari pihak mana pun. The Company conducts its business independently and professionally, free from conflicts of interest and influence or pressure from any party.
Kewajaran dan Kesetaraan Fairness	Keadilan dan kesetaraan dalam memenuhi hak pemangku kepentingan yang timbul berdasarkan perjanjian dan ketentuan peraturan perundang-undangan. Fairness and equality in fulfilling the rights of stakeholders arising from agreements and the laws.	Perseroan memberikan rasa keadilan dan kesetaraan dalam memenuhi hak-hak <i>stakeholder</i> sesuai perjanjian dan ketentuan hukum yang berlaku. The Company ensures fairness and equality in fulfilling the rights of stakeholders as stipulated in the agreements and applicable laws.

Selain itu, Perseroan juga mengadopsi Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang diterbitkan oleh Komite Nasional Kebijakan *Governance* pada tahun 2021. Prinsip-prinsip dalam PUGKI beserta rekomendasi dan panduan di dalamnya dijiwai oleh empat pilar governansi korporat yaitu:

1. Transparansi

Untuk menjaga obyektivitas dalam menjalankan bisnis, Perseroan menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Perseroan mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya.

2. Akuntabilitas

Perseroan dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Perseroan harus dikelola secara benar, terukur dan sesuai dengan kepentingan Perseroan dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.

3. Keberlanjutan

Perseroan mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.

Struktur GCG

Perseroan mengadopsi struktur GCG yang berlandaskan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Struktur tersebut terdiri dari tiga organ utama, yaitu:

1. Rapat Umum Pemegang Saham (RUPS)

RUPS berfungsi sebagai forum tertinggi untuk menetapkan keputusan strategis dan kebijakan penting Perseroan.

2. Dewan Komisaris

Dewan Komisaris menjalankan peran pengawasan serta memberikan nasihat kepada Direksi agar pengelolaan Perseroan sesuai prinsip GCG.

3. Direksi

Direksi bertanggung jawab atas pengelolaan operasional sehari-hari dan memastikan seluruh kegiatan berjalan sesuai ketentuan hukum serta kebijakan Perseroan.

Dalam melaksanakan tugasnya, ketiga organ utama tersebut juga didukung oleh organ pendukung, antara lain Komite Audit, Sekretaris Perusahaan, dan Audit Internal, yang berperan memberikan masukan, pengawasan tambahan, serta dukungan teknis agar penerapan GCG di Perseroan dapat berjalan lebih efektif dan berkelanjutan.

In addition, the Company has also adopted the Indonesian General Guidelines for Corporate Governance (PUGKI) issued by the National Committee on Governance Policy in 2021. The principles contained in the PUGKI, along with the recommendations and guidelines therein, are guided by the four pillars of corporate governance, as follows:

1. Transparency

The Company maintains objectivity in its business operations by providing material and relevant information that is easily accessible and understandable to stakeholders. The Company takes the initiative to disclose not only matters required by laws and regulations but also material information needed for decision-making by shareholders, creditors, and other stakeholders.

2. Accountability

The Company can be held accountable for its performance in a transparent and reasonable manner. Therefore, the Company must be managed properly, measurably, and in accordance with the Company's interests while taking into account the interests of shareholders and stakeholders. Accountability is a necessary prerequisite to achieve sustainable performance.

3. Sustainability

The Company complies with laws and regulations and is committed to fulfilling its responsibilities toward society and the environment to contribute to sustainable development by cooperating with all relevant stakeholders to improve their livelihoods in line with business interests and the sustainable development agenda.

GCG Structure

The Company adopts a GCG structure based on Law No. 40 of 2007 on Limited Liability Companies. This structure consists of three main organs, namely:

1. General Meeting of Shareholders (GMS)

The GMS serves as the highest forum to establish strategic decisions and important policies of the Company.

2. Board of Commissioners

The Board of Commissioners performs a supervisory and advisory role to the Board of Directors in order to ensure the Company's management complies with GCG principles.

3. Board of Directors

The Board of Directors is responsible for day-to-day operational management and ensures all activities are conducted in accordance with legal provisions and the Company's policies.

In carrying out their duties, these three main organs are also supported by supporting organs, including the Audit Committee, the Corporate Secretary, and Internal Audit, which provide input, extra supervision, and technical support to ensure the implementation of GCG within the Company is more effective and sustainable.



Perkembangan Penerapan Tata Kelola Perusahaan Secara Berkelanjutan

Sustainable Development of Corporate Governance Implementation

Jejak Langkah Perkembangan Penerapan GCG

Perseroan terus memperkuat penerapan tata kelola perusahaan secara berkelanjutan sebagai bagian dari komitmen untuk menciptakan nilai jangka panjang bagi pemegang saham, pemangku kepentingan, serta masyarakat. Tata kelola diposisikan sebagai fondasi utama dalam memastikan keberlangsungan usaha, meningkatkan kepercayaan, dan mendukung pencapaian tujuan pembangunan berkelanjutan.

Sejak berdiri pada tahun 2018, Perseroan telah menapaki tahapan penting dalam penerapan tata kelola perusahaan yang baik. Perjalanan ini dimulai dengan pembentukan kebijakan dasar dan struktur organisasi, kemudian berkembang melalui penguatan sistem pengawasan, peningkatan transparansi, serta konsolidasi fungsi pengendalian internal.

Memasuki tahun 2025, Perseroan menegaskan arah baru dengan mengintegrasikan kerangka *Governance, Risk, and Compliance* (GRC) ke dalam strategi keberlanjutan. Integrasi ini mencakup aspek lingkungan dan sosial, sehingga tata kelola perusahaan berkelanjutan tidak hanya berfokus pada kepatuhan regulasi, tetapi juga pada penciptaan dampak positif yang lebih luas.

Rencana pengembangan tata kelola perusahaan secara berkelanjutan disusun sebagai peta jalan lima tahun ke depan, dengan fokus pada konsistensi penerapan prinsip GCG,

Milestones in the Development of GCG Implementation

The Company continuously strives to strengthen the implementation of corporate governance as part of its commitment to creating long-term value for shareholders, stakeholders, and society. Corporate governance is positioned as the cornerstone in ensuring business sustainability, enhancing trust, and supporting the achievement of sustainable development goals.

Since its establishment in 2018, the Company has made significant progress in implementing good corporate governance. This journey began with the establishment of foundational policies and organizational structures, and has evolved through the reinforcement of supervisory systems, enhanced transparency, and the consolidation of internal control functions.

Heading into 2025, the Company is setting a new direction by integrating the Governance, Risk, and Compliance (GRC) framework into its sustainability strategy. This integration encompasses environmental and social aspects, ensuring that sustainable corporate governance focuses not only on regulatory compliance but also on creating broader positive impacts.

The plan for sustainable corporate governance development is formulated as a roadmap for the next five years, focusing on consistent application of GCG principles, strengthening



penguatan manajemen risiko, kepatuhan terhadap regulasi, serta komitmen terhadap keberlanjutan lingkungan dan sosial. Tema Rencana Bisnis Perusahaan Periode 2025-2029 diuraikan pada tabel berikut:

2025	2026	2027	2028	2029
<i>Optimizing Asset and Digitalization to Enhance Urban Mobility</i>	<i>Strengthening Services and Business to Leap on a New Journey</i>	<i>Elevating Business Scale to Become Trusted Company</i>	<i>Leading in Service and Resilience in Business to Become Sustainable Growth Company</i>	<i>Beyond Movement: the Next Wave of Connectivity and Your Excellence Partner</i>

Sebagai tindak lanjut dari tema rencana bisnis tersebut, Perseroan menyusun strategi tata kelola yang lebih terarah melalui pendekatan *Cascade to Governance, Risk, Compliance and Sustainability Strategy*. Strategi ini dirancang untuk memastikan setiap tahapan penguatan tata kelola berjalan sistematis, mulai dari pembentukan kerangka dasar hingga penerapan praktik terbaik yang berstandar internasional, sebagaimana diuraikan berikut ini:

As a follow-up to the theme of the business plan, the Company has developed a more targeted governance strategy through the Cascade to Governance, Risk, Compliance, and Sustainability Strategy approach. This strategy is designed to ensure that each stage of governance improvement is carried out systematically, from the establishment of a foundational framework to the implementation of international best practices, as outlined below:

Framework Improvement	Enhance Implementation	Manage Implementation	Leading Implementation
› Penguatan fondasi GRC. › Peningkatan <i>tools</i> dan teknologi manajemen risiko. › Sertifikasi ISO 37001:2016. › Reinforcing the GRC foundation. › Improving tools and technologies. › ISO 37001:2016 Certification.	› Peningkatan infrastruktur dan implementasi GRC serta resiliensi bisnis perusahaan. › Peningkatan maturitas GRC, sistem informasi manajemen risiko, serta asesmen <i>Environment, Social, Governance</i> (ESG). › Improving GRC infrastructure and implementation, as well as the Company's business resilience. › Improving GRC maturity, information risk management system, as well as <i>Environment, Social, Governance</i> (ESG) assessment.	Implementasi GRC dan ESG secara berkesinambungan. Continuous implementation of GRC and ESG.	Implementasi <i>Governance, Risk, Compliance, and Sustainability</i> (GRCS) sesuai dengan praktik terbaik. Implementation of <i>Governance, Risk, Compliance, and Sustainability</i> (GRCS) based on the best practices.

Implementasi GCG di Tahun 2025

Sebagai tindak lanjut atas rencana yang telah ditetapkan pada periode sebelumnya, Perseroan menjalankan berbagai inisiatif strategis yang terbukti meningkatkan kualitas penerapan GCG sepanjang tahun 2025. Langkah-langkah tersebut menjadi bukti nyata komitmen Perseroan dalam menegakkan prinsip integritas, memperkuat transparansi, serta memastikan akuntabilitas di setiap aspek operasional perusahaan.

Inisiatif dan pencapaian di tahun 2025 adalah sebagai berikut:

Implementation of GCG in 2025

As a follow-up to the plans established in the previous period, the Company implemented various strategic initiatives that have been proven to improve the quality of GCG implementation throughout 2025. These initiatives are clear evidence of the Company's commitment to upholding the principles of integrity, strengthening transparency, and ensuring accountability in every aspect of the Company's operations.

The Company's initiatives and achievements in 2025 are as follows:

Inisiatif Initiatives	Pencapaian di Tahun 2025 Achievements in 2025
Perbaikan Implementasi Tata Kelola secara Berkelanjutan Continuous Improvement of Governance Implementation	1. Peningkatan nilai GCG menjadi 91,852 2. Penghargaan <i>Top GRC Award 5 Star Level, The High Performing Board of Commissioner on GRC 2025, The Most Committed GRC Leader 2025</i>
	1. Improvement in GCG score to 91.852 2. Top GRC Award (5-Star Level), The High-Performing Board of Commissioners on GRC 2025, The Most Committed GRC Leader 2025

Initiatives	Pencapaian di Tahun 2025 Achievements in 2025	
Komitmen dalam Implementasi Sistem Manajemen Anti Penyuapan (SMAP) Commitment to the implementation of the Anti-Bribery Management System (ABMS)	1. Sertifikasi Sistem Manajemen Anti Penyuapan ISO 37001:2016 2. Penyelenggaraan acara GRC Talks dengan tema "Kepatuhan dalam Pengadaan Barang dan Jasa: Membangun Tata Kelola Pengadaan yang Transparan dan Akuntabel"	1. ISO 37001:2016 Anti-Bribery Management System Certification 2. Hosting the GRC Talks event with the theme "Compliance in the Procurement of Goods and Services: Building Transparent and Accountable Procurement Governance"
Pemeliharaan Sistem Manajemen Terintegrasi Integrated Management System Maintenance	1. Pelaksanaan Audit <i>Surveillance</i> oleh Auditor Eksternal untuk Sistem Manajemen Terintegrasi yang meliputi ISO 9001:2015 (Mutu), ISO 14001:2015 (Lingkungan), dan ISO 45001:2018 (K3) 2. Sertifikasi Sistem Manajemen Keamanan Informasi ISO27001:2022	1. The Audit Surveillance conducted External Auditor on the Integrated Management System covers ISO 9001:2015 (Quality), ISO 14001:2015 (Environment), and ISO 45001:2018 (OHS) 2. Information Security Management System Certification ISO 27001:2022
Kepatuhan Pelaporan Harta Kekayaan Pejabat Negara Compliance with Asset Disclosure Reporting by State Officials	Pelaporan Harta Kekayaan Pejabat Negara (LHKPN) untuk Direksi dan Komisaris tepat waktu	Timely Submission of State Officials' Wealth Report (LHKPN) for Directors and Commissioners
Peningkatan Resiliensi Operasional Perusahaan Enhancing the Company's Operational Resilience	Pembuatan <i>Business Continuity Management System</i> (BCMS)	Establishment of Business Continuity Management System (BCMS)

Asesmen Penerapan GCG

Perseroan menegaskan komitmennya untuk terus meningkatkan kualitas penerapan GCG melalui pendekatan yang berkesinambungan. Upaya ini diwujudkan dengan pelaksanaan asesmen internal secara berkala, yang dirancang untuk memastikan bahwa prinsip-prinsip GCG diterapkan secara konsisten di seluruh lini organisasi.

Tujuan dari asesmen penerapan GCG di tahun 2025 meliputi:

1. Menguji dan menilai penerapan GCG di Perseroan melalui elaborasi kondisi penerapan GCG dan kondisi nyata yang diterapkan pada Perseroan, melalui pemberian skor/nilai atas penerapan GCG dan kategori kualitas penerapan GCG.
2. Mengidentifikasi kekuatan dan kelemahan penerapan GCG Perseroan, serta mengusulkan rekomendasi perbaikan untuk mengurangi celah (*gap*) antara kriteria GCG dan penerapannya pada Perseroan.
3. Memberikan rekomendasi penyempurnaan terhadap kesenjangan yang ditemukan dalam implementasi GCG di Perseroan sejalan dengan *best practices*.
4. Memantau konsistensi penerapan GCG pada Perseroan dan memperoleh masukan untuk penyempurnaan serta pengembangan kebijakan GCG di Perseroan.

Dalam rangka memastikan penerapan GCG berjalan sesuai standar, Perseroan melakukan asesmen kualitas tata kelola dengan mengacu pada kriteria yang ditetapkan mengenai indikator, parameter, serta mekanisme penilaian dan evaluasi penerapan GCG. Asesmen tersebut mencakup enam aspek utama, yaitu:

Assessment of GCG Implementation

The Company reiterates its commitment to continuously improving the quality of GCG implementation through a sustainable approach. This effort is realized through the periodic internal assessment, designed to ensure that GCG principles are consistently applied across all levels of the organization.

The objectives of the assessment of GCG implementation in 2025 are:

1. To test and evaluate GCG implementation in the Company through elaboration of the conditions of GCG implementation and assessment of the actual conditions applied in the Company, by assigning scores/values to the application of GCG and categories of GCG implementation quality.
2. To identify the strengths and weaknesses of the Company's GCG implementation, as well as to propose recommendations for improvement to reduce the gap between GCG criteria and its implementation in the Company.
3. To provide recommendations for improvements to the gaps found in the implementation of GCG within the Company in line with best practices.
4. To monitor the consistency of GCG implementation in the Company and obtain input for the improvements and developments of GCG policies in the Company.

To ensure that the implementation of GCG proceeds according to standards, the Company conducts a governance quality assessment based on established criteria regarding indicators, parameters, and mechanisms for assessing and evaluating GCG implementation. This assessment covers six main aspects, including:

1. Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan;
2. Pemegang Saham dan RUPS;
3. Dewan Komisaris;
4. Direksi;
5. Pengungkapan Informasi dan Transparansi; dan
6. Aspek Lain.

Asesmen penerapan GCG yang dilakukan pada tahun 2025 memperoleh hasil total skor 91,85. Dengan demikian kualitas penerapan GCG di Perseroan termasuk dalam kategori “Sangat Baik”. Sebagai perbandingan, hasil asesmen penerapan GCG pada tahun 2024 memperoleh skor 89,71 atau “Sangat Baik”.

Informasi rinci hasil asesmen penerapan GCG yang dilaksanakan pada tahun 2025 dijelaskan pada tabel berikut:

1. Commitment to the Continuous Implementation of Good Corporate Governance;
2. Shareholders and GMS;
3. Board of Commissioners;
4. Board of Directors;
5. Information Disclosure and Transparency; and
6. Other Aspects.

The assessment of GCG implementation conducted in 2025 yielded a total score of 91.85. Thus, the quality of GCG implementation at the Company falls into the “Very Good” category. As comparison, the results of the GCG implementation assessment in 2024 achieved a score of 89.71 or “Very Good”.

Detailed information on the assessment of GCG implementation conducted in 2025 is presented in the following table:

No	Aspek Aspect	Bobot Indikator Weight Indicator	Pencapaian Achievement	
			Skor Score	%
I	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to The Continuous Implementation of Good Corporate Governance	7,00	7,00	100%
II	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	9,00	8,37	93,1%
III	Dewan Komisaris Board of Commissioners	35,00	34,18	97,7%
IV	Direksi Board of Directors	35,00	34,46	98,5%
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	6,82	75,8%
VI	Aspek Lain-Lain Other Aspects	5,00	1,00	20,0%
Total skor Total score		100,00	91,85	

Rapat Umum Pemegang Saham General Meeting of Shareholders

Sebagai organ tertinggi dalam struktur GCG, Rapat Umum Pemegang Saham (RUPS) merupakan forum bagi pemegang saham untuk menjalankan hak-haknya dalam menentukan arah kebijakan Perseroan. Melalui RUPS, keputusan strategis yang bersifat fundamental ditetapkan dengan berpedoman pada Anggaran Dasar serta ketentuan peraturan perundang-undangan yang berlaku.

RUPS memiliki kewenangan untuk mengambil keputusan penting, termasuk pengangkatan dan pemberhentian anggota Dewan Komisaris maupun Direksi. Namun, RUPS tidak berwenang mencampuri pelaksanaan tugas dan tanggung jawab kedua organ tersebut. Batasan ini menegaskan prinsip saling menghormati fungsi masing-masing organ, sehingga tercipta keseimbangan peran dalam penerapan GCG.

As the highest organ in the GCG structure, the General Meeting of Shareholders (GMS) serves as a forum for shareholders to exercise their rights in determining the direction of the Company's policies. Through the GMS, fundamental strategic decisions are made in accordance with the Articles of Association as well as applicable laws and regulations.

The GMS has the authority to make important decisions, including the appointment and dismissal of members of the Board of Commissioners and the Board of Directors. However, the GMS does not have the authority to interfere with the duties and responsibilities of these two organs. This limitation reinforces the principle of mutual respect for the functions of each organ, thereby creating a balance of roles in the implementation of GCG.

Para Pemegang Saham

Per 31 Desember 2025, saham Perseroan dimiliki oleh:

1. PT Jakarta Propertindo (Perseroda) (PT Jakpro) selaku pemegang 3.323.934 lembar saham Perseroan; dan
2. PT Jakarta Infrastruktur Propertindo (PT JIP) selaku pemegang 15.000 lembar saham Perseroan.

Komposisi pemegang saham tersebut sesuai dengan yang tercantum dalam Anggaran Dasar Perseroan. Informasi lebih rinci telah dijelaskan pada Bab profil Perusahaan, Subbab Komposisi Pemegang Saham.

Kewenangan RUPS

Sesuai dengan Pedoman Tata Kelola Perusahaan PT LRT Jakarta, RUPS memiliki kewenangan yang meliputi:

1. Menetapkan perubahan Anggaran Dasar Perseroan.
2. Mengangkat dan memberhentikan Anggota Direksi dan Dewan Komisaris.
3. Memberikan keputusan yang diperlukan untuk menjaga kepentingan usaha Perseroan dalam jangka panjang dan jangka pendek sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan.
4. Menyetujui dan mengesahkan atau menolak Laporan Tahunan dan Laporan Keuangan yang disusun oleh Direksi setelah diperiksa oleh Dewan Komisaris.
5. Menetapkan besaran honorarium dan fasilitas bagi Dewan Komisaris serta gaji dan fasilitas lain bagi Direksi.
6. Menunjuk Kantor Akuntan Publik ("KAP") untuk melakukan audit Laporan Keuangan Tahunan Perseroan.
7. Menyetujui atau menolak rencana untuk mengalihkan kekayaan atau menjadikan kekayaan Perseroan sebagai jaminan utang yang bernilai sebesar sama dan/atau lebih dari 50% (lima puluh persen) jumlah ekuitas atau kekayaan bersih Perseroan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, sebagaimana diatur dalam Anggaran Dasar, seperti:
 - a. Mengagunkan atau menjaminkan aktiva tetap Perseroan untuk penarikan kredit jangka menengah/panjang;
 - b. Penyertaan dan/atau pelepasan penyertaan modal pada perusahaan lain, perusahaan anak, perusahaan patungan;
 - c. Penggabungan, peleburan, pengambilalihan, pemisahan dan/atau pembubaran perusahaan anak/patungan;
8. Menyetujui atau menolak tindakan kerja sama Perseroan dengan Badan Usaha atau entitas/pihak lain berupa penjaminan, kontrak penjaminan, kontrak manajemen, kerja sama lisensi, penyewaan aset atau kerja sama lainnya di mana transaksi tersebut bernilai sebesar sama atau melebihi 50% dari nilai ekuitas Perseroan.
9. Menyetujui aksi korporasi Perseroan sesuai dengan ketentuan peraturan perundangan yang berlaku.
10. Mengambil keputusan melalui proses yang terbuka dan adil serta dapat dipertanggungjawabkan.

Shareholders

As of December 31, 2025, the Company's shares are held by:

1. PT Jakarta Propertindo (Perseroda) (PT Jakpro) as the holder of 3,323,934 shares of the Company; and
2. PT Jakarta Infrastruktur Propertindo (PT JIP) as the holder of 15,000 shares of the Company.

This shareholder composition is as stated in the Company's Articles of Association. Detailed information is provided in the Company Profile chapter, under the Shareholder Composition sub-chapter.

Authority of the GMS

In accordance with PT LRT Jakarta's Corporate Governance Guidelines, the GMS has the authority to:

1. Approve amendments to the Company's Articles of Association.
2. Appoint and dismiss members of the Board of Directors and the Board of Commissioners.
3. Make decisions necessary to safeguard the Company's long-term and short-term business interests in accordance with applicable laws and regulations as well as the Company's Articles of Association.
4. Approve and ratify or reject the Annual Report and Financial Statements prepared by the Board of Directors after being reviewed by the Board of Commissioners.
5. Determine the amount of honorarium and facilities for the Board of Commissioners as well as salaries and other facilities for the Board of Directors.
6. Appoint a Public Accounting Firm ("PAF") to audit the Company's Annual Financial Statements.
7. Approve or reject plans to transfer assets or use the Company's assets as collateral for debt obligations valued at 50% (fifty percent) or more of the Company's equity or net worth in one (1) transaction or more, whether related or unrelated, as provided in the Articles of Association, such as:
 - a. Pledging or mortgaging the Company's fixed assets in order to obtain medium/long-term loans;
 - b. Investment and/or divestment of equity in other companies, subsidiaries, or joint ventures;
 - c. Merger, consolidation, acquisition, spin-off, and/or dissolution of subsidiaries or joint ventures;
8. Approve or reject the Company's cooperation with business entities or other parties in the form of guarantees, guarantee contracts, management contracts, licensing agreements, asset leases, or other forms of cooperation where the transaction value is equal to or exceeds 50% of the Company's equity.
9. Approve the Company's corporate actions in accordance with applicable laws and regulations.
10. Make decisions through an open, fair, and accountable process.

11. Melaksanakan Tata Kelola Perusahaan yang Baik sesuai dengan wewenang dan tanggung jawabnya.
12. Pemegang Saham minoritas memiliki mekanisme untuk menyelenggarakan RUPS minimal mewakili 1/10 (satu persepuluh) atau lebih dari jumlah seluruh saham dengan hak suara, kecuali Anggaran Dasar menentukan suatu jumlah yang lebih kecil.
13. Pemegang Saham dapat diwakili oleh Pemegang Saham lain dengan surat kuasa.
14. Pemegang Saham juga dapat mengambil keputusan yang sah tanpa mengadakan RUPS, dengan ketentuan semua Pemegang Saham telah diberitahu secara tertulis dan semua Pemegang Saham memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam RUPS.

Jenis RUPS

Mengacu kepada Anggaran Dasar, Perseroan dapat menyelenggarakan dua jenis RUPS, yang terdiri dari:

1. RUPST mengenai persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan dan Laporan Tugas Pengawasan Dewan Komisaris, diselenggarakan setiap tahun paling lambat 6 bulan setelah tahun buku Perseroan ditutup.
2. RUPS Lainnya, yang selanjutnya dalam Anggaran Dasar Perseroan disebut RUPS Luar Biasa ("RUPSLB"), yaitu Rapat Umum Pemegang Saham yang dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan.

Mekanisme Pelaksanaan RUPS

Pelaksanaan Rapat Umum Pemegang Saham (RUPS) oleh Manajemen Perseroan dilakukan dengan senantiasa berpedoman pada ketentuan berikut:

1. RUPS harus diselenggarakan sesuai dengan kepentingan Perseroan dan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku serta dipersiapkan secara memadai sehingga dapat mengambil keputusan yang sah. Untuk itu, setiap penyelenggaraan RUPS harus memperhatikan sebagai berikut:
 - a. Panggilan RUPS harus mencakup informasi yang lengkap dan akurat mengenai mata acara, tanggal, waktu, dan tempat RUPS.
 - b. Bahan dan/atau informasi mengenai setiap mata acara yang tercantum dalam panggilan RUPS tersedia di kantor Perseroan sejak tanggal panggilan RUPS sehingga memungkinkan bagi Pemegang Saham berpartisipasi aktif dalam RUPS dan memberikan suara secara bertanggung jawab. Apabila bahan tersebut belum tersedia saat dilakukannya panggilan untuk RUPS, maka bahan dan/atau informasi tersebut harus disediakan di kantor Perseroan sebelum RUPS diselenggarakan.

11. Implement Good Corporate Governance in accordance with their authority and responsibilities.
12. Minority shareholders have the mechanism to convene a General Meeting of Shareholders (GMS) provided they represent at least 1/10 (one-tenth) or more of the total number of shares with voting rights, unless the Articles of Association specify a smaller number.
13. Shareholders may be represented by another shareholder through a power of attorney.
14. Shareholders may also make binding decisions without holding a General Meeting of Shareholders, provided that all Shareholders have been notified in writing and all Shareholders have given their written consent to the proposed resolution and signed the consent; decisions made in this manner are as binding as decisions made at a General Meeting of Shareholders.

Types of GMS

Pursuant to the Articles of Association, the Company may hold two types of GMS, namely:

1. The Annual General Meeting of Shareholders (AGMS) regarding the approval of the Annual Report and the adoption of the Financial Statements and the Supervisory Report of the Board of Commissioners, held annually no later than 6 months after the Company's fiscal year ends.
2. Other GMS, hereinafter referred as Extraordinary General Meeting of Shareholders ("EGMS") in the Company's Articles of Association, which is a General Meeting of Shareholders that may be held at any time as needed for the Company's interests.

Mechanism of GMS Implementation

The implementation of General Shareholders' Meetings (GSM) by the Company's Management is always guided by the following provisions:

1. GMS must be held in accordance with the interests of the Company and consider the provisions of the Company's Articles of Association and applicable laws and regulations, and be adequately prepared so that they can make valid decisions. For this reason, each GMS must pay attention to the following:
 - a. Invitation for the GMS must include complete and accurate information regarding the agenda, date, time and place of the GMS.
 - b. Materials and/or information regarding each agenda listed in the invitation for the GMS are available at the Company's office from the date of the invitation for the GMS so that it is possible for Shareholders to actively participate in the GMS and vote responsibly. If the material is not available when the invitation for the GMS is made, then the material and/or information must be made available at the Company's office before the GMS is held.

- c. Penjelasan mengenai hal-hal lain yang berkaitan dengan mata acara RUPS dapat diberikan sebelum dan/atau pada saat RUPS berlangsung.
 - d. Risalah RUPS harus tersedia di kantor Perseroan dan Perseroan menyediakan fasilitas agar Pemegang Saham dapat membaca atau memperoleh risalah tersebut.
2. Penyelenggaraan RUPS merupakan tanggung jawab Direksi. Untuk itu, Direksi harus mempersiapkan dan menyelenggarakan RUPS yang mekanisme pelaksanaannya mengacu pada Anggaran Dasar Perseroan dan *Board Manual*.
3. Dalam hal Direksi berhalangan maka penyelenggaraan RUPS dilakukan oleh Dewan Komisaris atau Pemegang Saham sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan.
4. Tata tertib RUPS akan diatur dan dibacakan pada pelaksanaan RUPST dan RUPSLB.

Persyaratan RUPS

Pedoman Tata Kelola Perusahaan PT LRT Jakarta juga mengatur ketentuan agar RUPS berlangsung efektif dan sah di mata hukum dan peraturan perundang-undangan yang berlaku, maka pelaksanaan RUPS harus memenuhi persyaratan berikut:

1. RUPS diadakan di tempat kedudukan Perseroan atau di tempat Perseroan melakukan kegiatan usahanya yang utama sebagaimana ditentukan dalam anggaran dasar.
2. Tempat RUPS sebagaimana dimaksud pada ayat (1) harus terletak di wilayah negara Republik Indonesia.
3. Selain penyelenggaraan RUPS sebagaimana dimaksud dalam ketentuan ayat (2), RUPS dapat juga dilakukan melalui media telekonferensi, video konferensi atau melalui sarana media elektronik lainnya yang memungkinkan semua peserta RUPS saling melihat dan mendengar secara langsung serta berpartisipasi dalam RUPS.
4. RUPS mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris, dalam batas yang ditentukan dalam undang-undang dan/atau anggaran dasar.
5. Dalam forum RUPS, pemegang saham berhak memperoleh keterangan yang berkaitan, dengan persetujuan dari Direksi dan/atau Dewan Komisaris, sepanjang berhubungan dengan mata acara rapat dan tidak bertentangan dengan kepentingan Perseroan.
6. RUPS dapat dilangsungkan jika dalam RUPS lebih dari setengah bagian dari jumlah seluruh saham dengan hak suara hadir atau diwakili, kecuali Undang-Undang dan/atau anggaran dasar menentukan jumlah kuorum yang lebih besar.
7. Dalam hal kuorum sebagaimana dimaksud pada ayat tidak tercapai, dapat diadakan pemanggilan RUPS kedua.
8. Dalam pemanggilan RUPS kedua harus disebutkan bahwa RUPS pertama telah dilangsungkan dan tidak mencapai kuorum.
9. Pemanggilan sebagaimana yang dimaksud dalam ayat (7) harus dilakukan selambatnya 7 (tujuh) hari sebelum rapat diselenggarakan tidak termasuk tanggal panggilan dan tanggal rapat. Rapat kedua diselenggarakan secepatnya

- c. Explanations regarding other matters related to the agenda of the GMS can be provided before and/or during the GMS.
 - d. The minutes of the GMS must be available at the Company's office and the Company provides facilities so that Shareholders can read or obtain the minutes.
2. The Board of Directors is responsible to organize the GMS. For this reason, the Board of Directors must prepare and organize the GMS by referring to the Company's Articles of Association and the Board Manual.
3. In the event that the Board of Directors is absent, the GMS will be held by the Board of Commissioners or Shareholders in accordance with the laws and regulations and the Company's Articles of Association.
4. The rules of conduct for the GMS will be regulated and read out at the holding of the AGMS and EGMS.

GMS Requirements

The provisions contained in the Corporate Governance Guidelines of PT LRT Jakarta also stipulate that in order for a General Meeting to be effective and legally binding under applicable laws and regulations, the implementation of the General Meeting must meet the following requirements:

1. The General Meeting shall be held at the Company's registered office or at the location where the Company conducts its primary business activities as specified in the Articles of Association.
2. The venue for the GMS referred to in paragraph (1) must be located within the territory of the Republic of Indonesia.
3. In addition to the organization of the GMS as referred to in paragraph (2), the GMS may also be convened via teleconference, video conference, or other electronic media that allow all GMS participants to see and hear one another directly and participate in the GMS.
4. The GMS has authority not granted to the Board of Directors or the Board of Commissioners, within the limits specified by law and/or the articles of association.
5. At the GMS, shareholders are entitled to receive relevant information, with the approval of the Board of Directors and/or the Board of Commissioners, provided it relates to the agenda of the meeting and does not conflict with the Company's interests.
6. The GMS may be held if more than half of the total shares with voting rights are present or represented at the GMS, unless the law and/or the articles of association specify a higher quorum.
7. If the quorum as referred to in the previous paragraph is not met, a second GMS may be convened.
8. The notice for the second GMS must state that the first GMS was held and did not achieve a quorum.
9. The notice referred to in paragraph (7) must be issued no later than 7 (seven) days before the meeting is held, excluding the date of the notice and the date of the meeting. The second meeting shall be held no sooner than 10 (ten)

10 (sepuluh) hari dan selambatnya 21 (dua puluh satu) hari kalender terhitung sejak rapat pertama dilangsungkan.

10. RUPS kedua sebagaimana dimaksud pada ayat (9) sah dan berhak mengambil keputusan jika dalam RUPS paling sedikit 1/3 (satu pertiga) bagian dari jumlah seluruh saham dengan hak suara hadir atau diwakili, kecuali anggaran dasar menentukan jumlah kuorum yang lebih besar.
11. Dalam hal kuorum RUPS kedua sebagaimana dimaksud pada ayat (10) tidak tercapai, Perseroan dapat memohon kepada Ketua Pengadilan Negeri yang daerah hukumnya meliputi tempat kedudukan Perseroan atas permohonan Perseroan agar ditetapkan kuorum untuk RUPS ketiga.
12. Pemanggilan RUPS ketiga harus menyebutkan bahwa RUPS kedua telah dilangsungkan dan tidak mencapai kuorum dan RUPS ketiga akan dilangsungkan dengan kuorum yang telah ditetapkan oleh Ketua Pengadilan Negeri.

Prosedur Pemanggilan RUPS

1. Pemanggilan RUPS merupakan tahapan awal yang wajib dilaksanakan sebelum rapat diselenggarakan. Prosedur ini bertujuan untuk memastikan seluruh pemegang saham memperoleh informasi yang jelas, lengkap, dan tepat waktu sehingga dapat menggunakan haknya secara optimal dalam pengambilan keputusan. Prosedur pemanggilan RUPS sebagaimana ditetapkan dalam Pedoman Tata Kelola Perusahaan PT LRT Jakarta adalah sebagai berikut: Direksi melakukan pemanggilan kepada pemegang saham sebelum menyelenggarakan RUPS.
2. Dalam hal tertentu, pemanggilan RUPS sebagaimana dimaksud pada ayat (1) dapat dilakukan oleh Dewan Komisaris atau pemegang saham berdasarkan penetapan Ketua Pengadilan Negeri.
3. Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS.
4. Pemanggilan RUPS dilakukan dengan Surat Tercatat dan/ atau dengan iklan dalam Surat Kabar.
5. Dalam panggilan RUPS, dicantumkan tanggal, waktu, tempat, dan mata acara rapat disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Perseroan sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan.
6. Perseroan wajib memberikan salinan bahan sebagaimana dimaksud pada ayat (5) kepada pemegang saham secara cuma-cuma jika diminta.
7. Dalam hal pemanggilan tidak sesuai dengan ketentuan sebagaimana dimaksud pada ayat (3) dan ayat (4), dan panggilan tidak sesuai dengan ketentuan ayat (5), keputusan RUPS tetap sah jika semua pemegang saham dengan hak suara hadir atau diwakili dalam RUPS dan keputusan tersebut disetujui dengan suara bulat.

days and no later than 21 (twenty-one) calendar days from the date the first meeting was held.

10. The second GMS referred to in paragraph (9) is valid and entitled to make decisions if at least 1/3 (one-third) of the total number of shares with voting rights are present or represented at the GMS, unless the articles of association specify a higher quorum.
11. In the event that the quorum for the second GMS as referred to in paragraph (10) is not met, the Company may petition the Chief Judge of the District Court whose jurisdiction covers the Company's registered office, upon the Company's request, to set a quorum for the third GMS.
12. The notice for the third General Meeting of Shareholders must state that the second General Meeting of Shareholders has been held and did not achieve a quorum, and that the third General Meeting of Shareholders will be held with the quorum established by the Chief Judge of the District Court.

GMS Invitation Procedures

1. The invitation to a GMS is a preliminary step that must be carried out before the meeting is held. This procedure aims to ensure that all shareholders receive clear, complete, and timely information so that they can exercise their rights optimally in the decision-making process. The GMS invitation procedure, as stipulated in the Corporate Governance Guidelines of PT LRT Jakarta, is as follows: The Board of Directors issues an invitation to shareholders prior to the GMS.
2. In certain cases, the GMS invitation referred to in paragraph (1) may be issued by the Board of Commissioners or shareholders based on a decision by the Chief Judge of the District Court.
3. The GMS invitation shall be issued no later than 14 (fourteen) days prior to the date of the GMS, excluding the date of the invitation and the date of the GMS.
4. The GMS invitation shall be issued via Registered Mail and/ or through an advertisement in a newspaper.
5. The GMS invitation shall include the date, time, location, and agenda of the meeting, along with a notice that the materials to be discussed at the GMS are available at the Company's office from the date the GMS invitation is issued until the date the GMS is held.
6. The Company is obligated to provide copies of the materials referred to in paragraph (5) to shareholders free of charge upon request.
7. In the event that the invitation does not comply with the provisions referred to in paragraphs (3) and (4), and the invitation does not comply with the provisions of paragraph (5), the decisions of the General Meeting of Shareholders (GMS) shall remain valid if all shareholders with voting rights are present or represented at the GMS and such decisions are approved unanimously.

Mekanisme Pengambilan Keputusan dalam RUPS

RUPS diselenggarakan oleh Perseroan sebagai sarana untuk menetapkan keputusan penting terkait agenda korporasi. Agar keputusan yang dihasilkan memiliki legitimasi, maka sesuai dengan Pedoman Tata Kelola Perusahaan PT LRT Jakarta, proses pengambilan keputusan dalam RUPS wajib memenuhi ketentuan sebagai berikut:

1. Keputusan RUPS diambil berdasarkan musyawarah untuk mufakat.
2. Dalam hal keputusan berdasarkan musyawarah untuk mufakat sebagaimana dimaksud pada ayat (1) tidak tercapai, keputusan adalah sah jika disetujui lebih dari 1/2 (satu per dua) bagian dari jumlah suara yang dikeluarkan, kecuali undang-undang dan/atau anggaran dasar menentukan bahwa keputusan adalah sah jika disetujui oleh jumlah suara setuju yang lebih besar.

Pihak Independen Dalam Pemungutan Suara Pada RUPS

Dalam pelaksanaan RUPS, Perseroan tidak menunjuk pihak independen untuk melakukan perhitungan suara. Seluruh proses pengambilan keputusan dilaksanakan dengan mengutamakan musyawarah untuk mufakat.

Apabila diperlukan pemungutan suara (voting), proses tersebut dilakukan sesuai ketentuan yang berlaku, di mana setiap saham yang dikeluarkan dengan hak suara, mempunyai satu hak suara (*one share one vote*). Seluruh mekanisme dijalankan dengan menjunjung prinsip transparansi, akuntabilitas, serta kepatuhan terhadap peraturan perundang-undangan.

Risalah RUPS

Seluruh keputusan yang dihasilkan dalam RUPS wajib dituangkan secara resmi dalam Risalah RUPS. Ketentuan penyusunan Risalah RUPS sebagaimana ditetapkan dalam Pedoman Tata Kelola Perusahaan PT LRT Jakarta adalah sebagai berikut:

1. Setiap penyelenggaraan RUPS, risalah RUPS wajib dibuat dan ditandatangani oleh ketua rapat dan paling sedikit 1 (satu) orang pemegang saham yang ditunjuk dari dan oleh peserta RUPS.
2. Tanda tangan sebagaimana dimaksud pada ayat (1) tidak disyaratkan apabila risalah RUPS tersebut dibuat dengan akta notaris.

Hak dan Kewajiban Pemegang Saham

Dalam menjalankan prinsip tata kelola perusahaan yang baik, Perseroan menempatkan perlindungan serta pemenuhan hak dan kewajiban pemegang saham sebagai bagian penting dari komitmen keberlanjutan.

Hak-hak pemegang saham sebagaimana diatur dalam Pedoman Tata Kelola Perusahaan PT LRT Jakarta meliputi:

Decision-Making Mechanism in the GMS

The GMS is convened by the Company as a forum to make important decisions regarding corporate matters. To ensure the legitimacy of the resulting decisions, in accordance with the Corporate Governance Guidelines of PT LRT Jakarta, the decision-making process at the GMS must comply with the following provisions:

1. Decisions of the GMS are made through consensus-based deliberation.
2. In the event that a decision based on consensus as referred to in paragraph (1) is not reached, the decision is valid if approved by more than 1/2 (one-half) of the total votes cast, unless the law and/or the articles of association stipulate that the decision is valid if the votes in favor is in greater number.

Independent Parties Involved in the Voting at GMS

During the GMS, the Company does not appoint independent parties in charge of vote counting. The entire decision-making process is based on deliberation to reach consensus.

If a voting is required, the process is conducted in accordance with applicable regulations, wherein each issued share with voting rights carries one vote (one share, one vote). All mechanisms are implemented in accordance with the principles of transparency, accountability, and compliance with laws and regulations.

GMS Minutes

All decisions made during the GMS must be formally recorded in the Minutes of the GMS. The provisions for preparing the Minutes of the GMS, as stipulated in PT LRT Jakarta's Corporate Governance Guidelines, are as follows:

1. For every GMS held, the GMS Minutes must be prepared and signed by the chairperson of the meeting and at least 1 (one) shareholder designated by and from the GMS participants.
2. The signatures referred to in paragraph (1) are not required if the GMS Minutes are prepared in the form of a notarial deed.

Rights and Responsibilities of Shareholders

In implementing the principles of good corporate governance, the Company prioritizes the protection and fulfillment of shareholders' rights and responsibilities as an important part of its commitment to sustainability.

Shareholder rights as stipulated in the Corporate Governance Guidelines of PT LRT Jakarta include:



1. Hak untuk memperoleh jaminan keamanan atas metode pendaftaran kepemilikan.
2. Hak untuk mengalihkan dan memindahtangankan kepemilikan saham.
3. Hak untuk memperoleh informasi yang relevan tentang perusahaan secara berkala dan teratur.
4. Hak untuk ikut berpartisipasi dan memberikan suara dalam RUPS.
5. Hak untuk memilih anggota Dewan Komisaris dan Direksi.
6. Hak untuk memperoleh pembagian laba (profit) perusahaan.
7. Hak untuk memperoleh perlakuan setara (*equal treatment*) bagi para pemegang saham yang memiliki saham dengan klasifikasi yang sama.

Sejalan dengan hak yang diberikan, pemegang saham memiliki kewajiban sebagai berikut:

1. Pemegang Saham wajib memenuhi ketentuan Anggaran Dasar Perseroan dan keputusan-keputusan yang dibuat dalam RUPS.
2. Pemegang Saham memiliki tanggung jawab untuk memantau pelaksanaan prinsip-prinsip *Good Corporate Governance* dalam proses pengelolaan perusahaan.

Implementasi RUPS Tahun 2025

Sepanjang tahun 2025, para Pemegang Saham Perseroan telah melakukan pengambilan keputusan melalui Keputusan Para Pemegang Saham (KPPS) di luar RUPS sebanyak 4 (empat) kali, yang terdiri dari:

1. KPPS di Luar RUPS Tahunan untuk Tahun Buku 2024 tertanggal 23 Mei 2025;
2. KPPS di Luar RUPS Luar Biasa tertanggal 15 September 2025;
3. KPPS di Luar RUPS Luar Biasa tertanggal 26 September 2025; dan
4. KPPS di Luar RUPS Luar Biasa tertanggal 30 Desember 2025.

KPPS di Luar RUPS Tahunan untuk Tahun Buku 2024 tertanggal 23 Mei 2025

Para Pemegang Saham Perseroan telah melakukan pengambilan keputusan melalui KPPS di luar RUPS Tahunan untuk menyetujui dan mengesahkan Laporan Tahunan Tahun Buku 2024. Keputusan tersebut telah ditandatangani pada tanggal 23 Mei 2025 oleh pemegang saham yaitu:

1. PT Jakarta Propertindo (Persero) yang diwakili oleh Iwan Takwin selaku Direktur Utama; dan
2. PT Jakarta Infrastruktur Propertindo yang diwakili oleh Deni Rifky Purwana selaku Direktur Utama.

Keputusan tersebut kemudian dituangkan dalam Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Tahunan PT LRT Jakarta No. 53 tanggal 25 Juni 2025 dan telah sepenuhnya direalisasikan, sebagaimana diuraikan pada tabel berikut:

1. The right to receive security guarantees regarding the method of share registration.
2. The right to transfer and assign share ownership.
3. The right to receive relevant information about the company on a regular and timely basis.
4. The right to participate and vote in the General Meeting of Shareholders (GMS).
5. The right to elect members of the Board of Commissioners and the Board of Directors.
6. The right to receive a share of the Company's profits.
7. The right to receive equal treatment for shareholders holding shares of the same classification.

In line with their rights, shareholders have the following responsibilities:

1. Shareholders are required to comply with the provisions of the Company's Articles of Association and the decisions made at the General Meeting of Shareholders (GMS).
2. Shareholders are responsible for monitoring the implementation of Good Corporate Governance principles in the company's management processes.

Implementation of GMS in 2025

Throughout 2025, the Company's Shareholders have made Shareholders' Resolutions (KPPS) outside the GMS on four (4) occasions:

1. KPPS Outside the Annual GMS for the 2024 Fiscal Year dated May 23, 2025;
2. KPPS Outside the Extraordinary General Meeting dated September 15, 2025;
3. KPPS Outside the Extraordinary General Meeting dated September 26, 2025; and
4. KPPS Outside the Extraordinary General Meeting dated December 30, 2025.

KPPS Outside the Annual GMS for the 2024 Fiscal year dated May 23, 2025

The Company's Shareholders have made a KPPS outside the Annual General Meeting (AGMS) to approve and ratify the Annual Report for the 2024 Fiscal Year. The resolution was signed on May 23, 2025, by the following shareholders:

1. PT Jakarta Propertindo (Persero), represented by Iwan Takwin as President Director; and
2. PT Jakarta Infrastruktur Propertindo, represented by Deni Rifky Purwana as President Director.

This resolution was subsequently recorded in the Deed of Shareholders' Resolution Outside the Annual General Meeting of Shareholders of PT LRT Jakarta No. 53 dated June 25, 2025, and has been fully implemented, as detailed in the following table:

01

Hasil Keputusan	Resolutions
Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris Perseroan dan mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku 2024 (dua ribu dua puluh empat) yang telah diaudit oleh Kantor Akuntan Publik (KAP) Hertanto Grace Karunawan (HGK) sebagaimana dimuat dalam Laporan Auditor Independen No. 00015/2.1000/AU.1/05/0136-2/1/II/2025 tanggal 28 Februari 2025 dengan opini "laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perusahaan tanggal 31 Desember 2024, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia".	Approved the Company's Annual Report, which includes the Board of Commissioners' Supervisory Report, and ratified the Company's Financial Statements for the 2024 (two thousand twenty-four) Fiscal Year, which have been audited by the Public Accounting Firm Hertanto Grace Karunawan (HGK) as stipulated in the Independent Auditor's Report No. 00015/2.1000/AU.1/05/0136-2/1/II/2025, dated February 28, 2025 with the opinion "the Financial Statements have been presented fairly, in all material respects, the Company's financial positions as of December 31, 2024, as well as the financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards".
Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan ditindaklanjuti pada tahun 2025.	Has been realized and followed up in 2025.

02

Hasil Keputusan	Resolutions
Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2024, sepanjang tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan Tahun Buku 2024, dan apabila di kemudian hari ditemukan adanya perbuatan melawan hukum dan tindakan pidana penyalahgunaan jabatan yang menyebabkan kerugian Perseroan dan patut diduga dilakukan karena kesengajaan serta tidak hati-hatian atas pengambilan Keputusan yang tidak proporsional, maka Direksi dan Dewan Komisaris dapat dimintakan pertanggungjawaban pribadi.	Granted full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners of the Company for the management and supervision carried out during the 2024 Fiscal Year as long as such actions are reflected in the Company's Annual Report and Financial Statements for the 2024 Fiscal Year, and if in the future any unlawful acts and criminal offenses of abuse of office are discovered that have caused losses to the Company which are reasonably suspected to have been committed intentionally and due to carelessness in making disproportionate decisions, the Board of Directors and Board of Commissioners can be held personally accountable.
Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan ditindaklanjuti pada tahun 2025.	Has been realized and followed up in 2025.

03

Hasil Keputusan	Resolutions
Menyetujui penetapan laba bersih Perseroan untuk Tahun Buku 2024 sebesar Rp3.752.785.895 (tiga miliar tujuh ratus lima puluh dua juta tujuh ratus delapan puluh lima ribu delapan ratus sembilan puluh lima rupiah) sebagaimana perhitungan yang telah diaudit oleh Kantor Akuntan Publik Hertanto, Grace, Karunawan (HGK) yang dimuat dalam Laporan Auditor Independen No. 00015/2.1000/AU.1/05/0136-2/1/II/2025 tanggal 28 Februari 2025. Pemegang Saham menyetujui untuk Tahun Buku 2024 Perseroan tidak membagikan Dividen, yang mana laba bersih Tahun Buku 2024 digunakan untuk menutupi kerugian akumulasi Perseroan.	Approved the determination of the Company's net profit for the 2024 Fiscal Year of Rp3,752,785,895 (three billion seven hundred fifty two million seven hundred eighty five thousand eight hundred ninety five rupiah) as calculated and audited by the Public Accounting Firm Hertanto, Grace, Karunawan (HGK) as stated in the Independent Auditor's Report Number 00015/2.1000/AU.1/05/0136-2/1/II/2025, dated February 28, 2025. Shareholders have approved the Company to not distribute Dividends in the 2024 Fiscal Year, in which the net profit for the 2024 Fiscal year was used to cover the Company's accumulated losses.
Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan ditindaklanjuti pada tahun 2025.	Has been realized and followed up in 2025.

04

Hasil Keputusan	Resolutions
Menyetujui penunjukan Kantor Akuntan Publik (KAP) yang akan mengaudit laporan keuangan Perseroan untuk Tahun Buku 2025 dengan menggunakan Kantor Akuntan Publik yang digunakan oleh pemegang saham mayoritas atau induk Perusahaan.	Approved the appointment of a Public Accounting Firm to audit the Company's financial statements for the 2025 Fiscal Year by appointing the Public Accounting Firm used by the majority shareholder or parent company.

Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan ditindaklanjuti dengan penunjukan Kantor Akuntan Publik Kanaka Puradiredja, Suhartono untuk tahun buku 2025.	Has been realized and followed up with the appointment of Public Accounting Firm Kanaka Puradiredja, Suhartono for 2025 Fiscal Year.

05

Hasil Keputusan	Resolutions
Menyetujui memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besarnya gaji Direksi, honorarium Dewan Komisaris, dan tunjangan lain bagi Direksi dan Dewan Komisaris Perseroan untuk Tahun Buku 2025 dan menetapkan tantiem/insentif kinerja bagi Direksi dan Dewan Komisaris Perseroan untuk Tahun Buku 2024 setelah berkonsultasi dengan pemegang saham mayoritas.	Approved to authorize the Board of Commissioners of the Company to determine the amount of salary for the Board of Directors, honorarium for the Board of Commissioners, and other benefits for the Board of Directors and Board of Commissioners of the Company for the 2025 Fiscal Year and determine bonus/performance incentives for the Board of Directors and Board of Commissioners of the Company for the 2024 Fiscal Year after consulting with the majority shareholder.

Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan ditindaklanjuti dengan Surat Persetujuan Penyesuaian Gaji/ Honorarium serta Pemberian Insentif Kinerja Direksi dan Dewan Komisaris No. 001/DKO/110/VI/2025 tanggal 13 Juni 2025.	Has been realized and followed up with the Approval Letter for the Adjustment of Salary/Honorarium and Performance Incentive for the Board of Directors and Board of Commissioners No. 001/DKO/110/VI/2025 dated June 13, 2025.

KPPS di Luar RUPS Luar Biasa tertanggal 15 September 2025

Para Pemegang Saham Perseroan telah melakukan pengambilan keputusan melalui KPPS di luar RUPS Luar Biasa untuk menyetujui perubahan susunan Direksi Perseroan. Keputusan tersebut telah ditandatangani pada tanggal 15 September 2025 oleh pemegang saham yaitu:

1. PT Jakarta Propertindo (Perseroda) yang diwakili oleh Iwan Takwin selaku Direktur Utama; dan
2. PT Jakarta Infrastruktur Propertindo yang diwakili oleh Ivan C. Permana selaku Plt. Direktur Utama.

Keputusan tersebut kemudian dituangkan dalam Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 68 tanggal 30 September 2025 dan telah sepenuhnya direalisasikan, sebagaimana diuraikan pada tabel berikut:

KPPS outside the Extraordinary GMS dated September 15, 2025

The Company's Shareholders have made a KPPS outside the Extraordinary GMS to approve changes to the composition of the Company's Board of Directors. The resolution was signed on September 15, 2025, by the following shareholders:

1. PT Jakarta Propertindo (Perseroda), represented by Iwan Takwin as President Director; and
2. PT Jakarta Infrastruktur Propertindo, represented by Ivan C. Permana as Act. President Director.

The resolution was subsequently recorded in the Deed of Shareholders' Resolutions Outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 68 dated September 30, 2025, and has been fully implemented, as outlined in the following table:

01

Hasil Keputusan	Resolutions
Memberhentikan dengan hormat Bapak Hendri Saputra sebagai Direktur Utama Perseroan, terhitung sejak tanggal KPPS tersebut ditandatangani dengan ucapan terima kasih dan penghargaan setinggi-tingginya atas kontribusi kepada Perseroan.	Respectfully dismissed Mr. Hendri Saputra as the Company's President Director, effective as of the date the KPPS was signed with the utmost gratitude and appreciation for his contributions to the Company.

Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan ditindaklanjuti pada tahun 2025.	Has been realized and followed up in 2025.

02

Hasil Keputusan	Resolutions
Mengangkat Bapak Roberto Akyuwen sebagai Direktur Utama Perseroan, untuk jangka waktu 5 (lima) tahun terhitung sejak tanggal KPPS ini ditandatangani, dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu.	Appointed Mr. Roberto Akyuwen as the Company's President Director for a term of 5 (five) years effective as of the date this KPPS is signed, without prejudice to the General Meeting of Shareholders' right to dismiss him at any time.

Sehingga susunan Anggota Direksi dan Dewan Komisaris Perseroan terhitung sejak tanggal KPPS ini ditandatangani menjadi sebagai berikut:

Direksi

- Direktur Utama: Bapak Roberto Akyuwen
- Direktur: Bapak Aditia Kesuma Negara Dalimunthe
- Direktur: Bapak Sahurdi

Dewan Komisaris

- Komisaris Utama: Bapak Iwan Takwin
- Komisaris: Bapak Azas Tigor Nainggolan
- Komisaris: Bapak Mohamad Pramintohadi Sukarno

Consequently, the composition of the Company's Board of Directors and Board of Commissioners effective as of the date this KPPS is signed is as follows:

Board of Directors

- President Director: Bapak Roberto Akyuwen
- Director: Bapak Aditia Kesuma Negara Dalimunthe
- Director: Bapak Sahurdi

Dewan Komisaris

- President Commissioner: Bapak Iwan Takwin
- Commissioner: Bapak Azas Tigor Nainggolan
- Commissioner: Bapak Mohamad Pramintohadi Sukarno

Realisasi dan Tindak Lanjut

Telah direalisasikan dan ditindaklanjuti pada tahun 2025.

Realization and Follow Up

Has been realized and followed up in 2025.

KPPS di Luar RUPS Luar Biasa tertanggal 26 September 2025

Para Pemegang Saham Perseroan telah melakukan pengambilan keputusan melalui KPPS di luar RUPS Luar Biasa untuk menyetujui perubahan anggaran dasar Perseroan. Keputusan tersebut telah ditandatangani pada tanggal 26 September 2025 oleh pemegang saham yaitu:

1. PT Jakarta Propertindo (Perseroda) yang diwakili oleh Iwan Takwin selaku Direktur Utama; dan
2. PT Jakarta Infrastruktur Propertindo yang diwakili oleh Ivan C Permana selaku Plt. Direktur Utama.

Keputusan tersebut kemudian dituangkan dalam Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 74 tanggal 23 Oktober 2025 dan telah sepenuhnya direalisasikan, sebagaimana diuraikan pada tabel berikut:

KPPS outside the Extraordinary GMS dated September 26, 2025

The Company's Shareholders have made a KPPS outside the Extraordinary GMS to approve changes to the composition of the Company's Board of Directors. The resolution was signed on September 26, 2025, by the following shareholders:

1. PT Jakarta Propertindo (Perseroda), represented by Iwan Takwin as President Director; and
2. PT Jakarta Infrastruktur Propertindo, represented by Ivan C Permana as Act. President Director.

The resolution was subsequently recorded in the Deed of Shareholders' Resolutions Outside the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 74 dated October 23, 2025, and has been fully implemented, as outlined in the following table:

01

Hasil Keputusan

Menyetujui dan mengesahkan penambahan ketentuan Pasal 3 ayat 2 Anggaran Dasar, sehingga selanjutnya dilakukan penambahan sebagai berikut:

Perdagangan Besar atas Dasar Balas Jasa (Fee) atau Kontrak (46100)

Kelompok ini mencakup usaha agen yang menerima komisi, perantara (makelar), pelelangan, dan pedagang besar lainnya yang memperdagangkan barang-barang di dalam negeri, luar negeri atas nama pihak lain. Kegiatannya antara lain agen komisi, broker barang dan seluruh perdagangan besar lainnya yang menjual atas nama dan tanggungan pihak lain; kegiatan yang terlibat dalam penjualan dan pembelian bersama atau melakukan transaksi atas nama perusahaan, termasuk melalui internet; dan agen yang terlibat dalam perdagangan seperti bahan baku pertanian, binatang hidup; bahan baku tekstil dan barang setengah jadi; bahan bakar, bijih-bijihan, logam dan industri kimia, termasuk pupuk; makanan, minuman dan tembakau; tekstil, pakaian, bulu, alas kaki dan barang dari kulit; kayu-kayuan dan bahan bangunan; mesin, termasuk mesin kantor dan komputer, perlengkapan industri, kapal, pesawat; furnitur, barang keperluan rumah tangga dan perangkat keras; kegiatan perdagangan besar rumah pelelangan; agen komisi zat radioaktif dan pembangkit radiasi pengion. Termasuk penyelenggara pasar lelang komoditas. Tidak termasuk kegiatan perdagangan besar mobil dan sepeda motor, dimasukkan dalam golongan 451 s.d. 454.

Resolutions

Approved and ratified the addition of a provision to Article 3, paragraph 2 of the Articles of Association, resulting in the following addition:

Wholesale Trade Based on Fees or Contracts (46100)

This group includes commission-based agents, brokers, auctioneers, and other wholesalers who trade goods domestically or internationally on behalf of others. Their activities include commission agents, commodity brokers, and all other wholesale businesses that sell on behalf of and at the expense of another party; activities involving joint sales and purchases or conducting transactions on behalf of a company, including via the internet; and agents involved in the trade of agricultural raw materials, live animals; textile raw materials and semi-finished goods; fuels, ores, metals, and chemical industry products, including fertilizers; food, beverages, and tobacco; textiles, clothing, fur, footwear, and leather goods; timber and building materials; machinery, including office equipment and computers, industrial equipment, ships, and aircraft; furniture, household goods, and hardware; wholesale trade activities of auction houses; commission agents for radioactive substances and ionizing radiation generators. This includes organizers of commodity auction markets, and excludes wholesale trade in automobiles and motorcycles, which are included in categories 451 - 454

Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan keputusan berlaku efektif pada tahun 2025.	Has been realized and the resolution is effective in 2025.
02	
Hasil Keputusan	Resolutions
Menyetujui penyusunan kembali seluruh ketentuan dalam Anggaran Dasar Perseroan sehubungan dengan perubahan ketentuan sebagaimana dimaksud dalam butir 1 keputusan tersebut di atas.	Approved the revision of all provisions in the Company's Articles of Association in connection with the amendments referred to in item 1 of the aforementioned resolution.
Realisasi dan Tindak Lanjut	Realization and Follow Up
Telah direalisasikan dan keputusan berlaku efektif pada tahun 2025.	Has been realized and the resolution is effective in 2025.

KPPS di Luar RUPS Luar Biasa tertanggal 30 Desember 2025

Para Pemegang Saham Perseroan telah melakukan pengambilan keputusan melalui KPPS di luar RUPS Luar Biasa untuk menyetujui pengesahan rencana kerja dan anggaran Perseroan tahun buku 2026. Keputusan tersebut telah ditandatangani pada tanggal 30 Desember 2025 oleh pemegang saham yaitu:

1. PT Jakarta Propertindo (Persero) yang diwakili oleh Iwan Takwin selaku Direktur Utama; dan
2. PT Jakarta Infrastruktur Propertindo yang diwakili oleh Nur Iswan selaku Direktur Utama.

Keputusan tersebut telah sepenuhnya direalisasikan, sebagaimana diuraikan pada tabel berikut:

01	
Hasil Keputusan	Resolutions
Mengesahkan Rencana Kerja dan Anggaran (RKA) Perseroan Tahun Buku 2026 (dua ribu dua puluh enam) sebagaimana Buku Rencana Kerja dan Anggaran (RKA) 2026 Perseroan tanggal 20 Oktober 2025, yang pelaksanaannya tetap mengacu pada ketentuan peraturan perundang-undangan yang berlaku serta prinsip-prinsip tata kelola perusahaan yang baik/Good Corporate Governance.	Ratified the Company's Work Plan and Budget (RKA) for the 2026 (two thousand twenty-six) fiscal year, as set forth in the Company's 2026 Work Plan and Budget (RKA) dated October 20, 2025, which shall be implemented in accordance with applicable laws and regulations as well as the principles of good corporate governance.
Realisasi dan Tindak Lanjut	Realization and Follow Up
Rencana Kerja dan Anggaran (RKA) Perseroan Tahun Buku 2026 telah dilaksanakan sesuai ketentuan dan digunakan sebagai pedoman operasional dan keuangan Perseroan. Seluruh langkah tindak lanjut dilakukan dengan tetap mengacu pada peraturan perundang-undangan yang berlaku serta prinsip <i>Good Corporate Governance</i> (GCG), termasuk pemantauan realisasi anggaran dan pelaporan berkala kepada organ Perseroan.	The Company's Work Plan and Budget (RKA) for the 2026 Fiscal Year has been implemented in accordance with applicable regulations and is used as a guideline for the Company's operational and financial activities. All follow-up actions are carried out in strict compliance with applicable laws and regulations as well as the principles of Good Corporate Governance (GCG), including monitoring of budget implementation and periodic reporting to the Company's governing bodies.

Realisasi Hasil Keputusan RUPS Tahun Sebelumnya

Tahun sebelumnya, yaitu tahun 2024, para Pemegang Saham Perseroan telah melakukan pengambilan keputusan melalui Keputusan Para Pemegang Saham (KPPS) di luar RUPS sebanyak 3 kali, yang terdiri dari:

KPPS Outside the Extraordinary GMS dated December 30, 2025

The Company's Shareholders have made a KPPS outside the Extraordinary GMS to approve the Company's work plan and budget for the 2026 fiscal year. The resolution was signed on December 30, 2025, by the following shareholders:

1. PT Jakarta Propertindo (Persero), represented by Iwan Takwin as President Director; and
2. PT Jakarta Infrastruktur Propertindo, represented by Nur Iswan as President Director.

The resolution has been fully implemented, as detailed in the following table:

Realization of Previous Year's GMS Resolutions

In 2024, the Company's Shareholders made Shareholders' Resolutions (KPPS) outside the GMS on three occasions:

1. KPPS di luar RUPS Tahunan tertanggal 28 Juni 2024;
2. KPPS di luar RUPS Luar Biasa tertanggal 28 Juni 2024; dan
3. KPPS di luar RUPS Luar Biasa tertanggal 19 Desember 2024.

Seluruh keputusan RUPS Tahunan dan RUPS Luar Biasa yang diselenggarakan pada tahun 2024 telah sepenuhnya direalisasikan dan ditindaklanjuti sepanjang tahun tersebut.

Informasi mengenai keputusan RUPS yang diselenggarakan pada tahun 2024 telah diungkap secara lengkap dan rinci dalam Laporan Tahunan 2024.

1. KPPS outside the Annual GMS dated June 28, 2024;
2. KPPS outside the Extraordinary GMS dated June 28, 2024; and
3. KPPS outside the Extraordinary GMS dated December 19, 2024.

All resolutions of the Annual and Extraordinary GMS convened in 2024 have been fully implemented and followed up throughout the year.

Comprehensive information regarding the resolutions adopted at the 2024 GMS has been thoroughly disclosed in the 2024 Annual Report.

Dewan Komisaris Board of Commissioners

Dewan Komisaris merupakan organ Perseroan yang memiliki fungsi utama dalam melakukan pengawasan terhadap kebijakan pengelolaan perusahaan yang dijalankan oleh Direksi. Tugas pengawasan tersebut mencakup pemantauan atas pelaksanaan strategi, kepatuhan terhadap peraturan perundang-undangan, serta penerapan prinsip GCG di seluruh aktivitas Perseroan. Dalam menjalankan perannya, Dewan Komisaris bertindak secara independen dan objektif.

Pedoman Dewan Komisaris

Dalam melaksanakan fungsi pengawasan, Dewan Komisaris berpedoman pada *Board Manual* sebagai acuan utama dalam menjalankan tugas, tanggung jawab, dan wewenangnya. *Board Manual* No. LRTJ-MKJ-SPR-002, yang ditandatangani bersama oleh Dewan Komisaris dan Direksi pada tanggal 30 Juni 2022, menjadi landasan pengaturan hubungan kerja antara kedua organ Perseroan. Pada Bab III *Board Manual*, ketentuan yang berkaitan khusus dengan Dewan Komisaris mencakup:

1. Persyaratan, Komposisi, Keanggotaan dan Masa Jabatan Dewan Komisaris
2. Program Pengenalan dan Penilaian Kapabilitas
3. Susunan, Tugas dan Wewenang Komisaris
4. Mekanisme Pengambilan Keputusan Dewan Komisaris
5. Penilaian Kinerja Dewan Komisaris
6. Etika Jabatan Dewan Komisaris
7. Organ Pendukung Dewan Komisaris

Board Manual ditinjau secara berkala guna memastikan kesesuaian dengan arah strategis Perseroan serta perkembangan regulasi yang berlaku. Hingga akhir tahun 2025, hasil evaluasi menunjukkan bahwa *Board Manual* masih relevan dan tidak memerlukan pembaruan. Sebagai bagian

The Board of Commissioners is a Company organ which primary function is to supervise the corporate management policies implemented by the Board of Directors. These supervisory duties include monitoring the implementation of strategies, compliance with laws and regulations, and the application of GCG principles across all Company activities. In carrying out its role, the Board of Commissioners acts independently and objectively.

Board of Commissioners' Manual

In carrying out its supervisory functions, the Board of Commissioners refers to the Board Manual as the primary guideline in performing its duties, responsibilities, and authorities. The Board Manual No. LRTJ-MKJ-SPR-002, which was jointly signed by the Board of Commissioners and the Board of Directors on June 30, 2022, serves as a foundation that regulates the working relationship between the two Company organs. Chapter III of the Board Manual specifically contains provisions related to the Board of Commissioners, including:

1. Requirements, Composition, Membership, and Term of Office of the Board of Commissioners
2. Orientation and Capability Assessment Program
3. Structure, Duties, and Authorities of the Board of Commissioners
4. Decision-Making Mechanisms of the Board of Commissioners
5. Performance Assessment of the Board of Commissioners
6. Code of Conduct of the Board of Commissioners
7. Supporting Organs of the Board of Commissioners

The Board Manual is reviewed periodically to ensure its alignment with the Company's strategic direction and applicable regulatory developments. As of the end of 2025, the evaluation results indicate that the Board Manual remains relevant and does not require updates. As part of its commitment to

dari komitmen terhadap keterbukaan informasi, Perseroan mempublikasikan *Board Manual* melalui situs web Perseroan yang dapat diakses pada tautan berikut:

<https://www.lrtjakarta.co.id/tata-kelola-perusahaan.html>

Masa Jabatan Dewan Komisaris

Masa jabatan anggota Dewan Komisaris sesuai dengan ketentuan dalam *Board Manual*, yang merujuk pada peraturan perundangan dan Anggaran Dasar, diuraikan sebagai berikut:

1. Masa jabatan anggota Dewan Komisaris adalah 3 (tiga) tahun dengan tidak mengurangi hak RUPS memberhentikan anggota Dewan Komisaris sewaktu-waktu.
2. Anggota Dewan Komisaris dapat diangkat kembali untuk 1 (satu) kali masa jabatan.
3. Masa jabatan berakhir apabila:
 - a. Kehilangan kewarganegaraan Indonesia.
 - b. Mengundurkan diri.
 - c. Masa jabatannya berakhir.
 - d. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku.
 - e. Meninggal dunia.
 - f. Diberhentikan berdasarkan keputusan RUPS.
 - g. Diberhentikan sewaktu-waktu, sesuai dengan ketentuan dan prosedur sebagaimana diatur dalam Pasal 46 PP No. 54 Tahun 2017, Pasal 46 Pergub No. 50 Tahun 2018.

Komposisi Dewan Komisaris

Sesuai dengan *Board Manual*, ketentuan tentang komposisi Dewan Komisaris adalah sebagai berikut:

1. Komisaris terdiri dari 1 (satu) anggota atau lebih;
2. Dalam hal Dewan Komisaris terdiri dari 1 (satu) orang anggota, maka salah seorang anggota Dewan Komisaris diangkat menjadi Komisaris Utama;
3. Jumlah Dewan Komisaris paling banyak sama dengan jumlah Direksi.

Sepanjang tahun 2025 komposisi Dewan Komisaris tidak mengalami perubahan. Dengan demikian komposisi Dewan Komisaris pada 1 Januari dan 31 Desember 2025 berjumlah 3 (tiga) orang anggota. Informasi rinci tentang komposisi Dewan Komisaris telah dijelaskan pada Bab Profil Perusahaan, subbab Profil Dewan Komisaris.

Berdasarkan KPPS di luar Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT LRT Jakarta pada 2 Januari 2026, komposisi Dewan Komisaris mengalami perubahan sebagai berikut:

transparency, the Company publishes the Board Manual on its website, which is accessible via the following links:

Term of Office of the Board of Commissioners

In accordance with the Board Manual, which refer to applicable laws and regulations and the Articles of Association, the term of office for members of the Board of Commissioners is outlined as follows:

1. The term of office for members of the Board of Commissioners is 3 (three) years, without prejudice to the right of the General Meeting of Shareholders to dismiss members of the Board of Commissioners at any time.
2. Members of the Board of Commissioners may be reappointed for one (1) additional term.
3. The term of office ends if:
 - a. Loss of Indonesian citizenship.
 - b. Resignation.
 - c. The term of office expires.
 - d. No longer meets the requirements of applicable laws and regulations.
 - e. Passed away.
 - f. Dismissed based on a resolution of the General Meeting of Shareholders.
 - g. Dismissed at any time, in accordance with the provisions and procedures as stipulated in Article 46 of Government Regulation No. 54 of 2017 and Article 46 of Governor Regulation No. 50 of 2018.

Composition of the Board of Commissioners

In accordance with the Board Manual, the provisions regarding the composition of the Board of Commissioners are as follows:

1. The Board of Commissioners consists of 1 (one) member or more;
2. If the Board of Commissioners consists of 1 (one) member, then one of the members of the Board of Commissioners shall be appointed as the President Commissioner;
3. The number of members of the Board of Commissioners shall not exceed the number of members of the Board of Directors.

Throughout 2025, the composition of the Board of Commissioners remained unchanged. Thus, the composition of the Board of Commissioners as of January 1 and December 31, 2025, consists of 3 (three) members. Detailed information on the composition of the Board of Commissioners is presented in the Company Profile Chapter, Board of Commissioners Profile Sub-Chapter.

Based on the KPPS outside of the Extraordinary General Meeting of Shareholders (EGMS) of PT LRT Jakarta on January 2, 2026, the composition of the Board of Commissioners has changed as follows:

Nama Name	Jabatan Position	Dasar Hukum Penunjukan Legal Basis of Appointment	Periode Jabatan Period of Service
Iwan Takwin	Komisaris Utama	1. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 103/UT2000/X/2022/0321; 2. Akta PKPS PT LRT Jakarta No. 22; 3. Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT LRT Jakarta No. AHU-AH.01.090066816.	Periode Ke-1 1 st Period
	President Commissioner	1. Shareholders' Resolution outside of the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 103/UT2000/X/2022/0321; 2. Deed of PKPS of PT LRT Jakarta No. 22; 3. Receipt of Notification of Changes to Company Data of PT. LRT Jakarta No. AHU-AH.01.09-0066816.	
		1. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 001/KPS/123/I/2026; 2. Akta PKPS PT LRT Jakarta No. 83; 3. Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT LRT Jakarta No. AHU-AH.01.09-0053745.	Periode Ke-2 2 nd period
		1. Shareholders' Resolution outside of the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 001/KPS/123/I/2026; 2. Deed of PKPS of PT LRT Jakarta No. 83; 3. Receipt of Notification of Changes to Company Data of PT. LRT Jakarta No. AHU-AH.01.09-0053745.	
Muhammad Masyhud	Komisaris	1. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 001/KPS/123/I/2026	Periode Ke-1
	Commissioner	2. Akta PKPS PT LRT Jakarta No. 83 3. Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT LRT Jakarta No. AHU-AH.01.09-0053745	1 st Period
		1. Shareholders' Resolution outside of the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 001/KPS/123/I/2026; 2. Deed of PKPS of PT LRT Jakarta No. 83; 3. Receipt of Notification of Changes to Company Data of PT. LRT Jakarta No. AHU-AH.01.09-0053745 .	
Irwan Setiawan	Komisaris	1. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Luar Biasa PT LRT Jakarta No. 001/KPS/123/I/2026	Periode Ke-1
	Commissioner	2. Akta PKPS PT LRT Jakarta No. 83 3. Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT LRT Jakarta No. AHU-AH.01.09-0053745	1 st Period
		1. Shareholders' Resolution outside of the Extraordinary General Meeting of Shareholders of PT LRT Jakarta No. 001/KPS/123/I/2026 ; 2. Deed of PKPS of PT LRT Jakarta No. 83; 3. Receipt of Notification of Changes to Company Data of PT. LRT Jakarta No. AHU-AH.01.09-0053745.	

Tugas dan Tanggung Jawab Dewan Komisaris

Sebagai bagian dari komitmen terhadap penerapan tata kelola perusahaan yang baik, Dewan Komisaris Perseroan melaksanakan tugas sesuai dengan Undang-Undang No. 40 Tahun 2007, Peraturan Gubernur No. 109 Tahun 2011, Keputusan Gubernur No. 96 Tahun 2004, Peraturan Menteri BUMN No. 01 Tahun 2011, serta Anggaran Dasar Perseroan, sebagaimana tercantum dalam *Board Manual*. Tugas Dewan Komisaris secara kolektif adalah sebagai berikut:

1. Melakukan pengawasan terhadap kebijakan pengelolaan Perseroan dan memberikan persetujuan, nasihat, tanggapan atau pertimbangan kepada Direksi dalam menjalankan kegiatan pengurusan Perseroan, termasuk tentang hal-hal penting mengenai perubahan lingkungan bisnis yang diperkirakan akan berdampak pada Perseroan secara tepat

Duties and Responsibilities of the Board of Commissioners

As part of its commitment to the implementation of good corporate governance, the Company's Board of Commissioners performs its duties in accordance with Law No. 40 of 2007, Governor Regulation No. 109 of 2011, Governor's Decree No. 96 of 2004, Minister of State-Owned Enterprises Regulation No. 01 of 2011, and the Company's Articles of Association, as set forth in the Board Manual. The collective duties of the Board of Commissioners are as follows:

1. Supervise the Company's management policies, and provide approval, advice, feedback, or consideration to the Board of Directors in carrying out the Company's management activities, including regarding important matters regarding changes in the business environment that are expected to impact the Company on time and efficiently. The approval,

waktu dan efisien. Persetujuan, nasihat, tanggapan atau pertimbangan yang diberikan Dewan Komisaris berdasarkan pada hasil kajian atau referensi yang diberikan Direksi.

2. Membuat rencana kerja dan anggaran tahunan Dewan Komisaris, yang merupakan bagian dari RKA Perseroan, untuk selanjutnya mendapat pengesahan RUPS.
3. Melakukan tugas, tanggung jawab dan wewenang sesuai dengan ketentuan Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku dan/atau berdasarkan keputusan RUPS.
4. Bertindak untuk kepentingan Perseroan dan bertanggung jawab kepada RUPS.
5. Memantau efektivitas praktik GCG yang diterapkan oleh Perseroan.
6. Memberikan tanggapan atau pertimbangan serta persetujuan dan menandatangani Rencana Bisnis Perseroan yang dipersiapkan dan disampaikan oleh Direksi.
7. Memberikan tanggapan atau pertimbangan dan menandatangani RKA.
8. Memberikan tanggapan atau pertimbangan bagi RUPS dalam hal pengangkatan dan pemberhentian Direksi.
9. Memberikan tanggapan atau pertimbangan atas laporan berkala Direksi serta pada waktu diperlukan mengenai perkembangan Perseroan.
10. Mengikuti perkembangan kegiatan Perseroan dan dalam hal Perseroan menunjukkan gejala kemunduran, segera melaporkan kepada RUPS dengan disertai tanggapan atau pertimbangan mengenai langkah perbaikan yang harus ditempuh.
11. Melakukan pengawasan dan pemberian nasihat serta telaah terhadap kebijakan/rancangan sistem pengendalian internal dan pelaksanaannya.
12. Melakukan pengawasan dan pemberian nasihat terhadap kebijakan sistem teknologi informasi Perseroan dan pelaksanaannya.
13. Melakukan pengawasan dan pemberian nasihat terhadap kebijakan manajemen risiko dan pelaksanaannya.
14. Melakukan pengawasan dan pemberian nasihat terhadap kebijakan pengelolaan Sumber Daya Manusia, khususnya tentang manajemen dan pengembangan karier di Perseroan, sistem dan prosedur promosi, mutasi dan demosi di Perseroan dan pelaksanaan kebijakan tersebut.
15. Melakukan pengawasan dan pemberian nasihat terhadap kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan Standar Akuntansi yang berlaku umum di Indonesia.
16. Melakukan pengawasan dan pemberian nasihat terhadap pengadaan barang dan jasa beserta pelaksanaannya.
17. Memberikan nasihat tentang kebijakan mutu dan pelayanan serta pelaksanaan kebijakan tersebut.
18. Mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundang-undangan yang berlaku dan perjanjian dengan pihak ketiga.
19. Mengawasi pelaksanaan RKA dan Rencana Bisnis.
20. Mengawasi agar Perseroan dalam mengungkapkan informasi penting kepada Pemegang Saham, serta instansi Pemerintah terkait sesuai peraturan perundang-undangan yang berlaku secara tepat waktu, akurat, jelas dan objektif.

advice, feedback or considerations given by the Board of Commissioners are based on the results of studies or references provided by the Board of Directors.

2. Prepare the annual work plan and budget for the Board of Commissioners, which are part of the Company's Work Plan and Budget, to then obtain approval from the GMS.
3. Carry out the duties, responsibilities, and authorities in accordance with the provisions of the Company's Articles of Association, the applicable laws and regulations, and/or based on the resolution of the GMS.
4. Act in the interests of the Company and be responsible to the GMS.
5. Monitor the effectiveness of GCG practices implemented by the Company.
6. Provide feedback or consideration as well as approval and sign the Company's Business Plan which is prepared and submitted by the Board of Directors.
7. Provide feedback or consideration and sign the RKA.
8. Provide feedback or considerations for the GMS regarding the appointment and dismissal of the Board of Directors.
9. Provide feedback or considerations on the periodic reports of the Board of Directors, and when necessary regarding the development of the Company.
10. Follow the development of the Company's activities, and in the event that the Company shows symptoms of decline, immediately report to the GMS accompanied by comments or considerations regarding corrective steps to be taken.
11. Supervise and provide advice as well as review the internal control system policies/designs and their implementation.
12. Supervise and provide advice on the Company's information technology system policies and their implementation.
13. Supervise and provide advice on risk management policies and their implementation.
14. Supervise and provide advice on Human Resources management policies, particularly regarding management and career development in the Company, promotion systems and procedures, transfers and demotions in the Company and the implementation of these policies.
15. Supervise and provide advice on accounting policies and preparation of financial reports, in accordance with generally accepted Accounting Standards in Indonesia.
16. Supervise and provide advice on the procurement of goods and services and their implementation.
17. Provide advice on quality and service policies and the implementation of these policies.
18. Supervise and monitor the compliance of the Board of Directors in carrying out applicable laws and regulations and agreements with third parties.
19. Supervise the implementation of Work Plan and Budget and Business Plan.
20. Conduct supervision to ensure the Company discloses important information to Shareholders, as well as related Government Agencies, in accordance with applicable laws and regulations in a timely, accurate, clear and objective manner.

21. Melakukan tugas pengawasan lainnya yang ditetapkan oleh RUPS.
22. Mengusulkan kepada RUPS, terkait Akuntan Publik selaku Auditor Eksternal yang akan melakukan pemeriksaan atas laporan keuangan Perseroan.
23. Mengusulkan sistem evaluasi kinerja Komisaris dan Direksi serta sistem remunerasi yang sesuai bagi anggota Komisaris dan anggota Direksi kepada RUPS. Dalam menjalankan kewajiban ini, Dewan Komisaris dapat dibantu oleh komite nominasi dan remunerasi.
24. Mengusulkan sistem nominasi dan seleksi bagi calon anggota Komisaris dan anggota Direksi, dan mengajukannya kepada RUPS untuk disahkan. Dalam menjalankan kewajiban ini, Dewan Komisaris dapat dibantu oleh komite nominasi dan remunerasi.
25. Meminta laporan pertanggungjawaban tugas pengawasan dari Komisaris yang mengundurkan diri sebagai anggota Komisaris, untuk selanjutnya disampaikan kepada RUPS.
26. Memastikan bahwa Auditor Eksternal maupun Auditor Internal dan Komite Audit memiliki akses terhadap informasi mengenai Perseroan dalam rangka melaksanakan tugasnya.
27. Menjaga kerahasiaan informasi yang diperoleh sewaktu menjabat sebagai Anggota Komisaris sesuai ketentuan perundang-undangan.
28. Mematuhi Anggaran Dasar Perseroan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, kewajaran, integritas, dan kapabilitas.
29. Menetapkan, mematuhi dan menerapkan ketentuan anti penyuapan di lingkungan Perseroan.
21. Carry out other supervisory duties determined by the GMS.
22. Propose to the GMS regarding the public accountant as the External Auditor who will conduct an examination of the Company's financial statements.
23. Propose a performance evaluation system for Commissioners and Directors as well as an appropriate remuneration system for members of the Commissioners and members of the Board of Directors to the GMS. In carrying out this obligation, the Board of Commissioners may be assisted by the nomination and remuneration committee.
24. Propose a nomination and selection system for prospective members of the Board of Commissioners and members of the Board of Directors, and submit it to the GMS for approval. In carrying out this obligation, the Board of Commissioners may be assisted by the nomination and remuneration committee.
25. Request an accountability report on supervisory duties from a Commissioner who resigns as a member of the Board of Commissioners, to be submitted to the GMS.
26. Ensure that the External Auditor as well as the Internal Auditor and the Audit Committee have access to information about the Company in order to carry out their duties.
27. Maintain the confidentiality of information obtained while serving as a Member of the Board of Commissioners, in accordance with statutory provisions.
28. Comply with the Company's Articles of Association and laws and regulations and must implement the principles of professionalism, efficiency, transparency, independence, accountability, fairness, integrity and capability.
29. Establish, comply with, and implement anti-bribery provisions within the Company.

Pembagian Tugas antar Dewan Komisaris

Selain tugas secara kolegal, anggota Dewan Komisaris juga mengemban tugas individual sesuai dengan tanggung jawabnya masing-masing. Pembagian tugas antar Dewan Komisaris, sebagaimana ditetapkan dalam nomenklatur.

Rapat Dewan Komisaris

Dasar Kebijakan

Rapat Dewan Komisaris sekurang-kurangnya 1 kali dalam sebulan. Di samping itu, Rapat Dewan Komisaris juga dapat diadakan setiap waktu jika dianggap perlu oleh seorang atau lebih Anggota Dewan Komisaris; atau atas permintaan tertulis seseorang atau lebih Anggota Dewan; atau atas permintaan dari 1 Pemegang Saham atau lebih yang bersama-sama mewakili 1/10 bagian dari seluruh jumlah saham dengan hak suara yang sah.

Panggilan rapat disampaikan dengan surat tercatat atau dengan surat yang disampaikan langsung kepada setiap

Segregation of Duties among Members of the Board of Commissioners

Besides their collegial duties, members of the Board of Commissioners also perform individual duties in accordance with their respective responsibilities. The segregation of duties among the Board of Commissioners, as set forth in the nomenclature.

Board of Commissioners' Meetings

Policy Basis

The Board of Commissioners' meeting shall be held at least once a month. In addition, a Board of Commissioners meeting may also be held at any time if deemed necessary by one or more members of the Board of Commissioners; or upon the written request of one or more members of the Board; or upon the request of one or more Shareholders who jointly represent one-tenth of the total number of shares with valid voting rights.

Invitation to the meeting shall be delivered by registered mail or in person to each member of the Board of Commissioners

anggota Dewan Komisaris paling lambat 3 hari kerja sebelum rapat diadakan. Kebijakan rapat Dewan Komisaris ini diatur sesuai ketentuan dalam *Board Manual*.

Frekuensi Rapat dan Tingkat Kehadiran Anggota

Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan rapat dengan frekuensi sebanyak 1 kali yang dihadiri oleh seluruh anggota. Dengan demikian tingkat kehadiran seluruh anggota mencapai 100%.

Agenda Rapat Dewan Komisaris Tahun 2025

Pada tahun 2025, Dewan Komisaris menyelenggarakan rapat untuk membahas agenda tertentu yang bersifat rahasia (*confidential*). Rapat tersebut dilaksanakan sebagai bagian dari fungsi pengawasan serta pemberian nasihat kepada Direksi.

Rapat Bersama Dewan Komisaris dan Direksi

Dasar Kebijakan

Selain rapat internal, Dewan Komisaris juga menyelenggarakan rapat bersama Direksi sebagai bagian dari pelaksanaan fungsi pengawasan terhadap pengelolaan dan pencapaian kinerja Perseroan. Rapat bersama ini diatur dalam *Board Manual* dengan ketentuan sebagai berikut:

1. Rapat Dewan Komisaris bersama Direksi diselenggarakan secara berkala, yaitu sekurang-kurangnya sekali dalam 3 bulan. Muatan rapat bersama ini dalam rangka pengawasan Dewan Komisaris untuk meminta keterangan dan/atau penjelasan kepada Direksi atas pengelolaan Perseroan selama 3 bulan.
2. Rapat Dewan Komisaris bersama Direksi dapat juga diselenggarakan sewaktu-waktu sesuai kebutuhan Dewan Komisaris.
3. Rapat Direksi bersama Dewan Komisaris dapat juga diselenggarakan sewaktu-waktu sesuai kebutuhan antara lain: Permohonan persetujuan, nasihat, tanggapan atau pertimbangan dan/atau laporan dari Direksi kepada Dewan Komisaris.
4. Apabila Dewan Komisaris tidak menyelenggarakan rapat, Direksi dapat mengusulkan kepada Dewan Komisaris untuk diselenggarakan rapat bersama tersebut.
5. Rapat bersama yang undangannya diusulkan oleh Dewan Komisaris, maka risalah rapat disusun oleh Sekretariat Dewan Komisaris. Untuk rapat bersama yang undangannya diusulkan oleh Direksi, maka risalah rapat disusun oleh Sekretaris Perusahaan. Terhadap risalah tersebut antara Sekretaris Dewan Komisaris dan/atau Sekretaris Perusahaan wajib saling berkoordinasi.
6. Rapat Dewan Komisaris bersama Direksi ataupun sebaliknya, dianggap sah apabila dihadiri oleh lebih dari ½ dari jumlah anggota Dewan Komisaris hadir atau diwakili dalam rapat dan apabila dihadiri oleh lebih dari ½ jumlah anggota Direksi hadir atau diwakili dalam rapat.

no later than three business days before the meeting is held. These Board of Commissioners meeting policies are governed by the provisions in the *Board Manual*.

Meeting Frequency and Member Attendance Rate

Throughout 2025, the Board of Commissioners held as one meeting, attended by all members. Consequently, the attendance rate for all members reached 100%.

Board of Commissioners' Meeting Agenda in 2025

In 2025, the Board of Commissioners held meetings to discuss certain confidential agendas. These meetings were conducted as part of the Board's supervisory function and its role in providing advice to the Board of Directors.

Joint Meeting of the Board of Commissioners and the Board of Directors

Policy Basis

In addition to internal meetings, the Board of Commissioners also holds joint meetings with the Board of Directors as part of its supervisory function regarding the management and performance achievements of the Company. These joint meetings are stipulated in the *Board Manual* with the following provisions:

1. Joint meetings of the Board of Commissioners and the Board of Directors are held periodically, at least once every three months. These joint meetings are intended for the Board of Commissioners to seek information and/or explanations from the Board of Directors regarding the Company's management over the preceding three months.
2. Joint meetings of the Board of Commissioners and the Board of Directors may also be held at any time as required by the Board of Commissioners.
3. Joint meetings of the Board of Directors and the Board of Commissioners may also be held at any time as needed, including for: requests for approval, advice, feedback, or consideration, and/or reports from the Board of Directors to the Board of Commissioners.
4. If the Board of Commissioners does not convene a meeting, the Board of Directors may propose a joint meeting to the Board of Commissioners.
5. For joint meetings where the invitation is proposed by the Board of Commissioners, the meeting minutes shall be prepared by the Secretariat of the Board of Commissioners. For joint meetings where the invitation is proposed by the Board of Directors, the meeting minutes shall be prepared by the Corporate Secretary. Regarding these minutes, the Secretary of the Board of Commissioners and/or the Corporate Secretary must coordinate with one another.
6. A joint meeting of the Board of Commissioners and the Board of Directors, or vice versa, is considered valid if attended by more than one-half of the total members of the Board of Commissioners present or represented at the meeting and if attended by more than one-half of the total members of the Board of Directors present or represented at the meeting.

Frekuensi Rapat dan Tingkat Kehadiran

Sepanjang tahun 2025, rapat bersama Dewan Komisaris dan Direksi telah dilaksanakan dengan frekuensi sebanyak 11 kali. Tingkat kehadiran masing-masing anggota Dewan Komisaris dan Direksi dalam rapat tersebut disajikan pada tabel berikut:

Meeting Frequency and Attendance Rate

Throughout 2025, joint meetings of the Board of Commissioners and the Board of Directors were held a total of 11 times. The attendance rates of each member of the Board of Commissioners and the Board of Directors at these meetings are presented in the following table:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Iwan Takwin	Komisaris Utama President Commissioner	11	11	100%
Azas Tigor Nainggolan	Komisaris Commissioner	11	11	100%
Mohamad Pramintohadi Sukarno	Komisaris Commissioner	11	11	100%
Hendri Saputra*	Direktur Utama President Director	8	8	100%
Roberto Akyuwen**	Direktur Utama President Director	3	3	100%
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	11	11	100%
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	11	10	90,9%

* Masa jabatan berakhir secara efektif pada 15 September 2025/ No longer serving effectively as of September 15, 2025

** Masa jabatan dimulai secara efektif pada 15 September 2025/ Serving effectively since September 15, 2025

Agenda Rapat Bersama Dewan Komisaris dan Direksi Tahun 2025

Rapat Bersama Dewan Komisaris dan Direksi yang diselenggarakan sepanjang tahun 2025, membahas agenda-agenda strategis yang berkaitan dengan evaluasi kinerja Perseroan, rencana kerja dan anggaran tahunan, tindak lanjut rekomendasi Komite, serta isu-isu penting terkait keberlanjutan usaha dan kepatuhan terhadap ketentuan peraturan perundang-undangan.

Melalui forum ini, Dewan Komisaris dan Direksi memastikan adanya koordinasi yang efektif antara fungsi pengawasan dan pengelolaan, sekaligus memperkuat penerapan GCG dalam mendukung keberlangsungan usaha Perseroan.

Joint Meetings of the Board of Commissioners and the Board of Directors Meeting Agenda in 2025

Together with the Board of Commissioners and the Board of Directors, meetings were held throughout 2025 to discuss strategic agendas related to the evaluation of the Company's performance, work plans and annual budgets, follow-up on Committee recommendations, as well as important issues regarding business sustainability and compliance with applicable laws and regulations.

Through this forum, the Board of Commissioners and the Board of Directors ensure effective coordination between the supervisory and management functions, while strengthening the implementation of GCG in supporting the Company's business continuity.

Kehadiran Dewan Komisaris pada RUPS Tahun 2025

RUPS Tahunan maupun RUPS Luar Biasa LRT Jakarta, diselenggarakan secara sirkuler melalui KPPS di Luar Rapat Umum Pemegang Saham. Sehingga informasi kehadiran Dewan Komisaris pada RUPS menjadi tidak relevan untuk disampaikan pada Laporan Tahun 2025 ini.

Board of Commissioners' Attendance at the 2025 GMS

Both the Annual General Meeting (AGMS) and the Extraordinary General Meeting (EGMS) of LRT Jakarta were held by circular KPPS outside of the General Meeting of Shareholders. Therefore, information regarding the Board of Commissioners' attendance at the GMS is not relevant to present in this 2025 Annual Report.

Keputusan yang Memerlukan Persetujuan Dewan Komisaris

Berdasarkan Ketentuan Anggaran Dasar Perseroan Pasal 14 ayat (3), Direksi wajib mendapat persetujuan tertulis dari atau surat/akta yang berkenaan turut ditandatangani oleh Dewan

Decisions Requiring Approval by the Board of Commissioners

Pursuant to Article 14(3) of the Company's Articles of Association, the Board of Directors must obtain written approval, or a letter/deed co-signed by, the Board of Commissioners to

Komisaris untuk melakukan tindakan-tindakan di bawah ini:

1. Menjual atau dengan cara lain mengalihkan barang-barang tidak bergerak yang bukan merupakan barang dagangan Perseroan, kecuali apa yang ditentukan dalam Pasal 14 ayat 4 Anggaran Dasar Perseroan.
2. Pembebanan dengan hak tanggungan atau gadai atau menjaminkan dengan cara apa pun atas barang-barang kekayaan Perseroan, kecuali apa yang ditentukan dalam Pasal 14 ayat 4 Anggaran Dasar Perseroan.
3. Mengikat Perseroan sebagai penjamin.

Selain itu, berdasarkan ketentuan Anggaran Dasar Perseroan Pasal 14 ayat (2), Direksi wajib mendapatkan persetujuan dari RUPS untuk melakukan tindakan-tindakan tertentu, yang mana dapat didelegasikan kepada Dewan Komisaris dengan batasan sebagai berikut:

1. Persetujuan dalam melakukan bangun serah kelola dan bangun kelola serah serta kerjasama operasional, dengan batasan nilai investasi sampai dengan 15% dari nilai kekayaan bersih Perseroan;
2. Persetujuan pendirian perusahaan baru dan/atau turut serta dalam usaha perusahaan lainnya baik dalam maupun luar negeri atau peningkatan penyertaan pada perusahaan, atau pengalihan penyertaan di anak-anak perusahaan dengan batasan nilai setoran modal sampai dengan 15% dari nilai kekayaan bersih Perseroan;
3. Persetujuan dalam meminjam uang atau membuat hutang atau memberikan pinjaman, dengan batasan nilai pinjaman sampai dengan 30% dari nilai kekayaan bersih Perseroan, kecuali pinjaman utang atau piutang yang timbul karena transaksi operasional.

Sedangkan tindakan yang memerlukan persetujuan Dewan Komisaris di luar ketentuan Anggaran Dasar, meliputi:

1. Pembagian dividen interim ditetapkan berdasarkan keputusan Direksi setelah memperoleh persetujuan Dewan Komisaris;
2. Pengelolaan cadangan laba bersih Perseroan;
3. Penyusunan dokumen rancangan pengambilalihan atau diambil alih saham Perseroan, yang dilakukan melalui Direksi. Termasuk rencana penggabungan, peleburan dan/atau pemisahan;
4. Rencana Bisnis Perseroan;
5. Rencana Kerja dan Anggaran Perseroan;
6. Penetapan pembagian tugas di antara anggota Direksi, sebelum dituangkan dalam keputusan Direksi;
7. Pengangkatan pimpinan Sekretaris Perusahaan;
8. Pengangkatan pimpinan Satuan Pengawas Intern;
9. Pengangkatan Sekretariat Dewan Komisaris;
10. Menetapkan visi, misi dan mengubah logo Perseroan;
11. Melepaskan aktiva tetap bergerak, sesuai dengan umur ekonomis yang lazim berlaku;
12. Menetapkan struktur organisasi Perseroan, pada level Direktorat; dan
13. Membentuk yayasan, organisasi dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung

carry out the following actions:

1. Selling or transferring immovable property that is not the Company's commercial goods, except as specified in Article 14, paragraph 4 of the Company's Articles of Association.
2. Pledging or mortgaging the Company's assets, or placing them as collateral, except as specified in Article 14(4) of the Company's Articles of Association.
3. Binding the Company as a guarantor.

In addition, pursuant to Article 14(2) of the Company's Articles of Association, the Board of Directors is required to obtain approval from the General Meeting of Shareholders to carry out certain actions, which may be delegated to the Board of Commissioners under the following limitations:

1. Approval for build-transfer-operate (BTO) and build-operate-transfer (BOT) projects, as well as operational cooperation, with an investment value limit of up to 15% of the Company's net worth;
2. Approval for the establishment of a new company and/or participation in the business of other companies, both domestically and abroad, or an increase in equity participation in a company, or the transfer of equity participation in subsidiaries, subject to a limit on the capital contribution amounting to 15% of the Company's net worth;
3. Approval to borrow money, incur debt, or grant loans, with a loan value limit of up to 30% of the Company's net worth, except for debt or receivables arising from operational transactions.

Meanwhile, actions that require approval from the Board of Commissioners outside the provisions of the Articles of Association are:

1. Distributing interim dividends as determined by a resolution of the Board of Directors after obtaining the approval of the Board of Commissioners;
2. Managing the Company's retained earnings;
3. Drafting documents regarding the acquisition or takeover of the Company's shares, carried out through the Board of Directors. Including plans for mergers, consolidations, and/or spin-offs;
4. The Company's Business Plan;
5. The Company's Work Plan and Budget;
6. Assigning duties among members of the Board of Directors, prior to being formalized in a Board of Directors' decree;
7. Appointment of the Head of the Corporate Secretary;
8. Appointment of the Head of the Internal Audit Unit;
9. Appointment of the Secretariat of the Board of Commissioners;
10. Establishing the Company's vision, mission, and changing the Company's logo;
11. Divesting movable fixed assets based on the applicable economic life;
12. Establishing the Company's organizational structure at the Directorate level; and
13. Establishing foundations, organizations, and/or associations — whether directly or indirectly related to the

dengan Perseroan yang dapat berdampak pada Perseroan. Dengan batasan terhadap yayasan, organisasi dan/atau perkumpulan tersebut tidak membebani biaya Perseroan yang bersifat tetap dan rutin.

Selain itu, terdapat hal-hal yang memerlukan persetujuan dari Dewan Komisaris antara lain:

1. Rencana Kerja Anggaran Perusahaan & Rencana Kerja Anggaran Perusahaan Perubahan.
2. Persetujuan dalam melakukan bangun serah kelola dan bangun kelola serah serta kerja sama operasional, dengan batasan nilai investasi sampai dengan 15% dari nilai kekayaan bersih Perseroan.
3. Persetujuan pendirian perusahaan baru dan/atau turut serta dalam usaha perusahaan lainnya baik dalam maupun luar negeri atau peningkatan penyertaan pada perusahaan atau pengalihan penyertaan di anak-anak perusahaan dengan batasan nilai setoran modal sampai dengan 15% dari nilai kekayaan bersih Perseroan.
4. Persetujuan dalam meminjam uang atau membuat utang atau memberikan pinjaman dengan batas nilai pinjaman sampai dengan 30% dari nilai kekayaan bersih Perseroan kecuali pinjaman utang atau piutang yang timbul karena transaksi operasional.

Kebijakan Benturan Kepentingan dan Rangkap Jabatan Dewan Komisaris

Sebagai bagian dari komitmen terhadap tata kelola perusahaan yang baik, Perseroan mengatur kebijakan benturan kepentingan dan rangkap jabatan Dewan Komisaris melalui *Board Manual*, dengan ketentuan sebagai berikut:

1. Dewan Komisaris dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi dari kegiatan Perseroan, selain gaji dan fasilitas yang diterimanya sebagai anggota Komisaris yang ditentukan oleh RUPS.
2. Dewan Komisaris dilarang memegang lebih dari 2 (dua) jabatan anggota Komisaris.
3. Dewan Komisaris dilarang memegang jabatan rangkap sebagai:
 - a. Anggota Direksi pada Badan Usaha Milik Negara, dan/atau Badan Usaha Milik Swasta;
 - b. Pejabat lainnya sesuai dengan ketentuan peraturan perundang-undangan; dan/atau
 - c. Pejabat lain yang dapat menimbulkan konflik kepentingan.
4. Pelanggaran ketentuan sebagaimana dimaksud dalam poin 3, dikenai sanksi administrasi berupa diberhentikan sewaktu-waktu dari jabatan sebagai Dewan Komisaris.
5. Dalam hal sebagaimana dimaksud poin 4, tidak dilaksanakan oleh RUPS paling lama 20 (dua puluh) hari kerja sejak yang bersangkutan diangkat memegang jabatan baru sebagai anggota Dewan Komisaris, jabatan yang bersangkutan sebagai Dewan Komisaris dinyatakan berakhir.

Company—that may impact the Company. Provided that such foundations, organizations, and/or associations do not impose fixed and routine costs on the Company.

In addition, the following matters also require the approval of the Board of Commissioners:

1. The Company's Work Plan and Budget & the Revised Work Plan and Budget.
2. Approval for entering into build-transfer-operate (BTO) and build-operate-transfer (BOT) arrangements, as well as operational cooperation, provided that the investment value does not exceed 15% of the Company's net worth.
3. Approval for the establishment of a new company and/or participation in the business of other companies, both domestically and abroad, or an increase in equity participation in a company or the transfer of equity participation in subsidiaries, with a limit on the capital contribution amount of up to 15% of the Company's net worth.
4. Approval for borrowing funds, incurring debt, or granting loans, with a loan value limit of up to 30% of the Company's net worth, except for debt or receivables arising from operational transactions.

Conflict of Interest and Concurrent Position Policy of the Board of Commissioners

As part of its commitment to good corporate governance, the Company regulates the conflict of interest and concurrent position policy of the Board of Commissioners through the Board Manual under the following provisions:

1. The Board of Commissioners is prohibited from engaging in transactions involving conflicts of interest and from deriving personal benefit from the Company's activities, other than the salary and benefits received as Commissioners as determined by the General Meeting of Shareholders.
2. Members of the Board of Commissioners are prohibited from concurrently holding more than 2 (two) positions as Commissioners.
3. Members of the Board of Commissioners are prohibited from holding concurrent positions as:
 - a. Members of the Board of Directors of a State-Owned Enterprise and/or a Private Enterprise;
 - b. Other officials as stipulated in the laws and regulations; and/or
 - c. Other officials that may lead to conflicts of interest.
4. Violations of the provisions referred to in point 3 shall be subject to administrative sanctions in the form of immediate dismissal from the position as a member of the Board of Commissioners.
5. In the event described in point 4, if the General Meeting of Shareholders (GMS) fails to act within a maximum of 20 (twenty) working days from the date the individual is appointed to a new position as a member of the Board of Commissioners, the individual's position as a member of the Board of Commissioners shall be deemed terminated.

Program Pengenalan (Orientasi) bagi Anggota Dewan Komisaris Baru

Dasar Kebijakan

Anggota Dewan Komisaris yang baru diangkat wajib mengikuti program pengenalan (orientasi) mengenai Perseroan. Program ini dapat berupa presentasi, pertemuan, kunjungan ke unit bisnis dan fasilitas Perseroan, pengkajian dokumen, maupun bentuk lain yang sesuai dengan kebutuhan. Program pengenalan dilaksanakan selambat-lambatnya satu bulan setelah pengangkatan anggota Dewan Komisaris.

Materi program pengenalan (orientasi) Dewan Komisaris meliputi:

1. Pelaksanaan prinsip-prinsip GCG oleh Perseroan.
2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, posisi kompetitif, visi, misi, strategi, rencana usaha jangka panjang dan jangka pendek, informasi tentang sumber daya Perseroan secara umum, manajemen risiko, pengendalian internal, kinerja Perseroan secara menyeluruh, dan permasalahan yang dihadapi Perseroan.
3. Tugas dan peran organ Perseroan yakni keterangan mengenai tugas dan tanggung jawab Dewan Komisaris beserta Organ Pendukung Dewan Komisaris Perseroan dan keterangan lain berupa struktur organisasi, kewenangan yang didelegasikan, hal-hal yang tidak diperbolehkan.
4. Sistem manajemen yang diadopsi oleh Perseroan, khususnya Sistem Manajemen Anti Penyuapan SNI ISO 37001:2016.

Sekretaris Perusahaan bertanggung jawab menyelenggarakan program pengenalan tersebut serta melaporkan kehadiran anggota Dewan Komisaris baru. Seluruh ketentuan tentang program pengenalan bagi anggota Dewan Komisaris baru telah diatur secara jelas dalam *Board Manual* Perseroan.

Pelaksanaan Program Tahun 2025

Pada tahun 2025, Perseroan tidak melaksanakan program pengenalan karena tidak terdapat pengangkatan anggota Dewan Komisaris baru.

Komposisi Dewan Komisaris mengalami perubahan pada 2 Januari 2026, setelah para pemegang saham mengangkat anggota baru, yaitu Muhammad Masyhud dan Irwan Setiawan, berdasarkan KPPS di luar RUPSLB PT LRT Jakarta. Menindaklanjuti hal tersebut, Sekretaris Perusahaan telah menyelenggarakan program pengenalan bagi kedua anggota Dewan Komisaris baru pada tanggal 9 Januari 2026.

Program Peningkatan Kapabilitas (Kompetensi) Dewan Komisaris

Dasar Kebijakan

Peningkatan kapabilitas (kompetensi) dinilai penting agar Dewan Komisaris dapat selalu memperbaharui informasi tentang perkembangan terkini dari *core business* Perseroan,

Orientation Program for New Members of the Board of Commissioners

Policy Basis

Newly appointed members of the Board of Commissioners are required to participate in an orientation program regarding the Company. This program may include presentations, meetings, visits to the Company's business units and facilities, document reviews, or other forms as deemed appropriate. The orientation program must be held no later than one month after the appointment of the Board of Commissioners member.

The materials of the Board of Commissioners' orientation program include:

1. The Company's implementation of GCG principles.
2. An overview of the Company regarding its objectives, nature, and scope of activities, competitive position, vision, mission, strategy, long-term and short-term business plans, general information about the Company's resources, risk management, internal controls, the Company's overall performance, and challenges faced by the Company.
3. The duties and roles of Company organs, including an explanation of the duties and responsibilities of the Board of Commissioners and the supporting organs of the Company's Board of Commissioners, as well as other information regarding organizational structure, delegated authorities, and prohibited matters.
4. The management systems adopted by the Company, specifically the SNI ISO 37001:2016 Anti-Bribery Management System.

The Corporate Secretary is responsible for organizing the orientation program and reporting the attendance of new members of the Board of Commissioners. All provisions regarding the orientation program for new members of the Board of Commissioners are clearly stipulated in the Company's Board Manual.

Program Implementation in 2025

In 2025, the Company did not conduct an orientation program since there were no new members of the Board of Commissioners appointed.

The composition of the Board of Commissioners changed on January 2, 2026, following the appointment of new members by shareholders—Muhammad Masyhud and Irwan Setiawan—pursuant to a KPPS outside the EGM) of PT LRT Jakarta. Therefore, the Corporate Secretary organized an orientation program for the two new members of the Board of Commissioners on 9 January 2026.

Board of Commissioners' Capability (Competency) Development Program

Policy Basis

Capability (competency) development is considered essential to ensure that the Board of Commissioners can continuously obtain the latest information regarding the Company's core

dan mampu memberikan nasihat, tanggapan atau pertimbangan dalam mengantisipasi masalah yang timbul dikemudian hari dan berdampak pada keberlangsungan dan kemajuan Perseroan. Ketentuan mengenai program peningkatan kapabilitas (kompetensi) bagi Dewan Komisaris yang telah diatur dalam *Board Manual* adalah sebagai berikut:

1. Program peningkatan kapabilitas dapat berupa: Pelatihan eksternal atau internal (*inhouse training*) baik dalam bentuk *online* ataupun *offline*, termasuk tidak terbatas bentuk lainnya dalam rangka meningkatkan kapabilitas Dewan Komisaris.
2. Program peningkatan kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja pengawasan Dewan Komisaris.
3. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam RKA Tahunan Dewan Komisaris.
4. Anggota Dewan Komisaris yang bersangkutan harus membuat laporan tentang realisasi pelaksanaan Program Peningkatan Kapabilitas.

Pelaksanaan Program Tahun 2025

Sepanjang tahun 2025, anggota Dewan Komisaris Perseroan telah mengikuti sejumlah kegiatan peningkatan kapabilitas (kompetensi) sebagaimana tercantum dalam tabel berikut:

business and provide advice, feedback, or considerations to anticipate future issues that may impact the Company's sustainability and progress. The provisions regarding the capability (competency) development program for the Board of Commissioners, as stipulated in the Board Manual, are as follows:

1. The capability development program may consist of: External or internal training (in-house training), whether in online or offline formats, including but not limited to other forms aimed at enhancing the capabilities of the Board of Commissioners.
2. The capability development program is designed to improve the effectiveness of the Board of Commissioners' supervisory functions.
3. Plans to implement the capability development program must be included in the Board of Commissioners' Annual Budget Plan.
4. The relevant members of the Board of Commissioners must prepare a report on the implementation of the Capability Development Program.

Program Implementation in 2025

Throughout 2025, members of the Company's Board of Commissioners participated in a number of capability (competency) development programs as listed in the following table:

Nama Name	Jabatan Position	Jenis Pelatihan Type of Training	Tanggal dan Tempat Date and Venue
1. Mohamad Pramintohadi Sukarno 2. Azas Tigor Nainggolan 3. Sarno	1. Komisaris 2. Komisaris 3. Anggota Komite Audit 1. Commissioner 2. Commissioner 3. Member of Audit Committee	Konferensi Auditor Internal (KAI) 2025 " <i>Shifting Horizon for Internal Auditors Navigating Emerging Risk, Governance and Opportunities in 2025</i> " Internal Auditors Conference (KAI) 2025 " <i>Shifting Horizons for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025</i> "	1,2,3,4 Juli 2025 di Yogyakarta July 1,2,3,4, 2025 in Yogyakarta
1. Pramintohadi Sukarno 2. Azas Tigor Nainggolan	1. Komisaris 2. Komisaris 1. Commissioner 2. Commissioner	Seminar <i>Governance, Risk, and Compliance</i> (GRC) Talks Tahun 2025 dengan tema " <i>Kepatuhan dalam Pengadaan Barang dan Jasa: Membangun Tata Kelola Pengadaan yang Transparan dan Akuntabel</i> " Governance, Risk, and Compliance (GRC) Talks Seminar 2025 with the theme " <i>Compliance in the Procurement of Goods and Services: Building a Transparent and Accountable Procurement Framework</i> "	14 Agustus 2025 di Jakarta August 14, 2025 in Jakarta
1. Pramintohadi Sukarno 2. Azas Tigor Nainggolan	1. Komisaris 2. Komisaris 1. Commissioner 2. Commissioner	<i>Professional Recognition Program for Qualified Internal Auditor Certification</i>	3, 4 Oktober 2025 di Jakarta October 3,4, 2025 in Jakarta
1. Mohamad Pramintohadi Sukarno 2. Azas Tigor Nainggolan 3. Sarno	1. Komisaris 2. Komisaris 3. Anggota Komite Audit 1. Commissioner 2. Commissioner 3. Member of Audit Committee	Acara Wisuda QIA dan Seminar Nasional Internal Audit (SNIA 2025) QIA Graduation Ceremony and National Internal Audit Seminar (SNIA 2025)	3,4 Desember 2025 di Bali December 3,4, 2025 in Bali

Pelaksanaan Tugas Dewan Komisaris di Tahun 2025

Dewan Komisaris telah melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi sesuai dengan rencana kerja tahunan yang ditetapkan pada awal tahun 2025. Pelaksanaan tugas tersebut mencakup pemantauan kinerja Perseroan, penerapan prinsip tata kelola perusahaan yang baik, serta pemberian masukan strategis untuk mendukung keberlanjutan usaha dan peningkatan nilai bagi pemangku kepentingan.

Rencana kerja dan realisasi pelaksanaan tugas Dewan Komisaris tahun 2025 disajikan dalam tabel berikut:

Rencana Kerja Work Plan	Realisasi Realization
Melaksanakan rapat gabungan dengan Direksi sebanyak 12 kali dalam 1 tahun dalam rangka membahas pengurusan dan pengelolaan perusahaan.	Hold joint meetings with the Board of Directors 12 times a year in order to discuss the administration and management of the Company. 11 kali 11 times
Melaksanakan rapat dengan Pemegang Saham berkaitan dengan pengesahan Laporan Pertanggungjawaban tahunan Manajemen dan RUPSLB yang dipandang perlu oleh Pemegang Saham.	Hold meetings with Shareholders related to the ratification of the annual Management Accountability Report and EGMS that are considered needed by Shareholders. 2 kali 2 times
Melakukan fungsi pengawasan melalui Komite Audit berkoordinasi dengan unit kerja terkait.	Conduct supervisory function through Audit Committee by collaborating with related work units. 15 kali 15 times
Menyiapkan laporan pengawasan kepada stakeholder secara berkala setiap triwulan.	Prepare supervisory report to stakeholders periodically every quarter. 4 kali 4 times
Melaksanakan program pengembangan untuk menambah wawasan dan pengetahuan serta meningkatkan kemampuan Dewan Komisaris dan organ pendukungnya dalam rangka melaksanakan tugas, fungsi dan tanggung jawab.	Organize development programs to expand insights and knowledge, as well as to improve the capabilities of the Board of Commissioners and its supporting organs in carrying out their duties, functions and responsibilities. 4 kali 4 times

Penilaian Dewan Komisaris terhadap Kinerja Komite Pendukung

Prosedur Penilaian Kinerja

Pelaksanaan tugas Dewan Komisaris didukung oleh Komite Audit. Setiap tahun, Dewan Komisaris melakukan penilaian kinerja Komite di bawah Dewan Komisaris sebagai bagian dari mekanisme pengawasan. Prosedur penilaian kinerja Komite Audit dilaksanakan berdasarkan penilaian atas penyusunan program atau rencana kerja serta realisasi pelaksanaannya.

Kriteria dan Hasil Penilaian Kinerja Tahun 2025

Untuk memastikan efektivitas fungsi pengawasan, Dewan Komisaris melakukan penilaian kinerja Komite di bawah Dewan Komisaris dengan menggunakan *Key Performance Indicators* (KPI) yang telah ditetapkan. KPI tersebut menjadi tolok ukur kinerja Komite Audit pada tahun anggaran 2025. Hasil penilaian kinerja tahun 2025 disajikan dalam tabel berikut:

Implementation of the Board of Commissioners' Duties in 2025

The Board of Commissioners has carried out its supervisory and advisory functions to the Board of Directors in accordance with the annual work plan established at the beginning of 2025. These duties include monitoring the Company's performance, implementing the principles of good corporate governance, and providing strategic input to support business sustainability and value creation for stakeholders.

The work plan and implementation of the Board of Commissioners' duties in 2025 are presented in the following table:

Board of Commissioners' Assessment of the Supporting Committee's Performance

Performance Assessment Procedures

In carrying out its duties, the Board of Commissioners is supported by the Audit Committee. Each year, the Board of Commissioners conducts a performance assessment of the committees under the Board of Commissioners as part of its oversight mechanism. The Audit Committee's performance assessment procedures are carried out based on an evaluation of the formulation of work programs or plans, as well as the realization.

Criteria and Results of the Performance Assessment in 2025

To ensure an effective supervisory function, the Board of Commissioners assesses the performance of the committees under the Board of Commissioners using the established Key Performance Indicators (KPIs). These KPIs serve as benchmarks for the Audit Committee's performance in the 2025 fiscal year. The results of the 2025 performance assessment are presented in the following table:

No.	Uraian Description	KPI	Bobot (%) Weight (%)	Capaian Achievement
1.1.	Aspek Sistem Pengendalian Internal Internal Control System Aspect		50	
1.	Monitoring Sistem Pengendalian Internal Internal Control System Monitoring	3 Kali 3 times	30	6 Kali 6 times
	- Monitoring Perubahan AD/ART Monitoring the Amendments of AD/ART		10	
	- Monitoring proses pengadaan melalui sistem <i>e-proc/e-budgeting</i> Monitoring the procurement process through <i>e-proc/e-budgeting</i> system		10	
	- Monitoring progress Fase 1 B Monitoring of Phas 1 B progress		10	
2.	Rapat Komite Audit Audit Committee Meeting		10	
	- Jumlah Rapat dengan Audit Internal Total Meetings with Internal Audit	4 Kali 4 times	10	15 Kali 15 times
3.	Memberi Nasihat/Saran kepada Audit Internal Provide Advice/Suggestions to the Internal Audit		10	
	Jumlah (Minimal) Total (Minimum)	2 Kali 2 times	10	15 Kali 15 times
2.1.	Aspek Pelaporan Reporting Aspect		30	
1.	Menyusun Program Kerja Komite Audit Prepare Audit Committee Work Program	1 Kali 1 time	10	1 Kali 1 time
2.	Menyampaikan Pendapat/Saran Kepada Dewan Komisaris Deliver Opinion/Suggestion to the Board of Commissioners	1 Kali 1 Time	10	11 Kali 11 times
3.	Menyampaikan Laporan Komite Audit Submit Audit Committee Report	2 Kali 2 times	5	4 Kali 4 times
4.	Laporan Evaluasi atas Auditor Eksternal Evaluation Report of External Auditor	1 Kali 1 time	5	2 Kali 2 times
3.1	Aspek Dinamis Dynamic Aspect		20	
1.	Peningkatan Kompetensi (Minimal) Competency Development (Minimum)	1 Kali 1 time	10	2 Kali 2 times
2.	Peran dalam Peningkatan Kinerja: Roles in Performance Improvement:			
GCG		85	10	91,85



Direksi

Board of Directors

Sebagai salah satu organ utama Perseroan yang menjadi struktur GCG, Direksi memiliki kewenangan dan tanggung jawab penuh atas pengelolaan serta pengurusan perusahaan sesuai dengan visi dan tujuan yang telah ditetapkan. Dalam menjalankan mandat tersebut, Direksi melaksanakan tugas baik secara kolegal maupun individual dengan berlandaskan prinsip GCG dan praktik keberlanjutan yang berlaku di industri. Direksi juga berhak mewakili Perseroan dalam berbagai urusan, baik di dalam maupun di luar pengadilan, dengan tetap mengacu pada Anggaran Dasar, ketentuan hukum, serta keputusan RUPS. Seluruh peran ini dijalankan dengan komitmen untuk mendukung keberlanjutan usaha dan nilai tambah bagi pemangku kepentingan.

Pedoman Direksi

Dalam melaksanakan tugas pengurusan Perseroan, Direksi berpedoman pada *Board Manual* sebagai pedoman dalam menjalankan tanggung jawab dan kewenangannya. *Board Manual* No. LRTJ-MKJ-SPR-002, yang ditandatangani bersama oleh Direksi dan Dewan Komisaris pada 30 Juni 2022, menjadi dasar pengaturan hubungan kerja antara kedua organ Perseroan.

Bab II *Board Manual* memuat ketentuan khusus mengenai Direksi, yang meliputi:

1. Persyaratan, Komposisi, Keanggotaan, dan Masa Jabatan Direksi
2. Program Pengenalan serta Pengembangan Kapabilitas
3. Susunan, Tugas, dan Wewenang Direksi
4. Mekanisme Pengambilan Keputusan Direksi
5. Penilaian Kinerja Direksi
6. Etika Jabatan Direksi
7. Organ Pendukung Direksi

Board Manual ditinjau secara berkala untuk memastikan kesesuaian dengan arah strategis Perseroan serta perkembangan regulasi yang berlaku. Hingga akhir tahun 2025, *Board Manual* ini dinyatakan masih relevan sehingga belum memerlukan pembaruan. Sebagai wujud komitmen terhadap keterbukaan informasi, Perseroan menyediakan akses publik terhadap *Board Manual* melalui situs resmi:

<https://www.lrtjakarta.co.id/tata-kelola-perusahaan.html>

Masa Jabatan Direksi

Masa jabatan anggota Direksi sesuai dengan ketentuan dalam *Board Manual*, yang merujuk pada peraturan perundangan dan Anggaran Dasar, diuraikan sebagai berikut:

As one of the Company's main organs within the GCG structure, the Board of Directors is fully authorized and responsible for the management and administration of the Company in accordance with its established vision and objectives. In carrying out this mandate, the Board of Directors performs its duties collectively and individually based on GCG principles and sustainable practices applicable in the industry. The Board of Directors is also authorized to represent the Company in various matters, both inside and outside of court, while still referring to the Articles of Association, legal provisions, and resolutions of the General Meeting of Shareholders. All these roles are carried out with a commitment to supporting business sustainability and creating value for stakeholders.

Board of Directors' Manual

In carrying out the Company's management duties, the Board of Directors refers to the Board Manual as a guidance in carrying out its responsibilities and authorities. The Board Manual No. LRTJ-MKJ-SPR-002, jointly signed by the Board of Directors and the Board of Commissioners on June 30, 2022, serves as a foundation that regulates the working relationship between the two Company organs.

Chapter II of the Board Manual contains specific provisions regarding the Board of Directors, including:

1. Requirements, Composition, Membership, and Term of Office of the Board of Directors
2. Orientation and Capability Development Programs
3. Structure, Duties, and Authorities of the Board of Directors
4. Decision-Making Mechanisms of the Board of Directors
5. Performance Assessment of the Board of Directors
6. Code of Conduct for the Board of Directors
7. Supporting Organs of the Board of Directors

The Board Manual is reviewed periodically to ensure its alignment with the Company's strategic direction and applicable regulatory developments. By the end of 2025, this Board Manual was deemed to remain relevant and therefore did not require any updates. As a demonstration of its commitment to transparency, the Company provides public access to the Board Manual via its official website:

Term of Office of the Board of Directors

In accordance with the provisions of the Board Manual, which refers to applicable laws and regulations and the Articles of Association, the term of office for Board members is outlined as follows:

1. Anggota Direksi diangkat untuk jangka waktu tertentu dan dapat diangkat kembali.
2. Anggota Direksi diangkat oleh RUPS, untuk jangka waktu 4 (empat) tahun dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu.
3. Dalam keadaan tertentu, Gubernur dapat mengambil keputusan di luar RUPS untuk mengangkat Direksi sesuai dengan ketentuan peraturan perundang-undangan.
4. Jabatan Anggota Direksi berakhir apabila:
 - a. Masa Jabatannya berakhir;
 - b. Mengundurkan diri;
 - c. Tidak lagi memenuhi persyaratan perundang-undangan;
 - d. Meninggal dunia;
 - e. Diberhentikan berdasarkan keputusan RUPS; dan
 - f. Diberhentikan sewaktu-waktu, yang wajib disertai dengan alasan pemberhentian tanpa mengesampingkan ketentuan mengenai tata cara pemberhentian sebagaimana diatur dalam PP No. 54 Tahun 2017 dan Pergub No. 5 Tahun 2018.

Komposisi Direksi

Sesuai dengan *Board Manual*, ketentuan tentang komposisi Direksi Perseroan adalah sebagai berikut:

1. Perseroan diurus dan dipimpin oleh suatu Direksi yang terdiri dari seorang Direktur atau lebih, apabila diangkat lebih dari seorang Direktur, maka seorang di antaranya dapat diangkat sebagai Direktur Utama.
2. Komposisi dan pembagian tugas serta wewenang pengurusan di antara anggota Direksi ditetapkan berdasarkan keputusan RUPS. Dalam hal RUPS tidak menetapkan, pembagian tugas dan wewenang anggota Direksi ditetapkan berdasarkan keputusan Direksi.
3. Pembagian tugas dan wewenang poin 2 di atas, terlebih dahulu disetujui Dewan Komisaris, yang selanjutnya ditetapkan berdasarkan keputusan Direksi.

Pada tahun 2025, komposisi Direksi mengalami perubahan setelah terjadi pergantian Direktur Utama berdasarkan KPPS di luar RUPS Luar Biasa tertanggal 15 September 2025. Informasi lebih rinci tentang perubahan komposisi Direksi telah dijelaskan pada Bab profil Perusahaan, subbab Profil Direksi.

Tugas dan Tanggung Jawab Direksi

Sebagai bagian dari komitmen terhadap penerapan GCG, Direksi Perseroan melaksanakan tugas dan tanggung jawab sesuai dengan peraturan perundang-undangan yang berlaku.

1. Members of the Board are appointed for a fixed term and may be reappointed.
2. Members of the Board are appointed by the General Meeting of Shareholders (GMS) for a term of 4 (four) years, without prejudice to the rights of the GMS to dismiss them at any time.
3. Under certain circumstances, the Governor may make a decision outside the GMS to appoint members of the Board of Directors in accordance with applicable laws and regulations.
4. The term of office of a member of the Board of Directors ends if:
 - a. Their term of office expires;
 - b. They resign;
 - c. They no longer meet the legal requirements;
 - d. They pass away;
 - e. They are dismissed based on a decision of the General Meeting of Shareholders; and
 - f. They are dismissed at any time, which must be accompanied by the reasons for dismissal without prejudice to the provisions regarding the procedure for dismissal as stipulated in Government Regulation No. 54 of 2017 and Governor Regulation No. 5 of 2018.

Composition of the Board of Directors

In accordance with the Board Manual, the provisions regarding the composition of the Company's Board of Directors are as follows:

1. The Company is managed and led by a Board of Directors consisting of one or more Directors; if more than one Director is appointed, one of them may be appointed as President Director.
2. The composition and division of duties and management authority among Board members are determined by a resolution of the General Meeting of Shareholders (GMS). If the GMS does not make such a determination, the division of duties and authority among Board members is determined by a resolution of the Board of Directors.
3. The division of duties and authorities referred to in point 2 above must first be approved by the Board of Commissioners, and is subsequently determined by a resolution of the Board of Directors.

In 2025, the composition of the Board of Directors changed following the replacement of the President Director pursuant to a KPPS outside the Extraordinary General Meeting of Shareholders dated September 15, 2025. More detailed information about changes in the composition of the Board of Directors has been explained in the Company Profile Chapter, sub-chapter Directors' Profile.

Duties and Responsibilities of the Board of Directors

As part of its commitment to the implementation of GCG, the Company's Board of Directors carries out its duties and responsibilities according to the applicable laws and

Tugas Direksi secara kolegal sebagaimana tercantum dalam *Board Manual* adalah sebagai berikut:

1. Menetapkan visi, misi dan strategis Perseroan.
2. Menyusun Rencana Bisnis yang memuat sasaran dan tujuan yang hendak dicapai dalam jangka waktu 5 tahun. Dewan Komisaris mengkaji dan memberikan pendapat mengenai rencana bisnis yang disiapkan Direksi sebelum ditandatangani bersama.
3. Menyusun RKA yang merupakan penjabaran tahunan dari Rencana Bisnis. Dewan Komisaris mengkaji dan memberikan pendapat mengenai RKA yang disiapkan Direksi sebelum ditandatangani bersama.
4. Menjalankan Program Kerja sesuai dengan RKA yang sudah ditetapkan/disahkan dengan tetap mengacu pada Rencana Bisnis.
5. Menetapkan struktur/susunan organisasi Perseroan sesuai kebutuhan, dengan penetapan tugas, kewajiban, tanggung jawab untuk setiap jabatan.
6. Menempatkan karyawan pada semua tingkatan jabatan sesuai dengan spesifikasi jabatan dan memiliki rencana suksesi untuk seluruh jabatan dalam Perseroan.
7. Menetapkan sistem/pedoman pengukuran dan penilaian kinerja untuk unit dan jabatan (struktural) yang diterapkan secara objektif dan transparan.
8. Menetapkan target kinerja berdasarkan RKA dan diturunkan secara berjenjang di tingkat unit, sub unit dan jabatan di dalam organisasi (struktural) di organisasi.
9. Melakukan analisis dan evaluasi terhadap capaian kinerja untuk jabatan/unit-unit di bawah Direksi.
10. Mengembangkan SDM, menilai kinerja dan memberikan remunerasi yang layak, dan membangun lingkungan SDM yang efektif mendukung pencapaian Perseroan.
11. Menetapkan kebijakan-kebijakan operasional dan Standar Operasional Baku (SOP) untuk proses bisnis inti (*core business*) Perseroan yang ditinjau dan disempurnakan secara berkala.
12. Memberikan respons terhadap usulan peluang bisnis yang berpotensi meningkatkan pendapatan Perseroan, penghematan/efisiensi Perseroan, pendayagunaan aset, dan manfaat lainnya.
13. Merespons isu-isu terkini dari eksternal mengenai perubahan lingkungan bisnis dan permasalahannya, secara tepat waktu dan relevan.
14. Menerapkan sistem tentang teknologi informasi sesuai dengan kebijakan yang telah ditetapkan.
15. Melaksanakan sistem peningkatan mutu produk dan pelayanan, dengan menetapkan kebijakan, SOP serta Standar Pelayanan Minimal (SPM).
16. Melaksanakan pengadaan barang dan jasa yang menguntungkan bagi Perseroan, baik harga maupun kualitas barang dan jasa tersebut.
17. Menetapkan kebijakan pengaturan untuk anak Perseroan (*subsidiary governance*) dan/atau Perseroan patungan.
18. Menetapkan kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi keuangan yang berlaku umum di Indonesia (SAK).
19. Menerapkan manajemen risiko sesuai dengan kebijakan yang telah ditetapkan.

regulations. The collegial duties of the Board of Directors as stipulated in the Board Manual are as follows:

1. Determine the vision, mission and strategy of the Company.
2. Prepare a Business Plan containing goals and objectives to be achieved within a period of 5 years. The Board of Commissioners reviews and provides opinions regarding the business plan prepared by the Board of Directors prior to co-signing.
3. Prepare Work Plan and Budget, which is an annual elaboration of the Business Plan. The Board of Commissioners reviews and provides opinions regarding the Work Plan and Budget prepared by the Board of Directors prior to co-signing.
4. Execute the Work Program in accordance with the Work Plan and Budget that has been determined/approved by still referring to the Business Plan.
5. Determine the structure/organizational structure of the Company as needed, with assignments, obligations, and responsibilities for each position.
6. Assign employees at all levels of positions according to job specifications and having a succession plan for all positions within the Company.
7. Establish a system/guideline for measuring and evaluating performance for units and positions (structural) that is applied objectively and transparently.
8. Establish performance targets based on the Work Plan and Budget and cascade down in stages at the unit, sub-unit and position levels within the organization (structural).
9. Perform analysis and evaluation of performance achievements for positions/units under the Board of Directors.
10. Develop HR, assess performance and provide appropriate remuneration, and build an HR environment that effectively supports the Company's achievements.
11. Establish operational policies and Standard Operating Procedure (SOP) for the Company's core business processes which are regularly reviewed and refined.
12. Respond to proposed business opportunities that have the potential to increase the Company's revenue, the Company's savings/efficiency, asset utilization, and other benefits.
13. Respond to current issues from external sources regarding changes in the business environment and their problems, in a timely and relevant manner.
14. Implement a system of information technology in accordance with established policies.
15. Implement a product and service quality improvement system, by establishing policies, SOPs, and Minimum Service Standards (SPM).
16. Carry out the procurement of goods and services that are profitable for the Company, both in terms of price and quality of these goods and services.
17. Establish regulatory policies for subsidiary companies (*subsidiary governance*) and/or joint venture companies.
18. Establish accounting policies and preparation of financial reports in accordance with generally accepted financial accounting standards in Indonesia (SAK).
19. Implement risk management in accordance with established policies.

20. Menetapkan dan menerapkan sistem pengendalian intern untuk melindungi mengamankan investasi dan aset Perseroan.
 21. Menindaklanjuti hasil pemeriksaan Auditor Internal dan Auditor Eksternal.
 22. Menetapkan mekanisme untuk menjaga kepatuhan terhadap peraturan perundang-undangan dan perjanjian dengan pihak ketiga dan menjalankan peraturan perundang-undangan yang berlaku dan perjanjian dengan pihak ketiga.
 23. Menetapkan pelaksanaan hubungan dengan *stakeholders* termasuk menetapkan prosedur tertulis untuk menampung dan menindaklanjuti keluhan-keluhan *stakeholders*.
 24. Melaksanakan tanggung jawab sosial untuk mendukung keberlanjutan operasi Perseroan.
 25. Menetapkan kebijakan tentang mekanisme bagi Direksi dan pejabat struktural untuk mencegah pengambilan keuntungan pribadi dan pihak lainnya disebabkan benturan kepentingan.
 26. Membuat dan menyampaikan laporan, yang terdiri dari laporan bulanan, laporan triwulanan dan laporan tahunan. Laporan bulanan dan triwulanan terdiri dari laporan kegiatan operasional dan laporan keuangan yang disampaikan kepada Dewan Komisaris. Laporan tahunan disampaikan kepada RUPS untuk disahkan, informasi dalam laporan tahunan sesuai dengan peraturan perundang-undangan yang berlaku secara tepat waktu, akurat, jelas dan objektif.
 27. Mengelola Perseroan dan mempertanggungjawabkan pelaksanaan tugasnya kepada Pemegang Saham/pemilik modal.
 28. Memberikan perlakuan yang sama (*fairness*) dalam memberikan informasi kepada Pemegang Saham dan anggota Dewan Komisaris.
 29. Menyelenggarakan RUPS sesuai dengan prosedur yang ditetapkan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan.
 30. Menyediakan akses serta penjelasan lengkap dan informasi akurat berkenaan dengan penyelenggaraan RUPS agar dapat melaksanakan hak-haknya berdasarkan Anggaran Dasar Perseroan dan peraturan perundang-undangan.
 31. Mematuhi Anggaran Dasar Perseroan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip transparansi, kemandirian, akuntabilitas, pertanggungjawaban, kewajaran, integritas dan kapabilitas, serta nilai-nilai Perseroan.
 32. Membuat dan memelihara daftar Pemegang Saham, Daftar Khusus, risalah RUPS dan risalah rapat Direksi.
 33. Memberikan izin kepada Pemegang Saham untuk memeriksa daftar Pemegang Saham, Daftar Khusus, risalah RUPS dan laporan tahunan serta mendapat salinan risalah RUPS dan salinan laporan tahunan.
 34. Menandatangani kontrak manajemen sebagai perjanjian Direksi dengan Pemegang Saham mengenai peran dan tanggung jawabnya.
 35. Menandatangani ikatan hukum dengan rekan bisnis.
 36. Meminta persetujuan RUPS dalam hal melakukan kerja sama berupa pendayagunaan aset tetap yang dimiliki
20. Establish and implement an internal control system to protect the Company's investments and assets.
 21. Follow up on the results of examination by the Internal Auditor and External Auditor.
 22. Establish mechanisms to maintain compliance with laws and regulations, and agreements with third parties, and carry out applicable laws and regulations and agreements with third parties.
 23. Determine the implementation of relations with stakeholders including establishing written procedures to accommodate and follow up on stakeholder complaints.
 24. Carry out social responsibility to support the sustainability of the Company's operations.
 25. Establish policies regarding mechanisms for the Board of Directors and structural officials to prevent personal and other parties from taking advantage due to conflicts of interest.
 26. Prepare and submit reports, which consist of month reports, quarterly reports and annual reports. Monthly and quarterly reports consist of operational activity reports and financial reports submitted to the Board of Commissioners. The annual report is submitted to the GMS for approval, the information in the annual report is in accordance with the applicable laws and regulations in a timely, accurate, clear and objective manner.
 27. Manage the Company and be accountable for the implementation of their duties to Shareholders/capital owners.
 28. Provide equal treatment (*fairness*) in providing information to Shareholders and members of the Board of Commissioners.
 29. Organize GMS in accordance with the procedure stipulated in the Company's Articles of Association and laws and regulations.
 30. Provide access as well as complete explanation an accurate information regarding the implementation of the GMS so that they can exercise their rights based on the Company's Articles of Association and laws an regulations.
 31. Comply with the Company's Articles of Associatio and laws and regulations, and must implement the principles of transparency, independence, accountability, responsibility, fairness, integrity and capability, as well as the values of the Company.
 32. Create and maintain a register of Shareholders, a Special Register, minutes of GMS and minutes of meetings of the Board of Directors.
 33. Give permission to Shareholders to examine the list of Shareholders, Special Register, GMS minutes and annual reports and obtain copies of the GMS minutes and annual reports.
 34. Sign a management contract as an agreement between the Board of Directors and Shareholders regarding their roles and responsibilities.
 35. Sign a legal bond with a business partner.
 36. Request approval from the GMS in terms of carrying out cooperation in the form of utilizing fixed assets owned by

- Perseroan berupa tanah dan/atau bangunan, dengan skema kerja sama operasi dan dikerjasamakan dalam jangka waktu lebih dari 10 tahun.
37. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan terbukti lalai dalam menjalankan tugasnya untuk kepentingan dan usaha Perseroan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya.
 - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan.
 - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian.
 - d. Telah mengambil tindakan untuk mencegah terjadinya kerugian tersebut.
 38. Dalam hal kepailitan terjadi karena kesalahan atau kelalaian Direksi dan kekayaan Perseroan tidak cukup untuk menutup kerugian akibat kepailitan tersebut, setiap anggota Direksi bertanggung jawab secara tanggung renteng atas kerugian dimaksud.
 39. Tanggung jawab sebagaimana dimaksud pada poin 38 di atas, berlaku juga bagi anggota Direksi yang lalai dan sudah tidak menjabat 5 tahun terakhir sebelum Perseroan dinyatakan pailit.
 40. Mengatur pendelegasian wewenang Direksi untuk mewakili Perseroan di dalam dan di luar Pengadilan kepada seorang atau beberapa orang Direktur yang khusus ditunjuk atau memberikan kuasa kepada seorang atau beberapa orang karyawan Perseroan baik sendiri maupun bersama-sama atau kepada badan lain.
 41. Dapat bertindak sebagai likuidator apabila dalam keputusan RUPS tidak ditetapkan atau menunjuk likuidator dalam pembubaran Perseroan.
 42. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar Perseroan atau yang ditetapkan oleh RUPS dan peraturan perundang-undangan.
 43. Menunjuk salah seorang anggota Direksi sebagai penanggung jawab implementasi GCG.
 44. Menerapkan GCG, *Risk Management* dan *Compliance* terintegrasi secara konsisten dan berkelanjutan.
 45. Menerapkan pengendalian anti penyuapan sesuai dengan sistem manajemen yang ditetapkan, secara konsisten dan berkelanjutan.
 46. Menerapkan pengendalian sistem manajemen lain sesuai dengan kebutuhan dan kepentingan Perseroan.
 47. Membahas dan memberikan persetujuan terhadap rencana promosi dan mutasi satu level jabatan di bawah Direksi yang dibahas secara intens dalam Rapat Direksi.
- the Company in the form of land and/or buildings, with a joint operation scheme and cooperation for a period of more than 10 years.
37. Each member of the Board of Directors is personally responsible if the person concerned is proven negligent in carrying out his duties for the interests and business of the Company, unless the member of the Board of Directors concerned can prove that:
 - a. The loss was not due to his/her fault or negligence.
 - b. Has conducted management in good faith, and prudence for the benefit, and in accordance with the goals and objectives of the Company.
 - c. Does not have a conflict of interest, either directly or indirectly, for management actions that result in losses.
 - d. Has taken action to prevent the loss.
 38. In the event that bankruptcy occurs due to the fault or negligence of the Board of Directors, and the Company's assets are not sufficient to cover losses due to the bankruptcy, each member of the Board of Directors is jointly and collectively responsible for the said loss.
 39. The responsibility referred to in number 38 above also applies to members of the Board of Directors who are negligent and have not served for the last 5 years before the Company was declared bankrupt.
 40. Regulate the delegation of authority of the Board of Directors to represent the Company inside and outside of Court, to one or several Directors who are specifically appointed or give power of attorney to one or several employees of the Company, either alone or jointly or to other bodies.
 41. Can act as a liquidator if the GMS resolution does not stipulate or appoint a liquidator in the dissolution of the Company.
 42. Carry out other obligations in accordance with the provisions stipulated in the Company's Articles of Association, or determined by the GMS and laws and regulations.
 43. Appoint a member of the Board of Directors as the person in charge of GCG implementation.
 44. Implement integrated GCG, Risk Management and Compliance in a consistent and sustainable manner.
 45. Implement anti-bribery controls in accordance with the established management system, consistently and continuously.
 46. Implement other management system controls according to the needs and interests of the Company.
 47. Discuss and give approval for plans for promotion, and transfer of one level of position under the Board of Directors, which are discussed intensely at the Board of Directors' Meeting.

Pembidangan dan Uraian Tugas Direksi

Dalam mengelola Perseroan, Direksi tidak hanya mengemban tugas secara kolegiat. Setiap anggota Direksi juga memiliki

Segregation and Description of the Board of Directors' Duties

In managing the Company, the Board of Directors not only performs its duties collegially. Each member of the Board of

tugas individual sesuai dengan tanggung jawabnya di bidang masing-masing. Direksi menetapkan pembagian tugas setiap anggota Direksi dan disetujui oleh Dewan Komisaris. Pembidangan tugas antar Direksi, sebagaimana ditetapkan dalam Surat Keputusan Direksi No. 001/SDM/111/11/2022, yang juga tercantum dalam *Board Manual*, adalah sebagai berikut:

Directors also has individual duties based on their respective areas of responsibility. The Board of Directors determines the segregation of duties for each member of the Board of Directors, which is approved by the Board of Commissioners. The division of duties among Board members, as stipulated in Board Resolution No. 001/SDM/111/11/2022, which is also included in the Board Manual, is as follows:

Direktur Utama President Director	
Tanggung Jawab	Responsibilities
a. Menetapkan kebijakan strategis Perseroan yang mencakup seluruh aktivitas Perseroan. b. Koordinasi fungsi-fungsi korporat untuk hal-hal yang terkait dengan penetapan kebijakan dan strategi, pengendalian modal dan alokasi sumber daya serta hubungan pihak luar. c. Penetapan arah, kebijakan, strategi dan rencana strategis serta pengendalian pengelolaan bisnis perkeretaapian <i>Light Rail Transit</i> di area DKI Jakarta dan mengarahkan upaya pertumbuhan dengan fokus pada bisnis baru, sesuai dengan harapan para pemangku kepentingan. d. Perumusan strategi bisnis yang dilakukan bersama dengan pemangku jabatan kunci, penetapan dan pengendalian implementasinya. e. Pengendalian dan koordinasi (secara langsung), penyelenggaraan fungsi seluruh divisi yang berada di bawah Direktorat Utama. f. Memonitor pengelolaan pengembangan citra Perseroan dan komunikasi di dalam dan ke luar Perseroan. g. Memberikan persetujuan rencana audit tahunan. h. Melakukan pengawasan secara menyeluruh terhadap pelaksanaan kinerja Perseroan. i. Menetapkan budaya Perseroan yang sejalan dengan <i>strategic formulation</i> perusahaan yang berupa visi, misi dan nilai perusahaan. j. Memastikan dijalankannya praktik pengelolaan Perseroan yang penuh kehati-hatian sesuai ketentuan tata kelola perusahaan yang baik (GCG) untuk menjamin kelangsungan organisasi. k. Memastikan pengelolaan perumusan dan perencanaan program/kebijakan strategis Perseroan, evaluasi dan pelaporan pelaksanaan program strategis Perseroan. l. Menetapkan penerapan Sistem Manajemen K3 dan Keselamatan Perkeretaapian (kebijakan, perencanaan, penerapan, evaluasi dan program peningkatan keselamatan perkeretaapian) untuk mengurangi potensi risiko dan menghindari bahaya kecelakaan. m. Berkomitmen terhadap penyelenggaraan Sistem Manajemen K3 dan Keselamatan Perkeretaapian. n. Memastikan dan mendukung terselenggaranya Sistem Manajemen K3 dan Keselamatan Perkeretaapian guna tercapainya Standar Pelayanan Minimal (SPM).	a. Determine the Company's strategic policies covering all of the Company's activities. b. Conduct coordination of corporate functions on matters related to setting policies and strategies, controlling capital, and allocating resources as well as external relations. c. Determine the direction, policies, strategies and strategic plans, as well as controlling the management of the Light Rail Transit railroad business in the DKI Jakarta area, and direct growth efforts with a focus on new business, according to the expectations of stakeholders. d. Formulate business strategy carried out together with key position holders, determination, and control of its implementation. e. Directly control and coordinate the implementation of the functions of all divisions under the Main Directorate. f. Monitor the management of the Company's image development and communication within and outside the Company. g. Provide approval of the annual audit plan. h. Carry out overall supervision of the implementation of the Company's performance. i. Establish a corporate culture that is in line with the Company's strategic formulation in the form of vision, mission, and corporate values. j. Ensure that the implementation of prudent Company management practices in accordance with the provisions of Good Corporate Governance (GCG), with the aim to ensure the continuity of the organization. k. Ensure that the management of the formulation and planning of the Company's strategic programs/policies, as well as to evaluate and report on the implementation of the Company's strategic programs. l. Determine the implementation of the OHS Management System and Railway Safety (policy, planning, absorption, evaluation and program for improving railway safety) to reduce potential risks and avoid accident hazards. m. Be committed to the implementation of the OHS Management System and Railway Safety. n. Ensure and support the implementation of the OHS Management System and Railway Safety in order to achieve Minimum Service Standards.

Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support

Tanggung Jawab	Responsibilities
a. Menetapkan kebijakan anggaran, keuangan dan akuntansi Perseroan. b. Perumusan dan perencanaan program/kebijakan strategis atas: pengupayaan sumber pendanaan untuk program rutin; pengendalian risiko, perencanaan, evaluasi dan pelaporan pelaksanaan RKAP dan penyelenggaraan tata laksana perbendaharaan dan administrasi keuangan.	a. Determine the Company's budget, finance, and accounting policies. b. Formulating and planning of strategic programs/policies on: seeking sources of funding for routine programs; risk control, planning, evaluating and reporting on the implementation of the Company's Work Plan and Budget, and the administration of treasury and financial administration.

- c. Mencari sumber dana dari berbagai sumber dana yang dimungkinkan (dana internal, pinjaman, kemitraan, penyertaan modal dan lain-lain) sesuai dengan kebutuhan investasi Perseroan, melalui pendekatan terhadap sumber dana secara efektif dan efisien.
 - d. Perumusan dan perencanaan program/kebijakan strategis terkait dengan penyusunan laporan keuangan Perseroan dan pelaporan akuntansi biaya subsidi, non subsidi dan hasil dari kinerja operasi.
 - e. Memastikan skema pendanaan dan ketersediaan alokasi anggaran untuk kejadian tanggap darurat keselamatan, keamanan, dan bencana.
 - f. Mengimplementasikan aspek-aspek *Governance, Risk, and Compliance* dalam pelaksanaan pengelolaan Perseroan.
 - g. Berkoordinasi dengan Direktur Operasi & Pengembangan dalam mendukung pelaksanaan pengembangan bisnis dengan melakukan kajian investasi untuk peluang bisnis dan merumuskan strategi mitigasi risiko investasi.
 - h. Menetapkan kebijakan dan bertanggung jawab dalam sistem pengelolaan Sumber Daya Manusia, dimulai dari rekrutmen, pengembangan dan penempatan, sistem kompensasi, hubungan industri hingga pemutusan hubungan kerja.
 - i. Merumuskan program internalisasi budaya yang sejalan dengan *strategic formulation* Perseroan.
 - j. Menetapkan standar kompetensi strategis untuk organisasi.
 - k. Menetapkan kebijakan dari sistem pengelolaan tempat kerja serta fasilitas umum perkantoran yang aman dan nyaman.
 - l. Memastikan tersedianya sistem informasi yang sesuai dengan kebutuhan organisasi untuk mendukung operasional Perseroan dengan menetapkan dan melaksanakan strategi, rancang bangun (*IT Architecture*), pengembangan serta tata kelola yang sejalan dengan konsep GCG (*Good Corporate Governance*) dalam rangka mendukung pencapaian kinerja Perseroan.
 - m. Penetapan strategi, kebijakan strategis dan sistem pengelolaan pengadaan barang dan jasa.
 - n. Menetapkan standar kebijakan pergudangan Perseroan yang efektif dan efisien.
 - o. Menetapkan penerapan Sistem Manajemen K3 dan Keselamatan Perkeretaapian (kebijakan, perencanaan, penyerapan, evaluasi dan program peningkatan keselamatan perkeretaapian) untuk mengurangi potensi risiko dan menghindari bahaya kecelakaan.
 - p. Berkomitmen terhadap penyelenggaraan Sistem Manajemen K3 dan Keselamatan Perkeretaapian.
 - q. Memastikan dan mendukung terselenggaranya Sistem Manajemen K3 dan Keselamatan Perkeretaapian guna tercapainya Standar Pelayanan Minimal (SPM).
- c. Seek sources of funding from various possible sources of funding (internal funding, loans, partnerships, equity participation, and others) in accordance with the Company's investment needs, through an effective and efficient approach to sources of funds.
 - d. Formulating and planning of strategic programs/policies related to the preparation of the Company's financial statements, and reporting of subsidized, non-subsidized cost accounting, and the results of operating performance.
 - e. Ensure the funding scheme and availability of budget allocations for safety, security and disaster emergency response events.
 - f. Implement the aspects of Governance, Risk, and Compliance in implementing the management of the Company.
 - g. Coordinate with the Director of Operations & Development in supporting the implementation of business development by conducting investment studies for business opportunities and formulating investment risk mitigation strategies.
 - h. Establish policies and be responsible for the Human Resources management system, starting from recruitment, development and placement, compensation systems, industrial relations, to termination of employment.
 - i. Formulate a cultural internalization program that is in line with the Company's strategic formulation.
 - j. Establish strategic competency standards for the organization.
 - k. Establish policies for safe and comfortable workplace management systems and public office facilities.
 - l. Ensure the availability of an information system that suits the needs of the organization to support the Company's operations by establishing and implementing strategies, designing (*IT Architecture*), development and governance that are in line with the concept of GCG (*Good Corporate Governance*) in order to support the achievement of the Company's performance.
 - m. Determine strategies, strategic policies and management systems for the procurement of goods and services.
 - n. Establish effective and efficient Company warehousing policy standards.
 - o. Establish the application of the Railway Safety and Occupational Health and Safety Management System (policy, planning, absorption evaluation and program for improving railway safety) to reduce potential risks and avoid accident hazards;
 - p. Be committed to the implementation of the OHS Management System and Railway Safety;
 - q. Ensure and support the implementation of the OHS Management System and Railway Safety in order to achieve Minimum Service Standards (SPM).

Direktur Operasi dan Pengembangan Director of Operations and Development

Tanggung Jawab

- a. Memimpin dan memastikan kegiatan operasi dan perawatan dapat terlaksana sesuai dengan strategi yang telah ditetapkan dan memenuhi standar yang berlaku.
- b. Memimpin dan memastikan penyusunan Rencana Bisnis yang sesuai dengan rencana strategis Perseroan.
- c. Memimpin dan memastikan penyusunan sistem pengendalian dan pengelolaan aset dapat dilaksanakan sesuai dengan kebutuhan Perseroan.
- d. Perumusan dan perencanaan program atau kebijakan strategis terkait dengan operasi lalu lintas perjalanan kereta, program kebijakan pengendalian operasi kereta serta kebijakan jaminan mutu perjalanan kereta meliputi penetapan standar mutu, pelaksanaan dan pengawasannya serta evaluasi dan peningkatan mutu berkelanjutan.

Responsibilities

- a. Lead and ensure that operations and maintenance activities can be carried out in accordance with the established strategy and meet the applicable standards.
- b. Lead and ensure the preparation of a Business Plan in accordance with the Company's strategic plan.
- c. Lead and ensure that the preparation of an asset management control system can be implemented in accordance with the needs of the Company.
- d. Formulation and planning of strategic programs or policies related to train traffic operations, train operation control policy programs and quality assurance policies for train travel including the establishment of quality standards, implementation and supervision, as well as evaluation and continuous quality improvement.

e. Perumusan dan perencanaan program atau kebijakan strategis terkait dengan pemeliharaan prasarana meliputi jalur kereta, bangunan stasiun, dan fasilitas operasi. f. Perumusan dan perencanaan program atau kebijakan serta evaluasi pemeliharaan sarana meliputi <i>trainset</i>, fasilitas Depo dan segala bentuk fasilitas penunjang terkait. g. Perumusan dan perencanaan program atau kebijakan strategis terkait dengan pemenuhan persyaratan teknis pengembangan dan proses uji sarana dan prasarana, pengelolaan atau pelaksanaan kajian rekayasa teknis pengembangan dan penyusunan desain atau spesifikasi teknis sarana dan prasarana, serta pelaksanaan koordinasi atau kerja sama teknis di bidang yang relevan dengan pihak luar. h. Perumusan dan perencanaan program atau kebijakan strategis atas perusahaan prasarana dan sarana beserta perencanaan integrasi antar moda. i. Penetapan kebijakan pelaksanaan terkait dengan fungsi operasional dan layanan, prasarana, sarana dan pengembangan bisnis. j. Memastikan pengelolaan kegiatan komersialisasi aset Perseroan maupun Jakpro dan/atau anak usaha Jakpro berjalan sesuai dengan rencana yang ditetapkan untuk dapat meningkatkan lalu lintas orang (<i>crowd</i>) dan daya tarik masyarakat untuk menggunakan, menyewa dan memanfaatkan aset yang tersedia guna mewujudkan pencapaian target pendapatan Perseroan. k. Berkordinasi dengan Direktur Keuangan & Dukungan Bisnis dalam mendukung pelaksanaan pengembangan bisnis dengan melakukan kajian investasi untuk peluang bisnis baru. l. Terciptanya keselamatan, keamanan dan kesehatan lingkungan kerja serta mendukung tercapainya standar keselamatan dan keamanan pelanggan. m. Menetapkan penerapan Sistem Manajemen K3 dan Keselamatan Perkeretaapian (kebijakan, perencanaan, penerapan, evaluasi dan program peningkatan keselamatan perkeretaapian) untuk mengurangi potensi risiko dan menghindari bahaya kecelakaan. n. Berkomitmen terhadap penyelenggaraan Sistem Manajemen K3 dan Keselamatan Perkeretaapian. o. Memastikan dan mendukung terselenggaranya Sistem Manajemen K3 dan Keselamatan Perkeretaapian guna tercapainya Standar Pelayanan Minimal (SPM).	e. Formulation and planning of strategic programs or policies related to the maintenance of infrastructure including railway lines, station buildings, and operating facilities. f. Formulation and planning of programs or policies as well as evaluating the maintenance of facilities including trainsets, Depot facilities, and all forms of related supporting facilities. g. Formulation and planning of strategic programs or policies related to meeting the technical requirements for the development and testing process of facilities and infrastructure, management or implementation of technical engineering studies for the development and preparation of designs or technical specifications for facilities and infrastructure, as well as implementation of technical coordination or cooperation in fields relevant to external parties. h. Formulation and planning of strategic programs or policies on the management of infrastructure and facilities, as well as intermodal integration planning. i. Determination of implementation policies related to operational functions and services, infrastructure, facilities and business development. j. Ensure that the management of the commercialization of the Company's and Jakpro's assets, and/or Jakpro's subsidiaries goes according to the established plan in order to increase the traffic of people (<i>crowd</i>) and attract the public to use, rent, and utilize available assets in order to achieve the achievement of the Company's revenue target. k. Coordinate with the Director of Finance & Business Support in supporting the implementation of business development by conducting investment studies for new business opportunities. l. Create a safety, security, and health work environment and support the achievement of passenger safety and security standards. m. Determine the implementation of the OHS Management System and Railway Safety (policy, planning, implementation, evaluation and improvement program for railway safety) to reduce potential risks and avoid accident hazards. n. Be committed to the implementation of the OHS Management System and Railway Safety. o. Ensure and support the implementation of the OHS Management System and Railway Safety in order to achieve Minimum Service Standards (SPM).

Kebijakan Benturan Kepentingan dan Rangkap Jabatan Direksi

Sebagai bagian dari komitmen penerapan GCG, Perseroan telah menetapkan kebijakan benturan kepentingan dan rangkap jabatan Direksi dalam *Board Manual*, dengan ketentuan sebagai berikut:

1. Direksi dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi dari kegiatan Perseroan yang dikelolanya, selain gaji dan fasilitas yang diterimanya sebagai anggota Direksi yang ditentukan oleh RUPS.
2. Direksi dilarang memegang rangkap jabatan sebagai:
 - a. Anggota Direksi pada Badan Usaha Milik Daerah, Badan Usaha Milik Negara, dan Badan Usaha Milik Swasta;

Conflict of Interest and Concurrent Position Policy of the Board of Directors

As part of its commitment to implement GCG, the Company has established policies regarding conflicts of interest and concurrent positions for members of the Board of Directors in the *Board Manual*, which stipulate the following:

1. Members of the Board of Directors are prohibited from engaging in transactions that involve conflicts of interest and taking personal advantage of the Company's activities under their management, other than the salary and benefits they receive as members of the Board of Directors as determined by the General Meeting of Shareholders.
2. Directors are prohibited from holding concurrent positions as:
 - a. Members of the Board of Directors at Regional State-Owned Enterprises, State-Owned Enterprises, and Private Enterprises;

- b. Anggota Dewan Komisaris/Dewan Pengawas pada Badan Usaha Milik Daerah atau Badan Usaha Milik Negara;
 - c. Jabatan struktural dan fungsional lainnya dalam instansi/lembaga pemerintahan pusat dan/atau daerah;
 - d. Jabatan lainnya sesuai dengan ketentuan Peraturan Perundang-undangan; dan/atau;
 - e. Jabatan lain yang dapat menimbulkan konflik kepentingan.
3. Direksi tidak berwenang mengajukan permohonan pailit atas Perseroan sendiri kepada Pengadilan Niaga sebelum memperoleh persetujuan RUPS, dengan tidak mengurangi ketentuan sebagaimana yang diatur dalam Undang-Undang tentang Kepailitan dan Penundaan Kewajiban Pembayaran Utang.

Rapat Direksi

Dasar Kebijakan

Direksi Perseroan memiliki kewajiban untuk menyelenggarakan Rapat Direksi dengan ketentuan yang telah diatur dalam *Board Manual*, antara lain:

1. Rapat Direksi dapat dilakukan minimal 1 kali dalam sebulan.
2. Rapat Direksi dapat dilakukan setiap waktu apabila dipandang perlu:
 - a. Oleh seorang atau lebih anggota Direksi;
 - b. Permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris; atau
 - c. Permintaan tertulis dari 1 orang atau lebih Pemegang Saham yang mewakili 1/10 atau lebih dari jumlah seluruh saham dengan hak suara.
3. Terdapat rencana tahunan Rapat Direksi dan agenda yang akan dibahas. Jumlah rapat yang direncanakan sesuai dengan kebutuhan, paling sedikit sekali dalam sebulan, dan jumlah rapat yang telah diselenggarakan tersebut sesuai dengan rencana atau lebih.

Frekuensi Rapat dan Tingkat Kehadiran

Rapat internal Direksi telah diselenggarakan dengan frekuensi sebanyak 98 kali di sepanjang tahun 2025. Tingkat kehadiran masing-masing anggota Direksi dalam rapat tersebut disajikan pada tabel berikut:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Hendri Saputra*	Direktur Utama President Director	72	72	100%
Roberto Akyuwen**	Direktur Utama President Director	26	26	100%
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	98	98	100%
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	98	87	89%

* Masa jabatan berakhir secara efektif pada 15 September 2025/ No longer serving effectively as of September 15, 2025

** Masa jabatan dimulai secara efektif pada 15 September 2025/ Serving effectively as of September 15, 2025

- b. Members of the Board of Commissioners/Supervisory Board at Regional State-Owned Enterprises or State-Owned Enterprises;
 - c. Other structural and functional positions within central and/or local government agencies or institutions;
 - d. Other positions as stipulated by law; and/or;
 - e. Other positions that may give rise to a conflict of interest.
3. The Board of Directors is not authorized to file a petition for bankruptcy regarding the Company it self with the Commercial Court prior to obtaining approval from the General Meeting of Shareholders, without prejudice to the provisions set forth in the Law on Bankruptcy and the Suspension of Debt Payment Obligations.

Board of Directors' Meetings

Policy Basis

The Company's Board of Directors is obligated to hold Board of Directors Meetings in accordance with the provisions stipulated in the Board Manual, including:

1. Board of Directors' meetings may be held at least once a month.
2. Board of Directors' meetings may be held at any time when deemed necessary under the following provisions:
 - a. Requested by one or more members of the Board of Directors;
 - b. A written request from one or more members of the Board of Commissioners; or
 - c. A written request from 1 or more Shareholders representing 1/10 or more of the total number of voting shares.
3. There is an annual plan for Board of Directors meetings and the agenda to be discussed. The number of planned meetings shall be in accordance with needs, at least once a month, and the number of meetings actually held shall be in accordance with the plan or more.

Meeting Frequency and Attendance Rate

Internal Board of Directors meetings were held 98 times throughout 2025. The attendance rate of each member of the Board of Directors at these meetings is presented in the following table:

Agenda Rapat Direksi Tahun 2025

Rapat internal Direksi yang diselenggarakan sepanjang tahun 2025, membahas agenda-agenda sebagai berikut:

Board of Directors' Meeting Agenda in 2025

The agenda of the Board of Directors' internal meetings in 2025 are as follows:

No.	Tanggal Date	Agenda
1	2 Januari 2025 January 2, 2025	Rapat Koordinasi Direksi dan Kepala Divisi tahun 2025 Coordination Meeting of the Board of Directors and Heads of Division in 2025
2	8 Januari 2025 January 8, 2025	Rapat HRIS <i>Project Implementation</i> HRIS Project Implementation Meeting
3	14 Januari 2025 January 14, 2025	Kegiatan Brainstorming Direksi dengan Kepala Divisi dan Kepala Departemen Brainstorming Session Between the Board of Directors and Division Heads and Department Heads
4	15 Januari 2025 January 15, 2025	Kegiatan Brainstorming Direksi dengan Kepala Divisi dan Kepala Departemen (Lanjutan) Brainstorming Session Between the Board of Directors and Division Heads and Department Heads (Continuation)
5	16 Januari 2025 January 16, 2025	Rapat Pembahasan Finalisasi Materi Laporan Evaluasi DISHUB 2024 - 2025 Meeting to Discuss the Finalization of the 2024-2025 DISHUB Evaluation Report
6	20 Januari 2025 January 20, 2025	Rapat Direksi dan Kepala Divisi Januari 2025 Board of Directors and Division Heads Meeting, January 2025
7	22 Januari 2025 January 22, 2025	Rapat Pembahasan Program Strategis Dukungan 100 Hari Kerja Pertama Gubernur Jakarta Meeting to Discuss Strategic Program for the First 100 Days of Jakarta Governor's Tenure
8	23 Januari 2025 January 23, 2025	Rapat Direksi dan Kepala Divisi Januari 2025 (Lanjutan) Board of Directors and Division Heads Meeting, January 2025 (Continuation)
9	31 Januari 2025 January 31, 2025	Rapat Direksi dan Dewan Komisaris Januari 2025 Board of Directors and Board of Commissioners Meeting, January 2025
10	31 Januari 2025 January 31, 2025	Rapat Direksi dan Kepala Divisi LRTJ Pembahasan Perihal Efisiensi Biaya Board of Directors and Head of LRTJ Division Meeting to Discuss Cost Efficiency
11	3 Februari 2025 February 3, 2025	Rapat Direktorat Utama Main Directorate Meeting
12	11 Februari 2025 February 11, 2025	Rapat Direksi dan Kepala Divisi Februari 2025 Board of Directors and Division Heads Meeting, February 2025
13	13 Februari 2025 February 13, 2025	Rapat <i>Update O&M Readiness</i> O&M Readiness Update Meeting
14	18 Februari 2025 February 18, 2025	Rapat pembahasan anggaran dan Memo pengadaan kontraktor <i>design & build</i> APMS Budget Review Meeting and Memo on the Selection of APMS Design & Build Contractor
15	24 Februari 2025 February 24, 2025	Pembukaan Rapat Audit <i>External Stage I</i> Sertifikasi ISO 27001 dan <i>Surveillance</i> Sistem Manajemen Terintegrasi Opening of the Stage I External Audit Meeting for ISO 27001 Certification and Surveillance of the Integrated Management System
16	28 Februari 2025 February 28, 2025	Penutupan Rapat Audit <i>External Stage I</i> Sertifikasi ISO 27001 dan <i>Surveillance</i> Sistem Manajemen Terintegrasi Closing of the Stage I External Audit Meeting for ISO 27001 Certification and Surveillance of the Integrated Management System
17	28 Februari 2025 February 28, 2025	Rapat Pembahasan Rencana Aksi Kegiatan Strategis Daerah Tahun 2025 Meeting to Discuss the 2025 Regional Strategic Action Plan
18	27 Februari 2025 February 27, 2025	Rapat Direksi dan Dewan Komisaris Februari 2025 Board of Directors and Board of Commissioners Meeting, February 2025
19	3 Maret 2025 March 3, 2025	Pembukaan Program <i>Nurturing</i> Opening of the Nurturing Program
20	10 Maret 2025 March 10, 2025	Rapat Direksi dan Kepala Divisi Maret 2025 Board of Directors and Division Heads Meeting, March 2025
21	12 Maret 2025 March 12, 2025	Rapat Direksi dan Kepala Divisi Maret 2025 (Lanjutan) Board of Directors and Division Heads Meeting, March 2025 (Continuation)
22	12 Maret 2025 March 12, 2025	Rapat Pembahasan Rencana Penerapan Baju Betawi Sebagai Seragam Insan LRTJ Meeting to Discuss Plans to Adopt the Betawi Attire as LRTJ Uniform

No.	Tanggal Date	Agenda
23	18 Maret 2025 March 18, 2025	Rapat Pembahasan Materi Prospek Bisnis Meeting to Discuss Business Prospects
24	20 Maret 2025 March 20, 2025	Rapat Direksi dan Dewan Komisaris April 2025 Board of Directors and Board of Commissioners Meeting, April 2025
25	24 Maret 2025 March 24, 2025	Board of Directors (Direksi) Talks with Nurturing Program
26	24 Maret 2025 March 24, 2025	Rapat Kordinasi dan Diskusi Kegiatan selama Libur Lebaran Coordination Meeting and Discussion of Eid-al Fitr Holiday Activities
27	11 April 2025 April 11, 2025	Rapat Pembahasan Persiapan Pra-RUPST LRT Jakarta Meeting to Discuss Preparations for the Pre-AGMS of LRT Jakarta
28	14 April 2025 April 14, 2025	Rapat Pra-RUPS Tahunan LRT Jakarta Pre-AGMS Meeting of LRT Jakarta
29	17 April 2025 April 17, 2025	Rapat DIREKSI dan Kepala Divisi April 2025 Board of Directors and Division Heads Meeting, April 2025
30	24 April 2025 April 24, 2025	Rapat Lanjutan Permasalahan Hukum di LRT Jakarta dan Pembahasan Penyusunan SOP Keamanan Pelayanan Follow-up Meeting on Legal Issues at Jakarta LRT and Discussion on the Preparation of Service Security SOPs
31	25 April 2025 April 25, 2025	Rapat pembahasan KLG KLG Discussion Meeting
32	29 April 2025 April 29, 2025	Rapat Direksi dan Dewan Komisaris April 2025 Board of Directors and Board of Commissioners Meeting, April 2025
33	30 April 2025 April 30, 2025	(Book Schedule) - Presentasi Project Tim Inovasi kepada Direksi (Book Schedule) - Innovation Team Project Presentation to the Board of Directors
34	02 Mei 2025 May 02, 2025	Rapat Pemaparan Hasil Analisa Gangguan Persinyalan 30 April 2025 Meeting to Present the Results of the Signal Failure Analysis, April 30, 2025
35	09 Mei 2025 May 09, 2025	Rapat Pembahasan <i>Performance Appraisal</i> 2024 Meeting to Discuss the 2024 Performance Appraisal
36	16 Mei 2025 May 16, 2025	Rapat Direksi dan Kepala Divisi Mei 2025 Board of Directors and Division Heads Meeting, May 2025
37	27 Mei 2025 May 27, 2025	Rapat Direksi dan Dewan Komisaris Mei 2025 Board of Directors and Board of Commissioners Meeting, May 2025
38	5 Juni 2025 June 5, 2025	Rapat Pembahasan RKA Perubahan PT LRT Jakarta Tahun 2025 Meeting to Discuss the Revised 2025 Budget Plan for PT LRT Jakarta
39	10 Juni 2025 June 10, 2025	Pembukaan Rapat - Audit Eksternal Stage I Sertifikasi ISO 27001:2022 Meeting Opening - Stage I - External Audit for ISO 27001:2022 Certification
40	11 Juni 2025 June 11, 2025	Rapat Pembahasan Isu tentang Pengamanan dan Pengawasan Proyek Pengadaan di LRT Jakarta Meeting to Discuss Issues Regarding Security and Supervision of Procurement Projects at LRT Jakarta
41	11 Juni 2025 June 11, 2025	Penutupan rapat Audit Eksternal Stage I Sertifikasi ISO 27001:2022 Closing of the Stage I External Audit Meeting for ISO 27001:2022 Certification
42	13 Juni 2025 June 13, 2025	Rapat Direksi dan Kepala Divisi Juni 2025 Board of Directors and Division Heads Meeting, June 2025
43	16 Juni 2025 June 16, 2025	<i>Performance Review Meeting #2</i> Performance Review Meeting #2
44	18 Juni 2025 June 18, 2025	Rapat Pembahasan persiapan acara Seminar Bulan K3 pada 19 Juni 2025 Meeting to Discuss Preparations for the OHS Month Seminar on June 19, 2025
45	18 Juni 2025 June 18, 2025	Rapat Presentasi IT kepada Direksi perihal Perubahan <i>Jobdesk</i> IT Presentation Meeting to the Board of Directors Regarding Changes to Job Descriptions
46	19 Juni 2025 June 19, 2025	Undangan Seminar Bulan K3 LRT Jakarta 2025 " <i>Integrating Safety and Sustainability: from Culture to Innovation</i> " Invitation to the LRT Jakarta OHS Month Seminar 2025 "Integrating Safety and Sustainability: From Culture to Innovation"
47	23 Juni 2025 June 23, 2025	Rapat Penyampaian <i>Draft RKA</i> -Perubahan Tahun 2025 Kepada Direksi Meeting to Present the Revised RKA Draft 2025 to the Board of Directors

No.	Tanggal Date	Agenda
48	25 Juni 2025 June 25, 2025	Rapat Direksi dan Dewan Komisaris Juni 2025 Board of Directors and Board of Commissioners Meeting, June 2025
49	3 Juli 2025 July 3, 2025	Rapat Kesiapan <i>Connecting Bridge</i> BVU SMKG Meeting on Readiness for the BVU SMKG Connecting Bridge
50	11 Juli 2025 July 11, 2025	<i>Opening Speech LRTJ Learning Community</i>
51	17 Juli 2025 June 17, 2025	<i>Strategic Review Meeting Semester I 2025 PT LRT Jakarta</i>
52	18 Juli 2025 July 18, 2025	<i>Strategic Review Meeting Semester I 2025 PT LRT Jakarta (lanjutan)</i>
53	21 Juli 2025 July 21, 2025	Pembukaan rapat: Internal Audit Sistem Manajemen Anti Penyuapan (ISO 37001:2016) Tahun 2025 Meeting Opening: Internal Audit of the Anti-Bribery Management System (ISO 37001:2016) for 2025
54	22 Juli 2025 July 22, 2025	Penutupan rapat: Internal Audit Sistem Manajemen Anti Penyuapan (ISO 37001:2016) Tahun 2025 Meeting Closing: Internal Audit of the Anti-Bribery Management System (ISO 37001:2016) for 2025
55	28 Juli 2025 July 28, 2025	Rapat Direksi dan Dewan Komisaris Juli 2025 Board of Directors and Board of Commissioners Meeting July 2025
56	30 Juli 2025 July 30, 2025	Pembukaan Audit Eksternal Stage II Sistem Manajemen Keamanan Informasi (SMKI) (ISO 27001:2022) Opening of External Audit Stage II of the Information Security Management System (ISMS) (ISO 27001:2022)
57	1 Agustus 2025 August 1, 2025	Penutupan rapat Audit Eksternal Stage II Sertifikasi ISO 27001:2022 Closing of the External Audit Stage II Meeting for ISO 27001:2022 Certification
58	6 Agustus 2025 August 6, 2025	<i>Kick Off Rencana Kerja Anggaran (RKA) Tahun 2026</i> Kick-off Meeting for the 2026 Budget Work Plan (BWP)
59	10 Agustus 2025 August 10, 2025	Rapat Finalisasi Materi Rapat BPBUMD Meeting to Finalize BPBUMD Meeting Materials
60	13 Agustus 2025 August 13, 2025	Rapat Direksi dan Kepala Divisi Agustus 2025 Board of Directors and Division Heads Meeting, August 2025
61	14 Agustus 2025 August 14, 2025	Seminar: <i>Governance Risk & Compliance (GRC) Talks</i>
62	21 Agustus 2025 August 21, 2025	<i>Kick Off Inclusivity : Celebrate Differences, Embrace Unity LRT Jakarta</i>
63	21 Agustus 2025 August 21, 2025	Rapat Pemaparan <i>Draft</i> Awal RKAP 2026 Meeting to Present the Initial Draft of the 2026 RKAP
64	26 Agustus 2025 August 26, 2025	Rapat Direksi dan Dewan Komisaris Agustus 2025 Board of Directors and Board of Commissioners Meeting, August 2025
65	26 Agustus 2025 August 26, 2025	Rapat dan Presentasi Persiapan Divisi Operasional mengikuti ICCA kepada Direksi Meeting and Presentation on Operational Division's Preparation for ICCA to the Board of Directors
66	29 Agustus 2025 August 26, 2025	Rapat Koordinasi Situasi Terkini Direksi dan Kadiv Coordination Meeting between the Board of Directors and Division Heads on Current Situation
67	31 Agustus 2025 August 31, 2025	Rapat Koordinasi Situasi Terkini Direksi dan Kadiv (lanjutan) Coordination Meeting between the Board of Directors and Division Heads on Current Situation (Continuation)
68	1 September 2025 September 1, 2025	Rapat Pembahasan <i>Business Continuity Management (BCM)/Crisis Management</i> Meeting to Discuss Business Continuity Management (BCM)/Crisis Management
69	04 September 2025 September 04, 2025	Agenda Direksi Mendengar Agenda for <i>Direksi Mendengar</i>
70	10 September 2025 September 10, 2025	FGD Pembuatan <i>LRTJ Learning Academy</i> FGD on Establishing the LRTJ Learning Academy
71	11 September 2025 September 11, 2025	Rapat Direksi dan Kepala Divisi September 2025 Board and Division Heads Meeting, September 2025
72	12 September 2025 September 12, 2025	Pembukaan rapat Audit Internal Sistem Manajemen Terintegrasi Opening of the Internal Audit Meeting on the Integrated Management System

No.	Tanggal Date	Agenda
73	17 September 2025 September 17, 2025	<i>Performance Review Meeting #3 LRTJ Bareng Run</i>
74	18 September 2025 September 18, 2025	Rapat Pengenalan Divisi LRT Jakarta LRT Jakarta Division Introduction Meeting
75	22 September 2025 September 22, 2025	Rapat Pembahasan Draft Pertama RKA Tahun 2026 PT LRT Jakarta Meeting to Discuss the First Draft of the 2026 RKA of PT LRT Jakarta
76	22 September 2025 September 22, 2025	Rapat Lanjutan Pembahasan RKAP 2026 LRT Jakarta Follow-up Meeting on the 2026 RKAP for LRT Jakarta
77	25 September 2025 September 25, 2025	Rapat Audit SMAP <i>Top Management</i> oleh QA Tim SMAP Audit Meeting for Top Management by the QA Team
78	14 Oktober 2025 October 14, 2025	Rapat Direksi dan Kepala Divisi Oktober 2025 Board of Directors and Division Heads Meeting, October 2025
79	16 Oktober 2025 October 16, 2025	Rapat Pembahasan Sistem Pengadaan LRT Jakarta Meeting to Discuss LRT Jakarta's Procurement System
80	20 Oktober 2025 October 20, 2025	Rapat Update Pembahasan <i>Skytrain</i> dan <i>Connecting</i> Stasiun Velodrome Update Meeting on the Skytrain and Velodrome Station Connection
81	21 Oktober 2025 October 21, 2025	Undangan Sesi <i>Reconnect</i> Rapat Program <i>Commissioning</i> Internalisasi Budaya LRT Jakarta Invitation to Reconnect Session Meeting on the Commissioning Program for the Internalization of LRT Jakarta Culture
82	27 Oktober 2025 October 27, 2025	Rapat Lanjutan Teknis Kartu Pembayaran Follow-up Technical Meeting on Payment Cards
83	28 Oktober 2025 October 28, 2025	Rapat <i>Market Outlook for IPO</i> Market Outlook Meeting for IPO
84	30 Oktober 2025 October 30, 2025	Rapat Pembahasan PPN Meeting to Discuss VAT
85	4 November 2025 November 4, 2025	Rapat atas Hasil Kerja <i>Knowledge Management</i> Meeting on Knowledge Management Work Results
86	6 November 2025 November 6, 2025	Rapat Direksi dan Dewan Komisaris September & Oktober 2025 Board of Directors and Board of Commissioners Meeting, September & October 2025
87	7 November 2025 November 7, 2025	<i>Strategic Review Meeting</i> Semester II Tahun 2025 PT LRT Jakarta Strategic Review Meeting Semester II of 2025 PT LRT Jakarta
88	8 November 2025 November 8, 2025	<i>Strategic Review Meeting</i> Semester II Tahun 2025 PT LRT Jakarta (lanjutan) Strategic Review Meeting Semester II of 2025 PT LRT Jakarta (continuation)
89	10 November 2025 November 10, 2025	Rapat Pembahasan <i>Invoice</i> dan PPN LRTJ Meeting to Discuss LRTJ Invoices and VAT
90	11 November 2025 November 11, 2025	Rapat terkait <i>Asset Management</i> Meeting Regarding Asset Management
91	13 November 2025 November 13, 2025	Presentation Internalisasi Budaya LRT Jakarta Presentation on the Internalization of LRT Jakarta Culture
92	26 November 2025 November 26, 2025	Rapat Direksi dan Dewan Komisaris November 2025 Board of Directors and Board of Commissioners Meeting, November 2025
93	2 Desember 2025 December 2, 2025	<i>Final Presentation Project</i> Peserta <i>Nurturing Program</i> LRT Jakarta Final Presentation of the Nurturing Program Participants, LRT Jakarta
94	2 Desember 2025 December 2, 2025	Rapat <i>Update Report</i> Persiapan <i>Employee Event</i> 06 Des 2025 Meeting on the Update Report for Employee Event Preparation, December 6, 2025
95	10 Desember 2025 December 10, 2025	Final Presentation Internalisasi Budaya LRT Jakarta Final Presentation on the Internalization of LRT Jakarta Culture
96	11 Desember 2025 December 11, 2025	Rapat Direksi dan Kepala Divisi November 2025 Board of Directors and Division Heads Meeting November 2025
97	12 Desember 2025 December 12, 2025	Rapat Pembahasan KPI Korporasi 2026 Meeting to Discuss 2026 Corporate KPI
98	17 Desember 2025 December 17, 2025	Rapat Direksi dan Dewan Komisaris Desember 2025 Board of Directors and Board of Commissioners Meeting, December 2025

Rapat Bersama Dewan Komisaris dan Direksi

Informasi mengenai dasar kebijakan, frekuensi rapat, serta tingkat kehadiran anggota Direksi pada Rapat Bersama Dewan Komisaris dan Direksi sepanjang tahun 2025 telah diuraikan pada Bab Tata Kelola Perusahaan, Subbab Dewan Komisaris.

Kehadiran Direksi pada RUPS Tahun 2025

RUPS Tahunan maupun RUPS Luar Biasa LRT Jakarta pada tahun 2025 diselenggarakan secara sirkuler melalui KPPS di Luar Rapat Umum Pemegang Saham. Sehingga informasi kehadiran Direksi pada RUPS menjadi tidak relevan untuk disampaikan pada Laporan Tahun 2025 ini.

Program Pengenalan (Orientasi) bagi Direksi Baru

Dasar Kebijakan

Anggota Direksi yang baru diangkat wajib mengikuti program pengenalan (orientasi) mengenai Perseroan. Program ini dapat berupa presentasi, pertemuan, kunjungan ke unit bisnis dan fasilitas Perseroan, pengkajian dokumen, maupun bentuk lain yang sesuai dengan kebutuhan. Program pengenalan dilaksanakan selambat-lambatnya satu bulan setelah pengangkatan anggota Direksi.

Materi program pengenalan (orientasi) Direksi meliputi:

1. Pelaksanaan prinsip-prinsip GCG oleh Perseroan.
2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, posisi kompetitif, visi, misi, strategi, rencana usaha jangka panjang dan jangka pendek, informasi tentang sumber daya Perseroan secara umum, manajemen risiko, pengendalian internal, kinerja Perseroan secara menyeluruh, dan permasalahan yang dihadapi Perseroan.
3. Penjelasan mengenai tugas, tanggung jawab dan kewenangan Direksi beserta proses bisnis Perseroan dan keterangan lain berupa struktur organisasi, kewenangan yang dapat didelegasikan, hal-hal yang tidak diperbolehkan.
4. Sistem manajemen yang diadopsi oleh Perseroan.

Sekretaris Perusahaan bertanggung jawab menyelenggarakan program pengenalan tersebut serta melaporkan kehadiran anggota Direksi baru yang mengikuti program ini. Seluruh ketentuan tentang program pengenalan bagi anggota Direksi baru telah diatur secara jelas dalam *Board Manual* Perseroan.

Pelaksanaan Program Tahun 2025

Pada tahun 2025, Perseroan telah melaksanakan program pengenalan (orientasi) Direksi setelah para pemegang saham mengangkat Direktur Utama baru, yaitu Roberto Akyuwen, berdasarkan KPPS di luar RUPSLB PT LRT Jakarta.

Joint Meeting of the Board of Commissioners and the Board of Directors

Information regarding the policy basis, meeting frequency, and attendance rates of Board of Directors members at Joint Meetings of the Board of Commissioners and the Board of Directors throughout 2025 is presented in the Corporate Governance Chapter, under the Board of Commissioners subchapter.

Board of Directors' Attendance at the 2025 General Shareholders' Meeting

Both the Annual GMS and Extraordinary GMS of LRT Jakarta in 2025 were held in a circular manner through a KPPS outside the General Shareholders' Meeting. Therefore, information regarding the Board of Directors' attendance at the GMS is not relevant to be included in this 2025 Annual Report.

Orientation Program for New Directors

Policy Basis

Newly appointed members of the Board of Directors are required to participate in an orientation program regarding the Company. This program may include presentations, meetings, visits to the Company's business units and facilities, document reviews, or other appropriate formats as needed. The orientation program must be held no later than one month after the appointment of the Board member.

The content of the Board of Directors orientation program includes:

1. Implementation of GCG principles by the Company.
2. An overview of the Company regarding its objectives, nature, and scope of activities, competitive position, vision, mission, strategy, long-term and short-term business plans, general information about the Company's resources, risk management, internal controls, the Company's overall performance, and challenges faced by the Company.
3. Explanation of the duties, responsibilities, and authorities of the Board of Directors, along with the Company's business processes, and other information regarding organizational structure, delegable authorities, and prohibited matters.
4. The management system adopted by the Company.

The Corporate Secretary is responsible for organizing this orientation program and reporting the attendance of new Directors who participate in the program. All provisions regarding the orientation program for new Directors are clearly stipulated in the Company's Board Manual.

Program Implementation in 2025

In 2025, the Company organized an orientation program for the Board of Directors following the shareholders' appointment of a new President Director, Roberto Akyuwen, based on a KPPS outside the EGMS of PT LRT Jakarta. As a follow-up, the

Menindaklanjuti hal tersebut, Sekretaris Perusahaan telah menyelenggarakan program pengenalan bagi anggota Direksi baru pada tanggal 18 September 2025.

Program Peningkatan Kapabilitas (Kompetensi) Direksi

Dasar Kebijakan

Program peningkatan kapabilitas (kompetensi) Direksi diperlukan agar Direksi senantiasa berinovasi, memperbarui wawasan mengenai perkembangan terkini *core business* Perseroan, serta memiliki kemampuan mengantisipasi potensi permasalahan yang dapat memengaruhi keberlangsungan dan kemajuan Perseroan.

Ketentuan-ketentuan tentang program peningkatan kapabilitas (kompetensi) bagi Direksi sebagaimana telah diatur dalam *Board Manual* adalah sebagai berikut:

1. Program peningkatan kapabilitas dapat berupa: pelatihan eksternal atau internal (*in-house training*) baik dalam bentuk *online* ataupun *offline*, termasuk tidak terbatas bentuk lainnya dalam rangka meningkatkan kapabilitas Direksi.
2. Program peningkatan kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Direksi.
3. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam RKA.
4. Anggota Direksi yang mengikuti program peningkatan kapabilitas harus membuat laporan realisasi tentang pelaksanaan peningkatan kapabilitas tersebut.

Pelaksanaan Program Tahun 2025

Sepanjang tahun 2025, anggota Direksi Perseroan telah mengikuti sejumlah kegiatan peningkatan kapabilitas (kompetensi) sebagaimana tercantum dalam tabel berikut:

Corporate Secretary organized an orientation program for the new President Director on September 18, 2025.

Board of Directors' Capability (Competency) Development Program

Policy Basis

The Board of Directors' capability (competency) development program is necessary to ensure that the Board of Directors continuously innovates, updates their knowledge regarding the latest developments in the Company's core business, and possesses the ability to anticipate potential issues that may affect the Company's sustainability and progress.

The provisions regarding the Board of Directors' capability (competency) development program, as stipulated in the Board Manual, are as follows:

1. The capability development program may consist of: external or internal (*in-house training*) training, online or offline, including but not limited to other methods aimed at enhancing the Board of Directors' capabilities.
2. The capability development program is implemented to enhance the Board of Directors' work effectiveness.
3. Plans to implement capability development programs must be included in the Annual Budget Plan (RKA).
4. Members of the Board of Directors who participate in capability development programs must prepare a report on the implementation of the programs.

Program Implementation in 2025

Throughout 2025, members of the Company's Board of Directors have participated in a number of capability (competency) development activities as listed in the following table:

Nama Name	Jabatan Position	Jenis pelatihan Type of Training	Tanggal dan Tempat Date and Venue
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	<i>CHRO Series Indonesia 2025 Conference: Navigating The Future of HR in Indonesia</i>	Jakarta, 11 Juni 2025 Jakarta, June 11, 2025
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	Konferensi Auditor Internal " <i>Shifting Horizon For Internal Auditors: Navigating Emerging Risks, Governance & Opportunities in 2025</i> " Auditor Internal Conference "Shifting Horizon For Internal Auditors: Navigating Emerging Risks, Governance & Opportunities in 2025"	Yogyakarta, 2 – 3 Juli 2025 Yogyakarta, July 2 – 3, 2025
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	<i>The 9th Asia Pacific HR Forum</i>	Bali, 27 – 28 Agustus 2025 Bali, August, 27-28, 2025
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	<i>Indonesia Human Capital & Beyond Summit (IHCBS) Future Ready Workforce: Strategies For Indonesia's 8 Economic Transformation</i>	Tangerang, 2 – 3 September 2025 Tangerang, September 2-3, 2025
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	<i>Professional Recognition Program (PRP) for Qualified Internal Auditor (QIA)</i>	Jakarta, 3 – 4 Oktober 2025 Jakarta, October 3-4, 2025

Nama Name	Jabatan Position	Jenis pelatihan Type of Training	Tanggal dan Tempat Date and Venue
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	<i>Professional Recognition Program (PRP) for Qualified Government Internal Auditor (QGIA)</i>	Jakarta, 17–18 Oktober 2025 Jakarta, October 17-18, 2025

Realisasi Pelaksanaan Tugas Direksi Tahun 2025

Sepanjang tahun 2025, Direksi telah melaksanakan berbagai kegiatan sebagai bagian dari tugas dan tanggung jawabnya dalam mengelola Perseroan. Adapun realisasi pelaksanaan tugas Direksi adalah sebagai berikut:

1. Melaksanakan kegiatan rapat Direksi sebanyak 12 kali sepanjang tahun 2025.
2. Menerbitkan 24 Surat Keputusan Direksi.
3. Menandatangani Nota Kesepahaman (MoU) antara Badan Nasional Penanggulangan Terorisme (BNPT) dengan LRT Jakarta sebagai bentuk memperkuat sinergi dalam penanggulangan radikalisme dan terorisme.
4. Melaksanakan peresmian *connecting bridge* Stasiun LRT Jakarta Boulevard Utara ke Summarecon Mall Kelapa Gading yang bertujuan untuk meningkatkan konektivitas *transit-oriented development* (TOD), memudahkan aksesibilitas pejalan kaki, dan memberikan kenyamanan (akses beratap) bagi pengguna LRT menuju pusat perbelanjaan. Kolaborasi ini mendorong penggunaan transportasi publik dan meningkatkan jumlah penumpang.
5. Menandatangani komitmen bersama dalam membasmi bahaya narkoba memiliki peran krusial sebagai wujud keseriusan dan sinergi LRT Jakarta untuk melindungi bangsa dari ancaman narkoba. Kegiatan ini bukan sekadar seremonial, melainkan deklarasi nyata untuk memerangi penyalahgunaan zat terlarang secara berkelanjutan.
6. Menandatangani Pedoman Kerja Teknis (PKT) dan sosialisasi penerapan Sistem Manajemen Pengamanan (SMP) Objek Vital (Obvit) bersama Direktorat Pengamanan Objek Vital (Dirpamobvit) Polri bertujuan untuk memperkuat sinergi keamanan, menjamin kepastian operasional perusahaan, serta menciptakan iklim investasi yang aman dan kondusif.
7. Melaksanakan peresmian implementasi QRIS Tap dan Ruang Baca di LRT Jakarta, khususnya di Stasiun Pegangsaan Dua, bertujuan untuk meningkatkan kualitas layanan pelanggan melalui modernisasi sistem pembayaran serta penyediaan fasilitas literasi yang nyaman.
8. Menerima penghargaan Top BUMD Awards 2025 untuk kategori *Transportation* dengan predikat “*Commitment to Accessible Public Transport through Integration and Community-Centric Engagement*”.
9. Meraih Sertifikasi Great Place to Work dari Great Place to Work Institute untuk periode Agustus 2025 hingga Agustus 2026.
10. Berhasil mempertahankan posisi sebagai penerima penghargaan TOP GRC Award 2025 #Star5, untuk kategori “*The High Performing Board of Commissioners on GRC 2025*” dan “*The Most Committed GRC Leader 2025*”.
11. Meraih penghargaan pada ajang PR Indonesia Awards 2025 dan Anugerah Humas Indonesia (AHI) 2025.
12. Pada ajang The Best Contact Center Indonesia 2025 yang diselenggarakan oleh Indonesia Contact Center Association (ICCA), LRT Jakarta berhasil meraih sejumlah penghargaan dalam empat kategori. Perseroan memperoleh Platinum Award untuk kategori “*The Best Inbound Public Agent*”, Gold Award untuk kategori “*The Best of the Best Customer Service*”, Silver Award untuk kategori “*The Best Customer Service*”, serta Gold Award untuk kategori “*The Best E-Sports Team*”.
13. Menerima penghargaan bintang 5 dalam kategori “*The Best Youth Empowerment and Future Workforce*” serta kategori

Implementation of the Board of Directors' Duties in 2025

Throughout 2025, the Board of Directors has carried out various activities as part of its duties and responsibilities in managing the Company. The implementation of the Board of Directors' duties is as follows:

1. Hold Board of Director meetings 12 times throughout 2025.
2. Issued 24 Board of Directors' Decrees
3. Signed a Memorandum of Understanding (MoU) between the National Counterterrorism Agency (BNPT) and LRT Jakarta to strengthen collaboration in countering radicalism and terrorism.
4. Conducted the inauguration of the connecting bridge from LRT Jakarta North Boulevard Station to Summarecon Mall Kelapa Gading, aimed at enhancing transit-oriented development (TOD) connectivity, facilitating pedestrian accessibility, and providing comfort (covered access) for LRT users heading to the shopping center. This collaboration encourages the use of public transportation and increases passengers.
5. Signed a joint commitment to eradicate the dangers of drugs, which plays a crucial role as a demonstration of LRT Jakarta's determination and synergy to protect the nation from the threat of narcotics. This activity is not merely ceremonial but a concrete declaration to continuously combat the abuse of illicit substances.
6. Signing of Technical Work Guidelines (PKT) and socialization on the implementation of the Security Management System (SMP) for Vital Objects (Obvit) in collaboration with the Directorate of Vital Object Security (Dirpamobvit) of the Indonesian National Police to strengthen security synergy, ensure operational certainty for the company, and create a safe and conducive investment climate.
7. Conducted the inauguration of the QRIS Tap and Reading Room facilities at LRT Jakarta, particularly at Pegangsaan Dua Station, aims to enhance customer service by modernizing the payment system and providing a comfortable literacy facility.
8. Received the Top BUMD Awards 2025 in the Transportation category with the predicate “*Commitment to Accessible Public Transport through Integration and Community-Centric Engagement*.”
9. Obtained the Great Place to Work Certification from the Great Place to Work Institute for the period of August 2025 to August 2026.
10. Successfully maintained the position as the recipient of the TOP GRC Award 2025 #Star5, in the “*The High Performing Board of Commissioners on GRC 2025*” category and the “*The Most Committed GRC Leader 2025*” category.
11. Received awards at the PR Indonesia Awards 2025 and the Indonesian Public Relations Awards (AHI) 2025.
12. At The Best Contact Center Indonesia 2025 Awards organized by the Indonesia Contact Center Association (ICCA), LRT Jakarta successfully received several recognitions in four categories. The Company obtained a Platinum Award in “*The Best Inbound Public Agent*” category, a Gold Award in “*The Best of the Best Customer Service*” category, a Silver Award in “*The Best Customer Service*” category, and a Gold Award in “*The Best E-Sports Team*” category.
13. Received a five-star award in the “*The Best Youth Empowerment and Future Workforce*” category and the

“The Best Inclusive Human Capital Development” pada ajang Human Capital on Resilience Excellence Award 2025.

14. LRT Jakarta mampu meningkatkan jumlah pelanggan (*ridership*) tahun 2025 dibandingkan tahun 2024 sebesar 9,2% dengan rerata 3.663 pelanggan per hari.

Penilaian Direksi terhadap Kinerja Komite Pendukung

Hingga laporan ini disusun, Perseroan belum membentuk Komite yang secara struktural berada di bawah Direksi untuk mendukung pelaksanaan tugas Direksi. Saat ini, pelaksanaan tugas Direksi didukung oleh organ pendukung lain yang tidak berbentuk Komite, seperti Sekretaris Perusahaan, Divisi Audit Internal, serta divisi-divisi lainnya. Oleh karena itu, informasi mengenai prosedur dan kriteria penilaian Direksi terhadap kinerja Komite Pendukung tidak relevan untuk disampaikan dalam Laporan Tahunan ini.

“The Best Inclusive Human Capital Development” category at the Human Capital on Resilience Excellence Award 2025.

14. LRT Jakarta is able to increase ridership in 2025 by 9.2% compared to 2024, with an average of 3,663 passengers per day.

Board of Directors' Assessment of the Supporting Committee's Performance

As of the preparation of this report, the Company has not established any Committee that is structurally below the Board of Directors to support the implementation of its duties. Currently, the Board of Directors' duties are supported by other supporting organs other than Committees, such as the Corporate Secretary, the Internal Audit Division, and other divisions. Therefore, information regarding the procedures and criteria for the Board of Directors' assessment of the Supporting Committee's performance is not relevant to disclose in this Annual Report.

Penilaian Kinerja Dewan Komisaris dan Direksi Performance Assessment of the Board of Commissioners and the Board of Directors

Penilaian Kinerja Dewan Komisaris

Prosedur Penilaian

Board Manual telah mengatur kebijakan tentang prosedur penilaian kinerja Dewan Komisaris sebagai berikut:

1. Kinerja Dewan Komisaris dan masing-masing anggota Dewan Komisaris akan dinilai dan dievaluasi setiap tahun dan/atau sewaktu-waktu sesuai kebutuhan.
2. Hasil penilaian kinerja akan disampaikan kepada Pemegang Saham/RUPS.
3. Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan kewajiban yang tercantum dalam kontrak kinerja tahunan, Peraturan Perundang-undangan yang berlaku dan Anggaran Dasar Perseroan maupun amanat Pemegang Saham/RUPS.
4. Dewan Komisaris wajib menyampaikan laporan kinerja pengawasan triwulanan dan tahunan Dewan Komisaris untuk dinilai dan dievaluasi oleh Pemegang Saham/RUPS.
5. Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan dan kinerja masing-masing Anggota Dewan Komisaris secara individual akan merupakan bagian tidak terpisahkan dalam skema kompensasi dan pemberian insentif bagi Anggota Komisaris sesuai dengan Peraturan Gubernur No. 79 Tahun 2019 dan/atau perubahan dan penggantian.
6. Hasil penilaian evaluasi kinerja masing-masing Anggota Dewan Komisaris secara individual merupakan salah satu dasar pertimbangan bagi Pemegang Saham/RUPS untuk memberhentikan dan/atau menunjuk kembali Anggota

Performance Assessment of the Board of Commissioners

Assessment Procedures

The Board Manual has established policies regarding the performance assessment procedures for the Board of Commissioners as follows:

1. The performance of the Board of Commissioners and each member of the Board of Commissioners will be assessed and evaluated annually and/or as needed.
2. The results of the performance assessment will be reported to the Shareholders/General Meeting of Shareholders.
3. In general, the performance of the Board of Commissioners is determined based on the responsibilities set forth in the annual performance contract, applicable laws and regulations, the Company's Articles of Association, and the directives of the Shareholders/GMS.
4. The Board of Commissioners is required to submit quarterly and annual supervisory reports for assessment and evaluation by the Shareholders/GMS.
5. The evaluation results of the overall performance of the Board of Commissioners and the individual performance of each member of the Board of Commissioners are an integral part in the remuneration and incentive scheme for members of the Board of Commissioners, as stipulated in Governor Regulation No. 79 of 2019 and/or its amendments and replacements.
6. The results of the performance evaluation of each individual Board of Commissioners member are one of the considerations for Shareholders/GMS to dismiss and/or reappoint the relevant Board of Commissioners member.

Dewan Komisaris yang bersangkutan. Hasil kinerja tersebut merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.

These performance results are used to assess and improve the effectiveness of the Board of Commissioners.

Kriteria Penilaian Kinerja

Kriteria penilaian kinerja Dewan Komisaris ditetapkan bersama Pemegang Saham berdasarkan *Key Performance Indicator* (KPI), yang dituangkan dalam kontrak kinerja tahunan, adapun beberapa kriteria evaluasi kinerja antara lain:

1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya.
2. Laporan yang disampaikan.
3. Persetujuan, nasihat, tanggapan atau pertimbangan yang disampaikan.
4. Aktivitas pelaksanaan pengawasan.
5. Ketaatan terhadap Peraturan Perundang-undangan.
6. Ketaatan terhadap kebijakan pengelolaan Perseroan
7. Tingkat kehadiran dalam rapat Dewan Komisaris, rapat koordinasi, maupun rapat dengan komite-komite yang ada.
8. Keterlibatan dalam penugasan-penugasan tertentu.

Pihak yang Melakukan Penilaian

Penilaian kinerja dan evaluasi dilakukan oleh pemegang saham, dan/atau pihak ketiga yang berkompeten yang ditunjuk.

Hasil Penilaian KPI Dewan Komisaris tahun 2025

Hasil penilaian KPI Dewan Komisaris tahun 2025 dijelaskan pada tabel berikut ini:

Performance Evaluation Criteria

The performance evaluation criteria for the Board of Commissioners are established jointly with the Shareholders based on Key Performance Indicators (KPIs), which are outlined in the annual performance contract. Some of the performance evaluation criteria are as follows:

1. The formulation of KPIs at the beginning of the year and the evaluation of their achievement.
2. Reports submitted.
3. Approval, advice, feedback, or considerations provided.
4. Supervisory activities.
5. Compliance with laws and regulations.
6. Compliance with the Company's management policies.
7. Attendance rate at Board of Commissioners meetings, coordination meetings, and meetings with existing committees.
8. Involvement in specific assignments.

The Assessor

Performance assessments and evaluations are conducted by shareholders and/or competent third parties appointed for this purpose.

Results of the 2025 Board of Commissioners KPI Assessment

The results of the 2025 Board of Commissioners KPI assessment are outlined in the following table:

No.	Keterangan Description	KPI	Bobot (%) Weight (%)	Capaian Achievement
Aspek Pengawasan dan Pengarahan Supervision & Direction Aspect			50	
1.	Review Kinerja Perusahaan Company Performance Review	6 kali/times	10	11
2.	Rapat Dewan Komisaris: Board of Commissioners Meeting:			
	• Jumlah Rapat (Direksi & Komisaris) • Number of Meetings (Board of Directors & Board of Commissioners)	12 kali/times	10	11
	• Jumlah Rapat (Komisaris & Komite Audit) • Number of Meetings (Board of Commissioners & Audit Committee)	6 kali/times	5	15
	• Jumlah Rapat (RUPS RUPS LB) • Number of Meetings (GMS EGMS)	1 kali/times		2
	• Kehadiran dalam Rapat • Attendance in Meetings	100%	5	2
3.	Memberi Nasihat/Saran kepada Direksi: • Provision of Advice/Suggestions to the Board of Directors:			
	-Jumlah (minimal) -Total (minimum)	6 kali/times	10	18
Aspek Pelaporan Reporting Aspect			30	
1.	Program Kerja Dewan Komisaris Board of Commissioners Work Programs	1 kali/times	10	1

No.	Keterangan Description	KPI	Bobot (%) Weight (%)	Capaian Achievement
2.	Pendapat/Saran kepada Pemegang Saham/RUPS Opinion/Feedbacks to Shareholders/GMS	1 kali/times	10	8
3.	Laporan tentang Tugas Pengawasan Internal Internal Supervisory Duty Report	1 kali/times	5	15
4.	Laporan Evaluasi atas Auditor Eksternal External Auditor Evaluation Report	1 kali/times	5	2
Aspek Dinamis I Dynamic Aspect			20	
1.	Peningkatan Kompetensi (Minimal) Competency Development (Minimum)	1 kali/times	10	4
2.	Peran dalam Peningkatan Kinerja: Roles in Performance Development:			
Tata Kelola Perusahaan Good Corporate Governance		85	10	91,85

Penilaian Kinerja Direksi

Prosedur Penilaian

Board Manual telah mengatur kebijakan tentang prosedur penilaian kinerja Direksi sebagai berikut:

1. Kinerja Direksi dan masing-masing Anggota Direksi akan dinilai dan dievaluasi setiap tahun dan/atau sewaktu-waktu sesuai kebutuhan.
2. Hasil penilaian kinerja akan disampaikan kepada Pemegang Saham/RUPS.
3. Secara umum, kinerja Direksi ditentukan berdasarkan kewajiban yang tercantum dalam kontrak kinerja tahunan, peraturan perundang-undangan yang berlaku, dan Anggaran Dasar Perseroan maupun amanat Pemegang Saham/RUPS.
4. Hasil evaluasi terhadap kinerja Direksi secara keseluruhan dan kinerja masing-masing Anggota Direksi secara individual, merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi Anggota Direksi, sesuai Peraturan Gubernur No. 79 Tahun 2019 dan/atau perubahan dan penggantinya.
5. Hasil penilaian evaluasi kinerja Direksi dan/atau masing-masing Anggota Direksi secara individual merupakan salah satu dasar pertimbangan bagi Pemegang Saham/RUPS untuk memberhentikan dan/atau menunjuk kembali Anggota Direksi yang bersangkutan. Hasil kinerja tersebut merupakan sarana penilaian serta peningkatan efektivitas Direksi.

Kriteria Penilaian Kinerja

Kriteria evaluasi kinerja Direksi ditetapkan bersama Pemegang Saham berdasarkan KPI, yang dituangkan dalam kontrak kinerja tahunan, adapun beberapa kriteria evaluasi kinerja, antara lain sebagai berikut:

1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya;
2. Pencapaian target Perseroan yang tertuang dalam RKA sebagai turunan dari Rencana Bisnis;

Board of Directors' Performance Assessment

Assessment Procedures

The Board Manual stipulates the following policies regarding the performance assessment procedures for the Board of Directors:

1. The performance of the Board of Directors and each individual Director will be assessed and evaluated annually and/or periodically as needed.
2. The performance assessment results will be reported to the Shareholders/General Meeting of Shareholders.
3. In general, the Board of Directors' performance is determined based on the responsibilities set forth in the annual performance contract, applicable laws and regulations, the Company's Articles of Association, and the directives of the Shareholders/General Meeting of Shareholders.
4. The evaluation results of the overall performance of the Board of Directors and the individual performance of each Member of the Board of Directors are an integral part in the remuneration and incentive scheme for Members of the Board of Directors, as stipulated in Governor Regulation No. 79 of 2019 and/or its amendments and replacements.
5. The results of the performance evaluation of the Board of Directors and/or each individual Board Member are one of the considerations for Shareholders/the General Meeting of Shareholders (GMS) in dismissing and/or reappointing the relevant Board Members. These performance results are used to assess and improve the effectiveness of the Board of Directors.

Performance Assessment Criteria

The performance assessment criteria for the Board of Directors are established jointly with the Shareholders based on KPIs, which are outlined in the annual performance contract. The performance assessment criteria are as follows:

1. The formulation of KPIs at the beginning of the year and the evaluation of their achievement;
2. Achievement of the Company's targets as set forth in the RKA as a derivative of the Business Plan;

3. Tingkat kehadiran dalam rapat Direksi maupun rapat dengan Dewan Komisaris;
4. Kontribusinya dalam aktivitas bisnis Perseroan;
5. Keterlibatan dalam penugasan-penugasan tertentu;
6. Komitmen dalam memajukan kepentingan Perseroan;
7. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan;
8. Laporan Keuangan Perseroan;
9. Pencapaian rencana strategis bisnis;
10. Pelaksanaan kerja dan anggaran;
11. Dinamika pengelolaan/pengurusan; dan
12. Ketaatan terhadap penerapan GCG.

Pihak yang Melakukan Penilaian

Penilaian kinerja dan evaluasi dilakukan oleh Dewan Komisaris dan/atau pihak ketiga yang berkompeten yang ditunjuk.

3. Attendance at Board of Directors meetings and meetings with the Board of Commissioners;
4. Contribution to the Company's business activities;
5. Involvement in specific assignments;
6. Commitment to advancing the Company's interests;
7. Compliance with applicable laws and regulations, as well as Company policies;
8. The Company's Financial Statements;
9. Achievement of the strategic business plan;
10. Implementation of work and budget;
11. Management dynamics; and
12. Compliance with the implementation of GCG.

The Assessor

Performance assessments and evaluations are conducted by the Board of Commissioners and/or competent third parties appointed for this purpose.

Hasil Penilaian KPI Direksi Tahun 2025

Hasil Penilaian KPI Direksi tahun 2025 tercermin dari capaian KPI PT LRT Jakarta Periode Januari – Desember 2025 sebagaimana diuraikan pada tabel berikut:

Results of the 2025 Board of Directors' KPI Assessment

The results of the 2025 Board of Directors' KPI assessment are reflected in the KPI achievements of PT LRT Jakarta for the period January–December 2025, as outlined in the following table:

No.	Sasaran Objectives	Target Spesifik Key Performance Indicator (KPI)	Bobot KPI KPI Weight	Tahun 2025 Year 2025			
		Specific Target of Key Performance Indicator (KPI)		Target	Aktual Actual	Capaian Achievement	Skor KPI KPI Score
FINANSIAL I FINANCIAL			25%				27,2%
1.	Pendapatan Farebox Farebox Revenue	Pendapatan farebox selama satu tahun Farebox revenue for the year	7,5%	Rp6,02 miliar IDR6.02 billion	Rp5,42 miliar IDR5.42 billion	90,04%	6,75%
2.	Pendapatan Non-Farebox Non-Farebox Revenue	Total pendapatan dari perusahaan Bisnis Non Farebox yang tercatat sebagai revenue selama satu tahun Total revenue from Non-Farebox Business recorded as revenue for the year	5,0%	Rp18,03 miliar IDR18.03 billion	Rp26,02 miliar IDR26.02 billion	120%	6,0%
3.	EBITDA Margin	Laba sebelum pajak dan penyusutan dibandingkan pendapat total Profit before tax and depreciation compared to total revenue	7,5%	5,74%	5,48%	95,42%	7,16%
4.	Sales Non Farebox Business	Total jumlah nominal kontrak dari perusahaan Bisnis Non Ferbox selama satu tahun Total contract value fro Non-Farebox Business for the year	5,0%	Rp27,2 miliar IDR27.2 billion	Rp45,2 miliar IDR45.2 billion	120%	6,0%
CUSTOMER			22,5%				24,2%
5.	Jumlah Penumpang (Ridership) Total Passengers	Mengukur total pencapaian penumpang LRT Jakarta Fase 1A Measurement of total passengers of LRT Jakarta Phase 1A	7,5%	1.204.500	1.336.859	111%	8,32%
6.	Kepuasan Pelanggan Customer Satisfaction	Indeks Kepuasan Pelanggan yang diperoleh melalui Survei Kepuasan Pelanggan Customer Satisfaction Index achieved from Customer Satisfaction Survey	7,5%	90,0%	91,9%	102,1%	7,7%

No.	Sasaran Objectives	Target Spesifik Key Performance Indicator (KPI) Specific Target of Key Performance Indicator (KPI)	Bobot KPI KPI Weight	Tahun 2025 Year 2025			Skor KPI KPI Score
				Target	Aktual Actual	Capaian Achievement	
7.	Share of Voice	Jumlah pemberitaan positif dibandingkan seluruh berita terbit terkait pengoperasian LRT Jakarta Number of positive news compared to the number of published news related to the operation of LRT Jakarta	7,5%	90,0%	96,4%	113,4%	8,5%
INTERNAL PROCESS			30,0%				29,9%
8.	Standar Pelayanan Minimum (SPM) LRT Jakarta Fase 1A Minimum Service Standard (SPM) of LRT Jakarta Phase 1A	Pemenuhan Standar Pelayanan Minimum (SPM) LRT Jakarta Fase 1A Fulfillment of Minimum Service Standard (SPM) at LRT Jakarta Phase 1A	7,5%	99,0%	98,3%	99,3%	7,4%
9.	Ketersediaan Aset Asset Availability	Ketersediaan aset sarana & prasarana sesuai target yang ditetapkan Availability of facilities & infrastructures assets based on the established target	7,5%	99,0%	99%	100%	7,5%
10.	Inovasi Program Program Innovation	Program Inovasi Perusahaan Innovation of Company Programs	5,0%	100%	100%	100%	5,0%
11.	Sertifikasi Sistem Manajemen Terintegrasi Integrated Management System Certification	Perolehan sertifikasi Sistem Manajemen Terintegrasi Achievement of Integrated Management System certification	5,0%	100%	93,4%	93,4%	4,7%
12.	Transformasi Digital Digital Transformation	Realisasi program digitalisasi sesuai master plan IT Realization of digitalization program based on the IT master plan	5,0%	95%	100%	105%	5,26%
LEARNING & GROWTH			22,5%				22,6%
13.	Program Pelatihan dan Pengembangan Kapabilitas SDM HR Capability Training and Development Program	Learning Agility	7,5%	77	76,3	99%	7,4%
14.	Nilai GCG Perusahaan Company GCG Score	Pengukuran penerapan GCG di lingkungan Perseroan Measurement of GCG implementation in the Company's environment	7,5%	90	91,4	101,5%	7,6%
15.	Risk Maturity Level	Tercapainya Risk Maturity level sesuai kategori Risk and Insurance Management Society (RIMS) dan pengukuran berdasarkan asesmen ISO 37001:2018 Achievement of Risk Maturity level based on the Risk and Insurance Management Society (RIMS) category and measurement based on ISO 37001:2018 assessment	7,5%	3,4	3,43	100,9%	7,6%
Jumlah I Total							102%*

*Self-assessment

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remuneration of the Board of Commissioners and the Board of Directors

Nominasi Dewan Komisaris

Dasar Kebijakan dan Prosedur Nominasi

Prosedur nominasi anggota Dewan Komisaris Perseroan mengacu pada Peraturan Gubernur DKI Jakarta No. 50 Tahun 2018 tentang Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Pengawas dan Anggota Dewan Komisaris Badan Usaha Milik Daerah (Pergub 50/2018). Peraturan tersebut mengatur secara rinci prosedur seleksi calon serta tata cara pengangkatan anggota Dewan Komisaris.

Tahap awal prosedur nominasi Dewan Komisaris dimulai dengan proses seleksi calon, sesuai dengan Pasal 7 dan Pasal 8 Pergub 50/2018. Dalam tahap ini, Perseroan melaksanakan:

1. Seleksi administrasi bakal calon sesuai dengan ketentuan peraturan perundang-undangan.
2. Verifikasi kelengkapan persyaratan sebagai bagian dari seleksi administrasi.
3. Penetapan bakal calon menjadi calon apabila memenuhi persyaratan formal, material, dan persyaratan lain yang ditentukan.
4. Uji Kelayakan dan Kepatutan (UKK), yang wajib diikuti dan diluluskan oleh calon, dengan mekanisme sesuai ketentuan yang berlaku.
5. Pelaksanaan UKK sekurang-kurangnya mencakup paparan rencana kerja dan wawancara.
6. Pembentukan tim pelaksana UKK dan/atau kerja sama dengan lembaga profesional, narasumber, atau pakar yang ditetapkan melalui Surat Keputusan Dewan Komisaris dan/atau Direksi.

Tahap berikutnya adalah pengangkatan Dewan Komisaris, sebagaimana diatur dalam Pasal 11 dan Pasal 12 Pergub 50/2018, dengan ketentuan sebagai berikut:

1. Sebelum diangkat menjadi Dewan Komisaris, calon wajib menandatangani dokumen yang terdiri dari:
 - a. Pakta integritas;
 - b. Kontrak kinerja;
 - c. Surat pernyataan melaksanakan tugas kecuali ditentukan lain dalam Anggaran Dasar; dan
 - d. Surat pernyataan lainnya yang dianggap penting sesuai kebutuhan dan sesuai ketentuan peraturan perundang-undangan.
2. Perseroan dan/atau tim seleksi melakukan evaluasi atas dokumen tersebut secara periodik atau sewaktu-waktu bila diperlukan.
3. Pengangkatan Anggota Dewan Komisaris ditetapkan dengan keputusan RUPS dan/atau ketentuan peraturan

Nomination of the Board of Commissioners

Nomination Policy and Procedures

The nomination procedure for members of the Company's Board of Commissioners is based on Jakarta Governor Regulation No. 50 of 2018 concerning Procedures for the Appointment and Dismissal of Members of the Supervisory Board and Members of the Board of Commissioners of Regional-Owned Enterprises (Pergub 50/2018). This regulation stipulates the candidate selection procedures and the appointment process for members of the Board of Commissioners.

The initial stage of the Board of Commissioners nomination procedure begins with the candidate selection process, as stipulated in Articles 7 and 8 of Pergub 50/2018. In this stage, the Company conducts:

1. Administrative screening of prospective candidates in accordance with applicable laws and regulations.
2. Verification of the fulfillment of requirements as part of the administrative screening.
3. Designation of prospective candidates as official candidates if they meet the formal, material, and other specified requirements.
4. Fit and Proper Test (UKK), which must be taken and passed by candidates, with a mechanism that complies with applicable regulations.
5. The UKK shall include, at a minimum, a presentation of the work plan and an interview.
6. Establishment of the UKK task force and/or collaboration with professional institutions, resource persons, or experts designated through a Board of Commissioners' and/or Board of Directors' Decree.

The next stage is the appointment of the Board of Commissioners, as regulated in Articles 11 and 12 of Governor Regulation No. 50/2018, with the following provisions:

1. Prior to being appointed as a Commissioner, candidates must sign the following documents:
 - a. Integrity pact;
 - b. Performance contract;
 - c. A statement of commitment to perform duties unless otherwise specified in the Articles of Association; and
 - d. Other statements deemed necessary as required and in accordance with applicable laws and regulations.
2. The Company and/or the selection team shall evaluate these documents periodically or as needed.
3. The appointment of Board of Commissioners members is determined by a resolution of the General Meeting of

perundang-undangan

4. Anggota Dewan Komisaris diangkat setelah mendapatkan persetujuan Gubernur.

Kriteria Dewan Komisaris

Dengan merujuk pada Peraturan Gubernur Provinsi DKI Jakarta No. 50 Tahun 2018 Pasal 6 ayat (1), *Board Manual* telah mengatur ketentuan tentang kriteria atau persyaratan yang harus dipenuhi oleh seorang calon anggota Dewan Komisaris meliputi persyaratan formal, persyaratan material, dan persyaratan lain. Persyaratan formal yang bersifat umum sesuai dengan peraturan perundang-undangan yang berlaku dan persyaratan material yang merupakan persyaratan yang disesuaikan dengan kebutuhan dan sifat bisnis Perseroan.

Adapun kriteria (persyaratan) Dewan Komisaris secara rinci diuraikan sebagai berikut:

1. Persyaratan Formal:
 - a. Orang perseorangan;
 - b. Warga Negara Indonesia;
 - c. Sehat jasmani dan rohani serta bebas narkoba;
 - d. Berusia minimal 40 (empat puluh) tahun dan paling tinggi 60 (enam puluh) tahun pada saat diusulkan atau mendaftar pertama kali;
 - e. Berijazah paling rendah Strata-1 (S1) atau setingkat;
 - f. Menyediakan waktu yang cukup untuk melaksanakan tugasnya;
 - g. Mengajukan permohonan kepada Gubernur; dan
 - h. Mengikuti Uji Kelayakan dan Keputusan (UKK).
2. Persyaratan Material:
 - a. Memiliki pengetahuan dan keahlian yang memadai di bidang usaha dan/atau bidang lainnya yang terkait dengan Perseroan, yang dibuktikan dengan daftar riwayat hidup dan dokumen pendukung lainnya;
 - b. Memiliki integritas, kejujuran, jiwa kepemimpinan, dan kompetensi yang tercermin dari pengalaman selama ini;
 - c. Memiliki motivasi serta berdedikasi yang tinggi untuk memajukan dan mengembangkan Perseroan;
 - d. Memahami penyelenggaraan Pemerintah Daerah;
 - e. Memahami manajemen Perseroan yang berkaitan dengan salah satu fungsi manajemen;
 - f. Cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun terakhir sebelum pengangkatannya pernah:
 - i. Menjadi Direksi, Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Badan Usaha Milik Daerah dan/atau Perseroan pailit; dan
 - ii. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara/daerah, Badan Usaha Milik Daerah, Perseroan, dan/atau yang berkaitan dengan sektor keuangan.
3. Persyaratan Lain:
 - a. Bukan pejabat negara yang dilarang berdasarkan peraturan perundang-undangan;
 - b. Tidak sedang menjabat sebagai Dewan Komisaris periode ke-2 pada Perseroan;
 - c. Bersedia mengundurkan diri dari jabatan sebagai

Shareholders and/or applicable laws and regulations.

4. Members of the Board of Commissioners are appointed after obtaining the Governor's approval.

Board of Commissioners' Criteria

Referring to Jakarta Provincial Governor Regulation No. 50 of 2018, Article 6(1), the Board Manual stipulates the criteria or requirements that must be met by a candidate for the Board of Commissioners, including formal requirements, material requirements, and other requirements. The formal requirements are common criteria and in compliance with applicable laws and regulations, while the material requirements are tailored to the needs and nature of the Company's business.

The detailed criteria (requirements) for the Board of Commissioners are outlined as follows:

1. Formal Requirements:
 - a. An individual person;
 - b. An Indonesian citizen;
 - c. Physically and mentally healthy and free from narcotics;
 - d. Minimum age of 40 (forty) years old and a maximum of 60 (sixty) years old, at the time of being nominated or applying as a Commissioner;
 - e. Minimum education of Bachelor's Degree (S1) or equivalent;
 - f. Allocate sufficient time to carry out their duties;
 - g. Submit a letter of application to the Governor; and
 - h. Pass the Fit and Proper Test (UKK).
2. Material Requirements:
 - a. Possess adequate knowledge and expertise in the business sector and/or other sectors related to the Company, proven with his/her resume and other supporting documents;
 - b. Possess integrity, honesty, leadership spirit and competency which is reflected from his/her past experience;
 - c. Highly motivated and dedicated to advance and develop the Company;
 - d. Understand the administration of Regional Government;
 - e. Understand the Company's management related to one of the management functions;
 - f. Capable of performing legal actions, unless within 5 (five) years prior to his appointment, he/she was:
 - i. A member of the Board of Directors or members of the Board of Commissioners/Supervisory Board who are found guilty of causing a Regional Owned Enterprise and/or company to be declared bankrupt; and
 - ii. Convicted of committing a crime that caused losses to state/regional finances, regionally owned enterprises, companies and/or those related to the financial sector.
3. Other Requirements:
 - a. Not a state official prohibited under applicable laws and regulations;
 - b. Not currently serving as a member of the Board of Commissioners for a 2nd term at the Company;
 - c. Willing to resign from any position as a member of the

Direksi pada Badan Usaha Milik Negara, dan/atau Badan Usaha Milik Swasta apabila diangkat sebagai Dewan Komisaris pada Perseroan;

- d. Bersedia mengundurkan diri dari jabatan lain yang dapat menimbulkan konflik kepentingan apabila diangkat sebagai Dewan Komisaris pada Perseroan; atau
- e. Bakal calon yang berstatus sebagai Aparatur Sipil Negara menyatakan bersedia mengikuti peraturan perundang-undangan yang berlaku terkait Aparatur Sipil Negara.

Merujuk pada huruf c di atas, persyaratan lain yang dimaksud harus dibuktikan dengan surat pernyataan bermeterai cukup dari calon anggota Komisaris.

Nominasi Direksi

Dasar Kebijakan dan Prosedur Nominasi

Prosedur nominasi anggota Direksi Perseroan mengacu pada Peraturan Gubernur DKI Jakarta No. 5 Tahun 2018 tentang Tata Cara Pengangkatan dan Pemberhentian Direksi Badan Usaha Milik Daerah dan Perusahaan Patungan (Pergub 5/2018). Peraturan tersebut mengatur secara rinci prosedur seleksi calon serta tata cara pengangkatan anggota Direksi.

Tahap awal prosedur nominasi Direksi dimulai dengan proses seleksi calon, sesuai dengan Pasal 8 dan 9 Pergub 5/2018. Dalam tahap ini, Perseroan melaksanakan langkah-langkah berikut:

1. Seleksi administrasi bakal calon sesuai dengan ketentuan peraturan perundang-undangan.
2. Verifikasi kelengkapan persyaratan sebagai bagian dari seleksi administrasi.
3. Penetapan bakal calon menjadi calon apabila memenuhi persyaratan formal, material, dan persyaratan lain yang ditentukan.
4. Uji Kelayakan dan Kepatutan (UKK), yang wajib diikuti dan diluluskan oleh calon dengan mekanisme sesuai ketentuan yang berlaku.
5. Pelaksanaan UKK meliputi:
 - a. Psikotest/assessment; dan
 - b. Paparan dan wawancara meliputi kegiatan berikut:
 - i. membuat dan memaparkan rencana kerja; dan
 - ii. mengikuti wawancara.
6. Dalam pelaksanaan UKK, Perseroan dapat membentuk tim dan/atau dibantu oleh lembaga profesional/narasumber/pakar.

Tahap berikutnya adalah proses pengangkatan Direksi, sebagaimana diatur dalam Pasal 15-19 Pergub 5/2018. Ketentuan yang sesuai untuk LRT Jakarta, antara lain:

1. Sebelum diangkat menjadi Dewan Komisaris, calon wajib menandatangani dokumen yang terdiri dari:
 - a. Pakta integritas;
 - b. Kontrak kinerja;
 - c. Surat pernyataan melaksanakan tugas kecuali

Board of Directors at a State-Owned Enterprise and/or a Private Enterprise if appointed as a member of the Board of Commissioners at the Company;

- d. Willing to resign from any other position that could give rise to a conflict of interest if appointed as a member of the Board of Commissioners of the Company; or
- e. A prospective candidate who is a Civil Servant declares their willingness to comply with applicable laws and regulations regarding Civil Servants.

Referring to letter c above, other requirements must be proven by a duly stamped written statement from the Commissioner candidate.

Nomination of the Board of Directors

Nomination Policy and Procedures

The nomination procedure for members of the Company's Board of Directors is based on Jakarta Governor Regulation No. 5 of 2018 concerning Procedures for the Appointment and Dismissal of Members of the Supervisory Board and Members of the Board of Commissioners of Regional-Owned Enterprises (Pergub 5/2018). This regulation stipulates the candidate selection procedures and the appointment process for members of the Board of Directors.

The initial stage of the Board of Directors nomination procedure begins with the candidate selection process, as stipulated in Articles 8 and 9 of Pergub 5/2018. In this stage, the Company conducts:

1. Administrative screening of prospective candidates in accordance with applicable laws and regulations.
2. Verification of the fulfilment of requirements as part of the administrative screening.
3. Designation of prospective candidates as official candidates if they meet the formal, material, and other specified requirements.
4. Fit and Proper Test (UKK), which must be taken and passed by candidates, with a mechanism that complies with applicable regulations.
5. The UKK shall include:
 - a. Psychotest/assessment; and
 - b. Presentation and interview on the following activities:
 - i. establishing and presenting a work plan; and
 - ii. participating in an interview.
6. During the UKK, the Company may establish a team and/or assisted by professional institutions/resource persons/experts.

The next stage is the appointment of the Board of Director, as regulated in Article 15-19 of Pergub 5/2018, with the following provisions:

1. Prior to being appointed as a Director, candidates must sign the following documents:
 - a. Integrity pact;
 - b. Performance contract;
 - c. A statement of commitment to perform duties unless

- ditentukan lain dalam Anggaran Dasar; dan
- d. Surat pernyataan lainnya yang dianggap penting sesuai kebutuhan dan sesuai ketentuan peraturan perundang-undangan.
 2. Dokumen tersebut akan dievaluasi oleh Perseroan secara periodik atau sewaktu-waktu bila diperlukan.
 3. Proses seleksi pengangkatan dan proses pemberhentian Direksi dilakukan oleh Perseroan.
 4. Anggota Direksi diangkat setelah mendapatkan persetujuan Gubernur.

Kriteria Direksi

Mengacu pada Pergub No. 5 Tahun 2018 Pasal 6 ayat (2) dan Anggaran Dasar, Perseroan telah menetapkan kriteria atau persyaratan Direksi yang tercantum pada *Board Manual*. Persyaratan yang harus dipenuhi oleh seorang calon anggota Direksi meliputi persyaratan formal, persyaratan material, dan persyaratan lain. Persyaratan formal yang bersifat umum sesuai dengan peraturan perundang-undangan yang berlaku dan persyaratan material yang merupakan persyaratan yang disesuaikan dengan kebutuhan dan sifat bisnis Perseroan.

Adapun kriteria (persyaratan) Direksi secara rinci diuraikan sebagai berikut:

1. Persyaratan Formal

Individu yang dapat diangkat menjadi anggota Direksi adalah orang perseorangan yang cakap melakukan perbuatan hukum. Oleh karena itu, yang dapat menjadi anggota Direksi, sebagai berikut:

- a. Orang perseorangan;
- b. Warga Negara Indonesia (WNI);
- c. Sehat secara jasmani dan rohani serta bebas narkoba;
- d. Berusia paling rendah 35 (tiga puluh lima) tahun dan paling tinggi 55 (lima puluh lima) tahun pada saat diajukan atau mengajukan diri sebagai Direksi;
- e. Berpendidikan minimal Strata Satu (S1) atau setingkat;
- f. Menyampaikan Surat Permohonan (lamaran) kepada Gubernur; dan
- g. Mengikuti Uji Kelayakan dan Keputusan (UKK).

2. Persyaratan Material

Persyaratan material Direksi, sebagai berikut:

- a. Memiliki pengetahuan dan keahlian di bidang usaha Perseroan.
- b. Memiliki integritas, jiwa kepemimpinan, dan kompetensi yang tercermin dari pengalaman selama ini.
- c. Memiliki motivasi serta berdedikasi yang tinggi untuk memajukan dan mengembangkan Perseroan.
- d. Memiliki pengalaman kepemimpinan dalam sebuah unit usaha minimal 5 (lima) tahun di bidang yang sesuai dengan Perseroan.
- e. Cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
 - i. Menjadi Direksi atau anggota Dewan Komisaris/ Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Badan Usaha Milik Daerah dan/atau perseroan dinyatakan pailit; dan
 - ii. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara/daerah, Badan Usaha

- otherwise specified in the Articles of Association; and
- d. Other statements deemed necessary as required and in accordance with applicable laws and regulations.

2. These documents will be evaluated by the Company periodically or as needed.
3. The appointment and dismissal process of a Director is carried out by the Company.
4. Members of the Board of Directors are appointed after obtaining the Governor's approval.

Board of Directors' Criteria

Referring to Jakarta Provincial Governor Regulation No. 5 of 2018, Article 6 paragraph (2), the Company has stipulated the criteria and requirements of the Board of Directors in the Board Manual. The requirements that must be met by a prospective member of the Board of Directors are formal requirements, material requirements, and other requirements. The formal requirements are common criteria and in compliance with applicable laws and regulations, while the material requirements are tailored to the needs and nature of the Company's business.

The detailed criteria (requirements) for the Board of Commissioners are as follows:

1. Formal Requirements

The individual appointed as a member of the Board of Directors is an individual capable of legal actions. Therefore, the requirements to become a member of the Board of Directors are as follows:

- a. An individual person;
- b. An Indonesian citizen;
- c. Physically and mentally healthy and free from narcotics;
- d. Minimum age of 35 (thirty five) years old and a maximum of 55 (fifty five) years old, at the time of being nominated or applying as a Director;
- e. Minimum education of Bachelor's Degree (S1) or equivalent;
- f. Submit a letter of application to the Governor; and
- g. Pass the Fit and Proper Test (UKK).

2. Material Requirements

The material requirements of a Director is as follows:

- a. Possess knowledge and expertise in the Company's business sector.
- b. Possess integrity, leadership spirit and competency which is reflected from his/her past experience.
- c. Highly motivated and dedicated to advance and develop the Company.
- d. Possess leadership experience in a business unit for a minimum of 5 (five) years in relevant field of the Company.
- e. Capable of performing legal actions, unless within 5 (five) years prior to his appointment, he/she was:
 - i. A member of the Board of Directors or members of the Board of Commissioners/Supervisory Board who are found guilty of causing a Regional Owned Enterprise and/or company to be declared bankrupt; and
 - ii. Convicted of committing a crime that caused losses to state/regional finances, regionally owned

Milik Daerah, perseroan dan/atau yang berkaitan dengan sektor keuangan.

3. Persyaratan Lain

Persyaratan lain Direksi, sebagai berikut:

- a. Bukan anggota dan/atau pengurus partai politik dan/atau calon anggota legislatif dan/atau anggota legislatif;
- b. Bukan pejabat negara yang dilarang berdasarkan peraturan perundang-undangan;
- c. Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah;
- d. Tidak sedang menjabat sebagai Direksi selama 2 (dua) periode pada Perseroan;
- e. Bakal calon yang berstatus sebagai Aparatur Sipil Negara menyatakan bersedia mengikuti peraturan perundang-undangan yang berlaku terkait dengan Aparatur Sipil Negara.

Remunerasi Dewan Komisaris dan Direksi

Dasar Kebijakan dan Prosedur Penetapan Remunerasi

Prosedur penetapan remunerasi Dewan Komisaris dan Direksi Perseroan merujuk pada Peraturan Gubernur DKI Jakarta No. 79 Tahun 2019 tentang Pedoman Penghasilan Direksi, Badan Pengawas dan Dewan Komisaris Badan Usaha Milik Daerah (Pergub 70/2019). Peraturan tersebut mengatur secara rinci mengenai prosedur penetapan remunerasi, serta ketentuan tentang struktur remunerasi Dewan Komisaris dan Direksi.

Selaras dengan peraturan tersebut, prosedur penetapan remunerasi (penghasilan) Dewan Komisaris dan Direksi Perseroan dilaksanakan dengan ketentuan sebagai berikut:

1. Penetapan penghasilan Direksi dan Komisaris ditetapkan berdasarkan laporan keuangan hasil audit oleh Kantor Akuntan Publik.
2. Direksi menyampaikan hasil audit kepada Pemegang Saham untuk dikaji dan dapat dibantu oleh perangkat daerah terkait.
3. Hasil kajian tersebut diusulkan oleh Pemegang Saham kepada RUPS untuk ditetapkan.
4. Pemegang Saham mengambil keputusan pada RUPS terkait penetapan penghasilan Direksi dan Dewan Komisaris.
5. Penghasilan Dewan Komisaris dan Direksi dianggarkan sebagai biaya dalam Rencana Kerja dan Anggaran Perusahaan.

Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur penghasilan Dewan Komisaris dan Direksi sebagaimana diatur dalam Pasal 6 dan pasal 7 Pergub 70/2019 adalah sebagai berikut:

enterprises, companies and/or those related to the financial sector.

3. Other Requirements

Other requirements for the Board of Directors are as follows:

- a. Not a member and/or administrator of a political party and/or a candidate for a member of the legislature and/or a member of the legislature;
- b. Not a state official who is prohibited by law;
- c. Not a candidate for head/deputy regional head and/or head/deputy regional head;
- d. Not currently serving as a Director for 2 (two) periods in the Company;
- e. Prospective candidates with the status of State Civil Servant must declare that they are willing to follow the applicable laws and regulations related to State Civil Servant.

Remuneration of the Board of Commissioners and the Board of Directors

Policy Basis and Remuneration Determination Procedures

The remuneration determination procedures for the Company's Board of Commissioners and Board of Directors refer to Jakarta Governor Regulation No. 79 of 2019 on Guidelines for the Remuneration of the Board of Directors, Supervisory Board, and Board of Commissioners of Regionally Owned Enterprises (Pergub 70/2019). This regulation provides detailed provisions regarding the remuneration determination procedure, as well as provisions concerning the remuneration structure of the Board of Commissioners and the Board of Directors.

In accordance with this regulation, the remuneration (income) determination procedure for the Company's Board of Commissioners and Board of Directors is carried out in accordance with the following provisions:

1. The determination of the income of the Board of Directors and the Board of Commissioners is based on the audited financial statements prepared by a Public Accounting Firm.
2. The Board of Directors submits the audit results to the Shareholders for review, and may be assisted by relevant local government agencies.
3. The results of this review are proposed by the Shareholders to the General Meeting of Shareholders (GMS) for approval.
4. The Shareholders make a decision at the GMS regarding the determination of the remuneration of the Board of Directors and the Board of Commissioners.
5. The remuneration of the Board of Commissioners and the Board of Directors is included as an expense in the Company's Work Plan and Budget.

Remuneration Structure for the Board of Commissioners and the Board of Directors

The remuneration structure for the Board of Commissioners and the Board of Directors, as stipulated in Articles 6 and 7 of Governor Regulation No. 70/2019, is as follows:

Dewan Komisaris Board of Commissioners	Direksi Board of Directors
1. Honorarium.	1. Gaji. Salary.
2. Tunjangan, terdiri dari: a. Tunjangan Hari Raya; b. Tunjangan jabatan; dan/atau c. Tunjangan asuransi puma jabatan.	2. Tunjangan, terdiri dari: a. Tunjangan Hari Raya; b. Tunjangan jabatan; c. Tunjangan asuransi puma jabatan; d. Tunjangan cuti tahunan; dan e. Tunjangan cuti besar.
2. Allowances, consisting of: a. Religious Holiday Allowance; b. Position Allowance; and/or c. Post-employment Insurance allowance.	2. Allowances, consisting of: a. Religious Holiday Allowance; b. Position Allowance; c. Post-employment Insurance allowance; d. Annual leave allowance; e. Extended leave allowance.
3. Fasilitas, terdiri dari: a. Kesehatan; b. Bantuan hukum; dan/atau c. Keanggotaan perkumpulan profesi.	3. Fasilitas, terdiri dari: a. Kesehatan; b. Bantuan hukum; c. Keanggotaan perkumpulan profesi; d. Kendaraan; dan/atau e. Club membership/corporate member.
3. Facilities, consisting of: a. Health; b. Legal assistance; and/or c. Membership in professional association.	3. Facilities, consisting of: a. Health; b. Legal assistance; c. Membership in professional association; d. Vehicle; and/or e. Club membership/corporate member.
4. Tantiem/Insentif Kinerja. Bonus/Performance Incentive.	4. Tantiem/Insentif Kinerja. Bonus/Performance Incentive.

Pajak atas Honorarium/Gaji, Tunjangan, dan Fasilitas bagi Dewan Komisaris dan Direksi ditanggung dan menjadi beban Perseroan. Sedangkan pajak atas Tantiem/Insentif Kinerja bagi Dewan Komisaris dan Direksi ditanggung dan menjadi beban masing-masing anggota. Ketentuan ini selaras dengan Pasal 8 Pergub 70/2019.

Taxes on Honorarium/Salary, allowances, and benefits for the Board of Commissioners and the Board of Directors are borne by and charged to the Company. Meanwhile, taxes on Bonuses/Performance Incentives for the Board of Commissioners and the Board of Directors are borne by and charged to each member. This provision is in accordance with Article 8 of Governor Regulation No. 70 of 2019.

Mengacu pada Pasal 10 Pergub 70/2019, Besaran Gaji/Honorarium bagi anggota Direksi dan anggota Dewan Komisaris ditetapkan berdasarkan komposisi faktor jabatan sebagai berikut:

Pursuant to Article 10 of Governor Regulation No. 70 of 2019, the amount of Salary/Honorarium for members of the Board of Directors and members of the Board of Commissioners is determined based on the following factors:

Direktur Utama President Director	100%
Direksi Lainnya Other Directors	Sebesar 90% dari gaji Direktur Utama 90% of the President Director's salary
Komisaris Utama President Commissioner	Sebesar 45% dari gaji Direktur Utama 45% of the President Director's salary
Komisaris Lainnya Other Commissioners	Sebesar 90% dari Komisaris Utama 90% of the President Commissioner's salary

Besaran Remunerasi Dewan Komisaris dan Direksi Tahun 2025

Berdasarkan Keputusan Para Pemegang Saham (KPPS) di luar RUPS Tahunan tertanggal 23 Mei 2025, para pemegang saham memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besaran gaji Direksi, honorarium Dewan Komisaris, dan tunjangan lain bagi Direksi dan Dewan

Amount of Remuneration for the Board of Commissioners and the Board of Directors in 2025

Pursuant to the Shareholders' Resolution (KPPS) outside the Annual General Meeting of Shareholders dated May 23, 2025, the shareholders have granted authority and power to the Company's Board of Commissioners to determine the amount of salary for the Board of Directors, honorarium for the Board

Komisaris Perseroan untuk Tahun Buku 2025. Adapun besaran remunerasi yang telah diterima oleh seluruh anggota Dewan Komisaris dan Direksi selama satu tahun adalah sebagai berikut:

of Commissioners, and other allowances for the Board of Directors and the Board of Commissioners of the Company for the 2025 Fiscal Year. The amount of remuneration received by all members of the Board of Commissioners and the Board of Directors over the year is as follows:

	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Jumlah Anggota Total Members	3 orang 3 people	3 orang 3 people
Total Remunerasi Tahun 2025 Total Remuneration in 2025	Rp3.014.756.719	Rp8.577.687.704

Untuk melengkapi informasi besaran remunerasi, Perseroan menyajikan distribusi total remunerasi per anggota per tahun bagi Dewan Komisaris dan Direksi, sebagaimana disajikan pada tabel berikut ini:

To complete the information on the amount of remuneration, the Company presents the distribution of total annual remuneration per member for the Board of Commissioners and the Board of Directors, as shown in the following table:

Total Remunerasi per Anggota per Tahun Total Remuneration per Member per Year	Jumlah Anggota Total Members	
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Di bawah Under Rp500.000.000	-	-
Rp500.000.000 – Rp1.000.000.000	2 orang 2 people	1 orang 1 people
Rp1.000.000.001 – Rp2.000.000.000	1 orang 1 people	-
Di atas Above Rp2.000.000.000	-	3 orang 3 people

Keberagaman Komposisi Dewan Komisaris dan Direksi

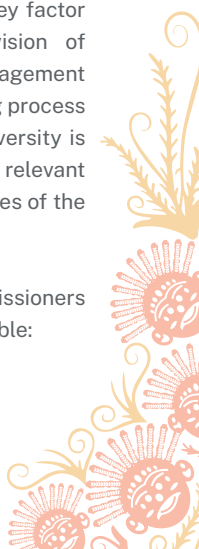
Diversity in the Composition of the Board of Commissioners and Board of Directors

Keberagaman komposisi Dewan Komisaris dan Direksi merupakan kombinasi karakteristik yang disusun sesuai dengan kebutuhan Perseroan. Keberagaman ini menjadi faktor penting dalam mendukung kepemimpinan, pengelolaan, pembagian bidang tugas, pelaksanaan fungsi pengawasan dan pengelolaan perusahaan, serta proses pengambilan keputusan yang lebih komprehensif dengan mempertimbangkan berbagai perspektif. Keberagaman tersebut tercermin dalam penentuan keahlian, pengetahuan, serta pengalaman yang relevan bagi pelaksanaan tugas Dewan Komisaris dan Direksi.

Diversity in the composition of the Board of Commissioners and the Board of Directors is a combination of characteristics tailored to the Company's needs. This diversity is a key factor in supporting governance, management, the division of responsibilities, the execution of oversight and management functions, and a more comprehensive decision-making process that takes various perspectives into account. This diversity is reflected in the selection of expertise, knowledge, and relevant experience necessary for the performance of the duties of the Board of Commissioners and the Board of Directors.

Keberagaman komposisi Dewan Komisaris dan Direksi yang menjabat saat ini, dapat dilihat pada tabel berikut:

The diverse composition of the current Board of Commissioners and Board of Directors can be seen in the following table:



Aspek Keberagaman Diversity Aspect	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Pendidikan Education	Memiliki latar belakang pendidikan yang beragam, mulai dari jenjang Sarjana, Magister, hingga Doktoral dalam berbagai bidang studi, antara lain arsitektur, teknik sipil, hukum dan magister transportasi. Diverse educational background, ranging from bachelor's, master's, to doctoral degrees in various fields of study, including architecture, civil engineering, laws and master of transportation.	Memiliki latar belakang pendidikan yang beragam, mulai dari jenjang Sarjana, Magister, hingga Doktoral dalam berbagai bidang studi, antara lain teknik, fisika hingga ekonomi bisnis. Diverse educational background, ranging from bachelor's, master's, to doctoral degrees in various fields of study, including engineering, physics, to business economy.
Pengalaman Kerja Work Experience	Memiliki pengalaman pada berbagai jabatan manajerial dan eksekutif di berbagai perusahaan BUMD, Kementerian, dan perusahaan asing dan firma hukum. Experienced in various managerial and executive positions at various BUMD, Ministries, foreign companies and law firms.	Memiliki pengalaman pada berbagai jabatan manajerial dan eksekutif di berbagai perusahaan yang antara lain bergerak dalam bidang usaha perbankan, lembaga keuangan, konsultan, teknologi dan manufaktur nasional maupun multinasional. Experienced in various managerial and executive positions at various companies, including those that engage in banking sector, financial institution, consultant, technology as well as national and multinational manufacturing.
Keahlian Expertise	Memiliki keahlian yang beragam di bidang properti, advokat, transportasi dan arsitektur. Diverse expertise in real estate, advocacy, transportation, and architecture.	Memiliki keahlian yang beragam di bidang perbankan, keuangan, konstruksi, manufaktur, teknik, dosen dan konsultan. Diverse expertise in banking, finance, construction, manufacturing, engineering, lecturer and consultant.
Usia Age	Memiliki rentang usia mulai dari 50 sampai dengan 59 tahun. Age range of 50 to 59 year.	Memiliki rentang usia mulai dari 40 tahun sampai dengan 55 tahun. Age range of 40 years old to 55 years old.
Jenis Kelamin Gender	Terdiri dari 3 orang anggota berjenis kelamin laki-laki Consist of 3 male members	Terdiri dari 3 orang anggota berjenis kelamin laki-laki. Consist of 3 male members.

Pengungkapan Rangkap Jabatan Dewan Komisaris dan Direksi

Disclosure of Concurrent Positions of the Board of Commissioners and the Board of Directors

Kebijakan tentang rangkap jabatan Dewan Komisaris dan Direksi diatur dalam *Board Manual*. Penjelasan tentang kebijakan ini telah dijelaskan pada Bab Tata Kelola Perusahaan, Subbab Dewan Komisaris dan Subbab Direksi.

Informasi mengenai rangkap jabatan masing-masing anggota Dewan Komisaris dan Direksi telah dijelaskan pada Bab Profil Perusahaan, Subbab Profil Dewan Komisaris, serta Subbab Profil Direksi. Tabel di bawah ini merangkum informasi hubungan afiliasi anggota Dewan Komisaris dan Direksi yang menjabat saat ini:

The policy regarding concurrent positions of the Board of Commissioners and Board of Directors is set forth in the Board Manual. An explanation of this policy is provided in the Corporate Governance Chapter, under the Board of Commissioners and Board of Directors subsections.

Information regarding the concurrent positions held by each member of the Board of Commissioners and the Board of Directors is detailed in the Company Profile Chapter, the Board of Commissioners Profile Subchapter, and the Board of Directors Profile Subchapter. The table below summarizes information on the affiliations of current members of the Board of Commissioners and the Board of Directors:

Nama Name	Jabatan di LRT Jakarta Position in LRT Jakarta		Jabatan di Perusahaan Lain Position in Other Companies
	Jabatan Struktural Structural Position	Ketua/Anggota Komite Committee Chairman/Member	
Iwan Takwin	Komisaris Utama President Commissioner	Tidak merangkap jabatan sebagai Ketua/Anggota Komite Does not concurrently serve as a Committee Chairman/Member	Direktur Utama PT Jakarta Propertindo (Perseroda) President Director PT Jakarta Propertindo (Perseroda)

Nama Name	Jabatan di LRT Jakarta Position in LRT Jakarta		Jabatan di Perusahaan Lain Position in Other Companies
	Jabatan Struktural Structural Position	Ketua/Anggota Komite Committee Chairman/Member	
Muhammad Masyhud	Komisaris Commissioner	Tidak merangkap jabatan sebagai Ketua/Anggota Komite Does not concurrently serve as a Committee Chairman/Member	• Komisaris Utama PT Pelindo Marine Service • Direktur Jenderal Perhubungan Laut Kementerian Perhubungan Republik Indonesia (2025) • President Commissioner of PT Pelindo Marine Service • Director General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia (2025)
Irwan Setiawan	Komisaris Commissioner	Merangkap sebagai Ketua Komite Audit Concurrently serves as Chairman of Audit Committee	Managing Partner di Setiawan Syafrani and Partners Law Firm. Managing Partner at Setiawan Syafrani and Partners Law Firm.
Roberto Akyuwen	Direktur Utama President Director	Tidak merangkap jabatan sebagai Ketua/Anggota Komite Does not concurrently serve as a Committee Chairman/Member	• Komisaris PT Bara Anugrah Sejahtera. • Komisaris Utama PT Jaringan BPR Nusantara. • Penasihat (dan Co-founder) Indonesia Microfinance Expert Association (IMFEA). • Commissioner of PT Bara Anugrah Sejahtera. • President Commissioner of PT Jaringan BPR Nusantara. • Advisor (and Co-founder) of the Indonesia Microfinance Expert Association (IMFEA).
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	Tidak merangkap jabatan sebagai Ketua/Anggota Komite Does not concurrently serve as a Committee Chairman/Member	Tidak merangkap jabatan di Perusahaan lain Has no concurrent positions in other companies
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	Tidak merangkap jabatan sebagai Ketua/Anggota Komite Does not concurrently serve as a Committee Chairman/Member	Tidak merangkap jabatan di Perusahaan lain Has no concurrent positions in other companies

Hubungan Afiliasi antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali

Affiliated Relationships between the Board of Directors, the Board of Commissioners, and Major and/or Controlling Shareholders

Hubungan afiliasi antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama/Pengendali diungkapkan sebagai bagian dari penerapan prinsip transparansi dan tata kelola perusahaan yang baik. Pengungkapan ini bertujuan untuk memberikan kejelasan kepada pemangku kepentingan serta mencegah potensi konflik kepentingan dalam pengambilan keputusan strategis.

Informasi mengenai hubungan afiliasi telah dijelaskan pada profil masing-masing anggota yang tercantum dalam Bab Profil Perusahaan, Subbab Profil Dewan Komisaris, serta Subbab Profil Direksi. Tabel di bawah ini merangkum informasi hubungan afiliasi anggota Dewan Komisaris dan Direksi yang menjabat saat ini:

Affiliated relationships between the Board of Directors, the Board of Commissioners, and Major Shareholders/Controlling Shareholders are disclosed as part of the implementation of transparency principles and good corporate governance. This disclosure aims to provide clarity to stakeholders and prevent potential conflicts of interest in strategic decision-making.

Information regarding affiliated relationships is disclosed in the profiles of each member listed in the Company Profile Chapter, the Board of Commissioners Profile Subchapter, and the Board of Directors Profile Subchapter. The table below summarizes information on the affiliated relationships of current members of the Board of Commissioners and the Board of Directors:

Nama Name	Jabatan Position	Hubungan Keluarga dengan Family Relationship with			Hubungan Keuangan dengan Financial Relationship with		
		Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders
Iwan Takwin	Komisaris Utama President Commissioner	×	×	×	×	×	×
Muhammad Masyhud	Komisaris Commissioner	×	×	×	×	×	×
Irwan Setiawan	Komisaris Commissioner	×	×	×	×	×	×
Roberto Akyuwen	Direktur Utama President Director	×	×	×	×	×	×
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	×	×	×	×	×	×
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	×	×	×	×	×	×

Organ Pendukung Dewan Komisaris

Supporting Organs of the Board of Commissioners

Dalam rangka menjalankan fungsi pengawasan dan memastikan efektivitas pelaksanaan tugasnya, Dewan Komisaris memiliki kewenangan untuk membentuk organ pendukung yang berperan memberikan dukungan teknis maupun administratif. Organ pendukung ini berfungsi memperkuat kapasitas Dewan Komisaris dalam melaksanakan pengawasan terhadap pengelolaan Perseroan sesuai prinsip tata kelola perusahaan yang baik.

Saat laporan ini disusun, organ pendukung Dewan Komisaris Perseroan terdiri atas Sekretaris Dewan Komisaris dan Komite Audit. Sekretaris Dewan Komisaris berperan dalam mendukung kelancaran administrasi, komunikasi, serta koordinasi kegiatan Dewan Komisaris. Sementara itu, Komite Audit memberikan masukan independen terkait laporan keuangan, sistem pengendalian internal, serta kepatuhan terhadap peraturan perundang-undangan.

Dengan dukungan kedua organ tersebut, Dewan Komisaris memiliki landasan yang lebih kuat dalam menjalankan fungsi pengawasan, sekaligus memastikan bahwa setiap proses pengelolaan Perseroan berlangsung sesuai regulasi dan standar tata kelola yang berlaku.

In order to carry out its supervisory functions and ensure the effectiveness of its duties, the Board of Commissioners has the authority to establish supporting organs that provide technical and administrative support. These supporting organs strengthen the Board of Commissioners' capacity to oversee the management of the Company in accordance with the principles of good corporate governance.

As of the preparation of this report, the supporting organs of the Board of Commissioners consist of the Board of Commissioners' Secretary and the Audit Committee. The Board of Commissioners' Secretary is responsible for supporting the administration, communication, and coordination of the Board of Commissioners' activities. Meanwhile, the Audit Committee provides independent input regarding financial statements, internal control systems, and compliance with laws and regulations.

With the support of these two organs, the Board of Commissioners has a stronger foundation in carrying out its supervisory functions, while ensuring that every process of the Company's management proceeds in accordance with applicable regulations and governance standards.

Sekretariat Dewan Komisaris

Board of Commissioners' Secretariat

Berdasarkan Peraturan Gubernur No. 109 Tahun 2011 Pasal 89 ayat (1), untuk mendukung kelancaran serta mengoptimalkan pelaksanaan tugas dan wewenang Dewan Komisaris, dibentuk Sekretariat Dewan Komisaris. Sekretariat Dewan Komisaris dijalankan minimal oleh seorang Sekretaris Dewan Komisaris, yang memiliki kualifikasi akademis yang memadai agar dapat melaksanakan tugas dan tanggung jawabnya dengan baik.

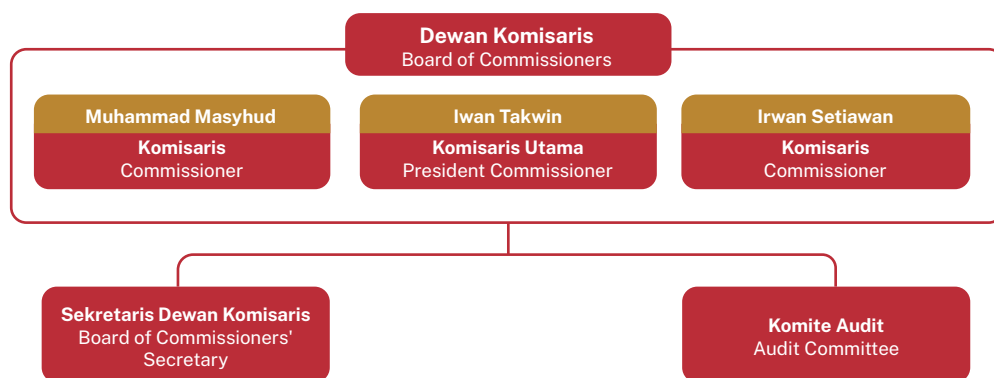
Pursuant to Governor Regulation No. 109 of 2011, Article 89(1), the Board of Commissioners Secretariat was established to facilitate and optimize the performance of the Board of Commissioners' duties and authorities. The Board of Commissioners Secretariat is managed by at least one Secretary of the Board of Commissioners, who possesses adequate academic qualifications to effectively carry out their duties and responsibilities.

Struktur Organisasi Sekretariat Dewan Komisaris

Kedudukan Sekretariat Dewan Komisaris dalam struktur organisasi Perseroan per 31 Desember 2025 dapat dilihat pada bagan berikut ini:

Organizational Structure of the Board of Commissioners' Secretariat

The position of the Board of Commissioners Secretariat within the Company's organizational structure as of December 31, 2025, is shown in the following chart:



Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris menjalankan sejumlah tugas dan tanggung jawab sebagaimana diatur dalam *Board Manual*, antara lain:

1. Menyelenggarakan kegiatan administrasi kesekretariatan di lingkungan Dewan Komisaris.
2. Menyelenggarakan (undangan sampai dengan dokumentasi) rapat Dewan Komisaris dan rapat/pertemuan antara Dewan Komisaris dengan Pemegang Saham, Direksi maupun pihak-pihak terkait lainnya.
3. Membuat, mengadministrasikan serta mendistribusikan risalah Rapat Dewan Komisaris.
4. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan komite-komite di lingkungan Dewan Komisaris yang berkaitan dengan:
 - a. Monitoring tindak lanjut hasil persetujuan, nasihat, tanggapan atau pertimbangan Dewan Komisaris;
 - b. Bahan/materi yang bersifat administrasi mengenai laporan/kegiatan Direksi dalam mengelola Perseroan;
 - c. Dukungan administrasi serta monitoring berkaitan dengan hal-hal yang harus mendapatkan persetujuan

Duties and Responsibilities of the Secretary of the Board of Commissioners

The Secretary of the Board of Commissioners performs a number of duties and responsibilities as stipulated in the Board Manual, including:

1. Carrying out secretarial administrative activities within the Board of Commissioners.
2. Organizing (from invitations to documentation) meetings of the Board of Commissioners and meetings between the Board of Commissioners and Shareholders, the Board of Directors, or other relevant parties.
3. Preparing, administrating, and distributing the minutes of Board of Commissioners meetings.
4. Providing data/information required by the Board of Commissioners and its committees regarding:
 - a. Monitoring of the follow-up to the Board of Commissioners' approvals, advice, responses, or considerations;
 - b. Administrative materials regarding the Board of Directors' reports and activities in managing the Company;
 - c. Administrative support and monitoring regarding matters requiring approval or recommendations from

atau rekomendasi dari Dewan Komisaris sehubungan dengan kegiatan pengelolaan Perseroan yang dilakukan oleh Direksi; dan

- d. Dukungan administrasi serta monitoring berkaitan dengan hal-hal yang harus dilaporkan kepada Pemegang Saham/RUPS.
5. Mempersiapkan bahan/materi, angka 4) huruf b) di atas, antara lain:
 - a. Laporan Bulanan Perseroan;
 - b. Laporan Triwulanan Perseroan;
 - c. Laporan Tahunan Perseroan; dan
 - d. Laporan-laporan lain yang diperlukan, termasuk dokumen/laporan dari komite-komite yang berada di bawah Dewan Komisaris.
6. Mempersiapkan dan mendokumentasi seluruh dokumen dan aktivitas penerapan GCG, khususnya yang berkaitan dengan pelaksanaan pengawasan Dewan Komisaris.

the Board of Commissioners in connection with the Company's management activities carried out by the Board of Directors; and

- d. Administrative support and monitoring regarding matters that must be reported to Shareholders/the General Meeting of Shareholders.
5. Preparing materials as referred to in point 4) letter b) above, including:
 - a. The Company's Monthly Report;
 - b. The Company's Quarterly Report;
 - c. The Company's Annual Report; and
 - d. Other necessary reports, including documents/reports from committees under the Board of Commissioners.
6. Preparing and documenting all documents and activities related to the implementation of GCG, particularly those concerning the Board of Commissioners' oversight.

Profil Sekretaris Dewan Komisaris

Widya Tri Yusma

Sekretaris Dewan Komisaris

Secretary of the Board of Commissioners

Dasar Pengangkatan Surat Pengangkatan No. 001/SDM/118/10/2023 tanggal 17 Oktober 2023	Basis of Appointment Appointment Letter No. 001/SDM/118/10/2023 dated October 17, 2023
Kewarganegaraan Warga Negara Indonesia	Nationality Indonesian Citizen
Domisili Jakarta	Domicile Jakarta
Usia 32 tahun	Age 32 years old
Riwayat Pendidikan S1 Sastra Belanda Universitas Indonesia	Educational Background Bachelor of Dutch Literature, University of Indonesia
Sertifikasi - <i>Document Control and Filing System</i> – Diklat Indonesia (2022) - <i>Modern Office Administration for Secretary with Kaizen 5S & Filing System</i> – Markshare (2022) - Implementasi Keberadaan Sekretaris Dewan Komisaris: Dewan Komisaris & GCG Dalam Hukum – Arcarta Consultant (2023) - Bimbingan Teknis Bidang Audit Keselamatan Dengan Tema “<i>Sharing Session: Penerapan Sistem Manajemen Keselamatan Perkeretaapian</i>” oleh Penyelenggara Perkeretaapian – Kementerian Perhubungan Republik Indonesia (2023) - <i>Workshop Kearsipan: Transformasi Arsip Jakarta Menuju Kota Global</i> – Dinas Perpustakaan dan Kearsipan Provinsi DKI Jakarta (2024)	Certification - Document Control and Filing System – Diklat Indonesia (2022) - Modern Office Administration for Secretary with Kaizen 5S & Filing System – Markshare (2022) - Implementation of the Role of the Secretary of the Board of Commissioners: Board of Commissioners & GCG based on Laws – Arcarta Consultant (2023) - Technical Guidance of Safety Audit with the Theme of “<i>Sharing Session on the Implementation of Railway Safety Management System by Railway Operators</i>” – Ministry of Transportation of the Republic of Indonesia (2023) - Archiving Workshop, Transformation of Jakarta's Archives toward a Global City – DKI Jakarta Provincial Library and Archives (2024)
Rangkap Jabatan Di Perseroan: Document Control Support Officer Di perusahaan dan/atau institusi lain: Tidak merangkap jabatan lain	Concurrent Positions In the Company : Document Control Support Officer In other companies and/or institutions: Has no concurrent positions
Riwayat Pekerjaan • Document Control Support, PT LRT Jakarta 2021 – (2021–Sekarang) • Sekretaris Dewan Komisaris, PT LRT Jakarta 2023 – (2023–Sekarang)	Work Experience • Document Control Support, PT LRT Jakarta (2021–Present) • Secretary of the Board of Commissioners, PT LRT Jakarta (2023–Present)

Profile of the Board of Commissioners' Secretary

- Sekretaris Administrasi, Badan Pendapatan Daerah Provinsi DKI Jakarta (2018-2021)
- Sekretaris Direksi, PT Pertamina Training and Consulting (2016-2017)
- Officer Operations, PT VFS Services Indonesia (2016)

- Administration Secretary of the Regional Income Department of DKI Jakarta (2018-2021)
- Secretary of the Board of Directors, PT Pertamina Training and Consulting (2016-2017)
- Officer Operations, PT VFS Services Indonesia (2016)

Peningkatan Kompetensi Sekretaris Dewan Komisaris Tahun 2025

Perseroan mendukung peningkatan kompetensi Sekretaris Dewan Komisaris melalui pelatihan, seminar, dan forum pengembangan yang relevan dengan peran serta tanggung jawabnya. Upaya ini bertujuan memperkuat efektivitas pelaksanaan fungsi Sekretaris Dewan Komisaris.

Sepanjang tahun buku 2025, Sekretaris Dewan Komisaris mengikuti sejumlah kegiatan peningkatan kompetensi yang dirangkum dalam tabel berikut:

Competency Development of the Board of Commissioners' Secretary in 2025

The Company supports the Board of Commissioners' Secretary to develop her competencies through training, seminars, and professional development forums that are relevant to her role and responsibilities. These efforts aim to enhance the effectiveness of the Board of Commissioners' Secretary in performing her duties.

Throughout the 2025 fiscal year, the Board of Commissioners' Secretary participated in a number of competency development activities, as summarized in the following table:

Nama Name	Jabatan Position	Kegiatan Activity	Waktu dan Tempat Time and Venue
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Creative Digital Campaign</i>	Januari 2025, Jakarta January 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Sharing Knowledge: Graphic Design 101 Make It Simple But Significan</i>	Februari 2025, Jakarta February 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Supervisi Kearsipan pada BUMD, Perusahaan dan Ormas Archive Supervision in BUMD, Companies and Civil Organization	Maret 2025, Jakarta March 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Basic Management Development Program (BMDP) Tahun 2024</i> Basic Management Development Program (BMDP) 2024	April 2025, Jakarta April 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Branding and How to Build Brand on Social Media</i>	April 2025, Jakarta April 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Creating a Two-Way Happiness at Work</i>	Mei 2025, Jakarta May 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Toxic Workplace - How to Recognize, Survive and Leave</i>	Mei 2025, Jakarta May 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Unlocking the Full Potential of a Diverse Team</i>	Mei 2025, Jakarta May 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Leadership yang Melahirkan Kreativitas dalam Tim</i> Leadership that Fosters Creativity in a Team	Juni 2025, Jakarta June 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Marketing Hack - 8 Jenis Klien and Cara-cara Menjaga Long Term Relationship-nya</i> Marketing Hack – 8 Types of Clients and How to Maintain Long-Term Relationship with Them	Juni 2025, Jakarta June 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Audit dan Asuransi Audit and Insurance	Juli 2025, Jakarta July 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Anxiety at Work</i>	Juli 2025, Jakarta July 2025, Jakarta

Nama Name	Jabatan Position	Kegiatan Activity	Waktu dan Tempat Time and Venue
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Cara Motivasi Tim yang Mengalami <i>Languishing</i> How to Motivate a Languishing Team	Juli 2025, Jakarta July 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Mastering Communication at Work</i>	Juli 2025, Jakarta July 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Mengulik Konflik agar Tidak Semakin Rumit Solving Conflicts Before they get More Complicated	Juli 2025, Jakarta July 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Avoiding Toxic Work Environment</i>	Agustus 2025, Jakarta August 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>How to Coach Young Minds Into Leadership</i>	Agustus 2025, Jakarta August 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Menangkan Penjualan Untuk Mengalahkan Pesaing Anda Win Sales to Beat Your Competitors	Agustus 2025, Jakarta August 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Creative Problem Solving and Decision Making</i>	Agustus 2025, Jakarta August 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Transforming Leaders into Mindful Leaders</i>	Agustus 2025, Jakarta August 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Apa itu SEO dan Bagaimana Menggunakannya untuk Bisnis? What is SEO and How to Use it for Your Business?	September 2025, Jakarta September 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Active Learning & Learning Strategies</i>	September 2025, Jakarta September 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Agility Leadership</i> Menjadi Pemimpin yang Satset dan Fleksibel Agility Leadership – Becoming a Decisive and Flexible Leader	September 2025, Jakarta September 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Future Foresight</i> - Masa Depan Peradaban Future Foresight – The Future of Civilization	September 2025, Jakarta September 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Unlocking Your Leadership Potential</i>	September 2025, Jakarta September 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Mari Ketawa Let's Laugh	Oktober 2025, Jakarta October 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Learning Festival - Plenary Session Day 1</i>	November 2025, Jakarta November 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Learning Festival - Plenary Session Day 2</i>	November 2025, Jakarta November 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>Learning Festival - Experiential Learning</i>	November 2025, Jakarta November 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Cara Memotivasi Tim yang Mengalami <i>Languishing</i> How to Motivate a Languishing Team	Desember 2025, Jakarta December 2025, Jakarta
Widya Tri Yusma	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	<i>The Power of Knowing Yourself as a Leader</i>	Desember 2025, Jakarta December 2025, Jakarta

Pelaksanaan Tugas Sekretaris Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Sekretaris Dewan Komisaris telah menjalankan berbagai kegiatan sesuai dengan tugas dan tanggung jawab yang diamanatkan. Adapun kegiatan utama yang telah dilaksanakan antara lain:

1. Menyelenggarakan kegiatan administrasi kesekretariatan di lingkungan Dewan Komisaris.
2. Menyelenggarakan (undangan sampai dengan dokumentasi) rapat Dewan Komisaris dan rapat/pertemuan antara Dewan Komisaris dengan Pemegang Saham, Direksi maupun pihak-pihak terkait lainnya.
3. Membuat, mengadministrasikan serta mendistribusikan risalah Rapat Dewan Komisaris.
4. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan Komite-Komite di lingkungan Dewan Komisaris.
5. Mempersiapkan bahan/materi yang bersifat administrasi mengenai laporan/kegiatan Direksi dalam mengelola Perseroan dan laporan-laporan lain yang diperlukan, termasuk dokumen/laporan dari Komite-Komite yang berada di bawah Dewan Komisaris.
6. Mempersiapkan dan mendokumentasikan seluruh dokumen dan aktivitas penerapan GCG, khususnya yang berkaitan dengan pelaksanaan pengawasan Dewan Komisaris.

Implementation of the Secretary of the Board of Commissioners' Duties in 2025

Throughout 2025, the Secretary of the Board of Commissioners has carried out various activities in accordance with the assigned duties and responsibilities. The main activities that have been carried out include:

1. Performing secretarial administrative duties for the Board of Commissioners.
2. Organizing (from invitations to documentation) meetings of the Board of Commissioners and meetings between the Board of Commissioners and shareholders, the Board of Directors, or other relevant parties.
3. Preparing, managing, and distributing the minutes of Board of Commissioners meetings.
4. Providing data/information required by the Board of Commissioners and the Committees under the Board of Commissioners.
5. Preparing administrative materials regarding the Board of Directors' reports and activities in managing the Company and other required reports, including documents/reports from the Committees under the Board of Commissioners.
6. Preparing and documenting all documents and activities related to the implementation of GCG, particularly those concerning the Board of Commissioners' supervisory function.



Komite Audit

Audit Committee

Komite Audit merupakan organ pendukung yang dibentuk oleh Dewan Komisaris dan bertanggung jawab langsung kepada Dewan Komisaris. Keberadaan Komite Audit dimaksudkan untuk memperkuat fungsi pengawasan serta memastikan penerapan prinsip GCG. Komite ini berperan sebagai mitra strategis Dewan Komisaris dalam menjaga transparansi, akuntabilitas, dan integritas pengelolaan Perseroan.

Piagam Komite Audit

Pelaksanaan tugas Komite Audit berpedoman pada Piagam Komite Audit, yang menjadi acuan kerja dalam memastikan peran dan fungsi Komite Audit berjalan sesuai prinsip tata kelola perusahaan yang baik. Piagam Komite Audit, ditandatangani oleh Dewan Komisaris dan Ketua Komite Audit. Piagam tersebut secara umum mengatur ketentuan-ketentuan mengenai:

1. Tugas dan tanggung jawab serta wewenang;
2. Komposisi, struktur, dan persyaratan keanggotaan;
3. Tata cara dan prosedur kerja;
4. Kebijakan penyelenggaraan rapat;
5. Sistem pelaporan kegiatan;
6. Kode etik;
7. Penanganan pengaduan atau pelaporan sehubungan dengan pelanggaran terkait pelaporan keuangan; dan
8. Masa tugas Komite Audit.

Komposisi, Masa Jabatan, dan Periode Komite Audit

Mengacu pada Peraturan Gubernur DKI Jakarta No. 13 Tahun 2020 tentang Komite Audit dan Komite Lainnya pada Badan Usaha Milik Daerah (PerGub 13/2020), *Board manual* mengatur ketentuan tentang keanggotaan Komite Audit, yang terdiri dari sekurang-kurangnya 2 orang dengan diketuai oleh anggota Dewan Komisaris, yang dapat bertindak independen. Anggota Komite Audit yang bukan berasal dari anggota Dewan Komisaris paling banyak berjumlah 2 orang. Anggota Komite Audit dapat berasal dari anggota Dewan Komisaris atau dari luar Perseroan. Apabila Perseroan memiliki Komisaris Independen, maka Komisaris Independen bertindak sebagai Ketua Komite Audit. Personel Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS.

Board Manual juga mengatur tentang ketentuan masa jabatan Komite Audit sebagai berikut:

1. Komite Audit yang merupakan anggota Dewan Komisaris, berhenti dengan sendirinya dalam hal masa jabatannya

The Audit Committee is a supporting organ established by the Board of Commissioners, which reports directly to the Board of Commissioners. The Audit Committee is established to enhance the supervisory function and ensure the implementation of GCG principles. This Committee serves as a strategic partner to the Board of Commissioners in maintaining transparency, accountability, and integrity in the management of the Company.

Audit Committee's Charter

The Audit Committee performs its duties in accordance with the Audit Committee Charter, which serves as a guideline to ensure that the role and functions of the Audit Committee are carried out in accordance with the principles of good corporate governance. The Audit Committee's Charter is signed by the Board of Commissioners and the Chairman of the Audit Committee. The Charter regulates the following provisions:

1. Duties, responsibilities, and authority;
2. Composition, structure, and membership requirements;
3. Operating procedures and protocols;
4. Meeting policies;
5. Activity reporting systems;
6. Code of conduct;
7. Handling of complaints or reports regarding violations related to financial reporting; and
8. Term of office of the Audit Committee.

Composition, Term of Office, and Period of the Audit Committee

Pursuant to Jakarta Governor Regulation No. 13 of 2020 on Audit Committees and Other Committees in Regional Owned Enterprises (PerGub 13/2020), the Board manual regulates the provisions regarding the membership of the Audit Committee, which consists of at least 2 members and is chaired by a member of the Board of Commissioners who can act independently. Members of the Audit Committee who are not members of the Board of Commissioners shall not exceed 2 persons. Members of the Audit Committee may be appointed from the members of the Board of Commissioners or from outside the Company. If the Company has an independent Commissioner, the independent Commissioner shall serve as the Chairman of the Audit Committee. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners and reported to the General Meeting of Shareholders.

The Board Manual also stipulates the term of office of the Audit Committee, as follows:

1. Audit Committee members who are members of the Board of Commissioners automatically step down upon

sebagai anggota Dewan Komisaris berakhir.

2. Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris sesuai dengan jangka waktu masa jabatan Dewan Komisaris, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan sewaktu-waktu.
3. Dalam hal ketua Komite Audit berhenti atau diberhentikan dari posisinya, paling lambat 30 hari kerja sudah ditetapkan penggantinya.

Komposisi Komite Audit per 31 Desember 2025 terdiri dari 2 orang, sebagaimana dijelaskan pada tabel berikut:

Nama Name	Posisi di Komite Position in the Committee	Jabatan Lain di Perseroan Other Position in the Company	Masa Jabatan dan Periode Term of Office and Period
Azas Tigor Nainggolan	Ketua	Tidak merangkap jabatan lain Has no concurrent positions	2023-2025, Periode ke 2 2023-2025, 2 nd period
Sarno	Anggota Member	Tidak merangkap jabatan lain Has no concurrent positions	2023-2026, Periode ke 3 2023-2026, 3 rd Period

Kriteria Komite Audit dan Masa Jabatan

Perseroan menerapkan persyaratan keanggotaan Komite Audit dengan mengacu pada Pasal 5 PerGub 13/2020. Persyaratan anggota Komite Audit Perseroan yang ditetapkan dalam piagam Komite Audit adalah sebagai berikut:

1. Memiliki integritas yang tinggi, kemampuan, pengetahuan, dan pengalaman yang memadai sesuai dengan latar belakang pendidikannya, serta mampu berkomunikasi dengan baik;
2. Paling sedikit salah seorang dari anggota Komite Audit harus memiliki latar belakang pendidikan dan pengalaman dalam bidang keuangan dan akuntansi;
3. Memiliki pengetahuan yang cukup untuk membaca dan memahami laporan keuangan;
4. Memiliki pengetahuan yang memadai tentang peraturan perundang-undangan terutama yang menyangkut Badan Usaha Milik Daerah dan peraturan perundang-undangan yang berkaitan dengan bisnis operasi Perseroan; dan
5. Salah seorang dari anggota Komite Audit memiliki kemampuan dan pemahaman tentang lingkup bisnis Perseroan.

Profil Komite Audit

Sarno

Anggota Komite Audit
Audit Committee's Member

Dasar Pengangkatan

Surat Keputusan Dewan Komisaris No. 001/KOM/111/XI/2023 tentang Pembentukan Komite Audit Dewan Komisaris PT LRT Jakarta tanggal 1 November 2023

Kewarganegaraan

Warga Negara Indonesia

the expiration of their term as members of the Board of Commissioners.

2. The term of office for Audit Committee members who are not members of the Board of Commissioners corresponds to the term of the Board of Commissioners, without prejudice to the Board of Commissioners' right to dismiss them at any time.
3. In the event the Chairman of the Audit Committee resigns or is removed from his position, a successor must be appointed within 30 business days.

As of December 31, 2025, the Audit Committee consists of 2 members, as detailed in the following table:

Audit Committee Criteria and Term of Office

The Company applies the Audit Committee membership requirements by referring to Article 5 of Governor Regulation No. 13/2020. The requirements for members of the Company's Audit Committee, as stipulated in the Audit Committee charter, are as follows:

1. Possess high integrity, competence, knowledge, and sufficient experience commensurate with their educational background, as well as strong communication skills;
2. At least one member of the Audit Committee must have an educational background and experience in finance and accounting;
3. Possess sufficient knowledge to read and understand financial statements;
4. Possess adequate knowledge of laws and regulations, particularly those concerning Regional State-Owned Enterprises and laws and regulations related to the Company's business operations; and
5. One of the Audit Committee members must possess the ability and understanding of the Company's business scope.

Profile of Audit Committee's Member

Basis of Appointment

Decree of the Board of Commissioners No. 001/KOM/111/XI/2023 concerning the Establishment of Audit Committee of the Board of Commissioners of PT LRT Jakarta dated November 1, 2023

Nationality

Indonesian Citizen

Domisili Jakarta	Domicile Jakarta
Usia 45 tahun	Age 45 years old
Riwayat Pendidikan - Master Degree (M.Buss) International University of Japan (2011) - Master Degree (M.Sc.) Universitas Gadjah Mada Yogyakarta (2010) - Diploma IV (SST.,Ak.) Sekolah Tinggi Akuntansi Negara Jakarta (2004) - Diploma III Sekolah Tinggi Akuntansi Negara Jakarta (2002)	Educational Background - Master's Degree (M.Buss) from International University of Japan, 2011 - Master's Degree (M.Sc.) from Gadjah Mada University, Yogyakarta, 2010 - Diploma IV (SST.,Ak.) from State College of Accountancy Jakarta, 2004 - Diploma III from State College of Accountancy Jakarta, 2002
Sertifikasi - Sertifikat Akuntan (<i>Chartered Accountant/CA</i>) (2004) - Sertifikat Auditor di Direktorat Jenderal Bea dan Cukai, Kementerian Keuangan (2005) - Sertifikat Ketua Auditor di Direktorat Jenderal Bea dan Cukai, Kementerian Keuangan (2008) - Seminar Nasional Internal Audit: <i>Trusted Advisor, Navigating the New Frontier, Connecting between Information Technology and Business Strategy</i> (2023)	Certification - Chartered Accountant (CA) Certificate -2004 - Auditor Certificate at the Directorate General of Customs and Excise, Ministry of Finance -2005 - Chief Auditor Certificate at the Directorate General of Customs and Excise, Ministry of Finance -2008 - National Seminar on Internal Audit: Trusted Advisor, Navigating the New Frontier, Connecting between Information Technology and Business Strategy -2023
Rangkap Jabatan Di Perseroan: Tidak merangkap jabatan lain Di perusahaan dan/atau institusi lain: Analis Kebijakan Senior, Direktorat Jenderal Strategi Ekonomi dan Fiskal (Desember 2019–sekarang)	Concurrent Positions In the Company Has no concurrent positions In other companies and/or institutions: Senior Policy Analyst, Directorate General of Economic and Fiscal Strategy (December 2019–present)
Riwayat Pekerjaan - Kepala Subbagian Pajak Ekspor (dan Fasilitas Kepabeanan), Badan Kebijakan Fiskal (2018–2019) - Kepala Subbagian Cukai, Badan Kebijakan Fiskal (2012–2018) - Auditor, Kantor Pelayanan Utama DJBC Tanjung Priok (2008–2009) - Pemeriksa Bea dan Cukai, Kantor Pelayanan Utama Direktorat Jenderal Bea dan Cukai (DJBC) Tanjung Priok (2007–2008) - Auditor, Kantor Wilayah Bea dan Cukai Sumatra Selatan (2006–2007) - Auditor, Kantor Pusat Direktorat Jenderal Bea dan Cukai, (2004–2006) - Konsultan, Ernst and Young (2004–2006)	Work Experience - Head of Subdivision for Export Tax (and Customs Facilities), Fiscal Policy Agency (2018–2019) - Head of Subdivision for Excise Tax, Fiscal Policy Agency (2012–2018) - Auditor, Kantor Pelayanan Utama DJBC Tanjung Priok (2008–2009) - Goods Inspector, Kantor Pelayanan Utama DJBC Tanjung Priok (2007–2008) - Auditor, Regional Office of Customs and Excise, Sumatera Selatan (2006–2007) - Auditor, Head Quarter of Directorate General of Customs and Excise (2004–2006) - Consultant, Ernst and Young (2004–2006)

Independensi Komite Audit

Dalam rangka menjamin objektivitas dan efektivitas pengawasan, Perseroan menetapkan bahwa anggota Komite Audit harus berasal dari individu independen yang tidak memiliki hubungan yang dapat memengaruhi penilaian maupun keputusan mereka. Kriteria independensi yang wajib dipenuhi personel Komite Audit adalah sebagai berikut:

Independency of the Audit Committee

To ensure the objectivity and effectiveness of supervision, the Company requires that members of the Audit Committee to be independent individuals who have no relationships that could influence their judgment or decisions. The independency criteria that must be met by Audit Committee members are as follows:

No.	Kriteria Criteria	Sarno
1.	Bukan pegawai Kantor Akuntan Publik, Kantor Konsultan Hukum, atau pihak lain yang memberi jasa audit, jasa non-audit dan atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris. Not an employee of a Public Accounting Firm, Legal Consulting Firm, or other party providing audit services, non-audit services, and or other consulting services to the Company within the last 6 (six) months prior to being appointed by the Board of Commissioners.	✓

No.	Kriteria Criteria	Sarno
2.	Bukan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris, kecuali anggota Komite Audit yang berasal dari Dewan Komisaris. Not an individual who has the authority and responsibility to plan, lead or control the Company within the last 6 (six) months prior to being appointed by the Board of Commissioners, except for members of the Audit Committee who come from the Board of Commissioners.	✓
3.	Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan usaha Perseroan termasuk di dalamnya tidak menerima kompensasi dari Perseroan dan entitas anak selain imbalan jasa yang diterima berkaitan dengan tugas sebagai anggota Komite Audit. Has no business relationship, either directly or indirectly, related to the Company's business, including not receiving compensation from the Company and its subsidiaries other than fees for services received related to duties as a member of the Audit Committee.	✓
4.	Tidak mempunyai hubungan keluarga karena perkawinan dan keturunan sampai derajat kedua, baik horizontal maupun vertikal dengan Dewan Komisaris, Direksi, atau Pemegang Saham Utama/ Pengendali Perseroan. Has no family relationship by marriage or blood up to the second degree, either horizontally or vertically, with the Board of Commissioners, the Board of Directors, or the Company's Major/Controlling Shareholders.	✓

Tugas dan Tanggung Jawab Komite Audit

Komite Audit mendukung Dewan Komisaris dengan memberikan rekomendasi dalam menjalankan fungsi pengawasan yang independen terhadap berbagai aspek pengelolaan Perseroan. Tugas dan tanggung jawab Komite Audit sesuai dengan ketentuan yang berlaku, antara lain:

1. Komite Audit bertugas membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas Auditor Eksternal dan Auditor Internal.
2. Komite Audit bekerja secara kolektif dan berfungsi membantu Dewan Komisaris dalam melaksanakan tugas pengawasan.
3. Komite Audit menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Auditor Internal maupun Auditor Eksternal.
4. Komite Audit memberikan rekomendasi mengenai penyempurnaan sistem pengendalian internal serta pelaksanaannya.
5. Komite Audit memastikan telah terdapat prosedur evaluasi atas segala informasi yang dikeluarkan oleh Perseroan.
6. Komite Audit melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
7. Komite Audit melakukan penelaahan atas informasi keuangan yang akan dikeluarkan oleh Perseroan, antara lain: Laporan keuangan, proyeksi dan laporan lainnya terkait dengan informasi keuangan Perseroan.
8. Komite Audit memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Direksi dan Auditor Eksternal atas jasa yang diberikannya.
9. Komite Audit menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan. Dengan tetap mengacu pada sistem pelaporan pelanggaran Perseroan.

Duties and Responsibilities of the Audit Committee

The Audit Committee supports the Board of Commissioners by providing recommendations in carrying out its independent supervisory function regarding various aspects of the Company's management. The duties and responsibilities of the Audit Committee, in accordance with applicable regulations are as follows:

1. The Audit Committee is tasked with assisting the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of the implementation of the duties of the External and Internal Auditor.
2. The Audit Committee works collectively and functions to assist the Board of Commissioners in carrying out supervisory duties.
3. The Audit Committee evaluates the implementation of activities and audit results carried out by the Internal Auditors and External Auditors.
4. The Audit Committee provides recommendations regarding the improvement of the internal control system and its implementation.
5. The Audit Committee ensures that there is an evaluation procedure for all information issued by the Company.
6. The Audit Committee identifies matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.
7. The Audit Committee reviews the financial information to be issued by the Company, including: Financial statements, projections and other reports related to the Company's financial information.
8. The Audit Committee provides an independent opinion in the event of a dissenting opinion between the Board of Directors and the External Auditor for the services provided.
9. The Audit Committee reviews complaints related to the Company's accounting and financial reporting processes, by still referring to the Company's whistleblowing system.

10. Komite Audit menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan dalam Perseroan. Dengan tetap mengacu pada kebijakan benturan kepentingan yang berlaku di Perseroan.
11. Komite Audit memberikan rekomendasi mengenai pengangkatan dan pemberhentian Kepala Satuan Pengawas Intern kepada Dewan Komisaris.
12. Komite Audit memberikan pendapat profesional yang independen kepada Dewan Komisaris terhadap laporan yang disampaikan oleh Direksi (manajemen) kepada Dewan Komisaris.
13. Komite Audit memantau ketaatan/kepatuhan terhadap pedoman GCG, termasuk penerapan Sistem Manajemen Anti Penyuapan SNI ISO 37001:2016
14. Komite Audit membantu Dewan Komisaris terhadap kelengkapan dokumen dan aktivitas yang ditetapkan sebagai bagian dari penerapan GCG.
15. Komite Audit melakukan penelaahan atas kepatuhan Perseroan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.

Tanggung Jawab Komite Audit dalam Pemberian Rekomendasi atas Penunjukan dan Pemberhentian Auditor Eksternal

Sebagaimana telah diatur dalam PerGub 13/2020 Pasal 7 ayat (2) huruf j, Komite Audit bertanggung jawab untuk memberikan rekomendasi mengenai penunjukan auditor eksternal kepada Dewan Komisaris yang didasarkan pada independensi, ruang lingkup penugasan dan imbalan jasa.

Dalam pelaksanaannya, Komite Audit menilai calon auditor eksternal dengan memperhatikan integritas, rekam jejak profesional, serta kepatuhan terhadap standar akuntansi dan regulasi yang berlaku. Rekomendasi yang disampaikan kepada Dewan Komisaris menjadi dasar pertimbangan dalam pengambilan keputusan di tingkat RUPS, sehingga pemegang saham memperoleh keyakinan bahwa auditor yang ditunjuk memenuhi prinsip independensi dan kompetensi yang diperlukan.

Komite Audit juga menilai pelaksanaan kegiatan serta hasil audit yang dilakukan oleh auditor eksternal, termasuk kualitas laporan dan konsistensi dalam menjaga objektivitas. Apabila terdapat perbedaan pandangan antara manajemen dan auditor eksternal mengenai jasa yang diberikan, Komite Audit berkewajiban menyampaikan pendapat independen agar Dewan Komisaris dan pemegang saham memperoleh perspektif yang objektif.

Selain itu, Komite Audit melakukan evaluasi atas kinerja auditor eksternal selama periode audit. Jika ditemukan adanya konflik kepentingan, penurunan kualitas audit, atau ketidakpatuhan terhadap etika profesi, Komite Audit wajib menyampaikan rekomendasi pemberhentian kepada Dewan Komisaris dan mengusulkan auditor pengganti yang memenuhi persyaratan sesuai ketentuan peraturan perundang-undangan.

10. The Audit Committee reviews and provides advice to the Board of Commissioners regarding potential conflicts of interest in the Company. By still referring to the conflict of interest section in this guide.
11. The Audit Committee provides recommendations regarding the appointment and dismissal of the Head of the Internal Audit Unit to the Board of Commissioners.
12. The Audit Committee provides independent professional opinion to the Board of Commissioners on reports submitted by the Board of Directors (management) to the Board of Commissioners.
13. The Audit Committee monitors adherence/compliance with GCG guidelines, including the implementation of the SNI ISO 37001:2016 Anti-Bribery Management System.
14. The Audit Committee assists the Board of Commissioners with the completeness of documents and activities determined as part of the implementation of GCG.
15. The Audit Committee reviews the Company's compliance with laws and regulations related to the Company's activities.

Responsibilities of the Audit Committee in Providing Recommendations on the Appointment and Dismissal of External Auditors

As stipulated in PerGub 13/2020 Article 7 paragraph (2) letter j, the Audit Committee is responsible to provide recommendations regarding the appointment of external auditors to the Board of Commissioners based on independence, scope of engagement, and fees.

In its implementation, the Audit Committee evaluates candidates for external auditors by considering their integrity, professional track record, and compliance with applicable accounting standards and regulations. The recommendations submitted to the Board of Commissioners serve as a consideration in decision-making at the GMS, thereby ensuring shareholders have confidence that the appointed auditor meets the required principles of independence and competence.

The Audit Committee also evaluates the implementation of activities and the results of audits conducted by external auditors, including the quality of reports and consistency in maintaining objectivity. If there are differences of opinion between management and external auditors regarding the services provided, the Audit Committee is obligated to present an independent opinion so that the Board of Commissioners and shareholders receive an objective perspective.

Furthermore, the Audit Committee evaluates the performance of the external auditor during the audit period. If conflicts of interest, a decline in audit quality, or non-compliance with professional ethics are identified, the Audit Committee is required to submit a recommendation for termination to the Board of Commissioners and propose a replacement auditor who meets the requirements in accordance with applicable laws and regulations.

Peningkatan Kompetensi Komite Audit Tahun 2025

Upaya peningkatan kompetensi Komite Audit dilakukan melalui pelatihan, seminar, dan forum pengembangan yang relevan dengan peran serta tanggung jawabnya. Program ini bertujuan memperkuat efektivitas Komite Audit dalam menjalankan fungsi pengawasan dan memberikan pendapat independen.

Audit Committee Competency Development in 2025

Audit Committee competency development is carried out through training, seminars, and professional development forums relevant to its roles and responsibilities. This program aims to improve the effectiveness of the Audit Committee in performing its supervisory function and providing independent opinions.

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Azas Tigor Nainggolan	Ketua Komite Audit Chairman of Audit Committee	Konferensi Auditor Internal (KAI) 2025, "Shifting Horizon for Internal Auditors Navigating Emerging Risk, Governance and Opportunities in 2025"	Yogyakarta 1-4 Juli 2025, July 1-4, 2025
		Internal Auditor Conference (KAI) 2025, "Shifting Horizon for Internal Auditors Navigating Emerging Risk, Governance and Opportunities in 2025"	
		Seminar Governance, Risk, and Compliance (GRC) Talks 2025 dengan tema: "Kepatuhan dalam Pengadaan Barang dan Jasa: Membangun Tata Kelola Pengadaan yang Transparan dan Akuntabel"	Jakarta 14 Agustus 2025 August 14, 2025
		Governance, Risk, and Compliance (GRC) Talks 2025 with the theme of "Compliance in the Procurement of Goods and Services: Building a Transparent and Accountable Procurement Governance"	
		Professional Recognition Program for Qualified Internal Auditor Certification	Jakarta 3-4 Oktober 2025 October 3-4, 2025
Sarno	Anggota Komite Audit Member of Audit Committee	Acara Wisuda QIA dan Seminar Nasional Internal Audit (SNIA 2025)	Bali 3-4 Desember 2025 December 3-4, 2025
		QIA Graduation Ceremony and Internal Audit National Seminar (SNIA 2025)	
		Konferensi Auditor Internal (KAI) 2025, "Shifting Horizon for Internal Auditors Navigating Emerging Risk, Governance and Opportunities in 2025"	Yogyakarta 1-4 Juli 2025 July 1-4, 2025
		Internal Auditor Conference (KAI) 2025, "Shifting Horizon for Internal Auditors Navigating Emerging Risk, Governance and Opportunities in 2025"	
		Acara Wisuda QIA dan Seminar Nasional Internal Audit (SNIA 2025)	Bali 3-4 Desember 2025 December 3-4, 2025
		QIA Graduation Ceremony and Internal Audit National Seminar (SNIA 2025)	

Rapat Komite Audit

Dasar Kebijakan

Rapat Komite Audit diselenggarakan paling sedikit sama dengan ketentuan rapat Dewan Komisaris yang ditetapkan pada Anggaran Dasar. Ketentuan ini merujuk pada Pasal 9 ayat (1) PerGub 13/2020. Oleh karena itu Komite Audit Perseroan secara rutin menyelenggarakan rapat bersama Dewan Komisaris, Direksi, maupun manajemen terkait lainnya.

Audit Committee Meetings

Policy Basis

Audit Committee meetings are held at least as frequently as the meetings of the Board of Commissioners stipulated in the Articles of Association. This provision refers to Article 9 paragraph (1) of Governor Regulation No. 13/2020. Therefore, the Company's Audit Committee regularly holds meetings with the Board of Commissioners, the Board of Directors, and other relevant management.

Frekuensi Rapat dan Tingkat Kehadiran Tahun 2025

Sepanjang tahun 2025, Komite Audit telah melaksanakan rapat dengan frekuensi sebanyak 15 kali, dengan tingkat kehadiran anggota Komite sebagai berikut:

Nama Name	Posisi di Komite Position in the Committee	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Azas Tigor Nainggolan	Ketua Komite Audit Chairman of Audit Committee	15	15	100%
Sarno	Anggota Komite Audit Member of Audit Committee	15	9	60%

Meeting Frequency and Attendance Rate in 2025

Throughout 2025, the Audit Committee held 15 times meetings, with the following attendance rates of Committee members:

Kebijakan Remunerasi Anggota Komite Audit

Sesuai dengan ketentuan Pasal 11 PerGub 13/2020, remunerasi anggota Komite Audit ditetapkan oleh Dewan Komisaris dengan memperhatikan kemampuan Perseroan. Ketua dan/atau anggota Komite Audit yang juga menjabat sebagai anggota Dewan Komisaris Perseroan tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai anggota Dewan Komisaris. Pada tahun 2025, besaran dan struktur remunerasi Komite Audit telah ditetapkan berdasarkan Rencana Kerja Audit Tahunan (RKAT) tahun 2025.

Remuneration Policy for Audit Committee's Members

In accordance with the provisions of Article 11 of Governor Regulation No. 13/2020, the remuneration of Audit Committee members is determined by the Board of Commissioners, taking into account the Company's financial capacity. The Chairman and/or members of the Audit Committee who also serve as members of the Company's Board of Commissioners shall not receive additional remuneration from such positions other than the remuneration received as members of the Board of Commissioners. In 2025, the amount and structure of the Audit Committee's remuneration were determined based on the 2025 Annual Audit Work Plan (RKAT).

Pelaksanaan Tugas Komite Audit Tahun 2025

Sepanjang tahun buku 2025, Komite Audit telah melaksanakan berbagai kegiatan sesuai dengan tugas dan tanggung jawabnya dalam mendukung fungsi pengawasan, antara lain:

1. Melakukan *review* penyempurnaan sistem pengendalian internal;
2. Melaksanakan rapat bersama Audit Internal dan Dewan Komisaris;
3. Memberikan nasihat dan saran kepada Audit Internal;
4. Menyusun Program Kerja Komite Audit;
5. Menyampaikan pendapat dan saran kepada Dewan Komisaris;
6. Menyampaikan Laporan Komite Audit;
7. Melakukan *self-assessment* Kinerja Komite Audit;
8. Berperan dalam peningkatan Kinerja terhadap *Good Corporate Governance* (GCG).

Implementation of the Audit Committee's Duties in 2025

Throughout the 2025 fiscal year, the Audit Committee carried out various activities in accordance with its duties and responsibilities to support the oversight function, including:

1. Reviewing the improvement of the internal control system;
2. Holding joint meetings with Internal Audit and the Board of Commissioners;
3. Providing advice and recommendations to Internal Audit;
4. Developing the Audit Committee Work Program;
5. Submitting opinions and recommendations to the Board of Commissioners;
6. Submitting the Audit Committee Report;
7. Conducting a self-assessment of the Audit Committee's performance;
8. Contributing to the improvement of *Good Corporate Governance* (GCG) performance.

Fungsi Nominasi dan Remunerasi

Nomination and Remuneration Function

Perseroan belum membentuk Komite Nominasi dan Remunerasi dengan pertimbangan bahwa fungsi nominasi dan remunerasi hingga saat ini masih dapat dilaksanakan oleh Divisi Human Capital & General Affair (HCGA), yang dipimpin oleh Kepala Divisi, dan bertanggung jawab langsung kepada Direksi. Dalam pelaksanaan fungsi nominasi dan remunerasi tersebut, Dewan Komisaris juga berperan aktif melaksanakan pengawasan.

The Company has yet to establish a Nomination and Remuneration Committee, considering that the nomination and remuneration functions can still be carried out by the Human Capital & General Affairs Division (HCGA), led by the Division Head, who reports directly to the Board of Directors. In the implementation of these nomination and remuneration functions, the Board of Commissioners also performs active supervision.

Tugas dan Tanggung Jawab Fungsi Nominasi dan Remunerasi

Ruang lingkup tanggung jawab fungsi Nominasi dan Remunerasi meliputi:

1. Menyusun kriteria seleksi dan prosedur nominasi bagi anggota Direksi, anggota Dewan Komisaris, dan para eksekutif lainnya di dalam Perseroan;
2. Membuat sistem penilaian dan memberikan rekomendasi mengenai kebutuhan jumlah anggota Direksi, anggota Dewan Komisaris Perseroan; dan
3. Membantu menyusun sistem penggajian, pemberian tunjangan, dan fasilitas lainnya di Perseroan serta memantau pelaksanaannya.

Tugas terkait fungsi nominasi, Divisi HCGA akan menyeleksi proses kerja fungsi nominasi untuk kemudian dilaporkan kepada Direksi yang selanjutnya akan menyampaikan laporan berkala kepada Dewan Komisaris. Sedangkan tugas terkait fungsi remunerasi, Divisi HCGA akan menyusun dan menyeleksi proses kerjanya untuk dilaporkan kepada Direksi untuk mendapatkan persetujuannya. Direksi kemudian akan menyampaikan hasilnya kepada Dewan Komisaris yang mengemban tanggung jawab sebagai organ pengawasan Perseroan.

Duties and Responsibilities of the Nomination and Remuneration Function

The scope of responsibility of the Nomination and Remuneration function includes:

1. Developing selection criteria and nomination procedures for members of the Board of Directors, members of the Board of Commissioners, and other executives within the Company;
2. Establishing an evaluation system and providing recommendations regarding the required number of members of the Board of Directors and the Board of Commissioners of the Company; and
3. Assisting in the development of the Company's payroll, benefits, and other facilities systems, as well as monitoring their implementation.

Regarding duties related to the nomination function, the HCGA Division will oversee the nomination process and report the findings to the Board of Directors, which will subsequently submit periodic reports to the Board of Commissioners. As for duties related to the remuneration function, the HCGA Division will develop and select its operational processes to be reported to the Board of Directors for approval. The Board of Directors will then convey the results to the Board of Commissioners, which carries the responsibility as the Company's supervisory organ.

Profil Kepala Divisi HCGA

Sayed Syahridhan

Kepala Divisi Human Capital & General Affair
Head of the Human Capital & General Affair Division

Dasar Pengangkatan

Surat Keputusan Direksi No. 016/SDM/106/II/2023

Kewarganegaraan

Warga Negara Indonesia

Domisili

Jakarta

Usia

42 tahun

Basis of Appointment

Board of Directors' Decree No. 016/SDM/106/II/2023

Nationality

Indonesian Citizen

Domicile

Jakarta

Age

42 years old

Profile of the Head of the HCGA Division

Riwayat Pendidikan

- Magister Management dari PPM Management, Jakarta (2008)
- Sarjana Teknik Industri dari Universitas Telkom Bandung (2006)

Educational Background

- Master of Management from PPM Management, Jakarta (2008)
- Bachelor of Industrial Engineering from Telkom University Bandung (2006)

Rangkap Jabatan**Di Perseroan:**

Tidak merangkap jabatan lain

Di perusahaan dan/atau institusi lain:

Tidak merangkap jabatan lain

Concurrent Positions**In the Company:**

Has no concurrent positions

In other companies and/or institutions:

Has no concurrent positions in other companies/institutions

Riwayat Pekerjaan

- Kepala Divisi Sumber Daya Manusia dan Bagian Umum, PT LRT Jakarta (2022 – Sekarang)
- Sekretaris Dewan Komisaris, PT MRT Jakarta (Perseroda) (2021-2022)
- Human Capital Development & Services Department Head, PT MRT Jakarta (Perseroda) (2018-2021)
- Planning Program Development Manager, PT Austindo Nusantara Jaya Tbk (2014-2018)
- HR Project Manager, Medco Agro (2010-2014)
- HR Project Manager CEPA-AUSAID
- HR Specialist PT Tempo Inti Media

Work Experience

- Head of Human Resources Division and General Affairs, PT LRT Jakarta (2022 – present)
- Secretary of the Board of Commissioners, PT MRT Jakarta (Perseroda) (2021-2022)
- Human Capital Development & Services Department Head, PT MRT Jakarta (Perseroda) (2018-2021)
- Planning Program Development Manager, PT Austindo Nusantara Jaya Tbk (2014-2018)
- HR Project Manager, Medco Agro (2010-2014)
- HR Project Manager CEPA-AUSAID
- HR Specialist PT Tempo Inti Medi

Independensi Fungsi Nominasi dan Remunerasi

Perseroan memastikan bahwa Divisi SDM sebagai pelaksana fungsi nominasi dan remunerasi dapat menjalankan tugas dan tanggung jawabnya secara independen, bebas dari benturan kepentingan dan intervensi, sesuai dengan peraturan perundang-undangan yang berlaku.

Independency of the Nomination and Remuneration Functions

The Company ensures that the HR Division, which performs the nomination and remuneration functions, can carry out its duties and responsibilities independently, free from conflicts of interest and interference, and in accordance with applicable laws and regulations.

Peningkatan Kompetensi Fungsi Nominasi dan Remunerasi Tahun 2025

Upaya peningkatan kompetensi Divisi SDM sebagai pendukung fungsi Nominasi dan Remunerasi dilakukan melalui pelatihan, seminar, serta forum pengembangan yang relevan dengan tugas dan tanggung jawabnya. Program ini bertujuan memperkuat efektivitas Divisi SDM dalam mendukung penerapan tata kelola perusahaan yang baik, memastikan kepatuhan terhadap regulasi ketenagakerjaan, serta meningkatkan kualitas pengelolaan SDM, khususnya yang terkait dengan fungsi nominasi dan remunerasi.

Competency Development of the Nomination and Remuneration Functions by 2025

Efforts to enhance the competencies of the HR Division as the support unit for the Nomination and Remuneration functions are carried out through training, seminars, and development forums relevant to its duties and responsibilities. This program aims to strengthen the effectiveness of the HR Division in supporting the implementation of good corporate governance, ensuring compliance with labor regulations, and improving the quality of HR management, particularly regarding the nomination and remuneration functions.

Sepanjang tahun buku 2025, Divisi SDM mengikuti berbagai kegiatan peningkatan kompetensi yang dirangkum dalam tabel berikut:

Throughout the 2025 fiscal year, the HR Division participated in various competency development activities as summarized in the following table:

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Fiqih Nanda Alluanary	Performance Management & Culture Senior Officer	Company Culture Bootcamp	22 April 2025, Jakarta April 22, 2025, Jakarta
Rifaldi Lizarwan	General Affair Department Head	Awarenes ISO 37001 & Workshop Bribery Risk Assessment	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Marinton Isworo Sugati	Human Capital Services Department Head	Awarenes ISO 37001 & Workshop Bribery Risk Assessment	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Joshi Putriasih	Human Capital Development Department Head	Awarenes ISO 37001 & Workshop Bribery Risk Assessment	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Khoirunnisa	Industrial Relation & Services Section Head	Awarenes ISO 37001	21 Mei 2025, Jakarta May 21, 2025, Jakarta

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Dioba Biondi Fairmont	General Services Section Head	Awarenes ISO 37001	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Billyansyah Andika Pratama	Learning & Development Section Head	Awarenes ISO 37001	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Billyansyah Andika Pratama	Learning & Development Section Head	Certified Human Resource Professional (CHRP)	25 Mei 2025, Jakarta May 21, 2025, Jakarta
Sayed Syahridhan	Human Capital & General Affair Division Head	CHRO Series Indonesia 2025 Conference: Navigating The Future of HR in Indonesia	11 Juni 2025, Jakarta June 11, 2025, Jakarta
Rifaldi Lizarwan	General Affair Department Head	Towards Golden Indonesia 2045: Fostering Superior Human Resources & Decents Job for Collective Wellbeing in Digital & Sustainable Era	24 Juli 2025, Jakarta July 24, 2025, Jakarta
Marinton Isworo Sugati	Human Capital Services Department Head	Towards Golden Indonesia 2045: Fostering Superior Human Resources & Decents Job for Collective Wellbeing in Digital & Sustainable Era	24 Juli 2025, Jakarta July 24, 2025, Jakarta
Sayed Syahridhan	Human Capital & General Affair Division Head	Towards Golden Indonesia 2045: Fostering Superior Human Resources & Decents Job for Collective Wellbeing in Digital & Sustainable Era	24 Juli 2025, Jakarta July 24, 2025, Jakarta
Joshi Putriasih	Human Capital Development Department Head	Loop Certified Professional Coach Program	5 Agustus 2025, Jakarta August 5, 2025, Jakarta
Sayed Syahridhan	Human Capital & General Affair Division Head	The 9 th Asia Pacific HR Forum	27 Agustus 2025, Bali August 27, 2025, Bali
Sayed Syahridhan	Human Capital & General Affair Division Head	Indonesia Human Capital & Beyond Summit (IHCBS) Future Ready Workforce: Strategies For Indonesia's 8 Economic Transformation	02 September 2025, Tangerang September 02, 2025, Tangerang
Joshi Putriasih	Human Capital Development Department Head	Training Awareness Business Continuity Management System ISO 22301:2019	13 Oktober 2025, Jakarta October 13, 2025, Jakarta
Marinton Isworo Sugati	Human Capital Services Department Head	Training Awareness Business Continuity Management System ISO 22301:2019	13 Oktober 2025, Jakarta October 13, 2025, Jakarta
Khoirunnisa	Industrial Relation & Services Section Head	Training Awareness Business Continuity Management System ISO 22301:2019	13 Oktober 2025, Jakarta October 13, 2025, Jakarta
Dioba Biondi Fairmont	General Services Section Head	Training Awareness Business Continuity Management System ISO 22301:2019	13 Oktober 2025, Jakarta October 13, 2025, Jakarta
Sayed Syahridhan	Human Capital & General Affair Division Head	Presentation Skill	29 Oktober 2025, Jakarta October 29, 2025, Jakarta
Elsie Sasda	GA Service Support	Basic Management Development Program	04 November 2025, Jakarta November 04, 2025, Jakarta
Ria Ashrifarrija	Industrial Relation & Employee Relation Officer	Basic Management Development Program	04 November 2025, Jakarta November 04, 2025, Jakarta

Rapat Fungsi Nominasi dan Remunerasi Dasar Kebijakan

Rapat fungsi nominasi dan remunerasi dilaksanakan sesuai dengan kebijakan Rapat Bersama Dewan Komisaris dan Direksi. Kepala Divisi SDM sebagai penanggung jawab pelaksana fungsi nominasi dan remunerasi wajib menghadiri rapat

Nomination and Remuneration Committee's Meeting Policy Basis

Nomination and remuneration committee's meetings are held in accordance with the policy of the Joint Meeting of the Board of Commissioners and the Board of Directors. The Head of the HR Division, who is responsible for carrying out nomination and

yang dilaksanakan oleh Direksi dan/atau Dewan Komisaris, khususnya untuk rapat dengan agenda terkait pelaksanaan fungsi nominasi dan remunerasi.

Pelaksanaan Tugas Divisi Sumber Daya Manusia Tahun 2025

Divisi Sumber Daya Manusia telah melaksanakan berbagai kegiatan di tahun buku 2025, sesuai dengan tugas dan tanggung jawabnya dalam mendukung fungsi nominasi dan remunerasi, antara lain:

1. Perencanaan dan pengembangan SDM

Melaksanakan perencanaan kebutuhan sumber daya manusia serta pengembangan kompetensi pegawai yang selaras dengan strategi dan kebutuhan bisnis Perusahaan.

2. Pengelolaan nominasi dan kinerja

Mengelola proses nominasi, penilaian kinerja, dan pengembangan talenta secara objektif dan terstruktur sebagai dasar pengembangan karier dan suksesi jabatan.

3. Pengelolaan remunerasi dan kesejahteraan

Menyusun dan mengevaluasi kebijakan remunerasi serta fasilitas kesejahteraan pegawai yang adil, kompetitif, dan sesuai dengan ketentuan yang berlaku.

Kebijakan Suksesi Direksi

Kebijakan suksesi Direksi Perseroan sebagai anak perusahaan BUMD berpedoman pada Peraturan Gubernur Provinsi DKI Jakarta No. 5 Tahun 2018 tentang Tata Cara Pengangkatan dan Pemberhentian Direksi Badan Usaha Milik Daerah dan Perusahaan Patungan (PerGub 5/2018). Suksesi Direksi dilaksanakan melalui Manajemen Talenta, yaitu proses pengelolaan sumber daya manusia yang memastikan pengembangan, penguatan, serta keberlanjutan kepemimpinan Perseroan.

Dalam pelaksanaan manajemen talenta, calon Direksi yang merupakan warga negara Indonesia dapat mendaftar atau diusulkan untuk diseleksi. Perseroan melakukan Uji Kelayakan dan Kepatutan (UKK) untuk menghasilkan kandidat yang kemudian dikelompokkan dalam *talent pool* sebagai wadah calon Direksi yang berkompeten, profesional, dan berintegritas.

Perseroan menyampaikan laporan *talent pool* berupa daftar kandidat per posisi atau rumpun jabatan kepada Pemegang Saham. Dari *talent pool* tersebut, Perseroan dapat mengusulkan calon Direksi kepada pemegang saham untuk diangkat sesuai kebutuhan organisasi. Ketentuan ini sejalan dengan Pasal 13 dan Pasal 14 PerGub 5/2018.

Sebagai bagian dari praktik tata kelola yang baik, kebijakan suksesi Direksi dirancang untuk mendukung terciptanya kepemimpinan yang berkesinambungan serta memastikan proses pengangkatan Direksi berlangsung transparan dan sesuai regulasi.

remuneration functions, is required to attend meetings held by the Board of Directors and/or the Board of Commissioners, particularly those with an agenda related to the implementation of nomination and remuneration functions.

Implementation of Human Resources Division Duties in 2025

The Human Resources Division has carried out various activities in the 2025 fiscal year, in accordance with its duties and responsibilities in supporting the nomination and remuneration functions, including:

1. HR planning and development

Planning human resource needs and developing employee competencies in line with the Company's business strategies and needs.

2. Nomination and performance management

Managing the nomination process, performance evaluation, and talent development objectively and structurally as the foundation for career development and succession planning.

3. Management of remuneration and employee benefits

Developing and evaluating remuneration policies and employee benefit programs that are fair, competitive, and in compliance with applicable regulations.

Board of Directors Succession Policy

The Company's Board of Directors succession policy, as a subsidiary of a Regional State-Owned Enterprise (BUMD), is guided by Jakarta Special Capital Region Governor Regulation No. 5 of 2018 on Procedures for the Appointment and Dismissal of Directors of Regional State-Owned Enterprises and Joint Ventures (PerGub 5/2018). The succession of the Board of Directors is carried out through Talent Management, which is a human resource management process that ensures the development, strengthening, and continuity of the Company's leadership.

In implementing talent management, prospective members of the Board of Directors who are Indonesian citizens may apply or be nominated for selection. The Company conducts a Fit and Proper Test (UKK) to identify candidates who are then grouped into a talent pool as a pool of prospective members of the Board of Directors who are competent, professional, and possess integrity.

The Company submits a talent pool report containing a list of candidates by position or job category to the Shareholders. From this talent pool, the Company may propose Board of Directors candidates to the shareholders for appointment as needed by the organization. This provision aligns with Articles 13 and 14 of Governor Regulation No. 5/2018.

As part of good corporate governance practices, the Board of Directors' succession policy is designed to support the creation of sustainable leadership and ensure that the Board of Directors' appointment process is transparent and compliant with regulations.

Organ Pendukung Direksi

Supporting Organs of the Board of Directors

Dalam rangka mendukung efektivitas pengelolaan Perseroan, Direksi didampingi oleh organ pendukung yang berfungsi sebagai unit kerja strategis. Kehadiran organ pendukung ini memastikan kelancaran aspek teknis, administratif, dan operasional sehingga proses pengurusan dapat berjalan terintegrasi sesuai prinsip tata kelola perusahaan yang baik.

Secara keseluruhan, organ pendukung Direksi terdiri atas 3 Direktorat yang membawahi 12 Divisi dengan total 32 Departemen sebagai pilar utama operasional. Selain itu, Direksi juga diperkuat oleh 1 Senior Advisor yang memberikan arahan strategis, serta 2 Senior Auditor yang mendukung efektivitas fungsi internal.

In order to support the effectiveness of the Company's management, the Board of Directors is assisted by supporting organs that function as strategic work units. The presence of these supporting organs ensures seamless technical, administrative, and operational aspects so that management processes can proceed in an integrated manner in accordance with the principles of good corporate governance.

Overall, the Board of Directors' supporting organs consist of 3 Directorates overseeing 12 Divisions with a total of 32 Departments as the main pillars of operations. In addition, the Board of Directors is also supported by 1 Senior Advisor who provides strategic guidance, as well as 2 Senior Auditors who support the effectiveness of internal functions.

Sekretaris Perusahaan

Corporate Secretary

Sekretaris Perusahaan merupakan fungsi struktural di bawah Direksi yang berperan sebagai penghubung utama antara Direksi, Dewan Komisaris, dan Pemegang Saham. Fungsi ini memastikan komunikasi dan koordinasi antar organ berjalan lancar, sekaligus mendukung kelancaran proses pengambilan keputusan di tingkat pengurusan dan pengawasan.

Selain itu, Sekretaris Perusahaan juga menjalankan peran sebagai *contact person* dalam menjalin hubungan dengan Pemerintah, regulator, instansi, asosiasi, masyarakat, serta pemangku kepentingan lainnya. Melalui peran tersebut, Sekretaris Perusahaan memastikan bahwa setiap interaksi eksternal dilakukan secara profesional, transparan, dan sesuai dengan ketentuan yang berlaku.

Pengangkatan dan pemberhentian Sekretaris Perusahaan dilakukan oleh Direktur Utama dengan persetujuan Dewan Komisaris, melalui mekanisme internal yang telah ditetapkan. Dengan kedudukan yang strategis ini, Sekretaris Perusahaan berperan penting dalam memastikan keterbukaan informasi, memperkuat reputasi Perseroan, serta mendukung penerapan GCG secara konsisten.

The Corporate Secretary is a structural function under the Board of Directors that serves as the primary liaison between the Board of Directors, the Board of Commissioners, and the Shareholders. This function ensures smooth communication and coordination between organs, while supporting the efficiency of decision-making processes at the management and supervisory levels.

Additionally, the Corporate Secretary serves as the contact person in establishing relationships with the Government, regulators, agencies, associations, the public, and other stakeholders. Through this role, the Corporate Secretary ensures that all external interactions are conducted professionally, transparently, and in accordance with applicable regulations.

The appointment and dismissal of the Corporate Secretary are carried out by the President Director with the approval of the Board of Commissioners, through established internal mechanisms. With this strategic position, the Corporate Secretary plays a crucial role in ensuring transparency of information, strengthening the Company's reputation, and supporting the consistent implementation of GCG.

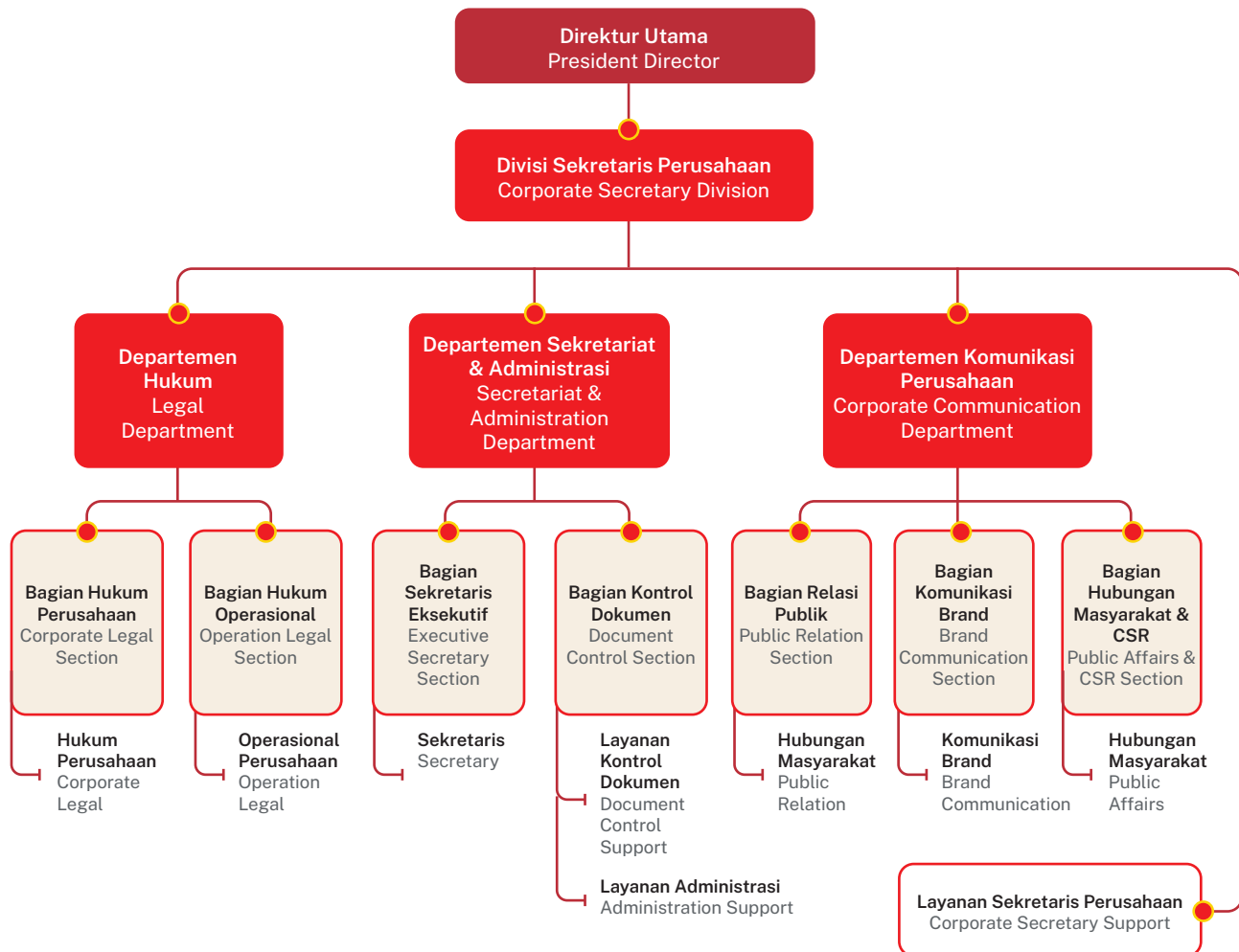
Struktur Organisasi Divisi Sekretaris Perusahaan

Kedudukan Sekretaris Perusahaan dalam Struktur Organisasi Perseroan berdasarkan Keputusan Direksi No. 003/DRU/111/VIII/2024 dapat dilihat pada bagan berikut:

Organizational Structure of the Corporate Secretary Division

The position of the Corporate Secretary within the Company's organizational structure, as per Board of Directors Decision No. 003/DRU/111/VIII/2024, is illustrated in the following chart:





Tugas dan Tanggung Jawab Sekretaris Perusahaan

Sesuai dengan ketentuan yang telah ditetapkan, tugas dan tanggung jawab Sekretaris Perusahaan meliputi:

1. Penghubung (*liaison officer*) antara Direksi, Dewan Komisaris dan Pemegang Saham serta wakil Perseroan dalam berhubungan dengan masyarakat, regulator, investor, lembaga atau asosiasi lain (*stakeholders*) yang berkaitan dengan Perseroan.
2. Penatausahaan (kesekretariatan) dokumen Perseroan, serta membuat, memelihara dan menyimpan Daftar Pemegang Saham, Daftar Khusus serta risalah Rapat Direksi maupun RUPS. Dalam hal pembuatan, pemeliharaan dan penyimpanan harus sesuai dengan ketentuan peraturan perundang-undangan dan kebijakan internal Perseroan yang berlaku.
3. Penyusunan laporan bulanan, triwulanan dan tahunan serta laporan sewaktu-waktu yang diminta untuk dan atas nama Perseroan, berisi informasi yang akurat dan dapat diandalkan.
4. Menyelenggarakan (undangan sampai dengan dokumentasi) rapat Direksi dan rapat/pertemuan antara Direksi dengan Pemegang Saham, Dewan Komisaris maupun pihak-pihak terkait lainnya.
5. Menyediakan data/informasi yang diperlukan oleh Direksi yang berkaitan dengan:

Duties and Responsibilities of the Corporate Secretary

In accordance with established regulations, the duties and responsibilities of the Corporate Secretary are:

1. As a liaison officer between the Board of Directors, Board of Commissioners, and Shareholders, and representatives of the Company in dealing with the public, regulators, investors, other institutions or associations (*stakeholders*) related to the Company.
2. Administration (secretariat) of the Company's documents, as well as creating, maintaining and storing the Shareholders Register, the Special Register, and the minutes of the Board of Directors and GMS meetings. In terms of manufacture, maintenance and storage must be in accordance with the applicable provisions of laws and regulations and the Company's internal policies.
3. Prepare monthly, quarterly, and annual reports, as well as occasional reports requested for and on behalf of the Company, containing accurate and reliable information.
4. Organize (invitation to documentation) meetings of the Board of Directors and meetings between the Board of Directors and Shareholders, the Board of Commissioners, and other related parties.
5. Provide data/information required by the Board of Directors relating to:

- a. Monitoring tindak lanjut hasil keputusan, dan arahan dari Direksi kepada manajemen di bawah Direksi, dan termasuk persetujuan, nasihat, tanggapan atau pertimbangan dari Dewan Komisaris kepada Direksi;
 - b. Bahan/materi yang bersifat administrasi mengenai laporan/kegiatan Divisi/Special Business Unit Proyek dalam mengelola unit kerja;
 - c. Dukungan administrasi serta monitoring berkaitan dengan hal-hal yang harus mendapatkan persetujuan dari Direksi; dan
 - d. Dukungan administrasi serta monitoring berkaitan dengan hal-hal yang harus mendapatkan persetujuan, tanggapan atau rekomendasi dari Dewan Komisaris dan/atau RUPS.
6. Memberikan pelayanan informasi yang dibutuhkan mengenai data atau dokumen dari Perseroan dalam batas-batas yang ditetapkan dalam kebijakan informasi Perseroan dan penyampaian laporan-laporan lainnya kepada Pemegang Saham atau kepada *stakeholders* secara tepat waktu, termasuk mengelola penyampaian data, dokumen, dan laporan Perseroan secara elektronik sesuai ketentuan PerGub No. 19 Tahun 2018.
 7. Memberikan informasi yang dibutuhkan oleh Direksi dan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.
 8. Mengadakan program pengenalan Perseroan kepada anggota Direksi dan Dewan Komisaris yang diangkat untuk pertama kalinya.
 9. Melakukan pengurusan mengenai permohonan dan/atau perubahan data Perseroan terkait pengurusan Direksi, antara lain: Pengangkatan, penggantian dan pemberhentian anggota Direksi dan anggota Dewan Komisaris kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dan legalitas lainnya terkait Perseroan.
 10. Mengelola penyelenggaraan kegiatan-kegiatan Unit Kerja dalam rangka sosialisasi, seminar, *focus group discussion*, peresmian, *launching* dan bentuk kegiatan lainnya yang dihadiri oleh *stakeholders* eksternal Perseroan. Pengelolaan penyelenggaraan kegiatan tersebut agar dapat memberikan kontribusi peningkatan citra positif Perseroan.
- a. Monitoring the follow-up of decisions, and directions from the Board of Directors to management under the Board of Directors, and including approval, advice, responses, or considerations from the Board of Commissioners to the Board of Directors;
 - b. Administrative materials regarding Division/Special Business Unit/Project reports/activities in managing work units;
 - c. Administrative support and monitoring related to matters that must obtain approval from the Board of Directors; and
 - d. Administrative support and monitoring related to matters that must obtain approval, response, or recommendations from the Board of Commissioners and/or GMS.
6. Provide information services needed regarding data or documents from the Company within the limits specified in the Company's information policy and submit other reports to Shareholders or to stakeholders on time, including managing the delivery of Company data, documents and reports electronically, in accordance with the provisions of Regulation of the Governor No. 19 of 2018.
 7. Provide information needed by the Board of Directors and Commissioners periodically and/or at any time when requested.
 8. Organize a Company orientation program for newly appointed members of the Board of Directors and Board of Commissioners.
 9. Manage requests for and/or change Company data related to the management of the Board of Directors, including: Appointment, replacement and dismissal of members of the Board of Directors and members of the Board of Commissioners, to the Minister of Law and Human Rights of the Republic of Indonesia, and other legal matters related to the Company.
 10. Manage the implementation of Work Unit activities in the context of outreach, seminars, focus group discussions, inauguration, launching and other forms of activities attended by the Company's external stakeholders. The implementation of these activities should also improve the Company's positive image.

Profil Sekretaris Perusahaan

Sheila Indira Maharshi

Sekretaris Perusahaan
Corporate Secretary

Dasar Pengangkatan

Surat Keputusan Direksi No. 011/SDM/106/I/2025 Januari 2025

Kewarganegaraan

Warga Negara Indonesia

Domisili

Bekasi, Jawa Barat, Indonesia

Usia

38 tahun

Corporate Secretary's Profile

Basis of Appointment

Board of Directors Decree No. 011/SDM/106/I/2025 of January 2025

Nationality

Indonesian Citizen

Domicile

Bekasi, West Java, Indonesia

Age

38 years old

Riwayat Pendidikan Magister Hukum Bisnis dari Universitas Gadjah Mada (2023)	Educational Background Master of Business Laws from Gadjah Mada University (2023)
Rangkap Jabatan Di Perseroan: Tidak merangkap jabatan lain di Perseroan Di perusahaan dan/atau institusi lain: Tidak memiliki jabatan di perusahaan atau institusi lain	Concurrent Positions In the Company: Has no concurrent positions in the Company In other companies and/or institutions Has no concurrent positions in other companies or institutions
Riwayat Pekerjaan - Kepala Divisi Sekretaris Perusahaan, PT LRT Jakarta (2025-Sekarang) - Direksi Advisor, PT LRT Jakarta (2024-2025) - Operation and Services General Manager, PT LRT Jakarta (2024) - Corporate Secretary General Manager, PT LRT Jakarta (2022-2024) - Lead of Corporate Communication, di PT Penjamin Infrastruktur Indonesia (Persero) (2017-2022) - Senior Manager Public Relations, di PT Garuda Indonesia (Persero) Tbk (2008-2017)	Work Experience - Head of Corporate Secretary Division, PT LRT Jakarta (2025-present) - Advisor of the Board of Directors, PT LRT Jakarta (2024-2025) - Operation and Services General Manager, PT LRT Jakarta (2024) - Corporate Secretary General Manager, PT LRT Jakarta (2022-2024) - Lead of Corporate Communication, di PT Penjamin Infrastruktur Indonesia (Persero) (2017-2022) - Senior Manager Public Relations, di PT Garuda Indonesia (Persero) Tbk (2008-2017)

Peningkatan Kompetensi Sekretaris Perusahaan Tahun 2025

Upaya peningkatan kompetensi Sekretaris Perusahaan dilakukan melalui pelatihan, seminar, serta forum pengembangan yang relevan dengan tugas dan tanggung jawabnya. Program ini bertujuan memperkuat efektivitas Sekretaris Perusahaan dalam mendukung penerapan GCG, memastikan kepatuhan terhadap regulasi, serta meningkatkan kualitas komunikasi dengan pemangku kepentingan.

Sepanjang tahun buku 2025, Sekretaris Perusahaan mengikuti berbagai kegiatan peningkatan kompetensi yang dirangkum dalam tabel berikut:

Corporate Secretary Competency Development in 2025

Corporate Secretary competency development is carried out through training, seminars, and professional development forums relevant to their duties and responsibilities. This program aims to strengthen the Corporate Secretary's effectiveness in supporting the implementation of good corporate governance (GCG), ensuring regulatory compliance, and improving the quality of communication with stakeholders.

Throughout the 2025 fiscal year, the Corporate Secretary participated in various competency development activities, as summarized in the following table:

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Randy Arya	Secretariat & Administration Department Head	Awarenes ISO 37001 & Workshop Bribery Risk Assessment	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Rizandi Maestrodiaz	Legal Department Head	Awarenes ISO 37001 & Workshop Bribery Risk Assessment	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Syifa Hidayati	Corporate Communication Department Head	Awarenes ISO 37001 & Workshop Bribery Risk Assessment	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Vinna Febrina	Executive Secretary Section Head	Awarenes ISO 37001	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Afda Nadia Rossa	Operation Legal Section Head	Awarenes ISO 37001	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Eleonora Lintang Hapsoro Putri	Public Affairs & CSR Section Head	Awarenes ISO 37001	21 Mei 2025, Jakarta May 21, 2025, Jakarta
Syifa Hidayati	Corporate Communication Department Head	Certified Public Realtions	22 Agustus 2025, Jakarta August 22, 2025, Jakarta
Khansa Faadilah	Public Relation Officer	Certified Public Realtions Coordinator	22 Agustus 2025, Jakarta August 22, 2025, Jakarta
Randy Arya	Secretariat & Administration Department Head	Global Reporting Initiative (GRI) Certified Standard	17 September 2025, Jakarta September 17, 2025, Jakarta
Syifa Hidayati	Corporate Communication Department Head	Global Reporting Initiative (GRI) Certified Standard	17 September 2025, Jakarta September 17, 2025, Jakarta
Randy Arya	Secretariat & Administration Department Head	Training Awareness Business Continuity Management System ISO 22301:2019	13 Oktober 2025, Jakarta October 13, 2025, Jakarta
Rizandi Maestrodiaz	Legal Department Head	Training Awareness Business Continuity Management System ISO 22301:2019	13 Oktober 2025, Jakarta October 13, 2025, Jakarta

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Syifa Hidayati	Corporate Communication Department Head	<i>Training Awareness Business Continuity Management System ISO 22301:2019</i>	13 Oktober 2025, Jakarta October 13, 2025, Jakarta
Heni Istianingsih	Corporate Secretary Support	<i>Basic Management Development Program</i>	28 Oktober 2025, Jakarta October 28, 2025, Jakarta
Khansa Faadilah	Public Relation Officer	<i>Basic Management Development Program</i>	28 Oktober 2025, Jakarta October 28, 2025, Jakarta
Sheila Indira Maharshi	Corporate Secretary Division Head	<i>Presentation Skill</i>	29 Oktober 2025, Jakarta October 29, 2025, Jakarta
Virgilia Rifani	Document Control Support	<i>Basic Management Development Program</i>	04 November 2025, Jakarta November 04, 2025, Jakarta
Farhan Izzatul Ulya	Operation Legal Staff	<i>Basic Management Development Program</i>	04 November 2025, Jakarta November 04, 2025, Jakarta

Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2025

Sepanjang tahun 2025, Sekretaris Perusahaan telah menjalankan berbagai kegiatan sesuai dengan tugas dan tanggung jawabnya, antara lain:

1. Mengoordinasikan penyelenggaraan Pra RUPS, RUPS Tahunan, dan RUPS Luar Biasa 2025.
2. Menghadiri rapat Direksi sebanyak 24 kali dan menyusun risalah rapat Direksi.
3. Menghadiri rapat gabungan Dewan Komisaris dan Direksi sebanyak 12 kali dan mempersiapkan materi rapat gabungan Dewan Komisaris dan Direksi.
4. Mengoordinasikan pelaksanaan rapat Direksi baik dengan pihak internal maupun eksternal.
5. Mengelola dan menyimpan dokumen Perseroan seperti Keputusan Direksi, *Board Manual*, Surat Edaran, Matriks Kewenangan pada tahun 2025.
6. Mengoordinasikan penyelenggaraan rapat antara Perseroan dengan pemangku kepentingan pemerintah.
7. Mengoordinasikan pelaksanaan kunjungan para pemangku kepentingan.
8. Mengoordinasikan pelaporan dan sosialisasi pengisian pelaporan LHKPN.
9. Membuat dan memutakhirkan kebijakan terkait Tata Kelola Perusahaan yang baik.
10. Mengoordinasikan pelaksanaan penandatanganan MoU dan Perjanjian Kerja Sama serta turunannya pada tahun 2025.
11. Mengoordinasikan pelaksanaan kegiatan *town hall* perusahaan maupun mendukung kegiatan aktivasi untuk meningkatkan jumlah penumpang.
12. Melakukan koordinasi pelaksanaan kegiatan hubungan dengan media, seperti pembuatan siaran pers, kunjungan ke Depo dan Stasiun.
13. Menjalankan dan memantau media sosial resmi Perseroan: Instagram, Tiktok, Facebook, X, dan YouTube.
14. Membuat materi dan konten publikasi Perseroan seperti poster digital, video, dan foto.

Implementation of Corporate Secretary Duties in 2025

Throughout 2025, the Corporate Secretary carried out various activities in accordance with their duties and responsibilities, including:

1. Coordinating the organization of the Pre-GMS, Annual GMS, and Extraordinary GMS in 2025.
2. Attending 24 Board of Directors' meetings and preparing the minutes of the Board of Directors meetings.
3. Attending 12 joint meetings of the Board of Commissioners and the Board of Directors and preparing the materials for the joint meetings.
4. Coordinating the organization of Board of Directors' meetings with both internal and external parties.
5. Managing and storing Company documents such as Board of Directors' Decree, the Board Manual, Circular Letters, and the Authority Matrix in 2025.
6. Coordinating the organization of meetings between the Company and government stakeholders.
7. Coordinating stakeholder visits.
8. Coordinating the reporting and socialization of LHKPN submission.
9. Developing and updating policies related to good corporate governance.
10. Coordinating the signing of MoUs and Cooperation Agreements, as well as their derivatives, in 2025.
11. Coordinating company town hall events and support activation activities to increase passenger numbers.
12. Coordinating media relations activities, such as drafting press releases and organizing visits to depots and stations.
13. Managing and monitoring the Company's official social media accounts: Instagram, TikTok, Facebook, X, and YouTube.
14. Preparing the Company's publication materials and content, such as digital posters, videos, and photos.

Audit Internal

Internal Audit

Audit internal merupakan aktivitas independen yang berfungsi memberikan keyakinan objektif sekaligus layanan konsultasi bagi organisasi. Tujuannya adalah menambah nilai dan meningkatkan efektivitas operasional Perseroan melalui pendekatan yang sistematis dan terstruktur.

Melalui audit internal, Perseroan memperoleh evaluasi menyeluruh atas proses manajemen risiko, kecukupan sistem pengendalian, serta kualitas tata kelola organisasi. Aktivitas ini dijalankan sesuai prinsip dengan menekankan disiplin, metodologi, dan standar profesional.

Untuk mendukung fungsi tersebut, Perseroan membentuk Divisi Audit Internal sebagai unit kerja yang berperan dalam pengendalian internal. Divisi ini beroperasi dengan menjunjung tinggi independensi, integritas, dan profesionalisme, serta berpedoman pada standar audit yang berlaku guna memastikan setiap kegiatan Perseroan berjalan sesuai prinsip GCG.

Piagam Audit Internal

Sebagai pedoman dalam menjalankan tugas dan tanggung jawabnya, Perseroan telah menetapkan Piagam Audit Internal yang disetujui oleh Dewan Komisaris dan Direksi pada tanggal 16 Desember 2025. Piagam ini menjadi acuan utama bagi Divisi Audit Internal dalam memastikan pelaksanaan fungsi pengawasan berjalan sesuai prinsip tata kelola perusahaan yang baik.

Pokok-pokok yang diatur dalam Piagam Audit Internal meliputi:

1. Visi, Misi, dan Tujuan
2. Kedudukan dan Ruang Lingkup
3. Kewenangan dan Tanggung Jawab
4. Standar Audit
5. Kode Etik
6. Independensi
7. Kebijakan Masa Tunggu
8. Hubungan Kerja Internal Audit
9. Mengkomunikasikan Hasil Penugasan dan Memantau Rencana Perbaikan
10. Pengembangan Auditor Divisi Internal Audit

Pengangkatan dan Pemberhentian Kepala Divisi Audit Internal

Pengangkatan dan pemberhentian Kepala Divisi Audit Internal dilakukan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Proses ini dilaksanakan berdasarkan ketentuan yang tercantum dalam Piagam Audit Internal Perseroan serta sesuai dengan peraturan perundang-undangan yang berlaku.

Internal audit is an independent activity designed to provide objective assurance and consulting services to the organization. Its purpose is to add value and improve the Company's operational effectiveness through a systematic and structured approach.

Through internal audits, the Company obtains a comprehensive evaluation of risk management processes, the adequacy of control systems, and the quality of organizational governance. These audits are conducted in accordance with the principles established by emphasizing discipline, methodology, and professional standards.

To support this function, the Company established the Internal Audit Division as a unit responsible for internal control. This division operates by upholding independence, integrity, and professionalism, and adheres to applicable audit standards to ensure that all company activities are conducted in accordance with the principles of good corporate governance (GCG).

Internal Audit Charter

As a guideline in carrying out its duties and responsibilities, the Company has established an Internal Audit Charter, which was approved by the Board of Commissioners and the Board of Directors on December 16, 2025. This Charter serves as the main reference for the Internal Audit Division in ensuring that supervisory functions are carried out in accordance with the principles of good corporate governance.

The key points regulated in the Internal Audit Charter are:

1. Vision, Mission, and Objectives
2. Position and Scope
3. Authority and Responsibilities
4. Audit Standards
5. Code of Ethics
6. Independency
7. Cooling-Off Period Policy
8. Working Relationships of Internal Audit
9. Communicating the Assignment Results and Monitoring the Improvement Plan
10. Development of Internal Audit Division Auditors

Appointment and Dismissal of the Head of the Internal Audit Division

The appointment and dismissal of the Head of the Internal Audit Division are carried out by the President Director with the approval of the Board of Commissioners. This process is carried out in accordance with the provisions set forth in the Company's Internal Audit Charter and in compliance with applicable laws and regulations.

Perseroan memastikan bahwa Kepala Divisi Audit Internal adalah individu yang memiliki kompetensi, integritas, dan independensi yang memadai untuk menjalankan fungsi pengawasan internal secara profesional dan efektif.

The Company ensures that the Head of the Internal Audit Division is an individual possessing sufficient competence, integrity, and independence to perform internal oversight functions professionally and effectively.

Profil Kepala Divisi Audit Internal

Profile of the Head of the Internal Audit Division

Adityawarman Nugroho Kepala Divisi Audit Internal Head of Internal Audit Division	
Dasar Pengangkatan Surat Keputusan Direksi No. 003/SDM/106/VII/2023 tanggal 1 Juli 2023 tentang Pengangkatan Karyawan Tetap PT LRT Jakarta	Basis of Appointment Board of Directors' Decree No. 003/SDM/106/VII/2023 dated July 1, 2023 concerning the Appointment of Permanent Employee of PT LRT Jakarta
Kewarganegaraan Warga Negara Indonesia	Nationality Indonesian Citizen
Domisili Depok, Jawa Barat, Indonesia	Domicile Depok, West Java, Indonesia
Usia 38 tahun	Age 38 years old
Riwayat Pendidikan - Magister Manajemen–Universitas Negeri Jakarta, Indonesia - Sarjana Ekonomi, Akuntansi–Universitas Islam Sultan Agung Semarang, Indonesia	Educational Background - Master of Management–Jakarta State University, Indonesia - Bachelor of Economics, Accounting–Sultan Agung Islamic University Semarang, Indonesia
Sertifikasi - <i>Certified Forensic Auditor</i> - <i>Qualified Internal Auditor</i> - <i>Certified Internal Auditor Executive</i> - <i>Certified Risk Governance Professional</i>	Certifications - Certified Forensic Auditor - Qualified Internal Auditor - Certified Internal Auditor Executive - Certified Risk Governance Professional
Rangkap Jabatan Di Perseroan: Tidak merangkap jabatan lain di Perseroan Di perusahaan dan/atau institusi lain: Tidak memiliki jabatan di perusahaan atau institusi lain	Concurrent Positions In the Company: Has no concurrent positions in the Company In other companies and/or institutions Has no concurrent positions in other companies or institutions
Riwayat Pekerjaan - Kepala Departemen Internal Audit, PT Jakarta Propertindo (Perseroda) (2018-2023) - Senior Internal Auditor, PT Jaminan Pembiayaan Askrindo Syariah (2017-2018) - Auditor, PT Bank Tabungan Negara Tbk (2010-2016)	Work Experience - Head of Internal Audit Department, PT Jakarta Propertindo (Perseroda) (2018-2023) - Senior Internal Auditor, PT Jaminan Pembiayaan Askrindo Syariah (2017-2018) - Auditor, PT Bank Tabungan Negara Tbk (2010-2016)

Struktur Organisasi dan Kedudukan Audit Internal

Organizational Structure and Position of Internal Audit

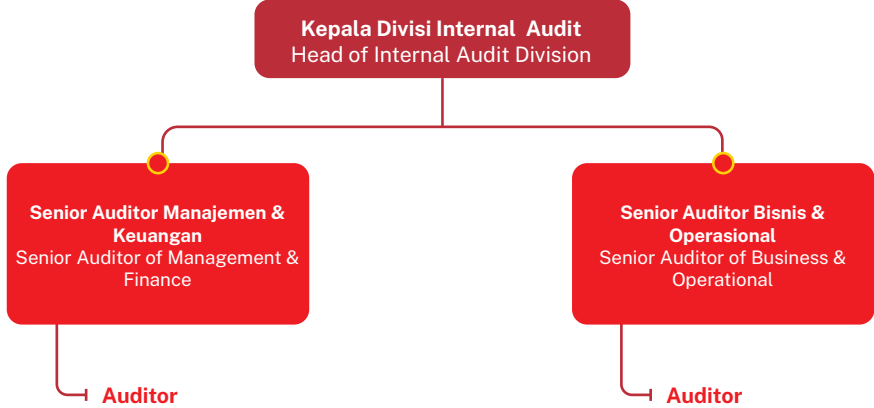
Kedudukan Divisi Audit Internal dalam struktur organisasi Perseroan berada di bawah Direktur utama. Saat ini Divisi Audit Internal didukung oleh 4 (empat) orang auditor yang terdiri dari 1 orang Kepala Divisi Audit Internal, 1 orang Senior Auditor Manajemen & Keuangan, 1 orang Senior Auditor Bisnis & Operasional, dan 1 orang Auditor. Kepala Divisi Audit Internal bertanggung jawab langsung kepada Direktur Utama.

Within the Company's organizational structure, the Internal Audit Division reports directly to the President Directors. Currently the Internal Audit Division is supported by 4 (four) auditors, comprising of 1 Head of the Internal Audit Division, 1 Senior Management & Finance Auditor, 1 Senior Business & Operational Auditor, and 1 Auditor. The Head of the Internal Audit Division reports directly to the President Director.

Struktur organisasi Divisi Audit Internal Perseroan per 31 Desember 2025 dijelaskan pada bagan berikut:

The Company's Internal Audit Division organizational structure as of December 31, 2025, is illustrated in the following chart:





Kualifikasi dan Sertifikasi Profesi Audit Internal

Kualifikasi personel Audit Internal merupakan syarat utama agar fungsi pengawasan berjalan efektif. Setiap personel diwajibkan memiliki kualifikasi akademis yang memadai untuk mendukung pelaksanaan tugas dan tanggung jawabnya. Kompetensi tersebut diperkuat dengan sertifikasi profesi yang relevan, sehingga auditor dapat bekerja secara independen, objektif, dan sesuai standar profesional. Sertifikasi ini mencerminkan komitmen Perseroan dalam menjaga mutu, integritas, serta konsistensi pelaksanaan audit.

Divisi Audit Internal juga berpedoman pada Standar Internasional Praktik Profesional Audit Internal yang ditetapkan oleh The Institute of Internal Auditors (IIA). Kepatuhan terhadap standar tersebut memperkuat peran Divisi Audit Internal sebagai unit yang mendukung penerapan tata kelola perusahaan yang baik.

Tabel berikut menunjukkan kualifikasi dan sertifikasi profesi yang dimiliki oleh personel Audit Internal per 31 Desember 2025:

Nama Name	Jabatan Position	Sertifikasi Certification
Adityawarman Nugroho	Kepala Divisi Audit Internal Head of Internal Audit Division	• <i>Certified Internal Audit Executive</i> • <i>Certified Risk Governance professional</i> • <i>Certified Forensic Auditor</i> • <i>Qualified Internal Auditor</i>
Bambang Arifin	Senior Auditor Bisnis & Operasional Business & Operational Senior Auditor	<i>Qualified Internal Auditor</i> Advanced Qualified Internal Auditor
I Dewa Ayu Rai W.	Senior Auditor Manajemen & Keuangan Management & Finance Senior Auditor	<i>Qualified Internal Auditor</i> Qualified Internal Auditor Advanced Level
Angga Chandra P.	Auditor	<i>Qualified Internal Auditor</i> Qualified Internal Auditor Basic Level

Tanggung Jawab Internal Audit

Tanggung jawab Internal Audit sebagaimana telah ditetapkan dalam Piagam Audit Internal, meliputi:

1. Menyusun, mengevaluasi, dan memutakhirkan pedoman audit intern.
2. Menyusun dan menyampaikan anggaran dan rencana kerja audit tahunan kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit.

Internal Audit Professional Qualifications and Certifications

The qualifications of Internal Audit personnel are a key requirement for an effective supervisory function. Every staff member is required to possess adequate academic qualifications to support the performance of their duties and responsibilities. These competencies are reinforced by relevant professional certifications, enabling auditors to work independently, objectively, and in accordance with professional standards. These certifications reflect the Company’s commitment to maintaining the quality, integrity, and consistency of audit execution.

The Internal Audit Division also follows the International Standards for the Professional Practice of Internal Auditing established by The Institute of Internal Auditors (IIA). Compliance with these standards strengthens the role of the Internal Audit Division as a unit that supports the implementation of good corporate governance.

The following table shows the qualifications and professional certifications held by Internal Audit personnel as of December 31, 2025:

Internal Audit Responsibilities

The responsibilities of Internal Audit as stipulated in the Internal Audit Charter are as follows:

1. Prepare, evaluate, and update the internal audit charter.
2. Prepare and present an annual audit budget and work plan to the President Director and Board of Commissioners through the Audit Committee.

3. Melaksanakan penugasan berdasarkan rencana kerja Audit Internal, pedoman audit internal yang berkaitan, serta standar kode etik yang berlaku umum.
 4. Memberikan saran serta rekomendasi perbaikan atas kondisi, sebab, dan atau akibat yang ditimbulkan dari kelemahan/defisiensi yang ditemukan dalam penugasan.
 5. Melaksanakan penugasan audit di luar rencana kerja atas permintaan dari Direktur Utama, Dewan Komisaris dan Direksi dengan Persetujuan Direktur Utama.
 6. Melakukan koordinasi kegiatan dengan audit eksternal, atau fungsi pengawasan lainnya sebagai penyedia *assurance* agar dapat dicapai hasil yang komprehensif dan optimal.
 7. Melaksanakan pemantauan terhadap perkembangan pelaksanaan tindak lanjut hasil penugasan audit internal dan hasil audit eksternal maupun penyedia jasa *assurance* lainnya.
 8. Memastikan pengembangan kompetensi berkelanjutan bagi auditor internal.
 9. Memastikan terselenggaranya transfer pengetahuan antara pihak eksternal kepada Divisi Audit Internal dalam hal penggunaan jasa pihak ekstern untuk aktivitas audit internal.
3. Carry out assignments based on the annual Internal Audit work plan, relevant internal audit guidelines, and generally accepted ethical standards.
 4. Provide recommendations for improvement regarding the conditions, causes, and/or consequences resulting from weaknesses/deficiencies identified during assignments.
 5. Conduct audits beyond the work plan upon request from the President Director, Board of Commissioners, and Management with the President Director's approval.
 6. Coordinate activities with external auditors or other oversight functions as assurance providers to achieve comprehensive and optimal results.
 7. Monitor the implementation progress of follow-up actions resulting from internal audit assignments and external audit findings or other assurance service providers.
 8. Ensure continuous competency development for internal auditors.
 9. Ensure the implementation of knowledge transfer between external parties to the Internal Audit Unit regarding the use of external services for internal audit activities.

Pengembangan Kompetensi Audit Internal Tahun 2025

Perseroan senantiasa memfasilitasi auditor internal untuk meningkatkan kemampuan dan wawasannya dengan mengikutsertakan mereka dalam berbagai pelatihan sertifikasi profesi yang sesuai kebutuhan Perseroan. Berikut pelatihan yang diikuti pada tahun 2025:

Internal Audit Competency Development in 2025

The Company always facilitates internal auditors to improve their capabilities and knowledge by registering them in various professional certification programs based on the Company's needs. The following are the trainings attended in 2025:

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Bambang Arifin	Business & Operational Senior Auditor	Awareness ISO 37001 & Workshop Bribery Risk Assessment	Jakarta, 21 Mei 2025 Jakarta, May 21, 2025
I Dewa Ayu Rai Widyastuti	Management & Financial Senior Auditor	Awareness ISO 37001 & Workshop Bribery Risk Assessment	Jakarta, 21 Mei 2025 Jakarta, May 21, 2025
Angga Chandra Permana	Management & Financial Auditor	Awareness ISO 37001	Jakarta, 21 Mei 2025 Jakarta, May 21, 2025
Adityawarman Nugroho	Internal Audit Division Head	Certified Internal Audit Executive (CIAE)	Bogor, 30 Juni 2025 Bogor, June 30, 2025
Bambang Arifin	Business & Operational Senior Auditor	Qualified Internal Audit (QIA)	Jakarta, 14 Juli 2025 Jakarta, July 14, 2025
Angga Chandra Permana	Management & Financial Auditor	Qualified Internal Audit (QIA)	Jakarta, 14 Juli 2025 Jakarta, July 14, 2025
I Dewa Ayu Rai Widyastuti	Management & Financial Senior Auditor	Qualified Internal Audit (QIA)	Jakarta, 19 Agustus 2025 Jakarta, August 19, 2025
Adityawarman Nugroho	Internal Audit Division Head	Training Awareness Business Continuity Management System ISO 22301:2019	Jakarta, 13 Oktober 2025 Jakarta, October 13, 2025

Nama Name	Jabatan Position	Kegiatan Activity	Tanggal dan Tempat Date and Venue
Bambang Arifin	Business & Operational Senior Auditor	Training Awareness Business Continuity Management System ISO 22301:2019	Jakarta, 13 Oktober 2025 Jakarta, October 13, 2025

Rapat Audit Internal

Dasar Kebijakan

Sesuai dengan ketentuan yang berlaku, Divisi Audit Internal memiliki kewajiban untuk mengadakan rapat baik secara internal, maupun rapat bersama Direksi, Komite Audit dan Dewan Komisaris. Rapat Audit Internal dilaksanakan secara rutin sesuai dengan dan kebutuhan Perseroan. Pada rapat tersebut membahas agenda membahas hasil temuan audit dan menyampaikan rekomendasi perbaikannya.

Frekuensi Rapat dan Tingkat Kehadiran Tahun 2025

Sepanjang tahun 2025, Divisi Audit Internal telah melaksanakan rapat dengan frekuensi sebanyak 29 kali, dengan tingkat kehadiran masing-masing personel sebagai berikut:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Adityawarman Nugroho	General Manager Internal Audit	29	29	100%
Bambang Arifin	Management & Financial Deputy Internal Audit	29	29	100%
I Dewa Ayu Rai. W.	Business & Operational Deputy Internal Audit	29	29	100%
Angga Chandra. P.	Auditor	29	29	100%

Pelaksanaan Tugas Divisi Audit Internal Tahun 2025

Sepanjang tahun 2025, Divisi Audit Internal telah menjalankan berbagai kegiatan sesuai dengan tugas dan tanggung jawabnya, antara lain:

- Kegiatan Audit
 - 9 (sembilan) kegiatan assurance sesuai dengan RKAT 2025
 - 16 (enam belas) kegiatan konsultasi baik formal maupun informal
- Kegiatan Non-Audit
 - Pendampingan Kantor Akuntan Publik Laporan Keuangan Audited tahun 2025
 - Pendampingan Badan Pemeriksa Keuangan (BPK)
 - Pendampingan Badan Pengawas Keuangan dan Pembangunan
 - Kegiatan lainnya

Tindak Lanjut Hasil Audit

Divisi Internal Audit juga melakukan pemantauan atas pelaksanaan tindak lanjut oleh *auditee* sesuai rekomendasi hasil audit tahun 2025 dan tahun sebelumnya. Tindak lanjut yang dilakukan sebagai berikut:

- Tindak Lanjut atas Hasil Audit Tahun 2025

Internal Audit’s Meetings

Policy Basis

In accordance with applicable regulations, the Internal Audit Division is required to hold internal meetings as well as joint meetings with the Board of Directors, the Audit Committee, and the Board of Commissioners. Internal Audit meetings are held regularly in accordance with the Company’s needs. During these meetings, the agenda includes discussing audit findings and presenting recommendations for corrective actions.

Meeting Frequency and Attendance Rate in 2025

Throughout 2025, the Internal Audit Division held 29 times meetings, with the following attendance rates of each personnel:

Implementation of the Internal Audit Division Duties in 2025

Throughout 2025, the Internal Audit Division has carried out various activities in accordance with its duties and responsibilities, including:

- Audit Activities
 - 9 (nine) assurance activities in accordance with the RKAT 2025
 - 16 (sixteen) consulting activities of both formal and informal
- Non-Audit Activities
 - Assisting the Public Accounting Firm for the Audited Financial Statements 2025
 - Assisting the Supreme Audit Agency (BPK)
 - Assisting the Financial and Development Supervisory Agency
 - Other activities

Follow-up on Audit Findings

The Internal Audit Division also monitors the implementation of follow-up actions by *auditees* in accordance with the recommendations from the 2025 audit and previous years. The follow-up actions taken are as follows:

- Follow-Up on the 2025 Audit Findings

Kegiatan audit tahun 2025 terdapat 36 (tiga puluh enam) temuan dan 46 (empat puluh enam) rekomendasi. Atas temuan dan rekomendasi tersebut, Divisi Audit internal melakukan monitoring atas tindak lanjut yang dilakukan oleh *auditee*.

2. Temuan dan rekomendasi hasil audit tahun 2023 dan 2024 telah seluruhnya ditindaklanjuti oleh *Auditee*.

There were 36 (thirty-six) findings and 46 (forty-six) recommendations from the 2025 audit. Regarding these findings and recommendations, the Internal Audit Division monitored the follow-up actions taken by the auditee.

2. All findings and recommendations from the 2023 and 2024 audits have been followed up by the Auditee.

Auditor Eksternal

External Auditor

Dalam rangka menjaga integritas dan transparansi pelaporan keuangan, Perseroan menunjuk auditor eksternal untuk melakukan pemeriksaan independen atas laporan keuangan yang disusun setiap tahun. Kehadiran auditor eksternal memberikan jaminan bahwa informasi keuangan yang disampaikan telah disusun secara wajar, bebas dari salah saji material, serta sesuai dengan prinsip akuntansi yang berlaku umum di Indonesia.

Melalui penugasan yang diberikan oleh Induk Perseroan, Kantor Akuntan Publik (KAP) melaksanakan audit atas seluruh aspek laporan keuangan, termasuk posisi keuangan, hasil usaha, perubahan ekuitas, dan arus kas. Proses ini memastikan bahwa laporan yang diterbitkan dapat dipercaya dan menjadi dasar pengambilan keputusan yang tepat bagi para pemangku kepentingan.

Peran Dewan Komisaris dan Komite Audit dalam Mekanisme Penunjukan Akuntan Publik

Dalam rangka memastikan proses penunjukan auditor eksternal berjalan sesuai prinsip tata kelola perusahaan yang baik, Dewan Komisaris bersama Komite Audit memiliki peran penting dalam mekanisme tersebut. Melalui koordinasi dengan Direksi, Dewan Komisaris memastikan bahwa setiap tahapan penunjukan dilakukan secara transparan, sesuai ketentuan pengadaan barang dan jasa di Perseroan, serta sejalan dengan peraturan perundang-undangan yang berlaku.

Ruang lingkup peran Dewan Komisaris dan Komite Audit dalam mekanisme penunjukan akuntan publik meliputi:

1. Dewan Komisaris melalui Komite Audit melakukan proses penunjukan calon Auditor eksternal dengan meminta bantuan Direksi dalam proses penunjukannya sesuai dengan ketentuan pengadaan barang/jasa yang berlaku di Perseroan.
2. Dewan Komisaris dapat melakukan penunjukan kembali auditor eksternal dengan berdasarkan pada hasil evaluasi atas kinerja auditor eksternal untuk melakukan audit atas laporan keuangan.

To maintain the integrity and transparency of financial reporting, the Company appoints an external auditor to conduct an independent audit of the annual financial statements. The presence of an external auditor provides assurance that the financial information is presented fairly, free from material misstatements, and complies with generally accepted accounting principles in Indonesia.

Through the assignment granted by the Company's Parent, the Public Accounting Firm conducts an audit of all aspects of the financial statements, including financial position, operating results, changes in equity, and cash flows. This process ensures that the published reports are reliable and can be used as a basis for sound decision-making by stakeholders.

Role of the Board of Commissioners and the Audit Committee in the Public Accountant Appointment Mechanism

To ensure the external auditor appointment process aligns with the principles of good corporate governance, the role of the Board of Commissioners and the Audit Committee are crucial in this mechanism. Through coordination with the Board of Directors, the Board of Commissioners ensures that every stage of the appointment is conducted transparently, in accordance with the Company's procurement regulations for goods and services, and in compliance with applicable laws and regulations.

The scope of the Board of Commissioners' and Audit Committee's roles in the public accountant appointment mechanism includes:

1. The Board of Commissioners, through the Audit Committee, conducts the appointment process for external auditor candidates by seeking assistance from the Board of Directors in the appointment process in accordance with the Company's applicable procurement regulations for goods and services.
2. The Board of Commissioners may reappoint an external auditor based on the results of an evaluation of the external auditor's performance in auditing the financial statements.

- 3. Dewan Komisaris menyampaikan alasan pencalonan tersebut kepada RUPS dan besarnya honorarium atau imbalan jasa yang diusulkan untuk eksternal auditor tersebut.
- 4. Usulan kepada RUPS tersebut dapat disampaikan melalui surat tersendiri yang merupakan bagian dari surat tanggapan Dewan Komisaris atas kinerja tahunan Perseroan.
- 5. Dewan Komisaris mengevaluasi kinerja auditor eksternal melalui Komite Audit sesuai dengan ketentuan dan standar yang berlaku.
- 6. Untuk proses penunjukan calon auditor eksternal dan atau penunjukan kembali auditor eksternal yang dilakukan oleh RUPS, Dewan Komisaris cukup memberikan kuasa kepada RUPS untuk menetapkan auditor tersebut.

- 3. The Board of Commissioners conveys the reasons for the nomination to the General Meeting of Shareholders (GMS) and the proposed fee or remuneration for the external auditor.
- 4. The proposal to the GMS may be submitted via a separate letter as part of the Board of Commissioners' response to the Company's annual performance.
- 5. The Board of Commissioners evaluates the external auditor's performance through the Audit Committee in accordance with applicable regulations and standards.
- 6. For the appointment of external auditor candidates and/ or the reappointment of external auditors by the GMS, the Board of Commissioners only needs to grant authority to the GMS to appoint such auditors.

Penunjukan Auditor Eksternal Tahun 2025

Sesuai dengan Keputusan Para Pemegang Saham (KPPS) di Luar RUPS Tahunan untuk Tahun Buku 2024 tertanggal 23 Mei 2025, para pemegang saham menyetujui penunjukan Kantor Akuntan Publik (KAP) yang akan mengaudit laporan keuangan Perseroan untuk Tahun Buku 2025 dengan menggunakan Kantor Akuntan Publik yang digunakan oleh pemegang saham mayoritas atau induk Perusahaan.

Appointment of External Auditor in 2025

In accordance with the Shareholders' Resolution (KPPS) outside the Annual General Meeting of Shareholders for the 2024 Fiscal Year dated May 23, 2025, the shareholders approved the appointment of a Public Accounting Firm (PAF) to audit the Company's financial statements for the 2025 Fiscal Year, by employing the Public Accounting Firm utilized by the majority shareholder or the Company's parent company.

Kantor Akuntan Publik yang Ditunjuk Perseroan dalam Lima Tahun Terakhir

Sebagai bentuk keterbukaan informasi, Perseroan menyampaikan daftar Kantor Akuntan Publik (KAP) yang telah ditunjuk dalam lima tahun terakhir hingga tahun buku 2025:

Public Accounting Firms Appointed by the Company in the Last Five Years

As a form of information disclosure, the Company provides a list of Public Accounting Firms (KAP) that have been appointed in the last five years up to the 2025 fiscal year:

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Nama Auditor Auditor Name	Jasa Audit dan Non-Audit yang Diberikan Audit and Non-Audit Services Provided	Biaya Fees
2025	KAP Kanaka Puradiredja, Suhartono	Syamsudin	Jasa Audit: Audit atas Laporan Keuangan PT LRT Jakarta untuk tahun yang berakhir pada 31 Desember 2025 Jasa Non-Audit: Tidak memberikan jasa non audit Audit Service: Audit of PT LRT Jakarta's Financial Statements for the year ended on December 31, 2025 Non-Audit Service: Does not provide non-audit service	Biaya Audit: (belum terbit pembagian biaya dari holding) Audit Fees: (allocation of fees has not been published by the holding company)
2024	KAP Hertanto, Grace, Karunawan	Sagita Fajarahayu	Jasa Audit: Audit atas Laporan Keuangan PT LRT Jakarta untuk tahun yang berakhir pada 31 Desember 2024 Jasa Non-Audit: Tidak memberikan jasa non-audit Audit Service: Audit of PT LRT Jakarta's Financial Statements for the year ended on December 31, 2024 Non-Audit Service: Does not provide non-audit service	Rp158.070.937 IDR158,070,937

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Nama Auditor Auditor Name	Jasa Audit dan Non-Audit yang Diberikan Audit and Non-Audit Services Provided	Biaya Fees
2023	KAP Hertanto, Grace, Karunawan	Sagita Fajarahayu	Jasa Audit: Audit atas Laporan Keuangan PT LRT Jakarta untuk tahun yang berakhir pada 31 Desember 2023 Jasa Non-Audit: Tidak memberikan jasa non-audit Audit Service: Audit of PT LRT Jakarta's Financial Statements for the year ended on December 31, 2023 Non-Audit Service: Does not provide non-audit service	Rp144.300.000 IDR144,300,000
2022	KAP Kanaka Puradiredja	Syamsudin	Jasa Audit: Audit atas Laporan Keuangan PT LRT Jakarta untuk tahun yang berakhir pada 31 Desember 2022 Jasa Non-Audit: Tidak memberikan jasa non-audit Audit Service: Audit of PT LRT Jakarta's Financial Statements for the year ended on December 31, 2022 Non-Audit Service: Does not provide non-audit service	Rp109.807.583 IDR109,807,583
2021	KAP Kanaka Puradiredja, Suhartono	Syamsudin	Jasa Audit: Audit atas Laporan Keuangan PT LRT Jakarta untuk tahun yang berakhir pada 31 Desember 2021 Jasa Non-Audit: 1. Jasa asurans atas laporan kepatuhan terhadap perundang-undangan tahun 2021; dan 2. Jasa asurans atas kepatuhan pengendalian internal tahun 2021. Audit Service: Audit of PT LRT Jakarta's Financial Statements for the year ended on December 31, 2021 Non-Audit Service: 1. Insurance service for the 2021 laws compliance report; and 2. Insurance service for the 2021 internal control compliance.	Rp126.096.000 IDR126,096,000



Sistem Pengendalian Internal

Internal Control System

Untuk mendukung keberlanjutan dan tata kelola yang sehat, Perseroan telah menetapkan Pedoman Sistem Pengendalian Internal No. LRTJ-AIT-002 tanggal 13 Oktober 2020 yang ditandatangani oleh Direktur Utama. Pedoman ini menjadi acuan dalam penerapan kebijakan dan manual pengendalian internal di seluruh lini Perseroan. Penerapan Sistem Pengendalian Internal (SPI) dilakukan secara menyeluruh dan berkesinambungan, dengan tujuan memberikan keyakinan memadai atas tercapainya sasaran organisasi.

Melalui penerapan SPI yang efektif, Perseroan berupaya meraih tujuan organisasi yang meliputi:

1. Tujuan Kepatuhan, yaitu menjamin bahwa semua kegiatan usaha Perseroan telah dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan oleh pemerintah, regulator, ketentuan perjanjian pihak ketiga, maupun kebijakan dan prosedur internal yang ditetapkan oleh Perseroan.
2. Tujuan Informasi, yaitu menyediakan laporan yang benar, lengkap, tepat waktu dan relevan yang diperlukan dalam rangka pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan.
3. Tujuan Operasional, yaitu meningkatkan efektivitas dan efisiensi dalam menggunakan aset dan sumber daya lainnya dalam rangka melindungi Perseroan dari risiko kerugian.
4. Tujuan Budaya Risiko, yaitu untuk mengidentifikasi kelemahan dan menilai penyimpangan secara dini dan menilai kembali kewajaran kebijakan dan prosedur yang ada di Perseroan secara berkesinambungan.

Komponen Utama Sistem Pengendalian Internal

Sistem Pengendalian Internal (SPI) merupakan kerangka kerja yang memastikan seluruh aktivitas Perseroan berjalan efektif, efisien, dan sesuai dengan ketentuan yang berlaku. Untuk menjaga kualitas tata kelola serta mendukung pencapaian tujuan strategis, Perseroan mengadopsi komponen utama yang sejalan dengan COSO *Internal Control – Integrated Framework*.

Dalam kerangka tersebut, lima komponen utama yang diterapkan oleh Perseroan meliputi:

1. Kegiatan Pengendalian
Manajemen Perseroan menetapkan prosedur yang harus dilakukan agar pengendalian internal dapat berjalan sesuai rencana dan memastikan Perseroan terhindar dari kecurangan dan kesalahan dalam aktivitas Perseroan.
2. Pengawasan
Pengawasan dilakukan dengan tujuan untuk memastikan agar semua aktivitas yang merupakan rangkaian prosedur pengendalian internal telah memenuhi peraturan

To support sustainability and good governance, the Company has established Internal Control System Guidelines No. LRTJ-AIT-002 dated October 13, 2020, signed by the President Director. These guidelines serve as a reference for the implementation of internal control policies and manuals throughout the Company. The implementation of the Internal Control System (ICS) is carried out comprehensively and continuously, with the aim of providing reasonable assurance regarding the achievement of organizational objectives.

Through an effective ICS implementation, the Company strives to achieve organizational objectives, which include:

1. Compliance Objective, which is to ensure that all of the Company's business activities have been carried out in accordance with the applicable laws and regulations, including those issued by the government and regulators, the provisions of third-party agreements, and the internal policies and procedures established by the Company.
2. Information Objective, which is to provide accurate, comprehensive, timely, and relevant reports necessary for sound and accountable decision-making.
3. Operational Objective, which is to increase the effectiveness and efficiency in the use of assets and other resources in order to protect the Company from the risk of loss.
4. Risk Culture Objective, which is to identify weaknesses and assess deviations early on and reassess the fairness of existing policies and procedures in the Company on an ongoing basis.

Key Components of the Internal Control System

The Internal Control System (ICS) is a framework that ensures all company activities are conducted effectively, efficiently, and in accordance with applicable regulations. To maintain the quality of governance and support the achievement of strategic objectives, the Company has adopted key components that are in line with the COSO *Internal Control – Integrated Framework*.

Within this framework, the five key components implemented by the Company are:

1. Control Activities
The Company's management establishes procedures that must be carried out so that internal control can run according to plan and ensure that the Company avoids fraud and errors in its activities.
2. Supervision
Supervision is carried out with the aim of ensuring that all activities which are a series of internal control procedures comply with applicable laws and regulations and guidelines.

perundang-undangan dan pedoman yang berlaku. Melalui kegiatan pengawasan, manajemen Perseroan juga dapat mengidentifikasi hal-hal yang dapat menentukan tindakan yang efektif untuk mencapai tujuan.

3. Penilaian Risiko

Manajemen Perseroan melakukan penilaian risiko agar dapat menyiapkan langkah mitigasi agar tujuan perusahaan dapat tercapai dan Perseroan dapat meraih profitabilitas yang maksimal.

4. Lingkungan Pengendalian

Perseroan membangun lingkungan pengendalian yang meliputi aspek perilaku, struktur dan pedoman yang diterapkan pada sebuah operasional Perseroan sehingga seluruh elemen di Perseroan dapat menjalankan sistem pengendalian internal secara disiplin dan terstruktur.

5. Informasi dan Komunikasi

Perseroan menggunakan informasi dan komunikasi sebagai penilaian terhadap suatu kejadian atau kondisi yang mampu memberi pengaruh pada pengambilan keputusan dan hubungan eksternal Perseroan.

Sistem Pengendalian Internal dalam Aspek Keuangan dan Operasional

SPI menjadi instrumen penting dalam menjaga integritas keuangan sekaligus memastikan kelancaran operasional Perseroan. Melalui penerapan SPI yang terstruktur, Perseroan dapat membangun mekanisme pengendalian yang mampu mendeteksi risiko sejak dini, mencegah terjadinya penyalahgunaan, serta memastikan seluruh aktivitas berjalan sesuai dengan regulasi dan standar yang berlaku.

Dalam aspek keuangan, SPI berfungsi untuk menjamin akurasi pencatatan transaksi, menjaga kelengkapan laporan, serta memastikan kepatuhan terhadap standar akuntansi dan ketentuan peraturan yang berlaku. Dengan adanya pengendalian yang kuat, Perseroan dapat menghasilkan informasi keuangan yang relevan, tepat waktu, dan dapat dipertanggungjawabkan sebagai dasar pengambilan keputusan strategis.

Sementara itu, dalam aspek operasional, SPI mendukung efektivitas dan efisiensi penggunaan sumber daya, memastikan prosedur kerja dijalankan secara konsisten, serta membangun budaya disiplin di seluruh lini organisasi. Melalui pengendalian operasional yang baik, Perseroan mampu mengurangi potensi kerugian, meningkatkan produktivitas, dan menjaga keberlangsungan usaha secara berkelanjutan.

Dengan penerapan SPI yang menyeluruh pada kedua aspek tersebut, Perseroan dapat memperkuat keandalan laporan keuangan, serta memastikan operasional berjalan efektif, efisien, dan berdaya saing dalam menghadapi dinamika bisnis.

Through supervision, the Company's management can also identify issues that can determine effective actions to achieve objectives.

3. Risk Assessment

The Company's management conducts risk assessments in order to prepare mitigation measures so that the Company's objectives can be achieved and the Company can achieve maximum profitability.

4. Control Environment

The Company builds a control environment that includes aspects of behavior, structure and guidelines applied to a Company's operations so that all elements in the Company can run the internal control system in a disciplined and structured manner.

5. Information and Communication

The Company uses information and communication as an assessment of an event or condition that can influence its decision making and external relations.

Internal Control System in the Financial and Operational Aspects

Internal Control serves as a vital instrument in maintaining financial integrity while ensuring that the Company's operations run smoothly. Through the implementation of a structured Internal Control System (ICS), the Company can establish control mechanisms capable of detecting risks early on, preventing misconduct, and ensuring that all activities are conducted in accordance with applicable regulations and standards.

In the financial aspect, the ICS function is to ensure the accuracy of transaction recording, maintain the completeness of reports, and ensure compliance with applicable accounting standards and regulatory requirements. With robust controls in place, the Company can generate relevant, timely, and accountable financial information as the basis for strategic decision-making.

Meanwhile, in the operational aspect, the ICS supports the effective and efficient use of resources, ensures work procedures are consistently followed, and fosters a culture of discipline across all organizational levels. Through effective operational controls, the Company is able to reduce potential losses, enhance productivity, and ensure the sustainable continuity of its business operations.

By comprehensively implementing the Internal Control System in both these aspects, the Company can strengthen the reliability of financial reports and ensure operations run effectively, efficiently, and competitively in the face of business dynamics.



Sistem Pengendalian Internal dalam Aspek Kepatuhan terhadap Peraturan Perundang-Undangan

Perseroan menerapkan SPI yang berfungsi sebagai landasan untuk memastikan kepatuhan terhadap seluruh peraturan perundang-undangan yang berlaku. Aspek kepatuhan ini menjadi bagian penting dalam penerapan GCG, karena setiap aktivitas usaha harus dijalankan sesuai dengan ketentuan regulator, standar industri, dan kebijakan internal Perseroan.

Dalam praktiknya, Perseroan menetapkan prosedur kerja yang konsisten dan terdokumentasi, sehingga setiap unit memiliki acuan yang jelas dalam menjalankan aktivitas. SPI juga mendukung adanya sistem pelaporan yang transparan, yang memungkinkan manajemen melakukan evaluasi terhadap potensi pelanggaran serta menindaklanjuti temuan yang berisiko hukum.

Untuk menjaga efektivitas pengendalian, Perseroan melaksanakan pemantauan secara berkelanjutan melalui audit internal, pemeriksaan rutin, dan pembaruan kebijakan sesuai dengan perkembangan regulasi. Dengan mekanisme tersebut, Perseroan memastikan integritas dalam setiap transaksi dan keputusan bisnis, sekaligus memperkuat penerapan prinsip kepatuhan di seluruh lini organisasi.

Tinjauan atas Efektivitas Penerapan Pengendalian Internal

Sepanjang tahun 2025, Perseroan berfokus pada penguatan sistem pengendalian internal untuk mendukung kelancaran operasional dan memastikan kepatuhan terhadap ketentuan yang berlaku. Lingkungan pengendalian dibentuk melalui penerapan kebijakan dan aturan internal yang menjadi pedoman bagi seluruh unit kerja, sehingga setiap aktivitas dapat dijalankan secara tertib dan sesuai dengan peraturan perundang-undangan.

Divisi Audit Internal melaksanakan tinjauan atas efektivitas SPI melalui Program Kerja Audit Tahunan (PKAT). Tinjauan dilakukan secara menyeluruh untuk menilai konsistensi penerapan kebijakan, efektivitas prosedur, serta tingkat kepatuhan terhadap standar yang berlaku di seluruh lini organisasi.

Hasil tinjauan menunjukkan bahwa pengendalian internal Perseroan berjalan dengan baik sepanjang tahun buku 2025 dan mendukung terciptanya disiplin serta akuntabilitas dalam pengelolaan usaha.

Pernyataan Manajemen atas Kecukupan Penerapan Pengendalian Internal

Sebagai bagian dari tanggung jawab dalam memastikan tata kelola yang sehat dan berintegritas, Perseroan menjalankan sistem pengendalian internal dengan prinsip kehati-hatian dan konsistensi. Penerapan ini dimaksudkan untuk menjaga

Internal Control System in the Aspect of Compliance with Laws and Regulations

The Company implements an Internal Control System that serves as a foundation to ensure compliance with all applicable laws and regulations. This compliance aspect is a crucial component in the implementation of GCG, since every business activity must be conducted in accordance with regulatory requirements, industry standards, and the Company's internal policies.

In practice, the Company establishes consistent and documented work procedures, ensuring each unit has clear guidelines for carrying out its activities. The ICS also supports a transparent reporting system, which enables management to evaluate potential violations and follow up on findings that pose legal risks.

To maintain the effectiveness of controls, the Company conducts continuous monitoring through internal audits, routine inspections, and policy updates in line with regulatory developments. Through these mechanisms, the Company ensures integrity in every transaction and business decision, while strengthening the implementation of compliance principles across all organizational levels.

Overview of the Effectiveness of Internal Control Implementation

Throughout 2025, the Company focused on strengthening its internal control system to support operational efficiency and ensure compliance with applicable regulations. The control environment is established through the implementation of internal policies and rules as guidelines for all work units, ensuring that every activity is conducted systematically and in accordance with laws and regulations.

The Internal Audit Division reviews the effectiveness of the internal control system through the Annual Audit Work Program (PKAT). The review is conducted comprehensively to assess the consistency of policy implementation, the effectiveness of procedures, and the level of compliance with applicable standards across all organizational levels.

The review results indicate that the Company's internal controls functioned effectively throughout the 2025 fiscal year and supported the establishment of discipline and accountability in business management.

Management Statement on the Adequacy of Internal Control Implementation

As part of its responsibility to ensure sound and integrity-based governance, the Company implements its internal control system based on the principles of prudence and consistency. This implementation is intended to maintain the orderliness

ketertiban proses bisnis sekaligus mencegah potensi kecurangan maupun tindakan lain yang dapat menimbulkan kerugian bagi Perseroan maupun pemangku kepentingan.

Dewan Komisaris bersama Direksi menyatakan bahwa sistem pengendalian internal telah diterapkan secara memadai sepanjang tahun 2025. Perseroan juga terus memperkuat mekanisme pengawasan dan pelaporan agar setiap transaksi keuangan maupun kegiatan operasional senantiasa sesuai dengan ketentuan peraturan perundang-undangan, serta mendukung terciptanya disiplin dan akuntabilitas di seluruh lini organisasi.

of business processes while preventing potential fraud or other actions that could cause losses to the Company or its stakeholders.

The Board of Commissioners and the Board of Directors state that the internal control system has been adequately implemented throughout 2025. The Company also continues to strengthen its supervision and reporting mechanisms to ensure that all financial transactions and operational activities consistently comply with applicable laws and regulations, and to support the establishment of discipline and accountability across all organizational levels.

Sistem Manajemen Risiko

Risk Management System

Sistem Manajemen Risiko merupakan kerangka kerja terstruktur yang menjadi landasan bagi organisasi dalam menghadapi ketidakpastian. Melalui sistem ini, setiap potensi risiko yang dapat memengaruhi pencapaian tujuan dikenali, dinilai, dan dikendalikan secara sistematis. Tahapan yang dijalankan mencakup identifikasi risiko, analisis kemungkinan dan dampak, evaluasi prioritas penanganan, hingga penerapan langkah mitigasi yang tepat. Dengan penerapan yang konsisten, Perseroan mampu menjaga keberlangsungan usaha, melindungi aset, meningkatkan kinerja, serta meminimalkan potensi kerugian melalui pendekatan preventif dan proaktif yang terintegrasi di seluruh unit kerja.

Penerapan Sistem Manajemen Risiko di Perseroan

Lingkungan bisnis yang terus berubah dengan tingkat kompleksitas tinggi menuntut Perseroan untuk senantiasa meningkatkan kapasitas dan efektivitas dalam mewujudkan visi dan misi. Dalam menghadapi dinamika tersebut, penerapan *Enterprise Risk Management (ERM)* menjadi instrumen penting agar Perseroan mampu bersikap adaptif, mengantisipasi ketidakpastian, sekaligus menangkap peluang yang muncul.

Perseroan menekankan integrasi antara tata kelola, manajemen risiko, dan kepatuhan (*Governance, Risk Management, and Compliance/GRC*) sebagai satu kesatuan yang saling mendukung. GRC mencakup pengelolaan sumber daya manusia, proses, teknologi, dan informasi yang memungkinkan Perseroan mencapai *principled performance*, yaitu pencapaian target dengan tetap menjaga integritas dan kemampuan menghadapi risiko.

Untuk mendukung efektivitas penerapan, Perseroan menugaskan Divisi Strategi Perusahaan dan Manajemen Risiko, khususnya Departemen Manajemen Risiko dan Kepatuhan, sebagai unit kerja yang bertanggung jawab atas pengendalian risiko. Divisi ini melaksanakan fungsi mulai dari penyusunan

Risk Management System is a structured framework that serves as the foundation for the organization in addressing uncertainty. Through this system, every potential risk that could affect the achievement of objectives is identified, assessed, and controlled systematically. The stages risk management include risk identification, analysis of likelihood and impact, evaluation of response priorities, and the implementation of appropriate mitigation measures. Through consistent implementation, the Company is able to ensure business continuity, protect assets, improve performance, and minimize potential losses through an integrated preventive and proactive approach across all business units.

Implementation of the Risk Management System at the Company

A constantly changing business environment with a high level of complexity requires the Company to continuously improve its capacity and effectiveness in realizing its vision and mission. In facing these dynamics, the implementation of Enterprise Risk Management (ERM) serves as a crucial tool to enable the Company to remain adaptive, anticipate uncertainty, and capitalize on emerging opportunities.

The Company emphasizes the integration of governance, risk management, and compliance (GRC) as a unified, mutually supportive framework. GRC encompasses the management of human resources, processes, technology, and information that enables the Company to achieve principled performance, meaning the achievement of targets while maintaining integrity and the ability to manage risks.

To ensure effective implementation, the Company has designated the Corporate Strategy and Risk Management Division, specifically the Risk Management and Compliance Department, as the unit responsible for risk control. This division carries out policy formulation, cross-departmental

kebijakan, koordinasi lintas unit, hingga pemantauan implementasi di lapangan. Dengan struktur yang jelas, sistem manajemen risiko dapat dijalankan secara konsisten, terukur, dan sesuai dengan ketentuan regulator maupun praktik terbaik industri.

Struktur Organisasi Manajemen Risiko

Dalam struktur organisasi Perseroan, Divisi Strategi Perusahaan dan Manajemen Risiko berada langsung di bawah koordinasi Direktur Utama dan membawahi Departemen Manajemen Risiko dan Kepatuhan. Departemen ini terdiri atas dua seksi, yaitu Seksi Manajemen Risiko dan Seksi Kepatuhan. Masing-masing seksi menjalankan fungsi sesuai bidangnya, sehingga pengelolaan risiko dan kepatuhan dapat dilakukan secara lebih terarah dan konsisten.

Struktur organisasi Divisi Strategi Perusahaan dan Manajemen Risiko per 31 Desember 2025 ditunjukkan pada bagan berikut:

coordination, as well as monitoring implementation on the ground. With a clear structure, the risk management system can be executed consistently, measurably, and in accordance with regulatory requirements and industry best practices.

Risk Management Organizational Structure

Within the Company’s organizational structure, the Corporate Strategy and Risk Management Division operates directly under the coordination of the CEO and oversees the Risk Management and Compliance Department. This department consists of two sections: the Risk Management Section and the Compliance Section. Each section performs functions within its respective field, ensuring that risk management and compliance can be carried out in a more focused and consistent manner.

The organizational structure of the Corporate Strategy and Risk Management Division as of December 31, 2025, is shown in the following chart:



Profil Kepala Divisi Strategi Perusahaan dan Manajemen Risiko

Swastika Harimurti Plt. Kepala Divisi Strategi Perusahaan dan Manajemen Risiko Act. Head of Corporate Strategy and Risk Management Division	
Dasar Pengangkatan Surat Keputusan Direksi No. 008/SDM/106/XII/2025	Basis of Appointment Board of Directors Decree No. 008/SDM/106/XII/2025
Kewarganegaraan Warga Negara Indonesia	Nationality Indonesian Citizen
Domisili Tangerang Selatan, Banten, Indonesia	Domicile South Tangerang, Banten, Indonesia
Usia 39 tahun	Age 39 years old

Profile of the Head of Corporate Strategy and Risk Management Division

Riwayat Pendidikan • Magister Manajemen Bisnis, Universitas Gadjah Mada (2017) • Sarjana Jurusan Statistika, Universitas Padjadjaran (2009)	Educational Background • Master of Business Management, Gadjah mada University (2017) • Bachelor of Statistics, Padjadjaran University (2009)
Sertifikasi <i>Qualified Risk Management Analyst (QRMA)</i>	Certifications Qualified Risk Management Analyst (QRMA)
Rangkap Jabatan Di Perseroan: Kepala Departemen Perencanaan Perusahaan Di perusahaan dan/atau institusi lain: Tidak memiliki jabatan di perusahaan atau institusi lain	Concurrent Positions In the Company: Head of Corporate Plannig Department In other companies and/or institutions: Has no concurrent positions in other companies or institutions
Riwayat Pekerjaan • Plt. Kepala Divisi Strategi Perusahaan & Manajemen Risiko, PT LRT Jakarta (2025-saat ini). • Kepala Departemen Perencanaan Perusahaan, PT LRT Jakarta (2021-saat ini). • Senior Manager Corporate Research Development, PT Garuda Indonesia (Persero) Tbk (2019-2021).	Work Experience • Act. Head of Corporate Strategy & Risk Management Division, PT LRT Jakarta (2025-present). • Head of Corporate Planning Department, PT LRT Jakarta (2021-present). • Senior Manager Corporate Research Development, PT Garuda Indonesia (Persero) Tbk. (2019-2021).

Kualifikasi dan Sertifikasi Profesi

Untuk mendukung efektivitas pengelolaan risiko, Divisi Strategi Perusahaan dan Manajemen Risiko melalui Departemen Manajemen Risiko dan Kepatuhan diperkuat oleh personel yang memiliki sertifikasi profesi mendukung pelaksanaan tugasnya. Sertifikasi tersebut menjadi fondasi penting dalam meningkatkan kompetensi, memperdalam pemahaman atas mitigasi dan profil risiko, serta memastikan kepatuhan terhadap regulasi dan dinamika industri. Dengan dukungan personel bersertifikat, fungsi manajemen risiko dapat dijalankan secara lebih profesional, konsisten, dan sesuai standar yang berlaku.

Adapun sertifikasi profesi yang dimiliki oleh personel Departemen Manajemen Risiko dan Kepatuhan per 31 Desember 2025 diuraikan pada tabel berikut:

Nama Name	Jabatan Position	Level Sertifikasi Certification Level
Tridewi Pujamawaty	Kepala Departemen Head of Department	• <i>Qualified Risk Management Professional (QRMP)</i> • <i>Certified Governance Professional (CGP)</i>
Equivalent Armando	Asisten Manajer Assistant Manager	<i>Qualified Risk Management Professional (QRMP)</i>

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Departemen Manajemen Risiko dan Kepatuhan dalam manajemen risiko meliputi:

1. Mengimplementasikan praktik pengelolaan Perseroan berdasarkan prinsip GCG, dengan berlandaskan pada peraturan dan etika yang berlaku;
2. Menetapkan kebijakan, prosedur, instruksi kerja dan formulir atas praktik manajemen risiko;
3. Melakukan asesmen risiko pada tiap-tiap Departemen;
4. Menyusun dan menyampaikan laporan atas penerapan Manajemen Risiko melalui *risk profile* sesuai *Key Performance Indicator (KPI)*;
5. Mengimplementasikan pemenuhan *Compliance Review*

Professional Qualifications and Certifications

To ensure the effectiveness of risk management, the Corporate Strategy and Risk Management Division, through the Risk Management and Compliance Department, is supported by personnel possessing professional certifications that enable them to perform their duties effectively. These certifications serve as a crucial foundation for enhancing competencies, gaining a deeper understanding of risk mitigation and risk profiles, and ensuring compliance with regulations and industry dynamics. With the support of certified personnel, risk management functions can be carried out more professionally, consistently, and in accordance with applicable standards.

The professional certifications held by personnel in the Risk Management and Compliance Department as of December 31, 2025, are outlined in the following table:

Duties and Responsibilities

The duties and responsibilities of the Risk Management and Compliance Department in risk management are:

1. Implementing the Company's management practices in accordance with the principles of Good Corporate Governance (GCG), based on applicable regulations and ethics;
2. Establishing policies, procedures, work instructions, and forms related to risk management practices;
3. Conducting risk assessments in each Department;
4. Preparing and submitting reports on the implementation of Risk Management through a risk profile in accordance with Key Performance Indicators (KPIs);
5. Implementing Compliance Reviews or compliance reviews

- atau pengujian kepatuhan atas penerapan kontrol yang berlaku sesuai SOP Kepatuhan Perseroan; dan
6. Menciptakan keselamatan, keamanan, dan kesehatan lingkungan kerja serta mendukung tercapainya standar keselamatan dan keamanan pelanggan.

Identifikasi Risiko

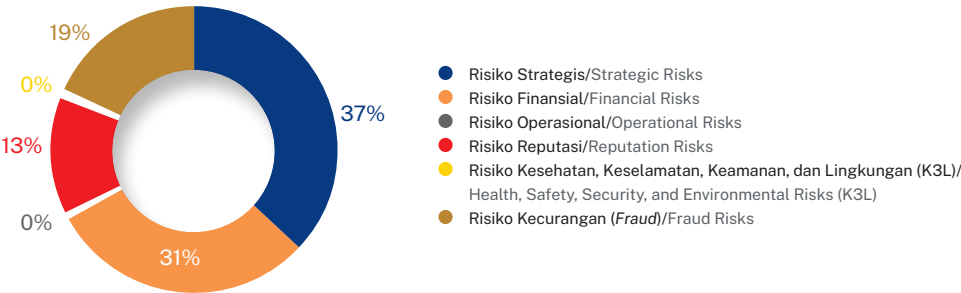
Perseroan secara berkesinambungan melakukan identifikasi risiko untuk memastikan setiap faktor yang berpotensi menghambat pencapaian tujuan, menimbulkan kerugian, atau memengaruhi reputasi dapat dikenali sejak awal. Proses ini menghasilkan *risk register* sebagai daftar risiko utama yang menjadi dasar pengelolaan lebih lanjut. Risiko yang ditemukan kemudian diklasifikasikan ke dalam beberapa kategori, seperti finansial, operasional, kepatuhan, reputasi, serta hubungan dengan mitra eksternal.

Pelaksanaan identifikasi risiko menjadi tanggung jawab masing-masing *risk owner* sesuai dengan proses dan unit kerja yang terkait. Dalam penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP), pendekatan yang digunakan adalah *top-down*, dengan mengacu pada *Strategic Objective* Perseroan. Melalui mekanisme ini, risiko dapat dipetakan secara sistematis dan terhubung langsung dengan sasaran strategis yang telah ditetapkan.

Profil Risiko Tahun 2025

Berdasarkan RKAP Tahun 2025, dari 15 *Strategic Objective* Perseroan yang telah ditetapkan, terdapat 6 profil risiko yang teridentifikasi sebagai berikut:

A. Profil Risiko Berdasarkan Kategori dan Cara Pencegahannya



- of the implementation of applicable controls in accordance with the Company's Compliance SOP; and
6. Ensuring workplace safety, security, and health, and supporting the achievement of customer safety and security standards.

Risk Identification

The Company continuously conducts risk identification to ensure that any factors potentially hindering the achievement of objectives, causing losses, or affecting reputation can be identified early on. This process generates a risk register as a list of key risks that serves as the basis for further management. The identified risks are then classified into several categories, such as financial, operational, compliance, reputation, and relationships with external partners.

The implementation of risk identification is the responsibility of each risk owner based on the relevant processes and work units. In the preparation of the Company's Work Plan and Budget (RKAP), a top-down approach is used by referring to the Company's Strategic Objectives. Through this mechanism, risks can be systematically mapped and directly linked to the established strategic objectives.

Risk Profile in 2025

Based on the 2025 RKAP, out of the 15 established Strategic Objectives of the Company, 6 risk profiles have been identified as follows:

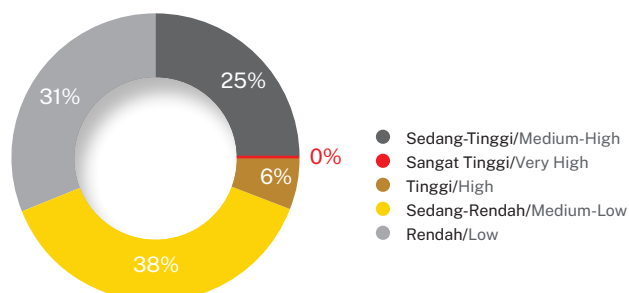
A. Risk Profile based on Category and Prevention Methods

Jenis Risiko Type of Risks	Penjelasan Explanation	Cara Pencegahan Prevention Methods
Risiko Strategis Strategic Risks	Risiko yang timbul akibat perubahan kebijakan Pemerintah, kondisi pasar, dan persaingan industri yang dapat memengaruhi arah strategi Perseroan. Risiko yang timbul akibat perubahan kebijakan Pemerintah, kondisi pasar, dan persaingan industri yang dapat memengaruhi arah strategi Perseroan.	• Melakukan kajian pasar secara berkala. • Memperkuat diversifikasi usaha. • Menyesuaikan strategi dengan regulasi terbaru. • Conduct regular market research. • Strengthen business diversification. • Align strategies with the latest regulations.

Jenis Risiko Type of Risks	Penjelasan Explanation	Cara Pencegahan Prevention Methods
Risiko Finansial Financial Risks	Risiko finansial mencakup risiko kredit, risiko likuiditas, risiko mata uang, dan risiko suku bunga yang dapat memengaruhi stabilitas keuangan Perseroan. Financial risks include credit risk, liquidity risk, currency risk, and interest rate risk, which may affect the Company's financial stability.	• Meminimalkan dampak perubahan mata uang dan risiko pasar dengan cadangan mata uang yang memadai. • Memaksimalkan penggunaan <i>natural hedging</i> melalui <i>off-setting</i> antara pendapatan, biaya, dan piutang dalam mata uang yang sama. • Melaksanakan manajemen risiko keuangan secara bijaksana, konsisten, dan sesuai praktik pasar terbaik. • Minimize the impact of currency fluctuations and market risks through adequate currency reserves. • Maximize the use of natural hedging by offsetting revenue, expenses, and receivables in the same currency. • Implement financial risk management prudently, consistently, and in accordance with best market practices.
Risiko Operasional Operational Risks	Risiko yang berasal dari kegagalan sistem, proses, atau sumber daya manusia yang dapat mengganggu kelancaran operasional. Risks arising from failures in systems, processes, or human resources that could disrupt operational continuity.	• Melakukan pemantauan operasional secara rutin. • Memperkuat sistem pengendalian internal. • Meningkatkan kompetensi Sumber Daya Manusia melalui pelatihan. • Conduct routine operational monitoring. • Strengthen internal control systems. • Enhance human resource competencies through training.
Risiko Reputasi Reputation Risks	Risiko yang muncul akibat persepsi negatif dari publik, pelanggan, atau pemangku kepentingan terhadap kinerja maupun layanan Perseroan. Risks arising from negative perceptions by the public, customers, or stakeholders regarding the Company's performance or services.	• Meningkatkan kualitas layanan. • Memperkuat komunikasi publik. • Memastikan kepatuhan terhadap standar etika dan regulasi. • Improve service quality. • Strengthen public communication. • Ensure compliance with ethical standards and regulations.
Risiko Kesehatan, Keselamatan, Keamanan, dan Lingkungan (K3L) Health, Safety, Security, and Environmental Risks (K3L)	Risiko yang terkait dengan aspek keselamatan kerja, keamanan, serta dampak lingkungan yang dapat menimbulkan kerugian atau gangguan terhadap keberlangsungan usaha. Risks related to occupational safety, security, and environmental impact that could result in losses or disruptions to business operations.	• Menerapkan Sistem Manajemen K3L secara konsisten. • Melakukan audit keselamatan dan lingkungan secara berkala. • Memberikan pelatihan K3L kepada seluruh karyawan. • Memastikan kepatuhan terhadap regulasi keselamatan dan lingkungan. • Consistently implement the K3L Management System. • Conduct regular safety and environmental audits. • Provide K3L training to all employees. • Ensure compliance with safety and environmental regulations.
Risiko Kecurangan (Fraud) Fraud Risks	Risiko yang timbul akibat tindakan penyalahgunaan wewenang, manipulasi data, atau pelanggaran integritas yang dapat merugikan Perseroan. Risks arising from abuse of authority, data manipulation, or integrity violations that could harm the Company.	• Memperkuat sistem pengendalian internal. • Melaksanakan audit internal secara berkala. • Menerapkan kebijakan <i>whistleblowing system</i>. • Membangun budaya integritas di seluruh level organisasi. • Strengthen the internal control system. • Conduct regular internal audits. • Implement a whistleblowing system. Foster a culture of integrity at all levels of the organization.

B. Profil Risiko Berdasarkan Tingkat Risiko

B. Risk Profile based on Risk Level



- Sedang-Tinggi/Medium-High
- Sangat Tinggi/Very High
- Tinggi/High
- Sedang-Rendah/Medium-Low
- Rendah/Low

Berdasarkan profil risiko tersebut tingkat risiko untuk *Strategic Objective* RKAP secara garis besar masih berada di tingkat risiko tinggi dan sedang tinggi. Walaupun demikian masih terdapat beberapa risiko dengan tingkat risiko sangat tinggi, yaitu risiko-risiko terkait strategis Perseroan seperti pendapatan *non-farebox* tidak tercapai dan belum optimalnya pengelolaan Aset dan lahan untuk kegiatan NFB.

Kajian Risiko dan Kepatuhan Inisiatif Perusahaan

Dalam upaya mendukung Perseroan mencapai sasaran RKAP dan mengelola ketidakpastian dalam pemenuhan strategi setiap tahun, Departemen Manajemen Risiko dan Kepatuhan melakukan kajian risiko terhadap berbagai inisiatif strategis Perseroan dan proses pengadaan dengan nilai di atas Rp500.000.000. Pelaksanaan kajian risiko didasarkan pada ketentuan-ketentuan yang berlaku, antara lain SK Direksi/ Kebijakan/Pedoman/SOP/LTA, Matriks kewenangan PT LRT Jakarta, Memo usulan pengadaan dan permintaan *review* dokumen oleh Direksi.

Sepanjang tahun 2025, Perseroan telah menerbitkan kajian risiko dan kepatuhan sebanyak 193 kajian, dengan kontribusi permintaan kajian sebagian besar berasal dari Divisi Manajemen Rantai Pasok.

Roadmap Manajemen Risiko

Untuk memastikan penerapan manajemen risiko memberikan dampak berkesinambungan bagi organisasi, Perseroan melakukan penilaian maturitas secara berkala. Hasil penilaian tersebut menjadi dasar dalam merumuskan langkah peningkatan kualitas manajemen risiko di masa mendatang.

Berdasarkan hasil penilaian, sejumlah *areas of improvement* yang perlu menjadi perhatian manajemen PT LRT Jakarta antara lain:

1. Meningkatkan Konsistensi Penerapan

Memastikan sistem manajemen risiko dijalankan secara berkesinambungan dengan komitmen kuat untuk menjaga konsistensi dari waktu ke waktu.

2. Merumuskan Roadmap Peningkatan Maturitas

Menyusun *roadmap* peningkatan maturitas manajemen risiko dengan mempertimbangkan berbagai skenario, baik yang bersifat agresif (optimistis) maupun moderat (realistis), sesuai dengan kapasitas dan prioritas Perseroan.

Based on risk profile, the risk level for the RKAP Strategic Objectives generally remains high and moderate. However, there are still several high level risks, specifically risks related to the Company's strategic objectives, such as the failure to achieve non-farebox revenue targets and suboptimal management of assets and land for NFB activities.

Risk and Compliance Review of Company Initiatives

In an effort to support the Company in achieving its RKAP targets and managing uncertainties in the fulfillment of its annual strategy, the Risk Management and Compliance Department conducts risk reviews of the Company's strategic initiatives and procurement processes valued at over IDR500,000,000. The risk assessment is conducted in accordance with applicable regulations, including the Board of Directors' Decree, Policies, Guidelines, SOPs, and LTA, PT LRT Jakarta Authority Matrix, procurement proposal memos, and requests for document review by the Board of Directors.

Throughout 2025, the Company has issued a total of 193 risk and compliance assessments, with the majority of assessment requests originating from the Supply Chain Management Division.

Risk Management Roadmap

To ensure that the implementation of risk management provides sustainable benefits to the organization, the Company conducts periodic maturity assessments. The results of these assessments are used as a foundation to formulate improvement measures of the risk management quality in the future.

Based on the assessment results, the following are the areas of improvement that require the attention of PT LRT Jakarta's management:

1. Improving the Consistency of Implementation

Ensuring the risk management system is implemented consistently with a strong commitment to maintaining consistency over time.

2. Formulating a Maturity Improvement Roadmap

Developing a risk management maturity improvement roadmap by considering various scenarios, both aggressive (optimistic) and moderate (realistic), in line with the Company's capacity and priorities,

Atribut Attribute	2022	2023	2024	2025
Adopsi Pendekatan ERM dalam Budaya Perusahaan Adoption of ERM Approach to the Company's Culture	3,2	3,5	3,5	4,0
Pengelolaan Proses ERM Management of ERM Processes	2,9	3,0	3,5	3,5
Atribut Pengelolaan Selera Risiko Risk Appetite Management Attributes	3,3	3,5	3,5	4,0
Pemahaman Akar Penyebab Understanding the Root Causes	3,3	3,5	3,5	4,0

Atribut Attribute	2022	2023	2024	2025
Pengungkapan Risiko Disclosure of Risks	3,3	3,5	3,5	4,0
Pengelolaan Kinerja Performance Management	2,9	3,0	3,5	3,5
Resiliensi dan Sustentabilitas Resilience and Sustainability	2,9	3,0	3,5	3,5
Maturity Score Target	3,1	3,3	3,5	3,8

3. Menyusun Program Kerja Strategis

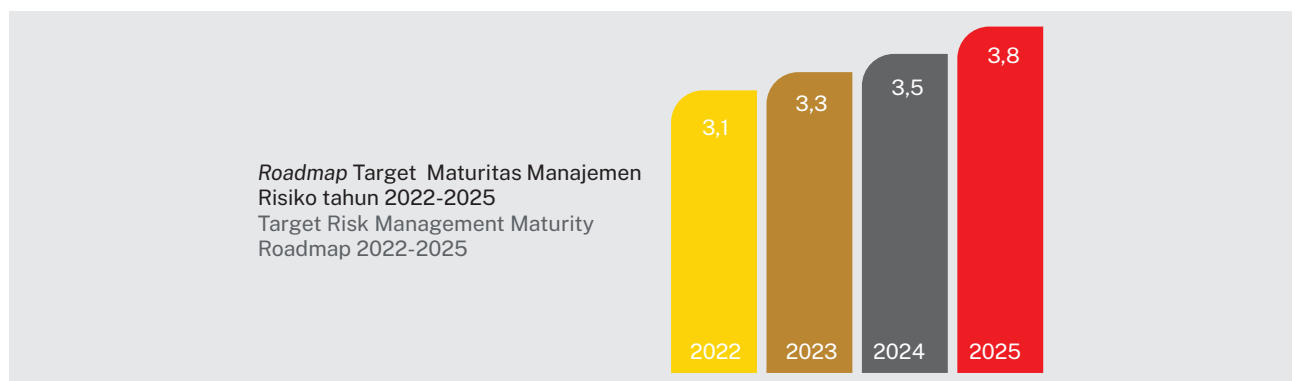
Menyusun program kerja dengan tema strategis setiap tahunnya untuk mendukung pencapaian skor 3,8 pada tahun 2025. Tema strategis yang diusulkan adalah:
2024: Penguatan Implementasi Praktik Manajemen Risiko
2025: Integrasi Praktik Manajemen Risiko

3. Developing a Strategic Work Program

Developing an annual work program with strategic themes to support the achievement of a 3.8 score in 2025. The proposed strategic themes are:
2024: Strengthening the Implementation of Risk Management Practices
2025: Integration of Risk Management Practices

Informasi grafis berikut menjelaskan skenario *roadmap* peningkatan maturitas manajemen risiko tahun 2022-2025:

The following infographic illustrates the roadmap of risk management maturity improvement from 2022 to 2025:



Tinjauan atas Efektivitas Sistem Manajemen Risiko

Perseroan secara berkala melakukan tinjauan atas efektivitas Sistem Manajemen Risiko untuk memastikan bahwa seluruh kebijakan, prosedur, dan mekanisme pengendalian berjalan sesuai dengan tujuan yang telah ditetapkan. Tinjauan ini berfungsi sebagai sarana evaluasi menyeluruh terhadap sejauh mana sistem manajemen risiko mampu mendukung pencapaian sasaran strategis Perseroan sekaligus menjaga stabilitas operasional.

Proses pemantauan dan evaluasi dilakukan secara konsisten oleh setiap departemen, divisi, dan unit korporasi. Dengan demikian, seluruh unsur organisasi berkontribusi aktif dalam mengidentifikasi profil risiko yang berpotensi menghambat pencapaian target Perseroan. Hasil evaluasi tersebut dilaporkan secara triwulanan kepada Departemen Manajemen Risiko & Kepatuhan, yang kemudian menyusun rencana pengelolaan serta langkah mitigasi yang diperlukan untuk memastikan risiko tetap terkendali.

Overview of Risk Management System Effectiveness

The Company periodically reviews the effectiveness of its Risk Management System to ensure that all policies, procedures, and control mechanisms are functioning in accordance with established objectives. This review aims to comprehensively evaluate the extent to which the risk management system supports the achievement of the Company's strategic goals while maintaining operational stability.

The monitoring and evaluation process is consistently carried out by every department, division, and corporate unit. Thus, all elements of the organization actively contribute to the identification of risk profiles that could potentially hinder the achievement of the Company's targets. The results of these evaluations are reported quarterly to the Risk Management & Compliance Department, which then formulates management plans and the necessary mitigation measures to ensure risks remain under control.

Hasil tinjauan pada tahun 2025 menunjukkan bahwa penerapan manajemen risiko telah berjalan dengan baik. Tingkat maturitas manajemen risiko Perseroan berada pada level 3,43 dari skala 5. Secara keseluruhan, efektivitas Sistem Manajemen Risiko di Perseroan menunjukkan bahwa mekanisme pengendalian telah berjalan sesuai ekspektasi, mendukung pertumbuhan kinerja, dan tetap membuka ruang perbaikan. Fokus ke depan adalah memperkuat integrasi lintas unit, meningkatkan pemanfaatan teknologi analitik, serta mengembangkan budaya risiko yang lebih kokoh di seluruh lapisan organisasi.

Pernyataan Manajemen atas Kecukupan Sistem Manajemen Risiko Perusahaan

Direksi dan Dewan Komisaris Perseroan menilai bahwa penerapan Sistem Manajemen Risiko sepanjang tahun 2025 telah berjalan secara efektif dan sesuai dengan ketentuan yang berlaku. Hal ini tercermin dari meningkatnya kesadaran risiko di seluruh lapisan organisasi serta terjaganya profil risiko pada level toleransi yang telah ditetapkan.

Manajemen memastikan bahwa sistem yang diterapkan telah memadai untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko utama yang berpotensi memengaruhi kinerja Perseroan.

Perkara Hukum

Legal Cases

Perseroan beserta seluruh anggota Dewan Komisaris dan Direksi yang menjabat pada tahun 2025 tidak menghadapi perkara hukum perdata maupun pidana, dalam kapasitas sebagai penggugat, tergugat, pemohon, maupun termohon, yang secara material dapat berdampak terhadap keberlangsungan usaha Perseroan.

Pada tahun 2025, Perseroan juga tidak melakukan pelanggaran hukum apa pun yang berkaitan dengan masalah perburuhan, ketenagakerjaan, konsumen, kepailitan, komersial, dan persaingan, serta lingkungan.

The results of the review in 2025 indicate that the implementation of risk management has been successful. The Company's risk management maturity level was 3.43 out of a scale of 5. Overall, the effectiveness of the Company's Risk Management System demonstrates that control mechanisms have functioned as expected, supported performance growth, and still leave room for improvement. The focus moving forward is to strengthen cross-unit integration, enhance the use of analytical technologies, and foster a stronger risk culture across all levels of the organization.

Management Statement on the Adequacy of the Company's Risk Management System

The Company's Board of Directors and Board of Commissioners believe that the implementation of the Risk Management System throughout 2025 has been effective and in compliance with applicable regulations. This is reflected in increased risk awareness across all levels of the organization and the maintenance of the risk profile within the established tolerance levels.

The management ensures that the implemented system is adequate to identify, measure, monitor, and control key risks that could potentially impact the Company's performance.

The Company, along with all members of the Board of Commissioners and the Board of Directors serving in 2025, did not face any civil or criminal legal proceedings—whether as plaintiff, defendant, petitioner, or respondent—that could materially impact the Company's business continuity.

In 2025, the Company also did not commit any legal violations related to labor, employment, consumer, bankruptcy, commercial, and competition issues, as well as environmental matters.



Sanksi Administratif

Administrative Sanctions

Sepanjang tahun 2025, Perseroan beserta seluruh anggota Dewan Komisaris dan Direksi tidak dikenakan sanksi administratif oleh regulator. Perseroan juga tidak menerima sanksi terkait keterlambatan atau kelalaian dalam melakukan pengumuman atas peristiwa penting (*material event*) sesuai dengan jangka waktu yang ditentukan. Hal ini menunjukkan bahwa tata kelola perusahaan dijalankan sesuai dengan ketentuan perundang-undangan serta standar kepatuhan yang berlaku.

In 2025, the Company, along with all members of the Board of Commissioners and the Board of Directors, was not subjected to any administrative sanctions by regulators. The Company also did not receive sanctions related to late or negligent disclosure of material events within the prescribed timeframe. This demonstrates that corporate governance is implemented in accordance with applicable laws and regulations, as well as prevailing compliance standards.

Akses Informasi dan Data Perusahaan

Access to Corporate Information and Data

Dalam menjalankan kegiatan usaha, keterbukaan informasi menjadi bagian penting dari penerapan prinsip GCG. Transparansi diwujudkan melalui berbagai saluran komunikasi yang memungkinkan pemangku kepentingan memperoleh informasi mengenai kinerja keuangan, aktivitas operasional, maupun perkembangan Perseroan. Seluruh mekanisme tersebut dilaksanakan sesuai dengan ketentuan Peraturan Perundang-undangan yang berlaku.

In conducting business operations, information transparency is a crucial component in the implementation of GCG principles. Transparency is achieved through various communication channels that enable stakeholders to access information regarding financial performance, operational activities, and the Company's developments. All these mechanisms are implemented in accordance with applicable laws and regulations.

Untuk mendukung keterbukaan dan transparansi, berbagai sarana komunikasi digunakan sebagai media penyampaian informasi kepada pemangku kepentingan, antara lain:

To support openness and transparency, various communication channels are utilized as media for conveying information to stakeholders, including:

1. Laporan Tahunan

Menjadi media utama untuk menyampaikan kinerja keuangan maupun non-keuangan kepada pemegang saham, sesuai dengan ketentuan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas Pasal 66 serta regulasi terkait lainnya.

1. Annual Report

Serves as the primary medium to convey financial and non-financial performance to shareholders, in accordance with the provisions of Law No. 40 of 2007 on Limited Liability Companies, Article 66, and other relevant regulations.

2. Situs Web Perusahaan

Melalui laman resmi www.lrtjakarta.co.id, masyarakat dapat mengakses informasi mengenai profil perusahaan, visi dan misi, struktur organisasi, kegiatan usaha, praktik GCG, berita, siaran pers, hingga peluang karier.

2. Company Website

Through the official website at www.lrtjakarta.co.id, the public can access information regarding the company profile, vision and mission, organizational structure, business activities, GCG practices, news, press releases, and career opportunities.

3. Media Cetak dan Publikasi Internal

Informasi juga disampaikan melalui surat kabar nasional, brosur, *leaflet*, serta media internal mitra bayar, yang digunakan untuk mempublikasikan kegiatan dan informasi penting perusahaan.

3. Printed Media and Internal Publications

Information is also disseminated through national newspapers, brochures, leaflets, and internal partner media, which are used to publish the company's activities and important information.

4. Siaran Pers

Keterbukaan informasi diperkuat dengan penyebaran siaran pers kepada media nasional terkait perkembangan terbaru perusahaan. Sepanjang tahun 2025, sejumlah 23 siaran pers telah diterbitkan untuk memastikan publik memperoleh informasi yang akurat dan terkini.

4. Press Releases

Transparency is reinforced by distributing press releases to national media regarding the company's latest developments. Throughout 2025, a total of 23 press releases have been published to ensure the public receives accurate and up-to-date information.

Pedoman Perilaku Perusahaan

Corporate Code of Conduct

Sebagai wujud komitmen terhadap penerapan prinsip GCG, Perseroan telah menyusun Pedoman Perilaku (*Code of Conduct*) yang berfungsi sebagai acuan bagi seluruh insan Perseroan dalam menjalankan tugas dan tanggung jawabnya. Dokumen ini mengatur standar perilaku yang diharapkan, sehingga setiap karyawan dapat bertindak konsisten dengan nilai-nilai dan budaya yang dianut Perseroan. Pedoman Perilaku tersebut telah disahkan pada tanggal 11 September 2023.

Pokok-Pokok Kode Etik

Pedoman Perilaku memuat pokok-pokok kode etik, yaitu:

1. Etika Kerja;
2. Etika Usaha;
3. Penerapan *Code of Conduct*.

Pemberlakuan Pedoman Perilaku bagi Seluruh Tingkatan Organisasi

Pedoman Perilaku diberlakukan secara menyeluruh di seluruh lapisan organisasi Perseroan, mencakup Direksi, Dewan Komisaris, hingga seluruh karyawan. Untuk memastikan penerapan yang konsisten, setiap insan Perseroan diwajibkan menandatangani Pakta Integritas sebagai bentuk komitmen pribadi dalam menjalankan ketentuan *Code of Conduct*.

Pemberlakuan ini berlaku tanpa pengecualian, sehingga setiap insan Perseroan, terlepas dari jabatan, posisi, atau latar belakang, memiliki tanggung jawab yang sama untuk mematuhi standar etika yang telah ditetapkan. Dengan prinsip non-diskriminatif ini, Perseroan menegaskan bahwa integritas dan akuntabilitas merupakan nilai bersama yang harus dijalankan secara kolektif di seluruh tingkatan organisasi.

As a manifestation of its commitment to implementing GCG principles, the Company has formulated a Code of Conduct that serves as a reference for all Company personnel in carrying out their duties and responsibilities. This document outlines the expected behavioral standards, ensuring that every employee acts in alignment with the values and culture embraced by the Company. The Code of Conduct was approved on September 11, 2023.

Key Principles of the Code of Conduct

The Code of Conduct contains the following key principles:

1. Work Ethics;
2. Business Ethics;
3. Implementation of the Code of Conduct.

Application of the Code of Conduct Across All Organizational Levels

The Code of Conduct applies comprehensively across all levels of the Company's organization, encompassing the Board of Directors, the Board of Commissioners, and all employees. To ensure consistent implementation, every member of the Company is required to sign an Integrity Pledge as a personal commitment to adhering to the provisions of the Code of Conduct.

This enforcement applies without exception, so that every member of the Company, regardless of title, position, or background, has the same responsibility to comply with the established ethical standards. With this non-discriminatory principle, the Company affirms that integrity and accountability are shared values that must be collectively upheld at all levels of the organization.



Etika Jabatan Dewan Komisaris

Sebagai bagian dari organ pengawas, Dewan Komisaris dituntut untuk melaksanakan tugas dan tanggung jawabnya

Board of Commissioners' Ethics

As part of the supervisory organ, the Board of Commissioners is required to carry out its duties and responsibilities in

dengan berlandaskan etika jabatan yang berlaku di Perseroan. Pokok-pokok etika tersebut mencakup:

1. Etika Berkaitan dengan Keteladanan

Setiap anggota Dewan Komisaris harus mendorong terciptanya perilaku etis dan menjunjung tinggi standar etika di Perseroan. Salah satu caranya adalah dengan menjadikan diri sendiri sebagai teladan yang baik bagi seluruh Direksi termasuk karyawan Perseroan.

2. Etika Berkaitan dengan Kepatuhan Terhadap Peraturan Perundang-undangan

Setiap anggota Dewan Komisaris wajib mematuhi Peraturan Perundang-undangan yang berlaku, Anggaran Dasar Perseroan dan Pedoman GCG serta kebijakan-kebijakan Perseroan yang telah ditetapkan. termasuk tidak terbatas pada tindakan pengawasan Dewan Komisaris terhadap Kepatuhan Perseroan tersebut dan dalam hal memantau seluruh perjanjian dan komitmen yang dibuat oleh Perseroan dengan pihak ketiga dipatuhi oleh Direksi.

3. Etika Berkaitan dengan Keterbukaan dan Kerahasiaan Informasi

Setiap anggota Dewan Komisaris harus mengungkapkan informasi sesuai dengan ketentuan peraturan perundang-undangan yang berlaku dan kebijakan informasi yang telah ditetapkan oleh Perseroan. Seluruh anggota Dewan Komisaris harus selalu menjaga kerahasiaan informasi yang dipercayakan kepada masing-masing anggota Dewan Komisaris sesuai ketentuan Peraturan Perundang-undangan dan/atau ketentuan Perseroan.

4. Etika Berkaitan dengan Keuntungan Pribadi

Selain gaji atau pendapatan lain yang sah berdasarkan ketentuan Peraturan Perundang-undangan dan/atau keputusan RUPS, setiap anggota Dewan Komisaris dilarang mengambil keuntungan dari seluruh kegiatan Perseroan secara tidak sah, untuk kepentingan pribadi, keluarga, kelompok usaha dan/atau pihak lain, baik secara langsung maupun tidak langsung.

5. Etika Berkaitan dengan Peluang Perseroan

Selama menjabat, setiap anggota Dewan Komisaris tidak diperbolehkan untuk:

- a. Mengarahkan untuk mengambil atau tidak mengambil peluang bisnis yang bukan untuk kepentingan Perseroan, namun untuk kepentingan dirinya sendiri, keluarga, kelompok usaha dan/atau pihak lain, dan tindakan tersebut di luar dari kewenangan pengawasan Dewan Komisaris.
- b. Menggunakan aset Perseroan, informasi Perseroan atau jabatannya selaku anggota Dewan Komisaris untuk kepentingan pribadi di luar ketentuan Peraturan Perundang-undangan serta kebijakan-kebijakan Perseroan yang telah ditetapkan.
- c. Berkompetisi dengan Perseroan, yaitu menggunakan pengetahuan/informasi dari dalam (*inside information*) untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perseroan. Setiap anggota Dewan Komisaris harus mengungkapkan informasi sesuai dengan ketentuan Peraturan Perundang-undangan yang berlaku dan selalu menjaga kerahasiaan informasi yang dipercayakan kepadanya sesuai ketentuan Peraturan Perundang-undangan dan/atau ketentuan Perseroan.

accordance with the ethical standards applicable in the Company. The key principles of these ethical standards include:

1. Ethics Related to Being a Role Model

Every member of the Board of Commissioners must promote ethical behavior and uphold ethical standards within the Company. One way to do this is by setting a good example for the entire Board of Directors, including the Company's employees.

2. Ethics Related to Compliance with Laws and Regulations

Every member of the Board of Commissioners is obligated to comply with applicable laws and regulations, the Company's Articles of Association, the GCG Guidelines, and the Company's established policies. This includes, but is not limited to, the Board of Commissioners' supervision of the Company's compliance and monitoring to ensure that all agreements and commitments made by the Company with third parties are complied with by the Board of Directors.

3. Ethics Related to Disclosure and Confidentiality of Information

Each member of the Board of Commissioners must disclose information in accordance with applicable laws and regulations and the information disclosure policy established by the Company. All members of the Board of Commissioners must always maintain the confidentiality of information entrusted to each member of the Board of Commissioners in accordance with applicable laws and regulations and/or the Company's policies.

4. Ethics Regarding Personal Gain

Apart from salaries or other lawful income based on applicable laws and regulations and/or General Shareholders' Meeting resolutions, each member of the Board of Commissioners is prohibited from deriving unlawful benefit from any of the Company's activities for personal, family, business group, and/or third-party interests, whether directly or indirectly.

5. Ethics Related to Company Opportunities

During their tenure, each member of the Board of Commissioners is prohibited from:

- a. Directing the Company to take or not take business opportunities that are not in the Company's interest, but rather for the benefit of themselves, their family, business groups, and/or other parties, and such actions fall outside the supervisory authority of the Board of Commissioners.
- b. Using the Company's assets, information, or their position as a member of the Board of Commissioners for personal gain beyond the provisions of applicable laws and regulations as well as the Company's established policies.
- c. Competing with the Company by using inside information to gain an advantage for interests other than those of the Company. Each member of the Board of Commissioners must disclose information in accordance with applicable laws and regulations and must always maintain the confidentiality of information entrusted to them in accordance with laws and regulations and/or the Company's policies.

6. Etika Berkaitan dengan Benturan Kepentingan

- a. Dalam kondisi terjadi potensi benturan kepentingan anggota Dewan Komisaris dilarang mewakili Perseroan.
- b. Dewan Komisaris dilarang melakukan pertemuan dengan calon rekan bisnis ataupun telah menjadi rekan bisnis termasuk pihak lain dalam rangka aktivitas, kegiatan ataupun proyek tertentu tanpa didampingi oleh personel Perseroan. Apabila pendampingan tersebut tidak dapat dilakukan, maka Dewan Komisaris wajib menyampaikan hasil pertemuan tersebut kepada seluruh anggota Komisaris lainnya. Pertemuan tersebut harus terjadwal di Perseroan.
- c. Setiap anggota Dewan Komisaris wajib membuat Daftar Khusus, untuk masing-masing anggota Dewan Komisaris dan keluarga anggota Dewan Komisaris.

7. Etika Berusaha dan Anti Suap

Dewan Komisaris dilarang memberikan, menawarkan, atau menerima baik secara langsung maupun tidak langsung kepada atau dari pelanggan, pegawai negeri, penyelenggara negara, atau pihak ketiga lainnya untuk memengaruhi suatu keputusan atau sebagai imbalan atas hal-hal yang telah dilakukan.

Dewan Komisaris wajib mematuhi ketentuan anti penyuapan yang ada di Perseroan, sebagai bagian dari komitmen penerapan SNI ISO 37001:2016.

8. Etika Setelah Berakhirnya Masa Jabatan

Setelah tidak lagi menjabat, anggota Dewan Komisaris yang bersangkutan wajib:

- a. Mengembalikan seluruh dokumentasi dan fasilitas yang berhubungan dengan jabatan yang diemban kepada Perseroan, selambat-lambatnya 30 (tiga puluh) hari kalender.
- b. Menyampaikan pertanggungjawaban atas seluruh tugas dan tindakan pengawasan yang belum diterima pertanggungjawabannya oleh RUPS.
- c. Apabila anggota Dewan Komisaris meninggal dunia selama menjabat, maka ahli waris anggota Dewan Komisaris tersebut wajib mengembalikan dokumentasi dan fasilitas sesuai dengan huruf a di atas.
- d. Dewan Komisaris wajib memantau dan meminta kepada seluruh organ pendukung Dewan Komisaris untuk menerapkan etika sebagaimana yang diatur di atas. Terhadap penyimpangan etika yang dilakukan oleh masing-masing anggota Dewan Komisaris diperlakukan sama dengan penyimpangan terhadap Pedoman GCG dan Pedoman Perilaku.

Etika Jabatan Direksi

Dalam menjalankan perannya, Direksi bertugas memastikan kegiatan Perseroan berlangsung sesuai prinsip akuntabilitas dan keberlanjutan. Setiap anggota Direksi diwajibkan melaksanakan tanggung jawab dengan berlandaskan pedoman etika yang berlaku, yang mencakup hal-hal berikut:

1. Setiap anggota Direksi harus mendorong terciptanya perilaku etis dan menjunjung tinggi standar etika di

6. Ethics Related to Conflicts of Interest

- a. In the event of a potential conflict of interest, members of the Board of Commissioners are prohibited from representing the Company.
- b. The Board of Commissioners is prohibited from holding meetings with prospective business partners or existing business partners, including other parties, in connection with specific activities, operations, or projects without being accompanied by Company personnel. In the event such accompaniment is not possible, the Board of Commissioners must report the results of the meeting to all other members of the Board of Commissioners. The meeting must be scheduled by the Company.
- c. Each member of the Board of Commissioners must create a Special List for each member of the Board of Commissioners and their family members.

7. Business Ethics and Anti-Bribery

The Board of Commissioners is prohibited from giving, offering, or receiving—either directly or indirectly—from or to customers, civil servants, government officials, or other third parties to influence a decision or as a reward for actions that have been taken.

The Board of Commissioners must comply with the Company's anti-bribery policies as part of its commitment to implementing SNI ISO 37001:2016.

8. Ethics After the End of Term of Office

Upon leaving office, the relevant member of the Board of Commissioners must:

- a. Return all documentation and facilities related to the position held to the Company within 30 (thirty) calendar days at the latest.
- b. Submit an accountability report for all duties and supervisory actions for which accountability has not yet been accepted by the GMS.
- c. If a member of the Board of Commissioners passes away during their term of office, the heirs are required to return the documentation and facilities in accordance with subparagraph (a) above.
- d. The Board of Commissioners is obligated to monitor and require all supporting organs of the Board of Commissioners to adhere to the ethics as stipulated above. Any ethical violations committed by individual members of the Board of Commissioners shall be treated the same as violations of the GCG Guidelines and the Code of Conduct.

Board of Directors' Ethics

In carrying out its duties, the Board of Directors is responsible for ensuring that the Company's operations are conducted in accordance with the principles of accountability and sustainability. Each member of the Board of Directors is required to fulfill their responsibilities in accordance with applicable ethical guidelines, as follows:

1. Every member of the Board of Directors must encourage ethical behavior and uphold ethical standards in the

Perseroan. Salah satu caranya adalah dengan menjadikan diri sendiri sebagai teladan yang baik bagi seluruh karyawan Perseroan.

2. Setiap anggota Direksi wajib mematuhi peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan dan Pedoman GCG serta kebijakan-kebijakan Perseroan yang telah ditetapkan termasuk dalam hal ini seluruh perjanjian dan komitmen yang dibuat oleh Perseroan dengan pihak ketiga.
3. Setiap anggota Direksi dapat mengungkapkan informasi sesuai dengan ketentuan Peraturan Perundang-undangan yang berlaku dan kebijakan informasi yang telah ditetapkan oleh Perseroan. Seluruh anggota Direksi harus selalu menjaga kerahasiaan informasi yang dipercayakan kepada masing-masing anggota Direksi, sesuai ketentuan Peraturan Perundang-undangan dan/atau ketentuan Perseroan.
4. Selain gaji atau pendapatan lain yang sah berdasarkan ketentuan Peraturan Perundang-undangan dan/atau keputusan RUPS, setiap anggota Direksi dilarang mengambil keuntungan dari seluruh kegiatan Perseroan secara tidak sah, untuk kepentingan pribadi, keluarga, kelompok usaha dan/atau pihak lain, baik secara langsung maupun tidak langsung.
5. Selama menjabat, setiap anggota Direksi tidak diperbolehkan untuk:
 - a. Mengambil peluang bisnis yang bukan untuk kepentingan Perseroan, melainkan untuk kepentingan pribadi, keluarga, kelompok usaha dan/atau pihak lain;
 - b. Menggunakan aset Perseroan, informasi Perseroan atau jabatan selaku anggota Direksi untuk kepentingan pribadi di luar ketentuan Peraturan Perundang-undangan serta kebijakan-kebijakan Perseroan yang telah ditetapkan;
 - c. Berkompetisi dengan Perseroan, yaitu menggunakan pengetahuan/informasi dari dalam (*inside information*) untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perseroan. Setiap anggota Direksi harus mengungkapkan informasi sesuai dengan ketentuan Peraturan Perundang-undangan yang berlaku dan selalu menjaga kerahasiaan informasi yang dipercayakan kepadanya sesuai ketentuan Peraturan Perundang-undangan dan/atau ketentuan Perseroan;
 - d. Direksi wajib menandatangani Pakta Integritas untuk setiap tindakan transaksional yang memerlukan persetujuan Dewan Komisaris. Direksi menyampaikan dan melampirkan Pakta Integritas yang telah ditandatangani bersamaan dengan surat permohonan persetujuan atas tindakan transaksional yang memerlukan persetujuan Dewan Komisaris.
6. Terhadap permohonan persetujuan yang diajukan melalui rapat bersama, maka dalam undangan rapat dan/atau pada saat sebelum dimulainya rapat bersama. Sekretaris Perusahaan memberikan Pakta Integritas yang telah ditandatangani oleh Direksi kepada Sekretariat Dewan Komisaris.
7. Setiap anggota Direksi dilarang melakukan tindakan yang mempunyai benturan kepentingan dengan kegiatan Perseroan. Setiap anggota Direksi tidak berwenang mewakili Perseroan apabila:

Company. One way to do this is by setting a good example for all employees of the Company.

2. Each member of the Board of Directors must comply with the prevailing laws and regulations, the Company's Articles of Association and GCG Guidelines as well as the Company's established policies including all agreements and commitments made by the Company with third parties.
3. Each member of the BOD may disclose information in accordance with the provisions of the prevailing laws and regulations and the information policy established by the Company. All members of the BOD must always maintain the confidentiality of information entrusted to each member of the BOD, in accordance with the provisions of laws and regulations and/or the provisions of the Company.
4. Other than salary or other legal income based on the provisions of laws and regulations and/or GMS decisions, each member of the Board of Directors is prohibited from taking advantage of all Company activities illegally, for personal, family, business group and/or other parties, either directly or indirectly.
5. During their term of office, each member of the Board of Directors is not allowed to:
 - a. Taking business opportunities that are not in the interest of the Company, but for personal, family, business group and/or other parties;
 - b. Using the Company's assets, Company information or position as a member of the Board of Directors for personal interests outside the provisions of laws and regulations and established Company policies;
 - c. Competing with the Company, i.e. using inside knowledge/information to gain advantage for interests other than those of the Company. Each member of the Board of Directors must disclose information in accordance with the provisions of the prevailing laws and regulations and always maintain the confidentiality of information entrusted to him/her in accordance with the provisions of laws and regulations and/or the provisions of the Company;
 - d. The Board of Directors must sign an Integrity Pact for each transactional action that requires the approval of the Board of Commissioners. The Board of Directors shall submit and attach the signed Integrity Pact along with a letter requesting approval for transactions that require the approval of the Board of Commissioners.
6. For approval requests submitted through joint meetings, the Board of Directors shall include the Integrity Pact in the meeting invitation and/or prior to the start of the joint meeting. The Corporate Secretary provides the Integrity Pact that has been signed by the Board of Directors to the Secretariat of the Board of Commissioners.
7. Each member of the BOD is prohibited from taking actions that have a conflict of interest with the Company's activities. Each member of the Board of Directors is not authorized to represent the Company if:

- a. Terjadi perkara di depan pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan atau anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan.
 - b. Dalam hal terdapat keadaan sebagaimana dimaksud di atas, yang berhak mewakili Perseroan adalah:
 - i. Anggota Direksi lain yang tidak mempunyai benturan kepentingan dengan Perseroan yang ditunjuk dalam Rapat Direksi. Dalam rapat tersebut, keputusan diambil oleh Direksi lain yang tidak memiliki benturan kepentingan. Apabila Direksi merasa ragu untuk mengambil keputusan secara independen, maka Direksi dapat meminta tanggapan atau pertimbangan Dewan Komisaris;
 - ii. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan;
 - iii. Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai kepentingan dengan Perseroan; dan/atau
 - iv. Dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan dan tidak ada satu pun anggota Dewan Komisaris, maka Perseroan diwakili oleh pihak lain yang ditunjuk oleh RUPS.
 - c. Direksi dilarang melakukan pertemuan dengan calon rekan bisnis ataupun telah menjadi rekan bisnis termasuk pihak lain dalam rangka aktivitas, kegiatan ataupun proyek tertentu tanpa didampingi oleh personel Perseroan. Apabila pendampingan tersebut tidak dapat dilakukan, maka Direksi wajib menyampaikan hasil pertemuan tersebut kepada seluruh anggota Direksi lainnya. Pertemuan tersebut harus terjadwal di Perseroan.
 - d. Setiap anggota Direksi wajib membuat Daftar Khusus, untuk masing-masing anggota Direksi dan keluarga anggota Direksi.
8. Direksi dilarang memberikan, menawarkan, atau menerima baik secara langsung maupun tidak langsung kepada atau dari pelanggan, pegawai negeri, penyelenggara negara, atau pihak ketiga lainnya untuk mempengaruhi suatu keputusan atau sebagai imbalan atas hal-hal yang telah dilakukan. Direksi wajib mematuhi ketentuan anti penyuapan yang ada di Perseroan, sebagai bagian dari komitmen penerapan SNI ISO 37001:2016.
9. Setelah tidak lagi menjabat, setiap anggota Direksi wajib:
- a. Mengembalikan seluruh dokumentasi dan fasilitas yang berhubungan dengan jabatan yang diemban kepada Perseroan selambat-lambatnya 30 hari kalender, setelah berakhirnya masa jabatan.
 - b. Menyampaikan atas tindakan-tindakan yang belum diterima pertanggungjawabannya oleh RUPS.
 - c. Apabila anggota Direksi meninggal dunia selama menjabat, maka ahli waris anggota Direksi tersebut wajib mengembalikan dokumentasi dan fasilitas sesuai dengan ketentuan yang tercantum pada poin a di atas.
- a. There is a case before the court between the Company and the member of the Board of Directors concerned or the member of the Board of Directors concerned has a conflict of interest with the Company;
 - b. In the event that there are circumstances as referred to above, those entitled to represent the Company are:
 - i. Other members of the Board of Directors who have no conflict of interest with the Company are appointed in the Board of Directors Meeting. In the meeting, decisions are made by other Directors who have no conflict of interest. If the Board of Directors feels hesitant to make decisions independently, then the Board of Directors can ask for feedback or consideration from the Board of Commissioners;
 - ii. The Board of Commissioners in the event that all members of the Board of Directors have a conflict of interest with the Company;
 - iii. Other parties appointed by the GMS in the event that all members of the Board of Directors or Board of Commissioners have an interest in the Company; or
 - iv. In the event that all members of the Board of Directors have a conflict of interest with the Company and none of the members of the Board of Commissioners, the Company shall be represented by other parties appointed by the GMS.
 - c. The Board of Directors is prohibited from holding meetings with prospective or existing business partners including other parties in the context of certain activities, activities or projects without being accompanied by Company personnel. If such accompaniment cannot be done, then the BOD must convey the results of the meeting to all other members of the BOD. The meeting must be scheduled in the Company.
 - d. Each member of the Board of Directors is obliged to make a Special Register, for each member of the Board of Directors and the family of a member of the Board of Directors.
8. The Board of Directors is prohibited from giving, offering, or accepting directly or indirectly to or from customers, civil servants, state officials, or other third parties to influence a decision or in return for things that have been done. The Board of Directors must comply with the anti-bribery provisions in the Company, as part of the commitment to implement SNI ISO 37001:2016.
9. Upon leaving office, each member of the Board of Directors shall:
- a. Return all documentation and facilities related to the position held to the Company no later than 30 calendar days, after the end of the term of office.
 - b. Convey actions for which the accountability have not been accepted by the GMS.
 - c. If a member of the Board of Directors dies during his/her term of office, the heirs of the member of the Board of Directors must return the documentation and facilities in accordance with the provisions stipulated in point a above.

- d. Terhadap penyimpangan etika yang dilakukan oleh masing-masing anggota Direksi diperlakukan sama dengan penyimpangan terhadap Pedoman GCG dan Pedoman Perilaku (*Code of Conduct*).

Sosialisasi dan Penyebarluasan Kode Etik

Untuk memperkuat pemahaman dan penerapan Pedoman Perilaku di lingkungan Perseroan, kegiatan sosialisasi *Code of Conduct* dilaksanakan secara berkala dan diperbarui setiap tahun bagi seluruh karyawan. Melalui sosialisasi ini, Perseroan berupaya menanamkan nilai-nilai etika sebagai bagian dari budaya kerja, sehingga setiap insan Perseroan memiliki kesadaran penuh untuk menjadikan pedoman tersebut sebagai acuan dalam aktivitas sehari-hari.

Tujuan sosialisasi kode etik antara lain:

1. Mewujudkan *sense of belonging* terhadap *Code of Conduct* sehingga melahirkan kesadaran dari seluruh Insan Perseroan untuk melaksanakan *Code of Conduct* ini;
2. Meningkatkan pengetahuan dan wawasan Insan Perseroan mengenai arti penting *Code of Conduct* bagi kelangsungan bisnis Perseroan;
3. Memberikan kesadaran kepada Insan Perseroan bahwa *Code of Conduct* merupakan bagian tak terpisahkan dari praktik bisnis dan penilaian kinerja seluruh Insan Perseroan;
4. Sanksi bagi Direksi dan Dewan Komisaris yang melakukan pelanggaran diputuskan oleh Pemegang Saham;
5. Bila Mitra Kerja atau *Stakeholders* lain yang melakukan pelanggaran, maka akan dikenakan ketentuan sebagaimana yang tertuang dalam kontrak. Apabila terkait dengan tindak pidana dapat diteruskan kepada pihak yang berwajib.

Mekanisme Pelaporan Pelanggaran Kode Etik

Perseroan menyediakan saluran resmi melalui *Whistleblowing System* LRT Jakarta Integritas untuk melaporkan dugaan pelanggaran kode etik. Mekanisme ini dapat digunakan oleh karyawan maupun pihak eksternal seperti pelanggan, mitra kerja, dan masyarakat. Laporan harus disampaikan dengan itikad baik, bukan sebagai keluhan pribadi atau didasari niat buruk.

Setiap laporan yang berpotensi menimbulkan kerugian material atau merusak citra Perseroan akan ditindaklanjuti secara transparan. Jika terbukti mengandung unsur tindak pidana, laporan tersebut akan diteruskan kepada pihak berwenang sesuai ketentuan hukum.

Jumlah Pelanggaran Kode Etik Perusahaan

Jumlah pelanggaran terhadap kode etik yang terjadi di lingkungan Perseroan selama tiga tahun terakhir dijelaskan pada tabel berikut:

- d. Ethical violations committed by each member of the Board of Directors are treated the same as violations of the GCG Guidelines and Code of Conduct.

Socialization and Dissemination of the Code of Conduct

To strengthen the understanding and implementation of the Code of Conduct within the Company, the Code of Conduct is socialized periodically and updated annually for all employees. Through these awareness sessions, the Company strives to instill ethical values as part of the work culture, ensuring that every employee is fully aware of the need to use these guidelines as a reference in their daily activities.

The objectives of the Code of Conduct socialization are:

1. Fostering a sense of belonging toward the Code of Conduct, thereby creating awareness among the Company's personnel to implement this Code of Conduct;
2. Enhancing the knowledge and understanding of the Company's personnel regarding the importance of the Code of Conduct for the Company's business continuity;
3. Raising awareness among the Company's personnel that the Code of Conduct is an integral part of business practices and performance evaluations for all personnel;
4. Sanctions for the Board of Directors and Board of Commissioners who commit violations are decided by the Shareholders;
5. If a Business Partner or other Stakeholder commits a violation, the provisions set forth in the contract shall apply. If the matter involves a criminal offense, it may be referred to the competent authorities.

Code of Conduct Violation Reporting Mechanism

The Company provides an official channel through the LRT Jakarta Integritas Whistleblowing System to report suspected violations of the Code of Conduct. This mechanism may be used by employees as well as external parties such as customers, business partners, and the public. Reports must be submitted in good faith, not as personal complaints or based on malicious intent.

Any report that has the potential to cause material loss or damage the Company's image will be followed up transparently. If proven to contain criminal elements, the report will be forwarded to the authorities in accordance with legal provisions.

Number of Code of Conduct Violations

The number of code of conduct violations that have occurred within the Company over the past three years is shown in the following table:



Sanksi Sanction	2025	2024	2023
Tindakan Disiplin Ringan Light Disciplinary Action	1	1	4
Tindakan Disiplin Sedang Moderate Disciplinary Action	3	7	2
Tindakan Disiplin Berat Heavy Disciplinary Action	Nihil Nil	Nihil Nil	Nihil Nil
Jumlah Total	4	8	6

Kebijakan Pemberian Kompensasi Jangka Panjang Bagi Manajemen dan/atau Karyawan

Long-Term Compensation Policy for Management and/or Employees

Saat ini Perseroan belum menerapkan kebijakan pemberian kompensasi jangka panjang (*Long Term Incentives/LTI*) bagi Dewan Komisaris dan Direksi. Perseroan juga belum memiliki program kepemilikan saham oleh manajemen (*Management Stock Ownership Program/MSOP*) dan/atau program kepemilikan saham oleh karyawan (*Employee Stock Ownership Program/ESOP*).

Currently, the Company has not implemented a long-term compensation policy (*Long-Term Incentives/LTI*) for the Board of Commissioners and the Board of Directors. The Company also does not have a *Management Stock Ownership Program (MSOP)* and/or an *Employee Stock Ownership Program (ESOP)*.

Kebijakan Pelaporan Kepemilikan Saham Dewan Komisaris dan Direksi

Share Ownership Disclosure Policy for the Board of Commissioners the and Board of Directors

Hingga akhir tahun 2025, saham Perseroan seluruhnya dimiliki oleh BUMD Provinsi DKI Jakarta. Tidak terdapat anggota Dewan Komisaris dan Direksi yang memiliki saham Perseroan.

Seluruh anggota Dewan Komisaris dan Direksi memiliki kewajiban untuk melaporkan saham yang dimilikinya di Perseroan lain dengan porsi di atas 5%, serta segala transaksi perubahannya, paling lambat tiga hari setelah transaksi tersebut diselesaikan.

Informasi lebih rinci kepemilikan saham anggota Dewan Komisaris dan Direksi per 31 Desember 2025 dijelaskan pada tabel berikut:

As of the end of 2025, all shares of the Company are owned by the DKI Jakarta BUMD. No member of the Board of Commissioners or Board of Directors owns shares in the Company.

All members of the Board of Commissioners and the Board of Directors are required to report any shares they own in other companies with a stake of more than 5%, as well as any changes in such ownership, no later than three days after the transaction is completed.

Further details regarding the share ownership of members of the Board of Commissioners and the Board of Directors as of December 31, 2025, are outlined in the following table:

Nama Name	Jabatan Position	Kepemilikan Saham di Share Ownership in	
		PT LRT Jakarta	Perusahaan Lain Dengan Porsi > 5% Other Companies with a Portion of >5%
Iwan Takwin	Komisaris Utama President Commissioner	Tidak memiliki None	Tidak memiliki None
Azas Tigor Nainggolan	Komisaris Commissioner	Tidak memiliki None	Tidak memiliki None
Mohamad Pramintohadi Sukarno	Komisaris Commissioner	Tidak memiliki None	Tidak memiliki None
Hendri Saputra*	Direktur Utama President Director	Tidak memiliki None	Tidak memiliki None
Roberto Akyuwen**	Direktur Utama President Director	Tidak memiliki None	Tidak memiliki None
Sahurdi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	Tidak memiliki None	Tidak memiliki None
Aditia Kesuma Negara	Direktur Operasi dan Pengembangan Director of Operations and Development	Tidak memiliki None	Tidak memiliki None

* Masa jabatan berakhir secara efektif pada 15 September 2025/No longer serving effectively since September 15, 2025

** Masa jabatan dimulai secara efektif pada 15 September 2025/Serving effectively since September 15, 2025

Sistem Pelaporan Pelanggaran Whistleblowing System

Sistem pelaporan pelanggaran (*Whistleblowing System/WBS*) merupakan sistem yang sejak tahun 2023 digunakan oleh Perseroan untuk memfasilitasi pelaporan indikasi pelanggaran yang dilakukan oleh insan Perseroan. Tindakan pelanggaran yang dapat dilaporkan mencakup pengungkapan perbuatan yang melawan hukum, perbuatan tidak etis/tidak bermoral, atau perbuatan lain yang dapat merugikan Perseroan maupun pemangku kepentingan. Pelaporan ini dapat dilakukan secara rahasia (*confidential*).

Melalui penerapan WBS, Perseroan berupaya untuk menciptakan suasana kerja yang bersih dan bertanggung jawab serta meningkatkan reputasi Perseroan sebagai salah satu mitra yang terpercaya, baik dalam kegiatan usaha maupun pelayanan kepada masyarakat. Tujuan penerapan WBS di Perseroan, antara lain:

1. Menciptakan iklim yang kondusif dan mendorong pelaporan terhadap hal-hal yang dapat menimbulkan kerugian finansial maupun non-finansial termasuk hal-hal yang dapat merusak citra organisasi;
2. Mempermudah manajemen untuk menangani secara efektif laporan-laporan pelanggaran dan sekaligus melindungi kerahasiaan identitas pelapor serta tetap menjaga informasi dalam arsip khusus yang dijamin keamanannya;

The Whistleblowing System (WBS) is a system that has been used by the Company since 2023 to facilitate the reporting of suspected violations committed by Company personnel. Violations that can be reported include illegal acts, unethical or immoral acts, or other acts that may harm the Company or its stakeholders. These reports can be made confidentially.

Through the implementation of WBS, the Company strives to create a clean and responsible work environment and enhance the Company's reputation as a trusted partner, both in business operations and in serving the public. The objectives of WBS implementation at the Company include:

1. To create a conducive environment and encourage reporting of matters that could result in financial or non-financial losses, including matters that could harm the image of the organization;
2. To facilitate management in effectively handling reports of violations while protecting the confidentiality of the whistleblower's identity and ensuring that information is maintained in a secure, dedicated archive;

3. Membangun suatu kebijakan dan infrastruktur untuk melindungi pelapor dari balasan pihak-pihak internal maupun eksternal;
4. Mengurangi kerugian yang terjadi karena pelanggaran melalui deteksi dini; dan
5. Meningkatkan reputasi Perseroan.

Jenis Pelanggaran dan Sanksi bagi Pelanggar

Jenis pelanggaran yang dapat dilaporkan melalui mekanisme WBS mencakup berbagai aktivitas yang berpotensi merugikan Perseroan maupun pemangku kepentingan, antara lain:

1. Melanggar peraturan perundang-undangan;
2. Melanggar pedoman etika Perseroan;
3. Melanggar prinsip akuntansi yang berlaku umum;
4. Melanggar kebijakan dan prosedur operasional Perseroan; ataupun kebijakan prosedur, dan peraturan lain yang dianggap perlu oleh Perseroan;
5. Melakukan tindakan kecurangan lainnya yang dapat menimbulkan kerugian finansial ataupun;
6. Melakukan tindakan yang membahayakan keselamatan kerja.

Atas setiap pelanggaran yang terbukti, Perseroan akan menjatuhkan sanksi sesuai dengan tingkat keseriusan pelanggaran serta berdasarkan kebijakan dan ketentuan yang berlaku dalam peraturan perusahaan. Penetapan sanksi dilakukan secara proporsional untuk memastikan adanya efek jera sekaligus menjaga integritas Perseroan. Apabila pelanggaran yang terjadi termasuk dalam kategori tindakan melawan hukum, maka tindak lanjut akan dilaksanakan sesuai dengan prosedur dan kewenangan pihak berwajib.

Cara Penyampaian Laporan Pelanggaran

Perseroan telah mengimplementasikan *Whistleblowing System* (WBS) LRT Jakarta Integritas, yang pengelolaannya dilakukan bekerja sama dengan konsultan independen, PT Deloitte. Sistem ini menyediakan berbagai saluran pelaporan yang dapat diakses oleh karyawan maupun pihak eksternal, dengan jaminan kerahasiaan serta perlindungan bagi pelapor. Saluran pelaporan yang tersedia adalah:

	Telepon/Phone	+62 21 5088 0141
	Email	lrtjakartaintegritas@tipoffs.info
	Website	https://idn.deloitte-halo.com/lrtjakartaintegritas/
	SMS	+62 81 1199 23335
	WhatsApp	+62 81 1199 23335

Perlindungan bagi Pelapor

Pelapor atau *whistleblower* dapat berasal dari pihak internal yang merupakan karyawan Perseroan, maupun dari pihak eksternal, yang merupakan pelanggan, pemasok, masyarakat. Perseroan menegaskan komitmennya untuk memberikan

3. To establish policies and infrastructure designed to protect whistleblowers from retaliation by internal or external parties;
4. To minimize losses resulting from violations through early detection; and
5. To enhance the Company's reputation.

Types of Violations and Sanctions for Violators

The types of violations that can be reported through the WBS mechanism include various activities that have the potential to harm the Company or its stakeholders, including:

1. Violation of laws and regulations;
2. Violation of the Company's code of ethics;
3. Violation of the generally accepted accounting principles;
4. Violation of the Company's operational policies and procedures, or other policies, procedures, and regulations deemed necessary by the Company;
5. Other acts of fraud that may result in financial loss;
6. Acts that endanger workplace safety.

For every proven violation, the Company will impose sanctions in accordance with the severity of the violation and based on the policies and provisions in effect under company regulations. Sanctions are determined proportionally to ensure a deterrent effect while maintaining the Company's integrity. If the violation falls under the category of illegal acts, follow-up actions will be carried out in accordance with the procedures and authority of the competent authorities.

Violation Reporting Procedures

The Company has implemented the LRT Jakarta Integrity Whistleblowing System (WBS), which is managed in collaboration with an independent consultant, PT Deloitte. This system provides various reporting channels accessible to both employees and external parties, with guarantees of confidentiality and protection for whistleblowers. The available reporting channels are:

Whistleblower Protection

Whistleblowers may be internal parties who are employees of the Company, or external parties, such as customers, suppliers, or members of the public. The Company emphasizes its commitment to protecting whistleblowers who act in good

perlindungan kepada pelapor WBS yang bertindak dengan itikad baik dan mematuhi peraturan serta perundang-undangan yang berlaku. Perlindungan ini mencakup jaminan kerahasiaan identitas serta pencegahan terhadap segala bentuk ancaman, intimidasi, maupun tindakan tidak menyenangkan dari pihak mana pun, selama pelapor menjaga kerahasiaan atas pelanggaran yang dilaporkan, dan dapat memberikan bukti, informasi, atau indikasi yang jelas atas terjadinya pelanggaran yang dilaporkan agar dapat ditelusuri atau ditindaklanjuti.

Untuk pelapor dari pihak internal yang menyampaikan identitasnya, Perseroan memberikan jaminan perlindungan terhadap berbagai bentuk tindakan yang dapat merugikan, antara lain:

1. Pemecatan yang tidak sesuai dengan ketentuan dan bersifat diskriminatif.
2. Penurunan jabatan.
3. Pencatatan yang berdampak negatif bagi pelapor.
4. Perlakuan diskriminatif dalam proses pengembangan karier di Perseroan.

Selain pelapor, perlindungan juga diberikan kepada pihak-pihak yang terlibat dalam proses pemeriksaan maupun yang memberikan informasi terkait pengaduan, sehingga seluruh tahapan dapat berlangsung secara aman, objektif, dan sesuai prinsip Tata Kelola Perusahaan yang Baik.

Mekanisme Penanganan Pengaduan

Melalui mekanisme WBS, setiap laporan pelanggaran yang diterima akan terlebih dahulu divalidasi oleh Komite WBS yang ditunjuk Perseroan. Setelah proses validasi, laporan disampaikan kepada Direktur Utama dan/atau Dewan Komisaris sebagai pihak berwenang untuk menentukan tindak lanjut. Jika diperlukan, akan dibentuk tim investigasi independen untuk melakukan pemeriksaan lebih lanjut terhadap laporan tersebut. Hasil investigasi kemudian dilaporkan kembali kepada Direktur Utama dan/atau Dewan Komisaris untuk dimintakan rekomendasi penyelesaian serta penetapan sanksi sesuai kebijakan dan ketentuan yang berlaku.

Pihak Pengelola WBS

Perseroan telah menunjuk Komite WBS sebagai pihak pengelola (WBS) untuk memastikan mekanisme pelaporan dugaan pelanggaran berjalan secara transparan, akuntabel, dan efektif. Dalam pengelolaan LRT Jakarta Integritas, Komite WBS bekerja sama dengan pihak independen eksternal, yaitu PT Deloitte, yang bertanggung jawab menerima, menelaah, serta menindaklanjuti laporan sesuai dengan prosedur yang berlaku.

Jumlah Pengaduan Tahun 2025 dan Tindak Lanjutnya

Sepanjang tahun 2025, Perseroan menerima sejumlah pengaduan terkait dugaan pelanggaran di lingkungan Perseroan. Setiap laporan diproses melalui mekanisme WBS,

faith and comply with applicable regulations and laws. This protection includes a guarantee of confidentiality regarding the whistleblower's identity and prevention of all forms of threats, intimidation, or hostile actions from any party, provided the whistleblower maintains the confidentiality of the reported violation and can provide evidence, information, or clear indications of the reported violation to enable investigation or follow-up.

For internal whistleblowers who disclose their identity, the Company provides protection against various forms of adverse actions, including:

1. Unfair and discriminatory dismissal.
2. Demotion.
3. Negative disciplinary records that affect the whistleblower.
4. Discriminatory treatment in the Company's career development process.

Besides the whistleblower, protection is also provided to parties involved in the investigation process or those providing information related to the report, ensuring that all stages proceed safely, objectively, and in accordance with the principles of Good Corporate Governance.

Complaint Handling Mechanism

Through the WBS mechanism, every incoming violation report will first be validated by the WBS Committee appointed by the Company. Following the validation process, the report is submitted to the President Director and/or the Board of Commissioners as the authorized parties to determine further action. If necessary, an independent investigation team will be formed to conduct a further examination of the report. The results of the investigation are then reported back to the President Director and/or the Board of Commissioners to request recommendations for a settlement and to determine the sanctions in accordance with applicable policies and regulations.

WBS Manager

The Company has appointed the WBS Committee to act as the WBS manager to ensure that the mechanism for reporting alleged violations operates transparently, accountably, and effectively. In managing the LRT Jakarta Integritas Program, the WBS Committee collaborates with an external independent party, PT Deloitte, which is responsible for receiving, reviewing, and following up on reports in accordance with applicable procedures.

Number of Complaints in 2025 and Follow-Up Actions

Throughout 2025, the Company received a number of complaints regarding alleged violations within the corporate environment. Each report was processed through the WBS

mulai dari validasi, verifikasi, hingga tindak lanjut sesuai ketentuan yang berlaku.

Informasi jumlah pengaduan tahun 2023 hingga 2025 dijelaskan lebih rinci pada tabel berikut:

Status Laporan Report Status	2025	2024	2023
Closed	4	10	-
Open	1	-	-
Jumlah Laporan Total Reports	5	10	-

Sosialisasi Sistem Pelaporan Pelanggaran

Sebagai bagian dari komitmen untuk memperkuat penerapan WBS, Perseroan secara aktif menyelenggarakan kegiatan sosialisasi kepada karyawan, mitra bisnis, vendor, serta pemangku kepentingan lainnya. Tujuan utama dari sosialisasi ini adalah memastikan seluruh pihak memahami fungsi WBS, mengetahui saluran pelaporan yang tersedia, serta merasa terdorong untuk menggunakan mekanisme tersebut ketika menemukan indikasi pelanggaran.

Hingga akhir tahun 2025, berbagai media dimanfaatkan untuk menjangkau audiens secara luas, antara lain:

- 1. Pertemuan langsung maupun secara daring.
- 2. Distribusi *booklet* berisi panduan WBS.
- 3. Pemasangan *standing banner* di lokasi strategis.
- 4. Publikasi melalui *E-Magazine* internal.
- 5. Pemanfaatan media sosial resmi Perseroan.

Selain itu, kebijakan *Whistleblowing System* LRT Jakarta juga dapat diakses oleh publik melalui situs web resmi Perseroan, sehingga pihak eksternal dapat mengakses informasi dengan mudah dan transparan.

Untuk memastikan efektivitasnya, Perseroan juga melakukan sosialisasi WBS melalui berbagai media, antara lain:

- Sosialisasi kepada personal alih daya Kebersihan serta Penyedia Jasa dan Barang Perseroan.
- Media TV mengenai *channel* pelaporan pelanggaran LRT Jakarta Integritas.
- *Website* resmi Perseroan, yaitu www.lrtjakarta.co.id

mechanism, including validation, verification, and follow-up in accordance with applicable regulations.

Information on the number of complaints from 2023 to 2025 is detailed in the following table:

Socialization of the Whistleblowing System

As part of its commitment to strengthening the implementation of the WBS, the Company actively organizes socialization activities for employees, business partners, vendors, and other stakeholders. These activities aim to ensure that all parties understand the function of the WBS, are aware of the available reporting channels, and feel encouraged to use these mechanisms when they encounter indications of misconduct.

As of the end of 2025, various media were used to reach a wide audience, including:

- 1. In-person and online meetings.
- 2. Distribution of booklets containing WBS guidelines.
- 3. Installation of standing banners at strategic locations.
- 4. Publication via the internal E-Magazine.
- 5. Utilization of the Company's official social media channels.

In addition, LRT Jakarta's *Whistleblowing System* policy is also accessible to the public via the Company's official website, enabling external parties to access information easily and transparently.

To ensure its effectiveness, the Company also conducts WBS socialization through various media, including:

- Socialization to outsourced Cleaning personnel and to Providers of the Company's Goods and Services
- TV broadcasts regarding the LRT Jakarta Integritas violation reporting channel.
- The Company's official website, www.lrtjakarta.co.id



Kebijakan Antikorupsi

Anti-corruption Policy

Perseroan menegaskan komitmennya dalam menciptakan lingkungan organisasi yang bersih, bebas dari praktik Korupsi, Kolusi, dan Nepotisme (KKN). Komitmen ini sejalan dengan Undang-Undang No. 31 Tahun 1999 *juncto* Undang-Undang No. 20 Tahun 2001 tentang Pemberantasan Tindak Pidana Korupsi. Perseroan melarang segala bentuk perbuatan melawan hukum yang memperkaya diri sendiri atau pihak lain, penyalahgunaan wewenang, penyuapan, gratifikasi, maupun praktik lain yang merugikan keuangan atau perekonomian negara. Seluruh jajaran diwajibkan menjunjung tinggi integritas, transparansi, dan akuntabilitas dalam setiap kegiatan usaha.

Prosedur Pencegahan Korupsi

Dalam upaya mencegah terjadinya tindak korupsi, Perseroan telah menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai dengan Standar Nasional Indonesia (SNI) ISO 37001:2016. Melalui penerapan sistem ini, Perseroan menetapkan kebijakan, prosedur, dan mekanisme pengendalian yang ketat untuk mencegah, mendeteksi, dan menindak setiap indikasi penyuapan atau praktik korupsi. Seluruh karyawan dan mitra kerja diwajibkan mematuhi standar tersebut, termasuk melaporkan potensi pelanggaran melalui saluran pelaporan yang aman dan terjamin kerahasiaannya. Perseroan juga secara berkala melakukan sosialisasi, pelatihan, serta evaluasi kepatuhan guna memastikan budaya antikorupsi tertanam kuat di seluruh lini organisasi.

Sosialisasi dan Pelatihan Antikorupsi

Perseroan secara konsisten melaksanakan sosialisasi kebijakan anti korupsi kepada seluruh karyawan dan mitra kerja untuk menanamkan kesadaran akan pentingnya integritas dan transparansi dalam setiap aktivitas usaha. Kegiatan ini dilakukan melalui media komunikasi internal dan forum diskusi, sehingga seluruh pihak memahami komitmen Perseroan dalam menciptakan lingkungan kerja yang bersih dan bebas dari praktik korupsi.

Selain itu, Perseroan secara berkala menyelenggarakan pelatihan bagi karyawan melalui *Learning Management System* (LMS) yang mencakup materi tentang pencegahan praktik korupsi, kolusi, dan nepotisme, serta penerapan nilai integritas dalam pekerjaan sehari-hari. Pada tanggal 14 Agustus 2025, Perseroan telah menyelenggarakan kegiatan *GRC Talks* dengan tema “Kepatuhan dalam Pengadaan Barang dan Jasa: Membangun Tata Kelola Pengadaan yang Transparan dan Akuntabel” yang dihadiri oleh 131 peserta baik internal maupun eksternal.

The Company emphasizes its commitment to creating a clean organizational environment, free from Corruption, Collusion, and Nepotism (KKN) practices. This commitment aligns with Law No. 31 of 1999 in conjunction with Law No. 20 of 2001 on the Eradication of Corruption Acts. The Company prohibits all forms of unlawful acts that enrich oneself or others, abuse of authority, bribery, gratuities, or other practices that harm the state's finances or economy. All personnel are required to uphold integrity, transparency, and accountability in every business activity.

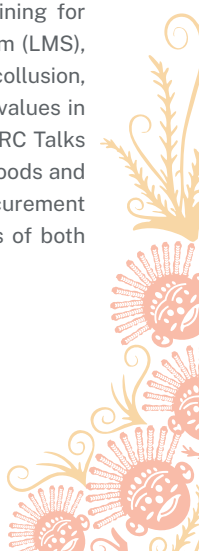
Anti-Corruption Procedures

In an effort to prevent corruption, the Company has implemented an Anti-Bribery Management System (SMAP) in accordance with the Indonesian National Standard (SNI) ISO 37001:2016. Through the implementation of this system, the Company establishes strict policies, procedures, and control mechanisms to prevent, detect, and address any indications of bribery or corrupt practices. All employees and business partners are required to comply with these standards, including to report potential violations through secure and confidential reporting channels. The Company also regularly organizes socialization, training, and compliance evaluations to ensure that an anti-corruption culture is firmly embedded throughout the organization.

Anti-Corruption Socialization and Training

The Company consistently socializes its anti-corruption policies to all employees and business partners to instill awareness of the importance of integrity and transparency in every business activity. These activities are conducted through internal communication channels and discussion forums, ensuring that all parties understand the Company's commitment to creating a clean work environment free from corrupt practices.

Furthermore, the Company periodically provides training for employees through the Learning Management System (LMS), covering materials on the prevention of corruption, collusion, and nepotism, as well as the application of integrity values in daily work. On August 14, 2025, the Company held *GRC Talks* with the theme “Compliance in the Procurement of Goods and Services: Building a Transparent and Accountable Procurement Governance” which was attended by 131 participants of both internal and external.



Sistem Manajemen Anti Penyuapan

Anti-Bribery Management System

Sebagai komitmen membangun organisasi yang berintegritas, Perseroan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai dengan Standar Nasional Indonesia (SNI) ISO 37001:2016 dan peraturan dan perundang-undangan lainnya yang relevan. Penerapan SMAP di Perseroan melibatkan Dewan Komisaris, Direksi dan karyawan di setiap level organisasi dan wilayah kerja Perseroan. Selain itu, kebijakan ini juga diberlakukan bagi mitra bisnis yang terlibat dalam kegiatan operasional, sehingga integritas dapat terjaga secara menyeluruh.

Tujuan Penerapan SMAP

Tujuan penerapan SMAP di Perseroan adalah:

1. Menjaga kredibilitas PT LRT Jakarta dan meningkatkan kepercayaan publik serta para pemangku kepentingan lainnya kepada Perseroan.
2. Meningkatkan kepercayaan pemegang saham dan sekaligus meningkatkan nilai Perseroan.
3. Memitigasi Risiko "Pertanggungjawaban Pidana Korporasi" dengan cara memberikan bukti yang kuat bahwa Perseroan telah melakukan langkah-langkah pencegahan yang memadai apabila terjadi penyidikan 'Pertanggungjawaban Pidana Korporasi' oleh Penegak Hukum (KPK, Kepolisian dan Kejaksaan) maupun Pengadilan apabila ada perkara yang telah masuk ke tahap peradilan.
4. Memberi pesan yang kuat baik ke dalam maupun ke luar Perseroan terkait komitmen Perseroan terhadap anti penyuapan dan anti korupsi.
5. Menjaga keberlangsungan Perseroan dengan cara mencegah terjadinya penyuapan yang berakibat kepada *high-cost economy* sebagai akibat terjadinya biaya-biaya yang tidak wajar.
6. Memberikan dukungan kepada Perseroan dan Jakpro Group untuk menerapkan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) agar korporasi dapat terus berkembang secara berkesinambungan.

Fungsi Kepatuhan Anti Penyuapan

Perseroan membentuk Fungsi Kepatuhan Anti Penyuapan (FKAP) untuk memastikan program SMAP dapat berjalan secara efektif. Pembentukan FKAP ditetapkan melalui Surat Keputusan Direksi PT LRT Jakarta No. 001/DRU/111/X/2025 tanggal 14 Oktober 2025.

Keanggotaan FKAP bersifat *ex officio*, sehingga setiap posisi diisi oleh pejabat yang secara struktural memiliki tanggung jawab dalam bidang kepatuhan dan pengendalian internal. Komposisi FKAP per 31 Desember 2025 adalah sebagai berikut:

As part of its commitment to building integrity within the organization, the Company implements an Anti-Bribery Management System (SMAP) in accordance with the Indonesian National Standard (SNI) ISO 37001:2016 and other relevant laws and regulations. The implementation of the SMAP at the Company involves the Board of Commissioners, the Board of Directors, and employees at every level of the organization and across the Company's operational regions. In addition, this policy also applies to business partners involved in operational activities, ensuring integrity is maintained comprehensively.

Objectives of SMAP Implementation

The objectives of SMAP implementation at the Company are:

1. To maintain the credibility of PT LRT Jakarta and enhance public and other stakeholder trust in the Company.
2. To increase shareholder trust and simultaneously enhance corporate value.
3. To mitigate the risk of "Corporate Criminal Liability" by providing strong evidence that the Company has taken adequate preventive measures should there be an investigation into "Corporate Criminal Liability" by law enforcement agencies (KPK, Police, and the Prosecutor's Office) or the courts if a case has reached the judicial stage.
4. To send a strong message both internally and externally regarding the Company's commitment to anti-bribery and anti-corruption.
5. To ensure the Company's sustainability by preventing bribery that leads to a high-cost economy due to the incurrence of unreasonable costs.
6. To support to the Company and the Jakpro Group in implementing Good Corporate Governance (Good Corporate Governance) so that the corporation can continue to grow sustainably.

Anti-Bribery Compliance Function

The Company has established an Anti-Bribery Compliance Function (FKAP) to ensure that the SMAP is effective. The establishment of the FKAP was formalized via LRT Jakarta Board of Directors Decree No. 001/DRU/111/X/2025 dated October 14, 2025.

Membership in the FKAP is *ex officio*, meaning each position is filled by an official who, by virtue of their structural role, has responsibilities in the areas of compliance and internal control. The composition of the FKAP as of December 31, 2025, is as follows:

Posisi di FKAP Position in FKAP	Jabatan Struktural Structural Position
Ketua Chairman	Kepala Divisi Strategi Perusahaan dan Manajemen Risiko Head of Corporate Strategy and Risk Management Division
Anggota Member	Kepala Divisi Audit Internal Head of Internal Audit Division
Anggota Member	Kepala Departemen Manajemen Risiko dan Kepatuhan Head of Risk Management and Compliance Department
Anggota Member	Kepala Departemen Pengadaan Head of Procurement Department
Anggota Member	Kepala Departemen Hukum Head of Legal Department
Anggota Member	Kepala Departemen Umum Head of General Affair Department
Anggota Member	Kepala Departemen Manajemen Aset dan Inventaris Head of Asset Management and Inventory Department
Anggota Member	Kepala Departemen Keuangan dan Perbendaharaan Head of Finance and Treasury Department
Anggota Member	Kepala Departemen Akuntansi dan Perpajakan Head of Accounting and Tax Department
Anggota Member	Kepala Departemen Subsidi dan Anggaran Head of Subsidy and Budget Department
Anggota Member	Kepala Departemen Layanan SDM Head of HR Support Department
Anggota Member	Kepala Departemen Pengembangan SDM Head of HR Development Department
Document Controller	Kepala Departemen Jaminan Mutu Head of Quality Insurance Department
Bidang Komunikasi Communication Division	Kepala Departemen Komunikasi Perusahaan Head of Corporate Communication Department
Bidang SDM HR Division	Kepala Departemen Layanan SDM Head of Human Capital Services Support Department

Sosialisasi dan Pelatihan Sistem Manajemen Anti Penyuapan

Dalam rangka memperkuat penerapan SMAP, Perseroan secara konsisten melaksanakan sosialisasi dan pelatihan bagi seluruh karyawan. Pelatihan dilakukan melalui *Learning Management System* (LMS) dengan materi yang berfokus pada prinsip, kebijakan, serta prosedur SMAP agar karyawan memahami peran mereka dalam mencegah praktik penyuapan.

Selain itu, pada tanggal 21 Mei 2025, Perseroan menyelenggarakan kegiatan Pelatihan *Awareness ISO 37001:2016 SMAP* sebagai sarana pelatihan untuk memperluas pemahaman dan meningkatkan kesadaran seluruh insan Perseroan mengenai pentingnya penerapan SMAP dalam aktivitas bisnis sehari-hari.

Anti-Bribery Management System Socialization and Training

In order to strengthen the implementation of the SMAP the Company consistently organizes socialization and training for all employees. Training is conducted through the *Learning Management System* (LMS) with material focusing on the principles, policies, and procedures of the SMAP so that employees understand their role in preventing bribery.

In addition, on May 21, 2025, the Company organized the *Awareness ISO 37001:2016 SMAP* as a training initiative to broaden understanding and raise awareness among all Company personnel regarding the importance of implementing the SMAP in daily business activities.



Laporan Pelaksanaan SMAP Tahun 2025

Perseroan secara berkesinambungan memantau penerapan SMAP dan mendokumentasikan seluruh aktivitas yang dijalankan sepanjang tahun. Adapun laporan pelaksanaan SMAP tahun 2025 diuraikan berikut ini:

A. Pemutakhiran Komitmen dalam Penerapan SMAP

Setiap insan Perseroan (Direksi, Dewan Komisaris, Karyawan, dan tenaga alih daya) wajib untuk menandatangani Pakta Integritas. Penandatanganan Pakta Integritas bertujuan untuk memperkuat komitmen bersama dalam pencegahan dan pemberantasan tindakan suap dan korupsi. Selain kepada pihak internal, Perseroan Jakarta juga menegaskan komitmen penerapan SMAP kepada pihak eksternal melalui surat kepada vendor dan mitra bisnis sebagai berikut:

- Surat kepada vendor No. 001/DRU/110/VII/2025 tanggal 1 Juli 2025.
- Surat kepada mitra bisnis No. 002/DRU/110/VII/2025 tanggal 1 Juli 2025.

B. Program Komunikasi

Perseroan mengedepankan keterbukaan informasi dengan memanfaatkan beragam kanal komunikasi untuk mempublikasikan aktivitas terkait SMAP. Media yang digunakan meliputi:

- Website Perseroan;
- GRC Awareness;
- Majalah internal "Transporter";
- Banner dan booklet; dan
- Sosial Media.

C. Bribery Risk Assessment

Setiap departemen di Perseroan diwajibkan melakukan identifikasi serta asesmen risiko penyuapan secara berkala. Proses ini dituangkan dalam formulir *Bribery Risk Assessment*, yang kemudian dilaporkan kepada Departemen Manajemen Risiko dan Kepatuhan setiap triwulan. Sepanjang tahun 2025, tercatat sebanyak 28 potensi risiko penyuapan berhasil diidentifikasi dan ditindaklanjuti sesuai mekanisme pengendalian yang berlaku.

D. Internal Audit dan Tinjauan Manajemen

Perseroan secara konsisten melakukan evaluasi dan peningkatan berkelanjutan atas penerapan SMAP. Salah satu mekanisme yang dijalankan adalah melalui Audit Sistem Manajemen Terintegrasi (SMT), yang bertujuan menilai efektivitas penerapan kebijakan serta prosedur pengendalian. Hasil audit kemudian dilaporkan kepada Dewan Komisaris dan Direksi sebagai dasar pengambilan keputusan dan tindak lanjut perbaikan, sehingga sistem dapat terus ditingkatkan sesuai standar praktik terbaik.

E. Penerapan dan Sosialisasi Whistleblowing System (WBS) LRT Jakarta Integritas

Informasi terkait hal ini dijelaskan lebih rinci pada Bab Tata Kelola Perusahaan, Subbab Sistem Pelaporan Pelanggaran.

Anti-Bribery Management System (SMAP) Implementation Report 2025

The Company continuously monitors the implementation of the SMAP and documents all activities performed throughout the year. The 2025 SMAP implementation report is outlined below:

A. Update on Commitment to Implementing SMAP

Every Company personnel (Board of Directors, Board of Commissioners, Employees, and outsourced staff) is required to sign an Integrity Pact. The Integrity Pact signing aims to strengthen the shared commitment to preventing and eradicating acts of bribery and corruption. Besides internal parties, the Company also reaffirmed its commitment to implementing the Anti-Bribery Management System (SMAP) to external parties through letters to vendors and business partners as follows:

- Letter to vendors No. 001/DRU/110/VII/2025 dated July 1, 2025.
- Letter to business partners No. 002/DRU/110/VII/2025 dated July 1, 2025.

B. Communication Program

The Company prioritizes transparency by utilizing various communication channels to publish activities related to the SMAP. The media used by the Company are:

- The Company's Website;
- GRC Awareness;
- Internal magazine "Transporter";
- Banners and booklets; and
- Social Media.

C. Bribery Risk Assessment

Every department within the Company is required to conduct periodic identification and assessment of bribery risks. This process is documented in the Bribery Risk Assessment form, which is then reported to the Risk Management and Compliance Department on a quarterly basis. Throughout 2025, a total of 28 potential bribery risks were successfully identified and addressed in accordance with applicable control mechanisms.

D. Internal Audit and Management Review

The Company consistently evaluates and improves the implementation of the SMAP. One of the mechanisms implemented is the Integrated Management System (SMT) Audit, which aims to assess the effectiveness of policy implementation and control procedures. The audit results are then reported to the Board of Commissioners and the Board of Directors as a basis for decision-making and corrective actions, ensuring the system continues to be improved in accordance with best practices.

E. Implementation and Dissemination of the Whistleblowing System (WBS) at LRT Jakarta Integritas

Information regarding this matter is explained in more detail in the Corporate Governance Chapter, under the Whistleblowing System Subchapter.

F. Pengendalian Gratifikasi

Informasi terkait hal ini dijelaskan lebih rinci pada Bab Tata Kelola Perusahaan, Subbab Kebijakan Pengendalian Gratifikasi.

G. Pelatihan Antikorupsi

Informasi terkait hal ini dijelaskan lebih rinci pada Bab Tata Kelola Perusahaan, Subbab Kebijakan Antikorupsi.

F. Gratification Control

Information regarding this matter is explained in more detail in the Corporate Governance Chapter, under the Gratification Control Policy Subchapter.

G. Anti-corruption Training

Information regarding this matter is explained in more detail in the Corporate Governance Chapter, under the Anti-corruption Policy Subchapter.

Kebijakan Pengendalian Gratifikasi

Gratification Control Policy

Pedoman Pengendalian Gratifikasi

Penerapan prinsip integritas di lingkungan Perseroan diwujudkan melalui kebijakan pengendalian gratifikasi. Kebijakan ini dilaksanakan berdasarkan Pedoman Pengendalian Gratifikasi yang ditetapkan melalui Keputusan Direksi PT LRT Jakarta No. 001/KAD/111/IX/2025 tanggal 25 September 2025.

Pedoman tersebut menjadi rujukan bagi seluruh karyawan dan mitra usaha dalam menjaga independensi serta objektivitas, sekaligus memastikan bahwa setiap aktivitas bisnis dijalankan secara bersih dan bebas dari praktik gratifikasi yang berpotensi mengarah pada suap.

Dalam pedoman tersebut, diatur ketentuan mengenai larangan dan kewajiban terkait gratifikasi, antara lain:

1. Setiap karyawan dilarang menerima dan wajib menolak Gratifikasi yang dianggap suap dari pihak mana pun yang diterima secara langsung, yang dapat memengaruhi independensi dan objektivitas pelaksanaan tugas dan wewenang di Perseroan.
2. Pada kondisi tertentu, di mana karyawan tidak dapat menghindar untuk menolak Gratifikasi yang dianggap suap tersebut, maka karyawan wajib melaporkan dan menyerahkan uang/barang/fasilitas dimaksud kepada Unit Pengendalian Gratifikasi (UPG).
3. Setiap karyawan apabila ditawarkan atau diberikan Gratifikasi yang dianggap suap wajib melakukan penolakan dengan cara santun dan memberikan penjelasan secara memadai terhadap kebijakan dan aturan yang ada dalam pedoman ini kepada Mitra Usaha/Pihak Ketiga.
4. Setiap karyawan dilarang memberi Gratifikasi yang dianggap suap baik secara langsung maupun tidak langsung kepada pihak mana pun, yang bertujuan untuk memengaruhi pihak yang dimaksud untuk melakukan dan/atau tidak melakukan suatu hal yang berlawanan dengan tugas dan kewenangannya.

Gratification Control Guidelines

The implementation of integrity principles within the Company is realized through the gratification control policy. This policy is implemented based on the Gratification Control Guidelines established by PT LRT Jakarta Board of Directors Decree No. 001/KAD/111/IX/2025 dated 25 September 2025.

These guidelines serve as a reference for all employees and business partners in maintaining independence and objectivity, while ensuring that all business activities are conducted transparently and free from gratuity practices that could potentially lead to bribery.

The guidelines stipulate provisions regarding prohibitions and obligations related to gratification, including:

1. Every employee is prohibited from directly accepting and is required to refuse any gratification, which could influence the independency and objectivity of their duties and authority within the Company.
2. Under certain circumstances, in which an employee cannot avoid accepting such gratification, the employee is required to report it and surrender the money, goods, or facilities in question to the Gratification Control Unit (UPG).
3. Any employee who is offered or given a gratification must politely refuse it and provide an adequate explanation of the policies and rules contained in this guideline to the Business Partner/Third Party.
4. Every employee is prohibited from giving gratification, either directly or indirectly, to any party, with the intent to influence said party to perform and/or refrain from performing an act contrary to their duties and authority.

Unit Pengendalian Gratifikasi

Perseroan telah membentuk Unit Pengendali Gratifikasi (UPG) berdasarkan Surat Keputusan Direksi No.001/KAD/111/IX/2025 tanggal 25 September 2025. Upaya penguatan peran dan fungsi UPG terus dilakukan secara berkesinambungan untuk memastikan kepatuhan terhadap ketentuan yang berlaku.

Komposisi UPG dijelaskan pada tabel berikut:

		
Penanggung Jawab Person in Charge	Ketua Chairman	Anggota Member
Direktur Utama President Director	Kepala Divisi Strategi Perusahaan dan Manajemen Risiko Head of Corporate Strategy and Risk Management Division	Kepala Departmen Manajemen Risiko dan Kepatuhan Head of Risk Management and Compliance Department Kepala Seksi Manajemen Risiko dan Kepatuhan Head of Risk Management and Compliance Section

Tugas dan Tanggung Jawab Unit Pengendalian Gratifikasi

Tugas dan tanggung jawab yang dilaksanakan oleh Unit Pengendalian Gratifikasi mencakup:

1. Menerima pelaporan Gratifikasi dari Direksi atau karyawan;
2. Melakukan Analisis dan pemrosesan atas setiap laporan Gratifikasi yang diterima;
3. Menyiapkan perangkat kerja dan fasilitas yang dibutuhkan dalam Pengendalian Gratifikasi di Perseroan, termasuk tempat penyimpanan sementara yang aman dan memadai atas uang/barang/fasilitas Gratifikasi pelapor, sampai adanya tindak lanjut dan rekomendasi dari Direksi;
4. Meneruskan Laporan Gratifikasi dari Karyawan dengan mengisi formulir yang ditetapkan oleh Unit Pengendalian Gratifikasi baik secara langsung paling lama 14 (empat belas) hari kerja terhitung sejak tanggal Gratifikasi tersebut diterima oleh Direksi atau karyawan;
5. Memberikan laporan Gratifikasi melakukan koordinasi, dan konsultasi dengan Dewan Komisaris dalam pelaksanaan Keputusan Direksi;
6. Setelah mendapatkan arahan dan persetujuan dari Direksi dan Dewan Komisaris, Unit Pengendalian Gratifikasi melanjutkan laporan Gratifikasi kepada Pemegang Saham.

Jumlah Laporan Tahun 2025

Pada tahun 2025, UPG telah menerima 8 laporan tindakan gratifikasi, dan seluruh laporan tersebut telah ditindaklanjuti sesuai dengan ketentuan yang berlaku.

Gratification Control Unit

The Company has established a Gratification Control Unit (UPG) pursuant to Board of Directors’ Decree No.001/KAD/111/IX/2025 dated 25 September 2025. Efforts to strengthen the role and functions of the UPG are continuously being carried out to ensure compliance with applicable regulations.

The composition of the UPG is outlined in the following table:

Duties and Responsibilities of the Gratification Control Unit

The duties and responsibilities of the Gratification Control Unit are as follows:

1. Receiving reports of Gratification from the Board of Directors or employees;
2. Analyzing and processing each Gratification report received;
3. Preparing the necessary tools and facilities for Gratification Control within the Company, including a secure and adequate temporary storage facility for the Gratification money/goods/facilities, until follow-up actions and recommendations are issued by the Board of Directors;
4. Forwarding Gratification Reports from Employees by completing the form established by the Gratification Control Unit, either directly or indirectly, within a maximum of 14 (fourteen) working days from the date the Gratification was received by the Board of Directors or employees;
5. Submitting Gratification reports, coordinating, and consulting with the Board of Commissioners regarding the implementation of the Board of Directors’ decisions;
6. After receiving guidance and approval from the Board of Directors and the Board of Commissioners, the Gratification Control Unit forwards the Gratification Report to the Shareholders.

Number of Reports in 2025

In 2025, the Gratification Control Unit (UPG) received 8 reports of gratification incidents, and all reports were followed up in accordance with applicable regulations.

Kebijakan untuk Mencegah Terjadinya *Insider Trading*

Insider Trading Prevention Policy

Perseroan bukan merupakan Perusahaan Publik, sehingga penerapan kebijakan terkait *insider trading* tidak menjadi kewajiban bagi Perseroan. Namun demikian, Perseroan tetap berkomitmen untuk menjaga integritas dan transparansi dalam setiap aktivitas usaha, serta memastikan bahwa seluruh informasi material dikelola secara hati-hati dan tidak disalahgunakan oleh pihak internal maupun eksternal. Perseroan dapat memastikan bahwa tidak pernah terjadi tindakan *insider trading* yang melibatkan anggota Dewan Komisaris, Direksi, Pejabat Eksekutif dan karyawan.

The Company is not a Public Company; therefore, the implementation of policies related to insider trading is not mandatory for the Company. However, the Company remains committed to maintaining integrity and transparency in all business activities, and ensuring that all material information is managed carefully and not misused by internal or external parties. The Company can confirm that no instances of insider trading involving members of the Board of Commissioners, the Board of Directors, Executive Officers, or employees have ever occurred.

Kebijakan Pengunduran Diri Anggota Dewan Komisaris dan Direksi yang Terlibat dalam Kejahatan Keuangan

Policy on the Resignation of Members of the Board of Commissioners and Board of Directors who are Involved in Financial Crimes

Sebagai bentuk kepatuhan terhadap ketentuan peraturan perundang-undangan, Perseroan menerapkan kebijakan yang mewajibkan pengunduran diri bagi anggota Dewan Komisaris dan Direksi yang terlibat dalam kejahatan keuangan. Perseroan berkomitmen menegakkan integritas dan tata kelola perusahaan yang baik dengan memberikan tindakan tegas terhadap setiap pihak yang terbukti melakukan pelanggaran tersebut. Kebijakan ini merupakan bagian dari standar perilaku yang tercantum dalam Pedoman Perilaku serta etika jabatan yang diatur dalam *Board Manual*.

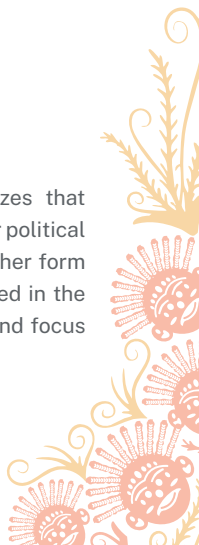
As a form of compliance with applicable laws and regulations, the Company has a policy that requires members of the Board of Commissioners and the Board of Directors involved in financial crimes to resign. The Company is committed to upholding integrity and good corporate governance by taking firm action against any party proven to have committed such violations. This policy is part of the behavioral standards outlined in the Code of Conduct and the professional ethics stipulated in the Board Manual.

Kebijakan Terkait Aktivitas Politik dan Sosial Organisasi

Policy Related to Political and Social Organizational Activities

Dalam menjalankan usaha, Perseroan menegaskan bahwa fasilitas maupun sumber daya perusahaan tidak boleh digunakan untuk kepentingan politik, termasuk kampanye, penggalangan dana, ataupun bentuk partisipasi politik lainnya. Ketentuan ini tercantum jelas dalam *Code of Conduct* sebagai upaya menjaga netralitas dan fokus pada kepentingan bisnis.

In conducting its business, the Company emphasizes that corporate facilities and resources must not be used for political purposes, including campaigns, fundraising, or any other form of political participation. This provision is clearly stated in the Code of Conduct as an effort to maintain neutrality and focus on business interests.



Meski demikian, hak politik setiap karyawan tetap dihormati. Perseroan tidak membatasi ataupun memengaruhi aspirasi pribadi sepanjang dilakukan di luar kapasitasnya sebagai insan Perseroan. Dalam setiap situasi, karyawan diharuskan menempatkan kepentingan Perseroan di atas kepentingan individu maupun kelompok.

Nevertheless, the political rights of every employee are respected. The Company does not restrict or influence personal aspirations as long as they are pursued outside the employee's capacity as a Company representative. In every situation, employees are required to prioritize the Company's interests over individual or group interests.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Official Asset Declaration Report (LHKPN)

Perseroan berkomitmen menjaga integritas dan akuntabilitas dengan melaksanakan kewajiban pelaporan sesuai ketentuan peraturan perundang-undangan. Pejabat dengan fungsi strategis, yaitu Dewan Komisaris dan Direksi, diwajibkan menyampaikan LHKPN kepada Komisi Pemberantasan Korupsi (KPK). Perseroan memberikan tanggung jawab pengelolaan LHKPN kepada Divisi Sekretaris Perusahaan.

The Company is committed to upholding integrity and accountability by fulfilling its reporting obligations in accordance with applicable laws and regulations. Officials in strategic positions, specifically the Board of Commissioners and the Board of Directors, are required to submit LHKPN reports to the Corruption Eradication Commission (KPK). The Company has assigned the Corporate Secretary Division to manage the LHKPN reporting process.

Untuk memperkuat penerapan kebijakan tersebut, Perseroan juga menetapkan kebijakan internal mengenai kewajiban penyampaian LHKPN, yaitu:

1. Keputusan Direksi PT Jakarta Propertindo No. 008/UT0000/111/I/2020 mengenai Ketentuan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN) di PT Jakarta Propertindo dan Anak Usaha.
2. Keputusan Direksi PT LRT Jakarta No. 001/SPR/111/IV/2020 tentang Ketentuan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN) di PT LRT Jakarta.

To strengthen the implementation of this policy, the Company has also established internal policies regarding the obligation to submit LHKPN reports:

1. PT Jakarta Propertindo Board of Directors Decree No. 008/UT0000/111/I/2020 regarding Provisions on the Obligation to Submit State Officials Asset Declaration (LHKPN) at PT Jakarta Propertindo and its Subsidiaries.
2. Board of Directors Decree of PT LRT Jakarta No. 001/SPR/111/IV/2020 regarding the Provisions on the Obligation to Submit the State Officials Asset Declaration (LHKPN) at PT LRT Jakarta.

Sesuai ketentuan KPK, penyampaian LHKPN wajib dilakukan pada saat:

1. Pengangkatan pada saat pertama kali menjabat;
2. Pengangkatan kembali setelah berakhirnya masa jabatan atau pensiun;
3. Berakhirnya masa jabatan atau pensiun;
4. Setelah diterbitkannya keputusan bagi yang belum pernah menyampaikan LHKPN kepada KPK;
5. Secara periodik setiap 1 (satu) tahun sekali atas harta kekayaan yang diperoleh sejak tanggal 1 Januari sampai dengan 31 Desember. Penyampaian LHKPN periodik disampaikan paling lambat tanggal 31 Maret tahun berikutnya.

In accordance with KPK regulations, the submission of the LHKPN must be carried out at the following times:

1. Upon appointment when first assuming office;
2. Reappointment following the expiration of a term of office or retirement;
3. The expiration of a term of office or retirement;
4. Following the issuance of a decision for those who have never submitted an LHKPN to the KPK;
5. Periodically, once a year for assets acquired from January 1 through December 31. Periodic LHKPN must be submitted no later than March 31 of the following year.

Untuk tahun buku 2025 tercatat sebanyak 6 orang pejabat dengan fungsi strategis di Perseroan yang wajib menyampaikan laporan, dan pada tanggal 31 Maret 2026 sebanyak 6 orang telah menyampaikan LHKPN kepada KPK. Dengan demikian, tingkat kepatuhan Perseroan untuk pelaporan LHKPN mencapai 100%.

For the 2025 fiscal year, there were 6 officers officials in strategic roles at the Company required to submit the report, and as of March 31, 2026, 6 people officials had submitted their LHKPN to the KPK. Thus, the Company's compliance rate for LHKPN reporting reached 100%.

Pengadaan Barang dan Jasa

Procurement of Goods and Services

Dalam kerangka keberlanjutan, pengadaan barang dan jasa di Perseroan diarahkan untuk mendukung terciptanya praktik bisnis yang bertanggung jawab serta berorientasi pada nilai jangka panjang. Proses pengadaan tidak hanya memastikan ketersediaan barang dan jasa yang dibutuhkan, tetapi juga memperhatikan aspek lingkungan, sosial, dan tata kelola.

Perseroan mendorong keterlibatan mitra usaha yang memiliki komitmen terhadap keberlanjutan, seperti penerapan efisiensi energi, penggunaan material ramah lingkungan, serta pemberdayaan pemasok lokal.

Pedoman Pengadaan Barang dan Jasa

Sebagai wujud komitmen tersebut, Perseroan telah menyusun dan menerapkan Pedoman Pengadaan Barang dan Jasa di Lingkungan LRT Jakarta, yang menjadi acuan utama dalam setiap tahapan pengadaan. Pedoman ini diselaraskan dengan ketentuan peraturan perundang-undangan, antara lain:

1. Peraturan Presiden No. 12 Tahun 2021 tentang Perubahan Atas Peraturan Presiden No. 16 Tahun 2018 tentang Pengadaan Barang/Jasa Pemerintah.
2. Peraturan Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (LKPP) No. 12 Tahun 2021 tentang Pedoman Pelaksanaan Pengadaan Barang/Jasa Pemerintah melalui Penyedia.
3. Peraturan Gubernur DKI Jakarta No. 50 Tahun 2019 tentang Pedoman Pengadaan Barang/Jasa Badan Usaha Milik Daerah.
4. Surat Keputusan Direksi PT LRT Jakarta No. 001/DRU/111/II/2024 tentang Pedoman Pengadaan Barang dan Jasa di Lingkungan LRT Jakarta.

Metode Pengelolaan Pengadaan Barang dan Jasa

Setiap proses pengadaan dilaksanakan dengan prinsip efisiensi, efektivitas, dan kepatuhan terhadap regulasi, sekaligus memastikan adanya persaingan sehat dan kesempatan yang adil bagi seluruh mitra kerja. Sesuai dengan Pedoman Pengadaan Barang dan Jasa, Perseroan menerapkan metode Pengadaan Barang dan Jasa sebagai berikut:

1. Tender Terbuka/Lelang;
2. Pemilihan Langsung;
3. Pengadaan Langsung;
4. Penunjukan Langsung;
5. Pembelian Langsung;
6. Swakelola.

Within the framework of sustainability, the procurement of goods and services at the Company is aimed at supporting the creation of responsible business practices oriented toward long-term value. The procurement process not only ensures the availability of required goods and services but also considers environmental, social, and governance aspects.

The Company encourages the involvement of business partners who are committed to sustainability, such as the implementation of energy efficiency, the use of environmentally friendly materials, and the empowerment of local suppliers.

Goods and Services Procurement Guidelines

As a manifestation of this commitment, the Company has developed and implemented the Goods and Services Procurement Guidelines within LRT Jakarta, which serve as the primary reference in every stage of procurement. These guidelines are aligned with applicable laws and regulations, including:

1. Presidential Regulation No. 12 of 2021 on Amendments to Presidential Regulation No. 16 of 2018 on Government Procurement of Goods and Services.
2. Regulation of the Government Procurement Policy Agency (LKPP) No. 12 of 2021 on Implementation Guidelines for Government Procurement of Goods and Services through Suppliers.
3. Jakarta Governor Regulation No. 50 of 2019 on Guidelines for the Procurement of Goods and Services by Regional-Owned Enterprises.
4. PT LRT Jakarta Board of Directors Decree No. 001/DRU/111/II/2024 on Guidelines for the Procurement of Goods and Services within LRT Jakarta.

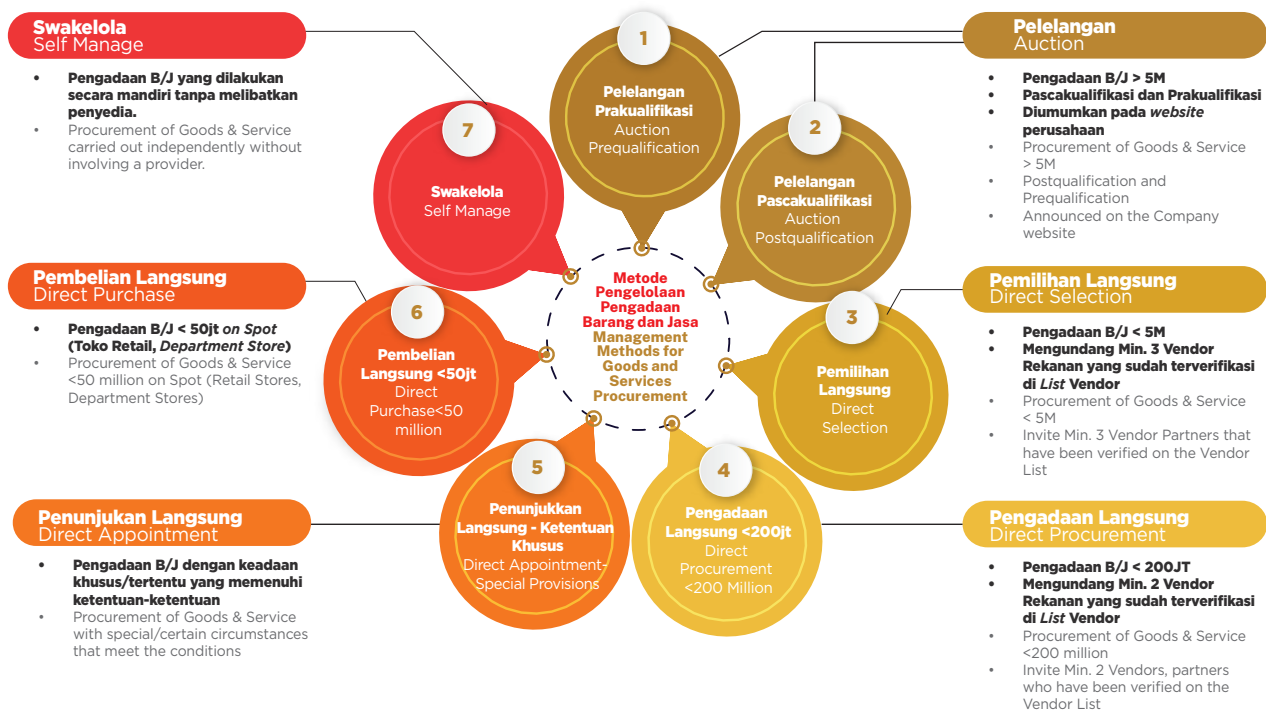
Management Methods for Goods and Services Procurement

Every procurement process is carried out based on the principles of efficiency, effectiveness, and compliance with regulations, while ensuring healthy competition and fair opportunities for all business partners. In accordance with the Guidelines for Goods and Services Procurement, the Company applies the following methods for Goods and Services Procurement:

1. Open Tender/Auction;
2. Direct Selection;
3. Direct Procurement;
4. Direct Appointment;
5. Direct Purchase;
6. Self-Managed.

Infografis berikut menjelaskan lebih rinci metode pengadaan barang dan jasa yang diterapkan oleh Perseroan:

The following infographic explains in more detail the procurement methods for goods and services implemented by the Company:

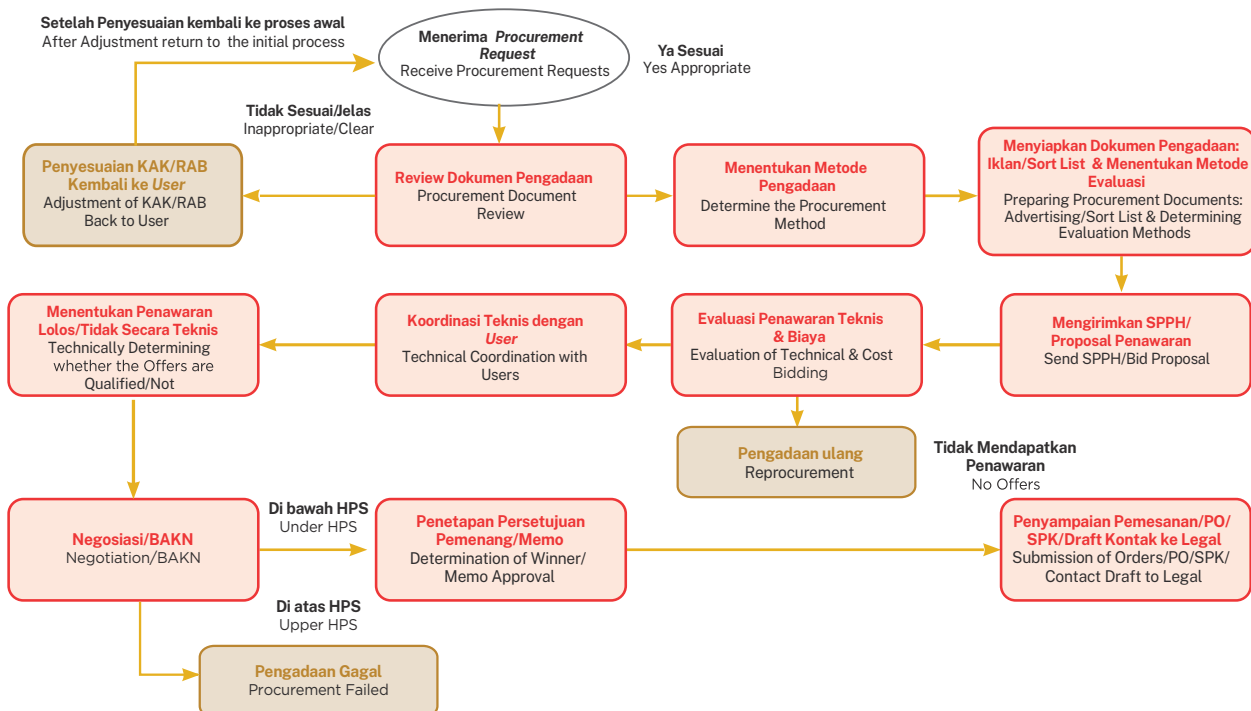


Alur Proses Pengadaan Barang dan Jasa

Dalam pengadaan barang, Perseroan menerapkan tahapan proses yang terstruktur untuk memastikan setiap kegiatan berjalan sesuai prinsip efisiensi, transparansi, dan akuntabilitas. Alur proses tersebut digambarkan pada bagan berikut:

Goods and Services Procurement Process Flowchart

In the procurement of goods, the Company implements a structured process to ensure that all activities are conducted in accordance with the principles of efficiency, transparency, and accountability. The process flowchart is illustrated in the following graphic:



Kegiatan Pengadaan Barang dan Jasa Tahun 2025

Sepanjang tahun buku 2025, Perseroan melaksanakan berbagai kegiatan pengadaan untuk mendukung kebutuhan operasional dan memastikan kelancaran bisnis, sebagaimana dijelaskan pada tabel berikut:

Goods and Services Procurement Activities in 2025

Throughout the 2025 fiscal year, the Company carried out various procurement activities to support operational needs and ensure business continuity, as detailed in the following table:

No.	Metode Pengadaan Procurement Methods	Jumlah Total
1.	Pengadaan Langsung Direct Procurement	78
2.	Pemilihan Langsung/Tender Sederhana Direct Selection/Simple Tender	127
3.	Pelelangan/Tender/Seleksi Auction/Tender/Selection	4
4.	Penunjukan Langsung (<i>Principle/OEM/ATPM</i>) Direct Appointment (<i>Principle/OEM/ATPM</i>)	75
5.	Pembelian Langsung Direct Purchase	0
6.	Penugasan Assignment	0
7.	Proses Pengulangan Pengadaan/ <i>Repeat Order</i> Repeat Order	24
8.	Adendum (Pekerjaan Tambah/Perubahan Jangka Waktu Pekerjaan) Adendum (Additional Work/Changes to Work Schedule)	52

Untuk memberikan gambaran yang lebih jelas mengenai pelaksanaan pengadaan di tahun buku 2025, laporan dilengkapi dengan tabel yang memuat data berikut ini:

To provide a clearer picture of procurement activities in the 2025 fiscal year, the report includes a table containing the following data:

No.	Metode Pengadaan Procurement Methods	Nilai Anggaran/HPS (dalam Rupiah Penuh) Budget/HPS (in Rupiah Full)	Nilai Kontrak (dalam Rupiah Penuh) Contract Value (in Rupiah Full)
1.	Pelelangan Auction	33.246.972.917	32.470.471.005
2.	Pemilihan Langsung Direct Selection	145.775.872.105	128.159.177.965
3.	Pengadaan Langsung Direct Procurement	6.497.987.390	5.722.682.700
4.	Penunjukan Langsung (<i>Principle/OEM/ATPM</i>) Direct Appointment (<i>Principle/OEM/ATPM</i>)	20.723.551.138	16.613.501.457
5.	<i>Repeat Order</i>	17.019.924.225	16.871.724.083
6.	Adendum (Pekerjaan Tambah/Perubahan Jangka Waktu Pekerjaan) Addendum (Additional Work/Changes in Work Schedule)	10.811.076.972	10.811.076.972
Jumlah Total		234.320.969.993	210.648.634.182

Evaluasi Kinerja Penyedia Barang dan Jasa Tahun 2025

Pada periode tahun buku 2025, Perseroan melaksanakan evaluasi kinerja terhadap seluruh penyedia barang dan jasa sebagai bagian dari pengendalian mutu dan peningkatan efektivitas kerja sama. Penilaian dilakukan secara berkala oleh user untuk mengukur indikator performa utama, seperti

Performance Evaluation of Goods and Services Providers in 2025

During the 2025 fiscal year, the Company conducted a performance evaluation of all goods and services providers as part of its quality control and efforts to enhance the effectiveness of its partnerships. The assessment was conducted periodically by users to measure key performance

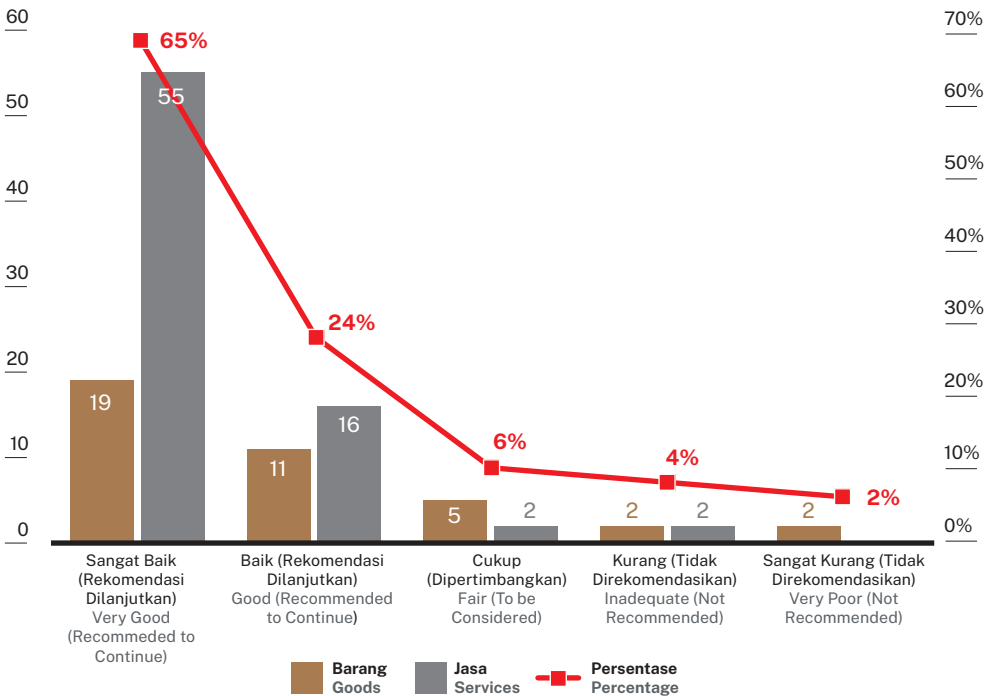
kualitas hasil pekerjaan, ketepatan waktu, kepatuhan terhadap spesifikasi, serta tingkat koordinasi.

Evaluasi ini dilaksanakan sekurang-kurangnya satu kali dalam setahun untuk setiap penyedia, dan bagi penyedia yang melaksanakan lebih dari satu pekerjaan, hasil akhir ditentukan berdasarkan rata-rata penilaian. Hasil evaluasi menjadi dasar rekomendasi apakah kerja sama dapat dilanjutkan, dipertimbangkan kembali, atau dihentikan, sehingga mendukung prinsip transparansi, akuntabilitas, dan keberlanjutan operasional Perseroan.

indicators, such as the quality of work, timeliness, compliance with specifications, and the level of coordination.

This evaluation is conducted at least once a year for each supplier, and for suppliers who carry out more than one project, the final result is determined based on the average assessment. The evaluation results are used as the basis for recommendations on whether the partnership should be continued, reconsidered, or terminated, thereby supporting the principles of transparency, accountability, and the Company's operational sustainability.

Penilaian Assessment	Barang Goods	Jasa Services	Persentase Percentage
Sangat Baik (Rekomendasi Dilanjutkan) Very Good (Recommended to Continue)	19	55	65%
Baik (Rekomendasi Dilanjutkan) Good (Recommended to Continue)	11	16	24%
Cukup (Dipertimbangkan) Fair (To be Considered)	5	2	6%
Kurang (Tidak Direkomendasikan) Inadequate (Not Recommended)	2	2	4%
Sangat Kurang (Tidak Direkomendasikan) Very Poor (Not Recommended)	2	0	2%
Jumlah Total	39	75	100%



Penanggung Jawab Penerapan Kinerja Keberlanjutan

Person in Charge of Implementing Sustainability Performance [OJK E.1]

Untuk memastikan kinerja keberlanjutan dikelola secara efektif, Perseroan menetapkan struktur penanggung jawab yang berfokus pada pelaksanaan program keberlanjutan. Tugas operasional dijalankan oleh unit-unit kerja terkait sesuai dengan fungsi masing-masing, sementara koordinasi dan pengawasan dilakukan oleh penanggung jawab utama yang ditunjuk secara resmi.

To ensure that sustainability performance is managed effectively, the Company has established a structure of responsible parties that focuses on the implementation of sustainability programs. Operational duties are carried out by relevant work units in accordance with their respective functions, while coordination and oversight are conducted by the main person in charge who has been officially appointed.

Pengembangan Kompetensi Terkait Keberlanjutan

Development of Sustainability-Related Competencies [OJK E.2]

Perseroan terus meningkatkan kapasitas internal dalam mengelola aspek keberlanjutan dengan melibatkan unit kerja dan individu yang berperan langsung dalam pelaksanaannya. Peningkatan kompetensi dilakukan melalui keikutsertaan dalam berbagai pelatihan dan program pengembangan yang relevan dengan isu lingkungan, sosial, tata kelola, serta perkembangan regulasi. Kegiatan ini bertujuan memperluas wawasan, memperdalam pemahaman regulasi, dan memperkuat keterampilan teknis yang mendukung pencapaian target kinerja keberlanjutan.

The Company continues to enhance internal capacity in managing sustainability aspects by involving work units and individuals directly involved in their implementation. Competency development is carried out through participation in various training and development programs relevant to environmental, social, and governance issues, as well as regulatory developments. These activities aim to broaden perspectives, deepen understanding of regulations, and strengthen technical skills that support the achievement of sustainability performance targets.

Tabel berikut ini memberikan penjelasan lebih rinci tentang realisasi program pengembangan kompetensi terkait kinerja keberlanjutan yang dilaksanakan pada tahun 2025:

The following table provides a more detailed explanation of the implementation of competency development programs related to sustainability performance carried out in 2025:

Nama Peserta Participant	Nama Pelatihan Training Title	Tempat dan Tanggal Date and Venue	Penyelenggara Organizer
Randy Arya	GRI Standard Certified Sustainability Reporting	Jakarta, 17 September 2025 Jakarta, September 17, 2025	PT Karisman Primalulang
Swastika Harimurti	GRI Standard Certified Sustainability Reporting	Jakarta, 17 September 2025 Jakarta, September 17, 2025	PT Karisman Primalulang
Listia Annisa	GRI Standard Certified Sustainability Reporting	Jakarta, 17 September 2025 Jakarta, September 17, 2025	PT Karisman Primalulang
Syifa Hidayati	GRI Standard Certified Sustainability Reporting	Jakarta, 17 September 2025 Jakarta, September 17, 2025	PT Karisman Primalulang
Listia Annisa	Penanggung Jawab Pengendalian Pencemaran Udara (PPPU) Operations Manager of the Air Pollution Control Facility (POIPPU)	Jakarta, 7 Oktober 2025 Jakarta, October 7, 2025	Mairodi Mandiri Sejahtera
Reza Erwanda	Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara (POIPPU) Operations Manager of the Air Pollution Control Facility (POIPPU)	Jakarta, 7 Oktober 2025 Jakarta, October 7, 2025	Mairodi Mandiri Sejahtera
Listia Annisa	Life Cycle Assessment (LCA) PROPER	Bogor, 20 Oktober 2025 Bogor, October 20, 2025	Dakara Consulting LCA Indonesia
Reza Erwanda	Life Cycle Assessment (LCA) PROPER	Bogor, 20 Oktober 2025 Bogor, October 20, 2025	Dakara Consulting LCA Indonesia
Reza Erwanda	Petugas Pengambil Contoh Uji Air (PCUA) Water Sample Collector (PCUA)	Jakarta, 12 November 2025 Jakarta, November 12, 2025	PT Arsa Jaya Prima

Kerangka Governansi, Pengelolaan dan Pengendalian Aspek Perpajakan

Governance Framework, Management and Control of Tax Aspects

Perseroan menyadari bahwa dalam menjalankan kegiatan operasional terdapat kewajiban perpajakan yang harus dipenuhi kepada pemerintah, baik pusat maupun daerah, sesuai dengan ketentuan yang berlaku. Kepatuhan terhadap regulasi perpajakan menjadi fondasi penting dalam menjaga keberlangsungan usaha sekaligus membangun kepercayaan para pemangku kepentingan.

Sebagai entitas bisnis, Perseroan memiliki tanggung jawab untuk mematuhi regulasi perpajakan yang kompleks. Perseroan berupaya memastikan stabilitas operasional serta kepatuhan terhadap hukum. Dalam pengelolaan dan pengendalian aspek perpajakan, Perseroan menerapkan kerangka governansi yang komprehensif, mencakup kebijakan dan prosedur yang jelas terkait pelaporan pajak, pemenuhan kewajiban, serta pengelolaan risiko perpajakan.

Selain itu, Perseroan didukung oleh penerapan sistem teknologi informasi perpajakan yang terintegrasi. Sistem ini membantu pengelolaan informasi keuangan secara lebih efisien, memungkinkan pencatatan dan pelaporan pajak yang akurat, serta memastikan konsistensi kepatuhan terhadap peraturan perpajakan dan ketentuan pencatatan yang berlaku.

Pemenuhan Kewajiban Perpajakan

Sebagai bentuk nyata kontribusi LRT Jakarta dalam kapasitasnya sebagai *corporate citizen*, Perseroan senantiasa memenuhi seluruh kewajiban perpajakan sesuai dengan ketentuan yang berlaku. Kepatuhan ini tidak hanya mencerminkan tanggung jawab Perseroan terhadap negara, tetapi juga menjadi bagian dari komitmen menjaga transparansi dan akuntabilitas dalam pengelolaan usaha.

Berikut adalah laporan kontribusi pajak Perseroan untuk tiga tahun terakhir:

Jenis Pajak Type of Tax	2025	2024	2023
PPh 4 ayat 2 Income Tax 4 paragraph 2	Rp589.599.479	Rp663.104.061	Rp406.368.858
PPh 21 Income Tax 21	Rp11.302.072.701	Rp11.016.675.572	Rp8.877.066.488
PPh 22 Income Tax 22	Rp492.662.572	Rp255.883.947	Rp404.224.375
PPh 23 Income Tax 23	Rp1.094.885.367	Rp917.633.949	Rp1.005.680.404
Jumlah Total	Rp13.479.220.119	Rp12.853.297.529	Rp10.693.340.125

The Company recognizes that in conducting its operations, there are tax obligations that must be fulfilled towards the government, both central and regional government, as stipulated by applicable regulations. Compliance with tax regulations is a vital foundation that ensures business continuity and builds trust among stakeholders.

As a business entity, the Company has a responsibility to comply with the complex tax regulations. The Company strives to ensure operational stability and legal compliance. In managing and controlling tax aspects, the Company implements a comprehensive governance framework, encompassing clear policies and procedures regarding tax reporting, fulfillment of obligations, and tax risk management.

Furthermore, the Company is supported by the implementation of an integrated tax information technology system. This system facilitates more efficient financial information management, enables accurate tax recording and reporting, and ensures consistent compliance with applicable tax regulations and recording requirements.

Fulfillment of Tax Obligations

As a tangible demonstration of LRT Jakarta's contribution in its capacity as a corporate citizen, the Company consistently fulfills all tax obligations in accordance with applicable regulations. This compliance not only reflects the Company's responsibility toward the state but also forms part of its commitment to maintaining transparency and accountability in business management.

The following is the Company's tax contribution report for the past three years:

Perseroan memastikan bahwa selama tiga tahun terakhir tidak terdapat putusan bersalah dari pengadilan pajak tertinggi terkait masalah perpajakan. Hal ini mencerminkan komitmen Perseroan dalam menjalankan kewajiban perpajakan secara patuh dan sesuai dengan ketentuan yang berlaku.

The Company ensures that during the last three years, there have been no guilty verdicts from the highest tax court regarding tax matters. This reflects the Company's commitment to fulfilling its tax obligations in compliance with applicable regulations.

Transparansi Praktik *Bad Corporate Governance*

Transparency Regarding Bad Corporate Governance Practices

Perseroan berkomitmen untuk tidak melakukan tindakan yang mengarah pada *bad corporate governance*, serta memastikan seluruh aktivitas usaha dijalankan sesuai ketentuan yang berlaku. Informasi berikut menegaskan bahwa Perseroan tidak melakukan praktik *bad corporate governance*:

Laporan atas Aktivitas Perusahaan yang Mencemari Lingkungan

Sepanjang tahun 2025, Perseroan menegaskan komitmennya untuk menjalankan kegiatan usaha yang memperhatikan Lingkungan, Sosial, dan Tata Kelola (LST). Hingga 31 Desember 2025, tidak terdapat pengaduan terkait aktivitas Perseroan yang menimbulkan pencemaran, baik di sekitar kantor pusat maupun di area operasional perusahaan. Hal ini menunjukkan konsistensi Perseroan dalam menjaga keberlanjutan usaha sekaligus kepedulian terhadap masyarakat dan lingkungan sekitar.

Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan Keuangan dengan Peraturan yang Berlaku dan Standar Akuntansi Keuangan (SAK)

Laporan Keuangan Konsolidasian tahun 2025 telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu PSAK yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI). Perseroan menegaskan bahwa tidak pernah terjadi ketidaksesuaian penyajian Laporan Tahunan dan Laporan Keuangan dengan peraturan yang berlaku.

Untuk periode pelaporan 1 Januari hingga 31 Desember 2025, pemeriksaan atas laporan keuangan Perseroan dilaksanakan oleh KAP Kanaka Puradiredja, Suhartono, yang telah ditunjuk oleh perusahaan induk dengan rekomendasi Komite Audit, dan telah disetujui melalui Rapat Umum Pemegang Saham (RUPS).

Kasus Terkait Ketenagakerjaan atau Perburuhan

Sepanjang tahun 2025, Perseroan tidak terjadi pelanggaran hukum apa pun yang berkaitan dengan masalah ketenagakerjaan atau perburuhan yang bersifat material

The Company is committed to avoiding actions that lead to bad corporate governance and ensures that all business activities are conducted in accordance with applicable regulations. The following information emphasizes that the Company does not engage in bad corporate governance practices:

Report on Company Activities that Harm the Environment

Throughout 2025, the Company reaffirmed its commitment to conducting business activities that prioritize Environmental, Social, and Governance (ESG). As of December 31, 2025, there were no complaints regarding the Company's activities causing pollution, either near the head office or in the Company's operational areas. This demonstrates the Company's consistency in maintaining business sustainability while demonstrating its concern for the community and the surrounding environment.

Non-compliance in the Presentation of Annual Reports and Financial Statements with Applicable Regulations and Financial Accounting Standards (SAK)

The Consolidated Financial Statements 2025 have been prepared and presented in accordance with Financial Accounting Standards (SAK) in Indonesia, namely PSAK issued by the Indonesian Institute of Certified Public Accountants (IAI). The Company reiterates that there has never been any discrepancy between the presentation of the Annual Report and the Financial Statements and applicable regulations.

For the reporting period from January 1 to December 31, 2025, the audit of the Company's financial statements was conducted by KAP Kanaka Puradiredja, Suhartono, which was appointed by the parent company upon the recommendation of the Audit Committee and approved at the General Meeting of Shareholders (GMS).

Labor-Related Cases

Throughout 2025, the Company did not commit any legal violations related to material labor issues that had an impact on business continuity. This reflects healthy industrial

dan berdampak terhadap kelangsungan usaha. Kondisi ini mencerminkan hubungan industrial yang sehat serta penerapan kebijakan ketenagakerjaan yang sesuai dengan regulasi.

Kesesuaian Buku Laporan Tahunan dan Laporan Tahunan di Website Perusahaan

Perseroan memastikan konsistensi informasi antara Laporan Tahunan versi cetak dan versi digital yang dipublikasikan melalui situs web resmi. Kedua format disusun dengan isi yang sama, sehingga pemegang saham maupun pemangku kepentingan memperoleh data yang selaras, baik melalui media cetak maupun daring. Langkah ini menegaskan komitmen Perseroan terhadap keterbukaan informasi sekaligus memudahkan akses publik terhadap laporan kinerja perusahaan.

Bukti Tidak Mematuhi Peraturan Pencatatan Selama Setahun Terakhir

Selama tahun 2025, tidak terdapat temuan atau bukti yang menunjukkan bahwa Perseroan melanggar ketentuan maupun peraturan terkait pencatatan. Hal ini menegaskan bahwa seluruh proses pencatatan telah dijalankan sesuai dengan standar yang berlaku dan sejalan dengan prinsip GCG.

relations and the implementation of labor policies in accordance with regulations.

Consistency Between the Printed Annual Report and the Annual Report on the Company's Website

The Company ensures consistency of information between the printed version of the Annual Report and the digital version published on the official website. Both formats are prepared with identical content, ensuring that shareholders and stakeholders receive consistent data, whether through print or online channels. This measure reinforces the Company's commitment to transparency while facilitating public access to corporate performance reports.

Evidence of Non-Compliance with Listing Regulations Over the Past Year

During 2025, there were no findings or evidence indicating that the Company violated any provisions or regulations related to listing. This confirms that all listing processes have been carried out in accordance with applicable standards and in line with GCG principles.

Penerapan Pedoman Umum Governansi Korporat Indonesia (PUGKI)

Implementation of the General Guidelines for Indonesian Corporate Governance (PUGKI)

Pada tahun 2025, Perseroan telah mengimplementasikan prinsip dan rekomendasi yang tercantum dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG) pada tahun 2021. Informasi lebih rinci mengenai penerapan tersebut dapat ditemukan dalam tabel berikut:

In 2025, the Company has implemented the principles and recommendations set forth in the General Guidelines for Indonesian Corporate Governance (PUGKI) published by the National Committee on Governance Policy (KNKG) in 2021. More detailed information regarding this implementation can be found in the following table:



No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
1.	Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris Roles and Responsibilities of the Board of Directors and Board of Commisisoners		
1.1	Peran dan Tanggung Jawab Direksi Roles and Responsibilities of the Board of Directors		
1.1.1	Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi sebagai berikut: a. berdaya saing dan berfokus ke kinerja jangka panjang; b. beretika dan bertanggung jawab dalam menjalankan bisnis; c. berkontribusi positif terhadap masyarakat dan lingkungan; serta d. berkemampuan dalam bertahan dan bertumbuh (<i>corporate resilience</i>). To achieve sustainable value creation, the Board of Directors carries out its leadership role and seeks to achieve the following governance outcomes: a. to be competitive and focused on long-term performance; b. to be ethical and responsible in conducting business; c. to have positive contributions to the community and the environment; as well as d. to be able to survive and grow (<i>corporate resilience</i>)	Diterapkan Implemented	
1.1.2	Direksi harus memastikan bahwa misi, visi, tujuan, sasaran, strategi, dan rencana tahunan dan jangka menengah korporasi konsisten dengan tujuan jangka panjang, dengan memanfaatkan inovasi dan teknologi secara efektif. The Board of Directors must ensure that the corporate mission, vision, goals, objectives, strategies, as well as annual and mid-term plans are consistent with long-term goals, by effectively utilizing innovation and technology.	Diterapkan Implemented	
1.1.3	Direksi memastikan bahwa korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan visi, misi, tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan dan standar yang berlaku. The Board of Directors ensures that the corporation implements an appropriate and effective risk management and internal control system that is aligned with the corporate vision, mission, goals, objectives and strategies, as well as complying with applicable laws and regulations and standards.	Diterapkan Implemented	
1.1.4	Direksi memastikan integritas akuntansi dan sistem pelaporan keuangan korporasi dan pengungkapan yang tepat waktu dan akurat atas semua informasi material mengenai korporasi. The Board of Directors ensures that the integrity of the corporate accounting and financial reporting system and the timely and accurate disclosure of all material information about the corporation.	Diterapkan Implemented	
1.1.5	Direksi memastikan pelaporan keberlanjutan telah disusun sebagaimana mestinya. The Board of Directors ensures that sustainability reporting has been prepared properly.	Diterapkan Implemented	
1.1.6	Direksi membangun kerangka kerja untuk governansi Teknologi Informasi (TI) korporasi yang selaras dengan kebutuhan dan prioritas bisnis korporasi, mendorong peluang dan kinerja bisnis, memperkuat manajemen risiko, serta mendukung tujuan dan strategi korporasi. The Board of Directors builds a framework for corporate information technology (IT) governance that is aligned with corporate business needs and priorities, drives business opportunities and performance, strengthens risk management, as well as supports corporate goals and strategies.	Diterapkan Implemented	

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
1.1.7	Bagi korporasi yang menjalankan kegiatan usaha berdasarkan prinsip Syariah, Direksi perlu memastikan kewenangan dan ketersediaan perangkat pendukung yang memadai agar Dewan Pengawas Syariah dapat menjalankan perannya dengan efektif. For corporations conducting business activities based on Sharia principles, the Board of Directors needs to ensure the authority and availability of adequate supporting tools, allowing the Sharia Supervisory Board to carry out its role effectively.	Tidak Relevan Irrelevant	Perseroan tidak menjalankan kegiatan usaha berbasis syariah, sehingga rekomendasi terkait hal ini tidak relevan bagi Perseroan The Company did not engage in sharia-based business activities, rendering this recommendation to be irrelevant for the Company
1.1.8	Piagam Direksi secara periodik ditinjau. Piagam mencakup antara lain pembagian peran Direktur secara individual dapat diatur di Piagam Direksi atau dengan surat keputusan Direksi. The Board of Directors' Charter is periodically reviewed. The Charter includes, among others, the delegation of roles for the Directors individually, which can be regulated in the Board of Directors' Charter or by a decision letter of the Board of Directors.	Diterapkan Implemented	
1.1.9	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan. The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in a financial crime and are proven to have made a mistake	Diterapkan Sebagian Partly Implemented	Perseroan telah menerapkan, namun belum memiliki kebijakan khusus terkait hal ini. The Company has implemented this recommendation, but has yet to establish specific policy related to this recommendation
1.2 Penilaian Kinerja – Direksi dan Anggotanya Performance Assessment – Board of Directors and its Members			
1.2.1	Dewan Komisaris melakukan evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu Direktur. The Board of Commissioners conducts an annual formal evaluation in an objective and independent manner to determine the effectiveness of the Board of Directors and each individual Director.	Diterapkan Implemented	
1.2.2	Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi, bertanggung jawab menentukan kriteria evaluasi kinerja dan menilai kinerja Direktur Utama dan anggota Direksi lainnya. The Board of Commissioners, with due observance of the Nomination and Remuneration Committee, is responsible for determining performance assessment criteria and assessing the performance of the President Director and other members of the Board of Directors.	Diterapkan Sebagian Partly Implemented	Perseroan belum memiliki Komite Nominasi dan Remunerasi namun kriteria evaluasi kinerja serta penilaian terhadap Direktur Utama dan anggota Direksi lainnya dilakukan oleh Komisaris The Company has yet to establish a Nomination and Remuneration Committee. However, the performance evaluation criteria and assessment of the President Director and other members of the Board of Directors is carried out by the Commissioner

No.	Rekomendasi KNGG KNGG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
1.3	Peran dan Tanggung Jawab Dewan Komisaris Roles and Responsibilities of the Board of Commissioners		
1.3.1	Dewan Komisaris mereviu strategi korporasi paling tidak setiap tahun dan menyetujui misi, visi dan strategi korporasi yang dirumuskan oleh Direksi. Dewan Komisaris juga mereviu, memberikan saran dan menyetujui rencana bisnis dan rencana keuangan jangka panjang dan rencana keuangan jangka pendek korporasi. Dewan Komisaris memberikan advis dan melakukan pemantauan kepada Direksi atas pengelolaan implementasinya. Direksi dan Dewan Komisaris terlibat dalam keputusan yang sangat penting bagi korporasi, diatur dalam anggaran dasar korporasi. The Board of Commissioners reviews the corporate strategy at least annually and approves the corporate mission, vision and strategy formulated by the Board of Directors. The Board of Commissioners also reviews, provides advice, and approves long-term business and financial plans and the company's short-term financial plans. The Board of Commissioners provides advice and monitors the Board of Directors on the management of its implementation. The Board of Directors and Board of Commissioners are involved in decisions that are very important for the corporation, as regulated in the articles of association of the company.	Diterapkan Implemented	
1.3.2	Jenis keputusan yang memerlukan persetujuan Dewan Komisaris harus diungkapkan dalam laporan tahunan. The types of decisions that require the approval of the Board of Commissioners must be disclosed in the annual report	Diterapkan Implemented	
1.3.3	Dengan memperhatikan rekomendasi Komite Nominasi dan Remunerasi, Dewan Komisaris mengusulkan kepada, dan untuk diputuskan oleh, RUPS pengangkatan dan/atau pemberhentian anggota Direksi dan anggota Dewan Komisaris. Dalam mengusulkan hal di atas, Dewan Komisaris memperhatikan keberagaman, unsur non-diskriminatif dan memberikan kesempatan yang sama tanpa membedakan suku, agama, ras, antar golongan dan gender. Dewan Komisaris memastikan proses pencalonan dan pemilihan anggota Direksi dan anggota Dewan Komisaris adalah formal dan transparan. Taking into account the recommendation of the Nomination and Remuneration Committee, the Board of Commissioners proposes to, and to be resolved by, the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners. In proposing the above, the Board of Commissioners takes into account the diversity, non-discriminatory elements, as well as provides equal opportunities regardless of ethnicity, religion, race, class and gender. The Board of Commissioners ensures a formal and transparent selection and nomination process for members of the Board of Directors and members of the Board of Commissioners.	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Direksi dikelola langsung oleh Pemegang Saham dan dilakukan secara transparan dengan melibatkan pihak ketiga The recruitment of prospective members of the Board of Directors is managed directly by Shareholders and carried out transparently by involving third parties
1.3.4	Dewan Komisaris atau Komite yang menjalankan fungsi nominasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. Setiap tahun Dewan Komisaris meninjau pelaporan pelaksanaan rencana pengembangan dan suksesi yang disampaikan Direktur Utama. The Board of Commissioners or Committees conducting the nomination function formulate a succession policy in the process of nominating members of the Board of Directors. Every year, the Board of Commissioners reviews the report on the implementation of the development and succession plans submitted by the President Director.	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Direksi dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Directors is managed directly by the Shareholders

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
1.3.5	Dewan Komisaris: a) mengajukan kepada RUPS, yang dapat didahului oleh usulan dari Komite yang menjalankan fungsi remunerasi, besaran remunerasi anggota Direksi dan anggota Dewan Komisaris yang selaras dengan pengembangan korporasi yang berkelanjutan dan kepentingan jangka panjang korporasi dan pemegang saham; b) secara berkala mereviu sistem remunerasi Direksi dan Dewan Komisaris. The Board of Commissioners a. submit to the GMS, which may be preceded by recommendation from Committees conducting the remuneration function, the amount of remuneration for members of the Board of Directors and members of the Board of Commissioners, in line with sustainable corporate development and the long-term interests of the corporation and shareholders; b. periodically reviewing the remuneration system for the Board of Directors and Board of Commissioners.	Diterapkan Sebagian Partly Implemented	Dewan Komisaris sudah melakukan reviu terkait besaran remunerasi Direksi dibantu oleh Komite yang dimiliki Dewan Komisaris The Board of Commissioners has reviewed the amount of remuneration for the Board of Directors with assistance from Committees under the Board of Commissioners
1.3.6	Dewan Komisaris mengawasi efektivitas kebijakan governansi korporat dan implementasinya serta mengusulkan perubahan jika diperlukan. The Board of Commissioners oversees the effectiveness of corporate governance policies and the implementation, as well as proposing changes if necessary.	Diterapkan Implemented	
1.3.7	Dewan Komisaris memantau dan mengarahkan agar korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan, kode perilaku dan standar yang berlaku. The Board of Commissioners monitors and directs the company to implement the appropriate and effective risk management and internal control systems that are aligned with the corporate goals, objectives and strategies as well as complying with laws and regulations, codes of conduct, and applicable standards.	Diterapkan Implemented	
1.3.8	Dewan Komisaris mengawasi dan mengarahkan agar tercapai integritas akuntansi dan sistem pelaporan keuangan korporat, serta independensi fungsi audit internal dan eksternal. The Board of Commissioners supervises and directs the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.	Diterapkan Implemented	
1.3.9	Dewan Komisaris memantau, mereviu dan menyetujui laporan tahunan dan laporan keberlanjutan Korporasi serta memastikan integritasnya, serta mengawasi proses pengungkapan dan pengkomunikasian korporasi. The Board of Commissioners monitors, reviews, and approves the annual report and sustainability report of the company, and ensures their integrity, as well as oversees the company's disclosure and communication process.	Diterapkan Implemented	
1.3.10	Piagam Dewan Komisaris secara periodik ditinjau. The Board of Commissioners Charter is periodically reviewed	Diterapkan Implemented	
1.3.11	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan. The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	Diterapkan Sebagian Partly Implemented	Perseroan telah menerapkan, namun belum memiliki kebijakan khusus terkait hal ini. The Company has implemented this recommendation, but has yet to establish specific policy related to this recommendation

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
1.3.12	Komisaris independen sangat diharapkan untuk dapat berkontribusi dalam diskusi yang jujur, obyektif, aktif dan konstruktif pada rapat Dewan Komisaris. Independent commissioners are highly expected to be able to contribute to honest, objective, active, and constructive discussions at meetings of the Board of Commissioners.	Diterapkan Implemented	
1.3.13	Komisaris Utama berperan sebagai koordinator Dewan Komisaris dan memastikan efektivitasnya. Komisaris Utama mendorong budaya keterbukaan dan dialog konstruktif yang memungkinkan berbagai pandangan diungkapkan, termasuk mengoordinasi penetapan agenda rapat dewan yang tepat dan memastikan waktu yang cukup tersedia untuk mendiskusikan semua agenda. Selain itu, juga harus ada kesempatan bagi Dewan Komisaris untuk bertemu dengan jajaran Direksi dan manajemen senior. The President Commissioner acts as the coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner promotes a culture of transparency and constructive dialogue that allows a variety of views to be expressed, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. In addition, there should also be opportunities for the Board of Commissioners to meet with the Board of Directors and senior management.	Diterapkan Implemented	
1.4	Pembentukan Komite Establishment of Committees		
1.4.1	Korporasi memiliki Komite-komite di bawah Dewan Komisaris sekurang-kurangnya terdiri dari: Komite Audit, Komite Nominasi dan Remunerasi dan Komite Pemantau Manajemen Risiko. The Corporation has committees under the Board of Commissioners, consisting of at least: the Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee.	Diterapkan Sebagian Partly Implemented	Perseroan hanya memiliki Komite Audit The Company only has an Audit Committee
1.4.2	Dewan Komisaris memastikan bahwa anggota Komite Audit seluruhnya independen dan komite lain yang dibentuk Dewan Komisaris adalah mayoritas dari pihak independen, serta semua anggota komite memiliki kompetensi, berkomitmen, serta memiliki wewenang yang memadai untuk menjalankan perannya secara efektif dan independen. The Board of Commissioners ensures that all members of the Audit Committee are independent and the majority of other committees established by the Board of Commissioners are independent parties, and all members of the committee are competent, committed, and have sufficient authority to perform their roles in an effective and independent manner.	Diterapkan Implemented	
1.4.3	Untuk memastikan pemantauan atas pelaksanaan tugas Komite Audit berjalan obyektif dan independen, Komisaris Utama tidak boleh menjadi ketua Komite Audit, kecuali dalam keadaan luar biasa yang harus dijelaskan dalam laporan tahunan. To ensure the monitoring on the implementation of duties of the Audit Committee is carried out in an objective and independent manner, the President Commissioner is not allowed to be the chairman of the Audit Committee, except in extraordinary circumstances, which must be explained in the annual report.	Diterapkan Implemented	
1.5	Penilaian Kinerja – Dewan Komisaris dan Anggotanya Performance Assessment – Board of Commissioners and its Member		
1.5.1	Dewan Komisaris melakukan evaluasi formal tahunan secara obyektif untuk menentukan efektivitas Dewan, komitennya, dan setiap individu komisaris. The Board of Commissioners conducts an annual formal evaluation objectively to determine the effectiveness of the Board, its committees, and each individual Commissioner.	Diterapkan Implemented	

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
1.6	Benturan Kepentingan Conflicts of Interest		
1.6.1	Anggota Direksi yang mempunyai rangkap jabatan di luar korporasi, harus mendapatkan persetujuan dari Dewan Komisaris. Seorang Komisaris memberi tahu Dewan Komisaris dan ketua komite yang menjalankan fungsi nominasi, sebelum menerima penunjukan baru sebagai direktur atau komisaris dari korporasi terbuka, jabatan direktur lainnya atau posisi lain dengan komitmen waktu yang signifikan. Members of the Board of Directors with concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner notifies the Board of Commissioners and the chairman of the committee carrying out the nomination function, prior to accepting a new appointment as Director or Commissioner of a public company, other Director positions or other positions with a significant time commitment	Diterapkan Implemented	
1.6.2	Dewan Komisaris memantau dan mengelola potensi benturan kepentingan manajemen, anggota Direksi, Dewan Komisaris dan pemegang saham, termasuk penyalahgunaan aset korporasi dan penyalahgunaan dalam transaksi pihak berelasi. Komisaris yang memiliki benturan kepentingan tidak turut serta dalam pemantauan dan pengambilan keputusan atas potensi benturan kepentingan yang melibatkan Komisaris atau afiliasi Komisaris yang bersangkutan. The Board of Commissioners monitors and manages potential conflicts of interest for management, members of the Board of Directors, Board of Commissioners and shareholders, including misuse of corporate assets and misuse in related party transactions. Commissioners with conflicts of interest do not participate in monitoring and making decisions on potential conflicts of interest involving the Commissioners or affiliates of the Commissioners concerned.	Diterapkan Implemented	
1.7	Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris Competency Improvement of Members of the Board of Directors and Board of Commissioners		
1.7.1	Dewan Komisaris memastikan bahwa anggota Direksi dan Dewan Komisaris memahami peran dan tanggung jawab mereka, karakteristik dan operasi korporasi, peraturan perundang-undangan dan standar yang relevan serta kewajiban lain yang berlaku. Direksi melalui sekretaris korporasi mendukung semua anggota Direksi dan Dewan Komisaris dalam memperbarui dan menyegarkan keterampilan dan pengetahuan mereka yang diperlukan untuk menjalankan peran mereka di Dewan. The Board of Commissioners ensures that members of the Board of Directors and Board of Commissioners understand their roles and responsibilities, characteristics and operations of the corporation, relevant laws and regulations and other applicable standards and obligations. The Board of Directors through the corporate secretary supports all members of the Board of Directors and Board of Commissioners in updating and refreshing the required skills and knowledge to carry out their roles on the Board.	Diterapkan Implemented	
2.	Prinsip 2: Komposisi dan Remunerasi Direksi dan Dewan Komisaris Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners		
2.1	Komposisi Direksi dan Dewan Komisaris Composition of the Board of Directors and Board of Commissioners		
2.1.1	Dalam menentukan kandidat calon direktur, Dewan Komisaris melalui Komite Nominasi dan Remunerasi tidak hanya mengandalkan rekomendasi dari Dewan Komisaris, manajemen atau pemegang saham mayoritas. Dewan Komisaris melalui Komite Nominasi dan Remunerasi dapat menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat. In determining prospective candidates for Directors, the Board of Commissioners through the Nomination and Remuneration Committee does not only rely on recommendations from the Board of Commissioners, management or majority shareholders. The Board of Commissioners through the Nomination and Remuneration Committee can use independent sources to determine qualified candidates.	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Direksi dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Directors is managed directly by the Shareholders

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
2.1.2	Dewan Komisaris memastikan bahwa kriteria dalam menyeleksi anggota Direksi mencakup paling tidak pengetahuan, kemampuan, dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran Direksi serta memperhatikan terpenuhinya keberagaman Direksi. The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the required knowledge, abilities, and expertise to properly meet the role of the Board of Directors and takes into account the fulfillment of the diversity of the Board of Directors	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Direksi dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Directors is managed directly by the Shareholders
2.1.3	Kebijakan korporasi tentang keberagaman pada, Direksi dan Dewan Komisaris diungkapkan dalam Laporan Tahunan. The corporate policy regarding diversity among the Board of Directors and Board of Commissioners is disclosed in the Annual Report.	Diterapkan Implemented	
2.1.4	Dewan Komisaris memastikan bahwa kebijakan dan prosedur untuk seleksi dan nominasi Komisaris adalah jelas dan transparan sehingga dapat menghasilkan komposisi Dewan yang diinginkan. Dewan Komisaris menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat. The Board of Commissioners ensures that the policies and procedures for the selection and nomination of Commissioners are clear and transparent in order to produce the desired Board composition. The Board of Commissioners uses independent sources to determine qualified candidates.	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Komisaris dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Commissioners is managed directly by the Shareholders
2.1.5	Dewan Komisaris/Komite yang menjalankan fungsi nominasi menetapkan prosedur dan kriteria nominasi yang konsisten dengan matriks keahlian Dewan Komisaris yang telah disetujui Dewan Komisaris dan memastikan bahwa profil kandidat memenuhi persyaratan yang ditetapkan dalam matriks keahlian dan kriteria nominasi. The Board of Commissioners/Committee that performs the nomination function establishes nomination procedures and criteria that are consistent with the Board of Commissioners' expertise matrix, which has been approved by the Board of Commissioners and ensures that the candidate profile meets the established requirements in the expertise matrix and nomination criteria	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Komisaris dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Commissioners is managed directly by the Shareholders
2.1.6	Komposisi Dewan Komisaris harus dibentuk sedemikian rupa sehingga anggota-anggotanya secara kelompok mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan gender yang dibutuhkan untuk memenuhi secara tepat peran Dewan Komisaris. The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of abilities, skills, knowledge, experience, age, cultural background, and gender needed to properly fulfill the role of the Board of Commissioners.	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Komisaris dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Commissioners is managed directly by the Shareholders
2.1.7	Untuk memampukan Dewan Komisaris dalam memberikan advis dan supervisi secara independen kepada Direksi dan untuk peran-peran yang terdapat potensi benturan kepentingan, Dewan Komisaris terdiri dari Komisaris Independen yang cukup jumlahnya, dengan masa jabatan yang dibatasi dan terdapat pengungkapan Jangka waktu keanggotaan Dewan Komisaris serta independensinya dari sudut pandang korporasi. To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles with potentials for conflicts of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with a limited term of office and there is disclosure of the term of membership of the Board of Commissioners and their independence from a corporate perspective	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Komisaris dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Commissioners is managed directly by the Shareholders

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
2.1.8	Untuk memfasilitasi fungsi Direksi dan Dewan Komisaris yang efektif dan guna meningkatkan kepercayaan investor dan pemangku kepentingan, Komite Nominasi dan Remunerasi memastikan bahwa terdapat proses yang formal, ketat dan transparan untuk penunjukan dan pengangkatan anggota Direksi dan Dewan Komisaris. To facilitate the effective function of the Board of Directors and Board of Commissioners and to increase investor and stakeholder confidence, the Nomination and Remuneration Committee ensures that there is a formal, rigorous, and transparent process for the selection and appointment of members of the Board of Directors and Board of Commissioners.	Belum Diterapkan Not Yet Implemented	Proses rekrutmen calon anggota Komisaris dikelola langsung oleh Pemegang Saham The recruitment process of prospective members of the Board of Commissioners is managed directly by the Shareholders
2.2 Remunerasi Direksi dan Dewan Komisaris Remuneration of the Board of Directors and Board of Commissioners			
2.2.1	Kebijakan remunerasi anggota Direksi terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Remunerasi Direksi harus diusulkan, dapat dengan melalui Komite Nominasi dan Remunerasi, oleh Dewan Komisaris untuk diputuskan oleh RUPS. Jumlah remunerasi yang diusulkan kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Direksi dan situasi ekonomi serta kinerja korporasi. The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The Board of Directors' remuneration must be proposed, through the Nomination and Remuneration Committee, by the Board of Commissioners to be resolved by the GMS. The amount of remuneration proposed to the GMS is determined by taking into account the role of each member of the Board of Directors and the economic situation as well as corporate performance.	Diterapkan Implemented	
2.2.2	Kebijakan remunerasi anggota Dewan Komisaris terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Jumlah remunerasi yang diusulkan Dewan Komisaris kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Dewan Komisaris dan situasi ekonomi serta kinerja korporasi. Di samping itu juga harus dipertimbangkan posisinya sebagai Komisaris Utama dan ketua serta keanggotaannya dalam komite-komite. The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of longterm goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by taking into account the role of each member of the Board of Commissioners and the economic situation as well as corporate performance. In addition, consideration should also be given to his/her position as President Commissioner and chairman as well as membership in committees.	Diterapkan Implemented	
2.2.3	Untuk memastikan bahwa paket remunerasi ditentukan berdasarkan prestasi, kualifikasi dan kompetensi direktur dan komisaris dengan memperhatikan kinerja operasi korporasi, kinerja individu dan kondisi pasar, Komite Nominasi dan Remunerasi memastikan bahwa terdapat prosedur yang adil dan transparan untuk menetapkan kebijakan remunerasi anggota Direksi dan Dewan Komisaris. To ensure that the remuneration package is determined based on the achievements, qualifications, and competencies of the Directors and Commissioners by taking into account the performance of corporate operations, individual performance, and market conditions, the Nomination and Remuneration Committee ensures that there are fair and transparent procedures for establishing remuneration policies for members of the Board of Directors and Board of Commissioners.	Diterapkan Sebagian Partly Implemented	Review remunerasi Direksi dan Komisaris sudah dilakukan namun belum didukung dengan prosedur terkait Review of the remuneration for the Board of Directors and Board of Commissioners has been carried out, but was not yet support by the relevant procedures.

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
3.	Prinsip 3: Hubungan Kerja antara Direksi dengan Dewan Komisaris Principle 3: Work Relationship between the Board of Directors and Board of Commissioners		
3.1	Sifat Hubungan Kerja Nature of Work Relationship		
3.1.1	Terdapat diskusi yang terbuka antara Direksi dengan Dewan Komisaris serta di antara para anggota Direksi dan para anggota Dewan Komisaris. Namun, tetap penting menjaga kerahasiaan informasi agar tidak terjadi kebocoran informasi rahasia. There are open discussions between the Board of Directors and the Board of Commissioners and between members of the Board of Directors and members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information to ensure that confidential information does not leak.	Diterapkan Implemented	
3.1.2	Sesuai dengan tugas dan perannya masing-masing, Direksi bekerja sama dengan Dewan Komisaris dalam merumuskan misi, visi dan strategi korporasi dan secara reguler membahas pengimplementasiannya. In accordance with their respective duties and roles, the Board of Directors cooperates with the Board of Commissioners in formulating the corporate missions, visions and strategies, and regularly discusses the implementation.	Diterapkan Implemented	
3.1.3	Sekretaris Korporasi memiliki peran penting dalam mendukung efektivitas hubungan kerja antara Direksi dengan Dewan komisaris, mendorong implementasi praktik governansi korporat yang baik, termasuk komunikasi yang efektif dengan pemegang saham dan pemangku kepentingan lainnya. The Corporate Secretary has a crucial role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.	Diterapkan Implemented	
3.2	Akses informasi Dewan Komisaris Access to Information for the Board of Commissioners		
3.2.1	Direksi bertanggung jawab untuk memastikan Dewan Komisaris mendapatkan akses informasi yang akurat, relevan dan tepat waktu. Dewan Komisaris sendiri memastikan bahwa ia memperoleh informasi yang memadai. Direksi menyediakan informasi kepada Dewan Komisaris secara teratur, tanpa penundaan dan secara komprehensif tentang semua masalah yang relevan dengan korporasi. Dewan Komisaris sewaktu-waktu dapat meminta Direksi untuk memberikan informasi tambahan. The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant, and timely information. The Board of Commissioners itself ensures that it obtains sufficient information. The Board of Directors provides information to the Board of Commissioners regularly, without delay, and comprehensively on all matters relevant to the corporation. The Board of Commissioners may at any time request additional information to the Board of Directors.	Diterapkan Implemented	
3.3	Tanggung jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi Responsibilities of the Board of Directors and Board of Commissioners on Impacts of the Structure		
3.3.1	Dampak struktur kepemilikan terhadap korporasi. Direksi dan Dewan Komisaris mempertimbangkan tanggung jawabnya dalam konteks struktur kepemilikan saham dan hubungan antar-pemegang saham korporasi yang mungkin berdampak terhadap pengelolaan dan operasi korporasi. The impact of the ownership structure on the corporation. The Board of Directors and the Board of Commissioners consider their responsibilities in the context of the shareholding structure and relationships between corporate shareholders, which may have an impact on corporate management and operations.	Diterapkan Implemented	

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
4.	Prinsip 4: Perilaku Etis dan Bertanggung Jawab Principle 4: Ethical and Responsible Conduct		
4.1	Pedoman Etika dan Perilaku Code of Conduct		
4.1.1	Pernyataan ini dituangkan dalam Pedoman Perilaku dan Etika Usaha yang harus secara jelas mengungkapkan harapan korporasi bahwa setiap anggota Direksi dan Dewan Komisaris serta karyawan akan: a. Bertindak untuk kepentingan terbaik korporasi; b. Bertindak dengan jujur dan dengan integritas berstandar tinggi; c. Bersikap independen dan bertindak berdasarkan informasi yang lengkap, dengan itikad baik, dengan uji tuntas dan kehati-hatian; d. Mematuhi peraturan perundang-undangan yang berlaku bagi korporasi dan operasinya; e. Menghindari tindakan yang melanggar peraturan perundang-undangan atau tindakan yang tidak etis berdasarkan pedoman etika korporasi; f. Tidak terlibat atau berpartisipasi dalam kegiatan apa pun yang akan menimbulkan benturan kepentingan dengan kepentingan terbaik korporasi atau yang akan berdampak negatif terhadap reputasi korporasi; g. Tidak mengambil manfaat atas properti atau informasi yang dimiliki korporasi, kepemilikan aset lainnya atau pelanggannya untuk kepentingan pribadi atau yang menyebabkan kerugian bagi korporasi dan pelanggannya; h. Tidak memanfaatkan jabatannya atau peluang yang dihasilkan oleh jabatannya untuk kepentingan pribadi; i. Menghindari perbuatan meminta atau menerima dari pihak ketiga pembayaran, gratifikasi atau keuntungan lain untuk dirinya sendiri atau untuk orang lain yang menimbulkan benturan kepentingan/ memberikan keuntungan kepada pihak ketiga secara melanggar peraturan perundang-undangan; j. Menghormati perbedaan pendapat dan hak-hak setiap anggota Direksi, Dewan Komisaris, dan karyawan; k. Memastikan pengungkapan yang lengkap, adil, akurat, tepat waktu, dan dapat dipahami dalam laporan dan dokumen yang disampaikan korporasi kepada regulator dan dalam komunikasi publik lainnya. This statement is set forth in the Code of Conduct and Business Ethics, which must clearly state the corporate expectation that each member of the Board of Directors and Board of Commissioners and employees will: a. Act in the best interests of the corporation; b. Act honestly and with a high standard of integrity; c. Be independent and act based on complete information, in good faith, with due diligence and prudence; d. Comply with laws and regulations that apply to the corporation and its operations; e. Avoiding actions that violate laws and regulations or unethical actions based on corporate ethics guidelines; f. Not involved or participating in any activities that will create a conflict of interest with the best interests of the corporation or which will have a negative impact on the reputation of the corporation; g. Do not take advantage of property or information owned by the corporation, ownership of other assets or its customers for personal gain or which causes harm to the corporation and its customers. h. Does not take advantage of the position or opportunities generated by the position for personal gain; i. Avoiding the act of asking for or receiving from third parties payments, gratuities, or other benefits for themselves or for other people that will lead to conflicts of interest/provide benefits to third parties by violating the laws and regulations; j. Respect differences of opinion and the rights of each member of the Board of Directors, Board of Commissioners and employees; k. Ensuring full, fair, accurate, timely, and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications;	Diterapkan Implemented	

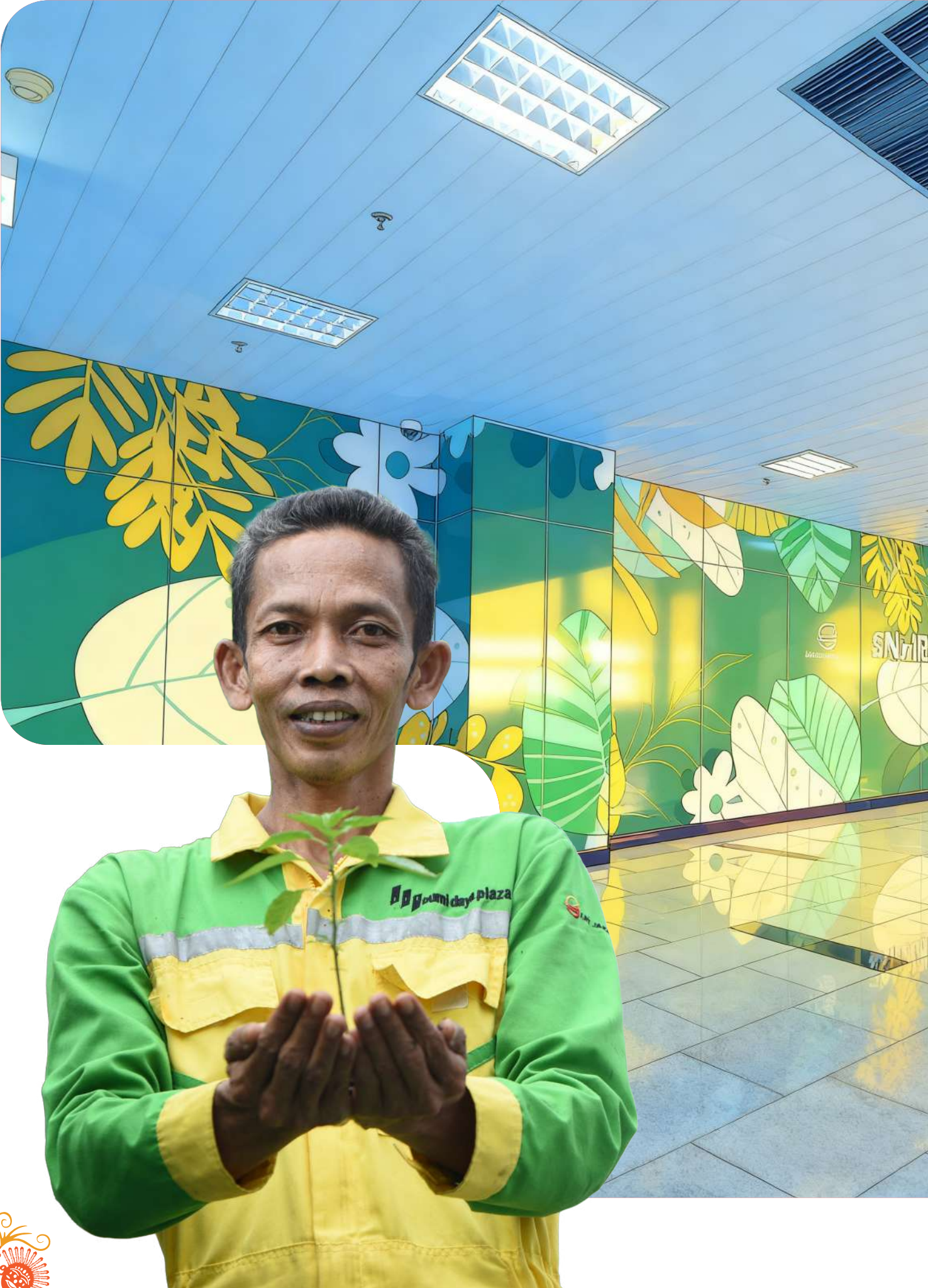
No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
4.1.2	Direksi menetapkan kebijakan dan praktik anti pencucian uang dan pendanaan terorisme, anti suap, antikorupsi, anti-kecurangan (<i>anti-fraud</i>), keterlibatan dalam politik dengan mengacu pada standar nasional atau internasional mengenai anti pencucian uang, anti suap, anti-korupsi, anti-kecurangan atau standar terkait lainnya. The Board of Directors establishes policies and practices on anti-money laundering and financing of terrorism, anti-bribery, anticorruption, anti-fraud, political involvement with reference to the national or international standards regarding anti-money laundering, anti-bribery, anti-corruption, anti-fraud or other related standards.	Diterapkan Implemented	
4.2	Nilai-nilai dan Budaya Organisasi Corporate Values and Culture		
4.2.1	Korporasi mengartikulasikan, menumbuhkan dan mengungkapkan budaya dan nilai-nilai korporasi. The corporation articulates, fosters, and discloses corporate culture and value	Diterapkan Implemented	
4.3	Komunikasi dan Penegakan Pedoman Etika, Nilai-nilai dan Budaya Enforcement and Communication of the Code of Ethics, Values, and Culture		
4.3.1	Pedoman perilaku dan kode etik korporasi dikomunikasikan secara efektif kepada Direksi, Dewan Komisaris, serta seluruh karyawan, diintegrasikan ke dalam strategi dan operasi korporasi termasuk sistem manajemen risiko dan struktur remunerasi, serta ditegakkan. The corporate code of conduct and code of ethics are communicated effectively to the Board of Directors, Board of Commissioners and all employees, integrated into corporate strategy and operations, including risk management system and remuneration structure, as well as being enforced.	Diterapkan Implemented	
5.	Prinsip 5: Manajemen Risiko, Pengendalian Internal dan Kepatuhan Principle 5: Risk Management, Internal Control, and Compliance		
5.1	Pengendalian Internal dan Kepatuhan Internal Control and Compliance		
5.1.1	Direksi melakukan reviu secara berkala atas ketepatan desain dan efektivitas operasional sistem governansi, pengelolaan risiko, pengendalian internal dan kepatuhan korporasi dan melaporkan pelaksanaan dan hasil reviu kepada para pemegang saham melalui laporan tahunan Korporasi. The Board of Directors periodically reviews the accuracy of designs and operational effectiveness of the governance system, risk management, internal control, and corporate compliance and reports the implementation and results of the review to shareholders through the annual report of the Corporation.	Diterapkan Implemented	
5.2	Manajemen Risiko Risk Management		
5.2.1	Strategi dan risiko merupakan satu kesatuan, diungkapkan secara transparan, masuk ke dalam pelaksanaan tugas dan tanggung jawab Direksi dan Dewan Komisaris, serta dalam diskusi di rapat Dewan Komisaris dan Direksi. Strategy and risk is a unity, disclosed in a transparent manner, included in the implementation of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at the meetings of the Board of Commissioners and Board of Directors.	Diterapkan Implemented	
5.2.2	Komite Pemantau Manajemen Risiko membantu pelaksanaan tugas Dewan Komisaris dengan menciptakan mekanisme yang transparan, fokus, dan independen dalam pengawasan manajemen risiko korporasi. The Risk Management Oversight Committee assists the implementation of the duties of the Board of Commissioners by creating a transparent, focused, and independent mechanism for oversight of corporate risk management.	Diterapkan Implemented	

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
5.3.	Integrasi Governansi, Manajemen Risiko dan Kepatuhan Integration of Governance, Risk Management, and Compliance		
5.3.1	Direksi membangun sistem Governansi, Manajemen Risiko, dan Kepatuhan (GRC) yang terintegrasi, dengan menangani berbagai ketidakpastian secara terpadu dan dengan integritas yang tinggi, untuk meyakinkan bahwa korporasi dapat mencapai tujuannya. The Board of Directors establishes an integrated governance, risk management and compliance (GRC) system, by handling various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its objectives.	Diterapkan Implemented	
5.3.2	Direksi memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan. The Board of Directors ensures that the division in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.	Diterapkan Implemented	
5.4.	Audit Internal Internal Audit		
5.4.1	Dewan Komisaris melalui Komite Audit memantau dan memastikan bahwa fungsi audit internal membantu korporasi untuk mencapai tujuannya dengan membawa pendekatan yang objektif dan disiplin untuk mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan governansi korporat. The Board of Commissioners through the Audit Committee oversees and ensures that the internal audit function assists the corporation in achieving its goals through an objective and disciplined approach in order to evaluate and improve the effectiveness of risk management, internal control, and corporate governance.	Diterapkan Implemented	
6.	Prinsip: 6 Pengungkapan dan Transparansi Principle: 6 Disclosure and Transparency		
6.1.	Kebijakan Pengungkapan Disclosure Policy		
6.1.1	Korporasi memiliki kebijakan dan prosedur pengungkapan dan transparansi yang memastikan pengungkapan informasi material dan menjaga informasi sensitif serta rahasia korporasi. The corporation has disclosure and transparency policies and procedures that ensure the disclosure of material information and safeguard sensitive information as well as corporate secrets.	Diterapkan Implemented	
6.1.2	Hak pemegang saham untuk memperoleh secara teratur dan tepat waktu informasi material yang relevan tentang korporasi harus dipenuhi. Shareholders' right to obtain regularly and timely relevant material information regarding the corporation must be met.	Diterapkan Implemented	
6.2	Laporan Keuangan dan Keberlanjutan Financial and Sustainability Reports		
6.2.1	Korporasi mengungkapkan sistem dan prosedur untuk memastikan bahwa laporan keuangan interim yang tidak diaudit atau direviu oleh auditor eksternal secara material adalah akurat, lengkap, dan memberikan investor informasi yang tepat untuk membuat keputusan investasi yang tepat. The corporation discloses systems and procedures to ensure that interim financial reports that are not materially audited or reviewed by external auditors are accurate, complete, and provide investors with the right information to make the right investment decisions	Diterapkan Implemented	
6.2.2	Komite Audit memastikan kualitas audit laporan keuangan yang dilaksanakan oleh auditor eksternal. Kegiatan ini termasuk merekomendasikan penunjukan, penunjukan kembali dan, jika perlu, pemberhentian dan remunerasi auditor eksternal. The Audit Committee ensures the quality of audits on financial report carried out by external auditors. This activity includes recommending the appointment, reappointment and, if necessary, the termination and remuneration of the external auditor.	Diterapkan Implemented	

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
6.2.3	Laporan keberlanjutan harus disiapkan dan diungkapkan dengan akurat dan disusun sesuai kerangka pelaporan keberlanjutan nasional atau internasional. The sustainability report shall be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	Diterapkan Implemented	
6.2.4	Korporasi menerbitkan laporan tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu pemegang saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan. The corporation issues an integrated annual report that places historical performance into context and describes the risks, opportunities, and prospects of the corporation in the future, which will subsequently assist shareholders and stakeholders to understand the strategic goals of the corporation and its progress in creating sustainable value.	Diterapkan Implemented	
6.3	Diseminasi Informasi Dissemination of Information		
6.3.1	Saluran penyebaran informasi harus menyediakan akses yang setara, tepat waktu, dan relatif murah untuk informasi yang relevan bagi pengguna. Channels for the dissemination of information should provide users with equitable, timely, and relatively inexpensive access to relevant information.	Diterapkan Implemented	
6.3.2	Korporasi memastikan bahwa pernyataan tahunan terhadap penerapan Pedoman Umum Governansi Korporat Indonesia, termasuk penjelasan atas penerapan atas masing-masing Rekomendasi dan Panduan tersedia di situs web selama jangka waktu minimal lima tahun. The corporation ensures that an annual statement on the implementation of the Indonesian General Guidelines for Corporate Governance, including an explanation on the implementation of each Recommendation and Guideline is available on the website for a minimum period of five years	Belum diterapkan Unimplemented	Perseroan belum mencantumkan pernyataan terkait hal ini pada situs web Perseroan. The Company has yet to include a statement regarding this matter on its website.
6.3.3	Untuk korporasi yang terdaftar di pasar modal di yurisdiksi selain yurisdiksi asal, peraturan perundang-undangan atas governansi korporat yang berlaku harus diungkapkan dengan jelas. Dalam hal <i>cross listing</i> , kriteria dan prosedur <i>cross listing</i> , kriteria dan prosedur untuk mengakui persyaratan <i>listing</i> untuk <i>listing</i> utama harus transparan dan didokumentasikan. For corporations listed on the capital market in jurisdictions other than the jurisdiction of origin, applicable laws and regulations on corporate governance must be clearly disclosed. In the case of cross listing, the criteria and procedures for cross listing, criteria and procedures for recognizing the listing requirements for the primary listing must be transparent and documented	Tidak relevan Irrelevant	Perseroan tidak terdaftar di pasar modal. The Company is not registered in capital market.
7.	Prinsip 7: Perlindungan terhadap Hak-Hak Pemegang Saham Principle 7: Protection of Shareholders' Rights		
7.1	Hak Pemegang Saham Shareholders' Rights		
7.1.1	Korporasi memiliki suatu kebijakan komunikasi yang memfasilitasi dan mendorong partisipasi pemegang saham atau investor. The corporation has a communication policy that facilitates and encourages shareholder or investor participation.	Diterapkan Implemented	
7.1.2	Korporasi yang merupakan entitas induk memastikan bahwa kebijakan governansi korporatnya berlaku bagi entitas anak dan entitas sepengendali yang di dalamnya investasi korporasi adalah signifikan. Corporations that are parent entities ensure that their corporate governance policies apply to subsidiaries and entities under common control in which their investment is significant.	Tidak relevan Irrelevant	Perseroan merupakan entitas anak dari PT Jakarta Propertindo (Perseroda) The Company is a subsidiary of PT Jakarta Propertindo (Perseroda)

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
7.1.3	Korporasi memiliki aturan dan prosedur yang mengatur akuisisi, pengambilalihan, dan transaksi luar biasa seperti merger dan penjualan aset korporasi yang substansial untuk memastikan transaksi terjadi secara transparan dan dalam kondisi yang wajar dan melindungi hak-hak semua pemegang saham sesuai dengan kelasnya. Corporations have rules and procedures that govern acquisitions, takeovers, and extraordinary transactions, such as mergers and sales of substantial corporate assets to ensure the transactions occur in a transparent manner and under reasonable conditions as well as protecting the rights of all shareholders according to class.	Diterapkan Implemented	
7.2 Perlakuan Adil Terhadap Pemegang Saham Fair Treatment of Shareholders			
7.2.1	Korporasi memiliki aturan dan prosedur yang memastikan: - Semua pemegang saham dari seri yang sama dalam satu kelas saham harus diperlakukan setara. - Pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memperoleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya. Corporations have rules and procedures that ensure: - All shareholders of the same series in one class of shares must be treated equally, - Disclosure of said rules and procedures, as well as disclosure of capital structure and arrangements that allow certain shareholders to gain influence or control that is disproportionate to their share ownership.	Tidak relevan Irrelevant	Perseroan hanya menerbitkan 1 seri saham, yang dimiliki oleh BUMD Provinsi DKI Jakarta. The Company only issues 1 series of share, which is owned by DKI Jakarta BUMD.
7.2.2	Korporasi memiliki aturan dan prosedur yang memastikan transaksi pihak berelasi disetujui dan dilaksanakan sedemikian rupa yang dapat meyakinkan bahwa benturan kepentingan telah dikelola dengan tepat, dan melindungi kepentingan korporasi dan pemegang saham. The corporation has rules and procedures that ensure related party transactions are approved and carried out in such a way as to ensure that conflicts of interest are properly managed, and protect the interests of the corporation and shareholders.	Diterapkan Implemented	
7.2.3	Korporasi memiliki dan mengungkapkan kebijakan untuk mencegah terjadinya <i>insider trading</i>. Korporasi memiliki aturan yang jelas mengenai perdagangan apa pun dalam saham korporasi yang dilakukan oleh direktur, komisaris dan orang dalam untuk memastikan bahwa siapa pun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak/belum tersedia di pasar. The corporation has established and discloses policies to prevent insider trading. The corporation has clear rules regarding any trading in corporate shares carried out by Directors, Commissioners, and insiders to ensure that no one can benefit directly or indirectly from information that is not/not yet available on the market.	Tidak relevan Irrelevant	Perseroan bukan perusahaan publik yang menawarkan sahamnya kepada masyarakat. The Company is not a public company that offers its shares to the public.
7.3 Rapat Umum Pemegang Saham General Meeting of Shareholders			
7.3.1	Korporasi melakukan panggilan RUPS dengan agenda dan materi RUPS selengkap dan sedini mungkin (paling lambat 28 hari sebelum RUPS) untuk memberikan waktu dan materi yang cukup bagi pemegang saham untuk mempelajari dengan baik agenda rapat. Undangan rapat dan seluruh informasi RUPS diungkapkan melalui sarana elektronik seperti melalui situs web korporasi. The corporation implement the notice for GMS with the agenda and materials for the GMS as completely and as early as possible (no later than 28 days prior to the GMS) to provide sufficient time and material for shareholders to properly study the meeting agenda. Meeting invitations and all GMS information are disclosed through electronic means, such as through the corporate website.	Diterapkan Implemented	
7.3.2	Korporasi memiliki dan mengungkapkan aturan dan prosedur yang memfasilitasi pemegang saham dalam berpartisipasi dan memberikan suara secara efektif di RUPS. The corporation has established and disclosed rules and procedures that facilitate shareholders to participate and vote effectively at the GMS.	Diterapkan Implemented	

No.	Rekomendasi KNKG KNKG Recommendations	Penerapan di Perseroan Implementation in the Company	Penjelasan Untuk Rekomendasi yang Belum Diterapkan Explanation of Unimplemented Recommendations
7.3.3	Pemegang saham berpartisipasi efektif dalam menetapkan penunjukan anggota Direksi dan Dewan Komisaris. Shareholders participate effectively to determine the appointment of members of the Board of Directors and Board of Commissioners	Diterapkan Implemented	
7.3.4	Korporasi memastikan transparansi dan akuntabilitas auditor eksternal di RUPS. The corporation ensures the transparency and accountability of the external auditor at the GMS.	Diterapkan Implemented	
7.3.5	Penyampaian hasil pemungutan suara dan ringkasan risalah RUPS secara lengkap diumumkan ke publik pada hari kerja berikutnya. Submission of voting results and a complete summary of the minutes of the GMS will be announced to the public on the following working day.	Tidak relevan Irrelevant	Perseroan bukan perusahaan publik yang menawarkan sahamnya kepada masyarakat. The Company is not a public company that offers its shares to the public.
8.	Prinsip 8: Pemangku Kepentingan Lainnya Principle 8: Other Stakeholders		
8.1	Keterlibatan Pemangku Kepentingan Kunci (Stakeholder Engagement) Stakeholders Engagement		
8.1.1	Korporasi melalui Sekretaris Korporasi melaksanakan komunikasi yang reguler, transparan dan efektif dengan pemangku kepentingan kunci serta melibatkan mereka untuk memahami harapan dan keluhan mereka serta dampak korporasi terhadap mereka. The corporation through the Corporate Secretary carries out regular, transparent, and effective communication with key stakeholders as well as involves them to understand their hopes and complaints as well as the impact of the corporation on them.	Diterapkan Implemented	
8.2	Integrasi Keberlanjutan dalam Model Bisnis Integration of Sustainability in Business Models		
8.2.1	Dewan Komisaris bersama-sama dengan Direksi bertanggung jawab, akuntabel dan transparan atas governansi keberlanjutan, termasuk menetapkan strategi, prioritas, dan target keberlanjutan korporasi. Direksi dan Dewan Komisaris memasukkan pertimbangan keberlanjutan ketika menjalankan perannya, termasuk antara lain dalam pengembangan dan implementasi strategi korporasi, rencana bisnis, rencana aksi utama dan manajemen risiko. The Board of Commissioners together with the Board of Directors are responsible, accountable and transparent for sustainability governance, including in terms of establishing corporate sustainability strategies, priorities and targets. The Board of Directors and Board of Commissioners incorporate sustainability considerations when carrying out their roles, including by developing and implementing corporate strategies, business plans, main action plans, and risk management.	Diterapkan Implemented	
8.3	Perlindungan terhadap Pemangku Kepentingan Protection for Stakeholders		
8.3.1	Direksi memastikan dan mengungkapkan bahwa operasi korporasi mencerminkan penerapan standar etika, tanggung jawab sosial dan lingkungan yang tinggi di seluruh korporasi dan memastikan bahwa kebijakan dan prosedur yang tepat diterapkan untuk menghormati serta mematuhi hak-hak pemangku kepentingan. The Board of Directors ensures and discloses that corporate operations reflect the application of high standards of ethics, social and environmental responsibility throughout the corporation and ensures that appropriate policies and procedures are implemented to respect and comply with the rights of stakeholders	Diterapkan Implemented	
8.3.2	Direksi mendorong karyawan bekerja untuk kepentingan jangka panjang korporasi dan mengedepankan keberlanjutan. The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability.	Diterapkan Implemented	



07. Laporan Keberlanjutan

Sustainability Report



Ikhtisar Keberlanjutan

Sustainability Highlights

Aspek Ekonomi [OJK B.1]

Economic Aspect

Keterangan Description	Satuan Unit	2025	2024	2023
 Pendapatan atau Penjualan Revenue and Sales	miliar Rupiah billion Rupiah	306,5	265,2	271,6
 Laba atau Rugi Bersih Net Profit or Loss	miliar Rupiah billion Rupiah	8,2	3,7	17,3
 Jumlah Armada (Light Rail Vehicle) Number of Light Rail Vehicles	Unit	8	8	8
 Jumlah Lintasan Total Track Length	Stasiun Station	6	6	6
 Jumlah Penumpang Total Ridership	Orang People	1.336.859	1.226.817	1.037.162
 Total Perjalanan Total Trips	Trip	74.435	74.655	73.834
 Total Jarak Tempuh Total Distance Traveled	km	2.684.106	2.253.586	1.828.248

Jumlah Pemasok Lokal

Number of Local Suppliers

Keterangan Description	Satuan Unit	2025	2024	2023
Jumlah Pemasok Lokal Total Local Suppliers	Perusahaan Company	187	193	202
% Pemasok Lokal vs Total Pemasok % Local Suppliers vs Total Suppliers	%	95	96	96
Nilai Pembelian dari Pemasok Lokal Value of Procurement from Local Suppliers	Rupiah	210,65	163,02	173,12
Proporsi Pembelian Pemasok Lokal Proportion of Spending on Local Suppliers	%	91	91	93

Produk Ramah Lingkungan

- Produk Utama: Layanan Transportasi Rendah Emisi.
- Menggunakan listrik, sehingga tidak mengeluarkan emisi gas buang langsung di lokasi operasional.
- Penggunaan lampu LED di seluruh interior kereta dan lampu utama.
- Penggunaan material termoplastik atau polikarbonat untuk dinding dan kursi. Material ini seringkali dapat didaur ulang.
- Desain Ventilasi Alami: Memaksimalkan sirkulasi udara alami untuk mengurangi beban penggunaan AC di area peron non-tertutup.
- Pemanfaatan Cahaya Alami: Desain atap atau dinding kaca (skylight) yang mengurangi kebutuhan lampu di siang hari.
- Penggunaan keran sensor otomatis dan toilet dual-flush di fasilitas stasiun untuk menghemat penggunaan air bersih.

Environmentally Friendly Products

- Main Product: Low-Emission Transportation Services.
- Powered by electricity, resulting in no direct exhaust emissions at operational sites
- Use of LED lighting throughout the train interiors and for headlights.
- Use of thermoplastic or polycarbonate materials for walls and seating. These materials are often recyclable.
- Natural Ventilation Design: Maximizing natural air circulation to reduce the load on air conditioning in non-enclosed platform areas.
- Utilization of Natural Light: Roof or glass wall (skylight) designs that reduce the need for lighting during daytime.
- Use of automatic sensor faucets and dual-flush toilets in station facilities to conserve clean water.

Aspek Lingkungan [OJK B.2] Environmental Aspect

Pemakaian Energi - BBM (Bensin) Energy Consumption - Fuel (Gasoline)

	Keterangan Description	Satuan Unit	2025	2024	2023
	Pemakaian BBM (Bensin) Fuel Consumption (Gasoline)	dalam liter in liter	2.117	1.976	1.935

Pemakaian Energi - Listrik Energy Consumption - Electricity

	Keterangan Description	Satuan Unit	2025	2024	2023
	Pemakaian Energi Listrik Electric Energy Usage	kWh	15.708.119	10.379.218	9.956.140

Limbah dan Efluen Waste and Effluent

	Keterangan Description	Satuan Unit	2025	2024	2023
	Limbah B3 Hazardous Waste	Ton	12,63	12,05	7,93
	Keterangan Description	Satuan Unit	2025	2024	2023
	Limbah Non-B3 Non-Hazardous Waste	Ton	243,15	219,74	77,7
Total Limbah Total Waste		Ton	255,78	231,79	85,63

Pelestarian keanekaragaman hayati Biodiversity conservation

	Keterangan Description	Satuan Unit	2025	2024	2023
	Penanaman Pohon Tree Planting	Pohon Tree	237	237	237

Pemakaian Kertas Paper Consumption

	Keterangan Description	Satuan Unit	2025	2024	2023
	Pemakaian Kertas Paper Usage	Rim Ream	501	263	308

Pemakaian Air Water Consumption

	Keterangan Description	Satuan Unit	2025	2024	2023
	Pemakaian Air Water Usage	m ³	21.412	39.826	21.669

Biaya Lingkungan Environmental Expenditure

	Keterangan Description	Satuan Unit	2025	2024**	2023
	Biaya Lingkungan Environmental Expenses	Rupiah	1.397.914.309	748.811.545	547.118.433

Aspek Sosial [OJK B.3]
Social Aspect

- PT LRT memperkuat posisinya tidak hanya sebagai moda transportasi, tetapi sebagai infrastruktur sosial yang inklusif. Fokus utama tahun ini adalah peningkatan aksesibilitas bagi kelompok rentan, integrasi komunitas melalui event edukatif, dan pencapaian standar keselamatan nir kecelakaan (*zero accident*).
 - Dukungan untuk Pekerja Berpenghasilan Rendah (Masyarakat Berpenghasilan Rendah/MBR), sejalan dengan Peraturan Gubernur No. 33 Tahun 2025.
- PT LRT strengthened its position not only as a mode of transportation but also as inclusive social infrastructure. The main focus in 2025 was on improving accessibility for vulnerable groups, community integration through educational events, and achieving zero-accident safety standards.
 - Support for Low-Income Workers (Low-Income Communities/LIC), in accordance with Governor Regulation No. 33 of 2025.

Dampak bagi Pelanggan
Impact on Customers

Keterangan Description	Satuan Unit	2025	2024	2023
 Indeks Kepuasan Pelanggan Customer Satisfaction Index	%	91,91	93,28	92,50
 Ketepatan Waktu Timeliness	%	99,90	99,87	99,60
 Keluhan/Pengaduan Complaints	kali times	46	65	124

Fasilitas Inklusif
Accessible Facilities

 Disabilitas People with Disabilities ✓	 Lansia Elderly ✓	 Ibu Hamil Pregnant Women ✓	 Lift Elevators ✓

Total Biaya Corporate Social Responsibility (CSR)
Total Corporate Social Responsibility

dalam juta Rupiah
in million Rupiah

Keterangan Description	2025	2024	2023
 Total Biaya Corporate Social Responsibility (CSR) Total Corporate Social Responsibility (CSR) Expenditure	94	301	386

Keberagaman dalam Dewan Komisaris dan Direksi
Diversity of the Board of Commissioners and the Board of Directors

Keterangan Description	Satuan Unit	2025	2024	2023
 Dewan Komisaris Board of Commissioners	Laki-laki Male	100%	100%	100%
	Perempuan Female	0%	0%	0%
 Direksi Board of Directors	Laki-laki Male	100%	100%	100%
	Perempuan Female	0%	0%	0%
 Manajerial Managerial	Laki-laki Male	25,76%	79,5%	81,1%
	Perempuan Female	74,24%	20,5%	18,9%

Komitmen dan Strategi Keberlanjutan LRT

LRT's Commitment and Sustainability Strategy [OJK A.1]

Bergerak Menuju Masa Depan: Konektivitas Hijau untuk Jakarta Global Moving Toward the Future: Green Connectivity for Global Jakarta

Di tengah laju urbanisasi yang pesat dan tantangan perubahan iklim global, industri transportasi publik kini berdiri di persimpangan krusial. Peran Perseroan tidak lagi terbatas pada memindahkan penumpang dari satu titik ke titik lain, melainkan bagaimana pergerakan tersebut memberikan dampak seminimal mungkin terhadap lingkungan dan dampak semaksimal mungkin bagi kualitas hidup masyarakat.

Sebagai operator *Light Rail Transit* (LRT), Perseroan menyadari bahwa keberlanjutan (*sustainability*) bukan sekadar inisiatif tambahan, melainkan DNA operasional Perseroan. Dalam konteks industri perkeretaapian modern, keberlanjutan berarti efisiensi energi yang ketat, pengurangan emisi karbon secara agresif, serta penyediaan ruang publik yang inklusif dan aman.

PT LRT Jakarta menegaskan kembali komitmennya untuk tidak hanya menjadi operator transportasi publik, tetapi sebagai katalisator perubahan gaya hidup perkotaan yang berkelanjutan. Di tahun 2025, komitmen Perseroan berevolusi dari sekadar efisiensi operasional menjadi ekspansi yang bertanggung jawab.

Seiring dengan pembangunan Fase 1B (Velodrome-Manggarai), kami berkomitmen untuk:

1. Menjaga Kualitas Layanan di Tengah Ekspansi
Memastikan operasional eksisting tetap prima (*Service Excellence*) dengan standar ketepatan waktu dan keselamatan tertinggi, meskipun fokus Perseroan terbagi pada proyek pengembangan.
2. Konstruksi Berkelanjutan
Mengawal proses pembangunan infrastruktur baru dengan meminimalkan dampak lingkungan dan sosial bagi masyarakat sekitar proyek.
3. Inklusivitas Total
Menciptakan ekosistem transportasi yang ramah bagi semua kalangan (inklusif), mendukung visi Jakarta sebagai Kota Global yang manusiawi.

Kebijakan keberlanjutan PT LRT Jakarta tahun 2025 diintegrasikan ke dalam tiga pilar utama (*Triple Bottom Line*) yang diselaraskan dengan prinsip ESG (*Environmental, Social, Governance*):

- **Pilar Lingkungan ("Green Mobility")**
 - › Mendukung target *Net Zero Emission 2060* melalui efisiensi energi di stasiun dan depo, serta pengelolaan limbah.
 - › Penerapan prinsip *Green Construction* pada proyek pengembangan jalur.

Amid rapid urbanization and the challenges of global climate change, the public transportation industry now stands at a critical crossroads. The Company role is no longer limited to moving passengers from one point to another, but rather ensuring that such movement has the least possible impact on the environment and the greatest possible impact on the quality of life for the community.

As a Light Rail Transit (LRT) operator, the Company recognize that sustainability is not merely an additional initiative, but the very DNA of our operations. In the context of the modern rail industry, sustainability means strict energy efficiency, aggressive carbon emission reduction, and the provision of inclusive and safe public spaces.

PT LRT Jakarta reaffirms its commitment to not only being a public transportation operator but also a catalyst for sustainable urban lifestyle change. In 2025, the Company commitment evolved from mere operational efficiency to responsible expansion.

Alongside the development of Phase 1B (Velodrome-Manggarai), we are dedicated to:

1. Maintaining Service Quality Amid Expansion
Ensuring that existing operations continue to deliver excellence, with the highest standards of punctuality and safety, even as the Company focuses on network development projects.
2. Sustainable Construction
Overseeing the construction of new infrastructure while minimizing environmental and social impacts on surrounding communities.
3. Total Inclusivity
Creating a transport ecosystem that is accessible and inclusive for all, supporting Jakarta's vision as a humane Global City.

PT LRT Jakarta's 2025 sustainability policy is integrated into three main pillars (*Triple Bottom Line*) aligned with ESG (*Environmental, Social, Governance*) principles:

- **Environmental Pillar ("Green Mobility")**
 - › Supporting the 2060 Net Zero Emission target through energy efficiency at stations and depots, and circular management of hazardous and non-hazardous waste.
 - › Applying Green Construction principles in rail network development projects.

- **Pilar Sosial ("Inclusive Journey")**
 - › Menjamin keselamatan dan keamanan penumpang (Zero Accident) serta kesehatan kerja karyawan.
 - › Pemberdayaan masyarakat lokal dan UMKM di sekitar stasiun melalui penyediaan ruang usaha (Tenant UMKM).
 - › Pengembangan talenta SDM yang siap menghadapi digitalisasi dan ekspansi jaringan.
- **Pilar Ekonomi dan Tata Kelola ("Resilient Growth")**
 - › Optimalisasi pendapatan Non-Farebox (NFB) melalui pemanfaatan aset, naming rights, dan periklanan untuk kemandirian finansial.
 - › Penerapan GCG (Good Corporate Governance) dan manajemen risiko yang ketat, terutama terkait risiko proyek strategis nasional.

Mengingat tahun 2025 adalah masa transisi menuju jaringan yang lebih luas, strategi keberlanjutan difokuskan pada:

1. **Operational Excellence & Asset Reliability**
Mempertahankan standar On Time Performance (OTP) di atas 99% melalui Predictive Maintenance berbasis data untuk memperpanjang usia aset dan efisiensi suku cadang.
2. **Seamless Integration**
Memperkuat integrasi fisik dan sistem pembayaran (JakLingko) dengan moda lain (TransJakarta, KAI Commuter) untuk mendorong peralihan pengguna kendaraan pribadi.
3. **Smart & Green Station**
Implementasi teknologi hemat energi (lampu LED, sensor otomatis) dan Water Harvesting System di area Depo.

Target dan Rencana Program Keberlanjutan

Berikut adalah strategi keberlanjutan kami yang dikaitkan sebagai dukungan terhadap Tujuan Pembangunan Berkelanjutan yang juga sejalan dengan proyek Fase 1B yang sedang berjalan:

- **Social Pillar ("Inclusive Journey")**
 - › Ensuring passenger safety and security (Zero Accident) as well as occupational health for employees.
 - › Empowering local communities and SMEs around stations through the provision of commercial spaces (SME Tenants).
 - › Developing human capital to meet the demands of digitalization and network expansion.
- **Economic & Governance Pillar ("Resilient Growth")**
 - › Optimizing Non-Farebox (NFB) revenue through asset utilization, naming rights, and advertising to strengthen financial independence.
 - › Implementing Good Corporate Governance (GCG) and strict risk management, particularly regarding strategic national projects.

Given that 2025 is a transitional year toward a broader network, the sustainability strategy focuses on:

1. **Operational Excellence & Asset Reliability**
Maintaining On-Time Performance (OTP) above 99% through data-driven Predictive Maintenance to extend asset life and improve spare-part efficiency.
2. **Seamless Integration**
Enhancing physical and payment system integration (JakLingko) with other modes (TransJakarta, KAI Commuter) to encourage the shift from private vehicle use.
3. **Smart & Green Stations**
Implementing energy-efficient technologies (LED lighting, automatic sensors) and a Water Harvesting System at depot areas.

Sustainability Targets and Program Plans

The following outlines our sustainability strategies in support of the Sustainable Development Goals, aligned with the ongoing Phase 1B development project:

Target Keberlanjutan Sustainability Goals	Kebijakan & Progres 2025 Policies & Progress 2025	Dukungan SDGs Support for the SDGs
Keselamatan & Keandalan Operasional (SS1 & SI2) Safety & Operational Reliability (SS1 & SI2) Mempertahankan budaya keselamatan Zero Accident di tengah peningkatan frekuensi perjalanan dan aktivitas konstruksi. Maintaining a Zero Accident safety culture amid increased service frequency and ongoing construction activities.	Kebijakan: Penguatan Safety Culture pada operasi dan proyek. Progres/Inisiatif: • Implementasi Predictive Maintenance berbasis IoT untuk mendeteksi anomali pada sarana kereta sebelum terjadi kerusakan. • Simulasi tanggap darurat (Emergency Drill) yang melibatkan publik dan pemadam kebakaran. • Penerapan (Sistem Manajemen Keselamatan) yang terintegrasi dengan ISO 45001:2018. Policy: Strengthening safety culture across operations and projects. Progress/Initiatives: • Implementation of IoT-based Predictive Maintenance to detect anomalies in rolling stock before failures occur. • Conducting Emergency Drill simulations involving the public and local fire departments. • Adoption of an integrated Safety Management System aligned with ISO 45001:2018.	

Target Keberlanjutan Sustainability Goals	Kebijakan & Progres 2025 Policies & Progress 2025	Dukungan SDGs Support for the SDGs
Konektivitas & Ekspansi Jaringan (PS2) Connectivity & Network Expansion (PS2) Mendukung penyelesaian Fase 1B untuk menghubungkan Kelapa Gading - Manggarai sebagai Urban Transit Nexus. Kebijakan: Dukungan penuh pada percepatan proyek strategis dengan dampak lingkungan minimal. Supporting the completion of Phase 1B to connect Kelapa Gading - Manggarai as an Urban Transit Nexus Policy: Full support for the acceleration of strategic projects while minimizing environmental impact.	Kebijakan: Dukungan penuh pada percepatan proyek strategis dengan dampak lingkungan minimal. Progres/Inisiatif: - Koordinasi intensif untuk mitigasi dampak lalu lintas dan debu akibat konstruksi Fase 1B. - Integrasi <i>Skybridge</i> baru dengan Halte TransJakarta untuk perpindahan moda tanpa hambatan. - Revitalisasi fasilitas stasiun eksisting untuk mengantisipasi lonjakan penumpang di masa depan. Policy: Full support for the acceleration of strategic projects with minimal environmental impact. Progress/Initiatives: - Intensive coordination to mitigate traffic congestion and dust arising from Phase 1B construction. - Integration of the new skybridge with TransJakarta stations to enable seamless modal transfer. - Revitalization of existing station facilities in anticipation of future passenger volume growth.	
Pengembangan SDM Adaptif (SI10) Adaptive Human Capital Development (SI10) Mempersiapkan talenta Perseroan untuk mengelola jaringan yang lebih luas dan teknologi yang lebih kompleks. Preparing the Company's talent to manage an expanded network and increasingly complex technologies.	Kebijakan: <i>Upskilling</i> dan <i>Reskilling</i> karyawan menghadapi ekspansi. Progres/Inisiatif: - Program pelatihan sertifikasi khusus perkeretaapian tingkat lanjut bagi teknisi dan masinis. - Penerapan budaya kerja inklusif dengan target peningkatan rekrutmen karyawan penyandang disabilitas di sektor nonoperasional. - Digitalisasi HRIS untuk pengelolaan kesejahteraan karyawan yang lebih transparan. Policy: <i>Upskilling</i> and <i>reskilling</i> employees to prepare for network expansion. Progress/Initiatives: - Advanced railway-specific certification training programs for technicians and train operators. - Implementation of an inclusive work culture, targeting increased recruitment of employees with disabilities in non-operational roles. - Digitalization of the HRIS to enable more transparent employee welfare management.	
Pertumbuhan Ekonomi (SS5 & SI7) Economic Growth (SS5 & SI7) Meningkatkan kemandirian finansial melalui optimalisasi aset komersial dan dukungan ekonomi lokal. Enhance financial self-sufficiency through optimization of commercial assets and support for the local economy.	Kebijakan: Transformasi stasiun menjadi <i>Lifestyle Hub</i> . Progres/Inisiatif: - Inkubasi Mitra UMKM Binaan di area stasiun (program "LRTJ Preneur"). - Pengembangan bisnis <i>Naming Rights</i> stasiun. - Kolaborasi <i>event</i> komunitas (musik, seni, olahraga) di area stasiun untuk meningkatkan <i>traffic</i> pengunjung di luar jam sibuk. Policy: Transforming stations into Lifestyle Hubs. Progress/Initiatives: - Incubation of MSME partners within station areas through the "LRTJ Preneur" program. - Development of station Naming Rights business. - Collaboration on community events (music, arts, sports) within station areas to increase visitor traffic during off-peak hours.	

Target Keberlanjutan Sustainability Goals	Kebijakan & Progres 2025 Policies & Progress 2025	Dukungan SDGs Support for the SDGs
Aksi Iklim & Lingkungan (PS3 & SI11) Climate & Environment Action (PS3 & SI11) Mengurangi jejak karbon operasional dan mendukung Jakarta langit biru. Reduce operational carbon footprint and support a cleaner, blue sky for Jakarta.	Kebijakan: Transisi energi dan efisiensi sumber daya. Progres/Inisiatif: - Uji coba penggunaan panel surya (Solar PV) pada atap gedung Depo Pegangsaan Dua. - Program <i>Urban Farming</i> di area Depo yang melibatkan komunitas sekitar untuk ketahanan pangan lokal. - Kampanye “<i>Green Commuter</i>” memberikan insentif poin bagi penumpang yang konsisten menggunakan transportasi publik. Policy: Energy transition and resource efficiency. Progress/Initiatives: - Pilot implementation of solar PV panels on the roof of Pegangsaan Dua Depot. - Urban farming program at the Depot area involving the local community to support local food resilience. “Green Commuter” campaign providing incentive points for passengers who consistently use public transportation.	 
Dan lain-lain and others		

Pembiayaan dan Anggaran Program Keberlanjutan
Sustainable Program Financing and Budget

Aspek Aspects	Satuan Unit	2025	2024
 Ekonomi Economic	dalam juta Rupiah In million Rupiah	20	-
 Sosial Social		455	301
 Lingkungan Environment		20	-

Penanggung Jawab Keberlanjutan
Person in Charge of Sustainability [OJK E.1]

Penguatan Tata Kelola untuk Dampak Berkelanjutan
Strengthening Governance for Sustainable Impact

Perseroan meyakini bahwa keberhasilan implementasi strategi keberlanjutan sangat bergantung pada siapa yang mengemudikannya. Pengelolaan Perseroan yang berlandaskan prinsip keberlanjutan (ESG) bukan hanya soal kepatuhan, melainkan sebuah kebutuhan strategis untuk menjamin ketahanan bisnis jangka panjang. Tanpa struktur pertanggungjawaban yang jelas, target-target lingkungan dan sosial hanya akan menjadi wacana tanpa eksekusi yang terukur.

Oleh karena itu, Perseroan telah menetapkan struktur tata kelola keberlanjutan yang terintegrasi. Hal ini bertujuan untuk memastikan setiap kebijakan yang diambil di level strategis dapat diturunkan menjadi program nyata yang bermanfaat bagi pemangku kepentingan, serta diawasi pelaksanaannya secara transparan dan akuntabel.

The Company believe that the successful implementation of sustainability strategies heavily depends on who drives them. Corporate management grounded in sustainability principles (ESG) is not merely a matter of compliance but a strategic necessity to ensure long-term business resilience. Without a clear accountability structure, environmental and social targets risk remaining aspirational statements without measurable execution.

Accordingly, the Company has established an integrated sustainability governance structure. This framework is designed to ensure that strategic policies are translated into tangible programs that benefit stakeholders and that their implementation is monitored transparently and accountably.

Struktur dan Peran Tanggung Jawab

Departemen Komunikasi Perusahaan bertanggung jawab dalam mengoordinasikan kegiatan TJSL, di bawah pengelolaan Divisi Sekretaris Perusahaan. Struktur lebih lengkap dapat dilihat pada bagan berikut:

Structure and Roles of Responsibility

The Corporate Communications Department is responsible for coordinating CSR activities, under the management of the Corporate Secretary Division. A more detailed structure can be seen in the following chart:

Penanggung Jawab Person in Charge	Tugas dan Tanggung Jawab Utama Key Duties and Responsibilities
Direktur Utama President Director	Penentu Arah Strategis Bertindak sebagai pimpinan tertinggi yang menetapkan kebijakan Perseroan, mencakup seluruh aspek strategis keberlanjutan dan ESG, serta memastikan komitmen Perseroan terhadap visi keberlanjutan jangka panjang. Strategic Direction-Setter Serves as the highest-ranking executive responsible for setting the Company's policies, covering all strategic aspects of sustainability and ESG, and ensuring the Company's commitment to its long-term sustainability vision.
Kepala Divisi Sekretaris Perusahaan Head of Corporate Secretary Division	Penghubung Strategis Berperan sebagai jembatan antara Direksi, Dewan Komisaris, dan Pemegang Saham. Bertugas sebagai wakil Perseroan dalam membina hubungan dengan masyarakat, regulator, investor, serta lembaga terkait untuk memastikan transparansi dan akuntabilitas. Strategic Liaison Acts as a bridge between the Board of Directors, Board of Commissioners, and Shareholders. Serves as the Company's representative in fostering relationships with the public, regulators, investors, and relevant institutions, ensuring transparency and accountability.
Kepala Departemen Komunikasi Perusahaan Head of Corporate Communication Department	Perencana Program Bertanggung jawab dalam manajemen strategis program Tanggung Jawab Sosial dan Lingkungan (TJSL). Mencakup pengelolaan, perancangan, dan evaluasi program agar selaras dengan visi misi perusahaan serta menjawab kebutuhan riil penerima manfaat. Program Planner Responsible for the strategic management of Social and Environmental Responsibility programs. This includes managing, designing, and evaluating programs to align with the company's vision and mission and address the real needs of beneficiaries.
Asisten Manajer TJSL Assistant Manager of CSR	Koordinator Program Bertanggung jawab atas koordinasi dan implementasi antara perencanaan dan pelaksanaan, mengawasi program berjalan sesuai dengan rencana dari rancangan awal hingga prosedur akhir atau laporan penutupan. Program Coordinator Responsible for coordinating and implementing the transition from planning to execution, overseeing that programs proceed according to plan from initial design through final procedures or closing reports.
Staf TJSL CSR Staff	Pelaksana Lapangan Bertanggung jawab atas eksekusi teknis dan operasional pelaksanaan program sosial serta lingkungan, memastikan implementasi di lapangan berjalan sesuai dengan rencana dan visi perusahaan. Field Officer Responsible for the technical and operational execution of social and environmental programs, ensuring on-site implementation aligns with the plan and the company's vision.



Pengembangan Kompetensi Terkait Keberlanjutan Sustainability-Related Competency Development [OJK E.2]

Membangun Kapabilitas SDM Sebagai Agen Perubahan

Perseroan menyadari bahwa teknologi canggih dan infrastruktur modern hanyalah alat; manusia yang menjadi penggerak utamanya. Oleh karena itu, pengembangan kompetensi karyawan menjadi pilar fundamental dalam strategi keberlanjutan Perseroan. Di tengah dinamika industri transportasi massal yang sarat teknologi dan tuntutan lingkungan, Perseroan berkomitmen memastikan setiap insan perusahaan memiliki ketangkasan (*agility*) dan wawasan yang relevan.

Melalui program pelatihan yang komprehensif, Perseroan tidak hanya mencetak tenaga kerja yang produktif dan inovatif, tetapi juga menanamkan pola pikir keberlanjutan dalam setiap lini operasional. Karyawan yang memahami prinsip-prinsip praktik bisnis berkelanjutan mampu bekerja lebih efisien, meminimalkan dampak lingkungan, dan menciptakan nilai tambah bagi perusahaan. Investasi pada kompetensi ini adalah wujud komitmen Perseroan untuk menciptakan lingkungan kerja yang memberdayakan, sekaligus memastikan perusahaan terus tumbuh selaras dengan visi keberlanjutan global.

Building Human Resource Capabilities as Agents of Change

The Company recognize that advanced technology and modern infrastructure are merely tools; people are the primary drivers. Therefore, employee competency development is a fundamental pillar of the Company's sustainability strategy. Amid the dynamic, technology-driven mass transit industry and environmental demands, we are committed to ensuring every member of our organization possesses the agility and relevant insights.

Through comprehensive training programs, the Company not only cultivate a productive and innovative workforce but also instill a sustainability mindset across every operational line. Employees who understand the principles of sustainable business practices are able to work more efficiently, minimize environmental impact, and create added value for the Company. Investing in these competencies is a manifestation of the Company's commitment to creating an empowering work environment, while ensuring the company continues to grow in alignment with the global vision of sustainability.

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials [OJK F.1]	Tempat/Tanggal Date/Location	Penyelenggara Organizer
Randy Arya Secretariat & Administration Department Head	Training	Global Reporting Initiative (GRI) Certified Standard Sustainability Report	Jakarta, 17 September 2025	PT Karisman Primalulang
Swastika Harimurti Corporate Planning Department Head	Training	Global Reporting Initiative (GRI) Certified Standard Sustainability Report	Jakarta, 17 September 2025	PT Karisman Primalulang
Listia Annisa Environment Management Section Head	Training	Global Reporting Initiative (GRI) Certified Standard Sustainability Report	Jakarta, 17 September 2025	PT Karisman Primalulang
Syifa Hidayati Corporate Communication Department Head	Training	Global Reporting Initiative (GRI) Certified Standard Sustainability Report	Jakarta, 17 September 2025	PT Karisman Primalulang
Listia Annisa Environment Management Section Head	Training	Penanggung Jawab Pengendalian Pencemaran Udara (PPPU) Air Pollution Control Officer	Jakarta, 7 Oktober/ October 2025	Mairodi Mandiri Sejahtera
Reza Erwanda Environment Officer	Training	Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara (POIPPU) Operational Officer of Air Pollution Control Installation	Jakarta, 7 Oktober/ October 2025	Mairodi Mandiri Sejahtera
Listia Annisa Environment Management Section Head	Training	Life Cycle Assessment (LCA) PROPER	Bogor, 20 Oktober/ October 2025	Dakara Consulting LCA Indonesia
Reza Erwanda Environment Officer	Training	Life Cycle Assessment (LCA) PROPER	Bogor, 20 Oktober/ October 2025	Dakara Consulting LCA Indonesia
Reza Erwanda, Environment Officer	Training	Petugas Pengambil Contoh Uji Air (PCUA) Water Sampling Officer	Jakarta, 12 November 2025	PT Arsa Jaya Prima

Pengelolaan Risiko Untuk Ketahanan Bisnis

Risk Management For Business Resilience [OJK E.3]

LRT Jakarta menyadari bahwa keberlanjutan bisnis tidak terlepas dari kemampuan Perseroan dalam mengelola ketidakpastian. Oleh karena itu, Perseroan menerapkan sistem manajemen risiko terintegrasi yang dirancang untuk menjaga keberlangsungan operasional serta memastikan kepatuhan terhadap aspek Ekonomi, Sosial, dan Lingkungan (ESG).

Pendekatan Perseroan didasarkan pada kerangka kerja yang kokoh, meliputi 5 pilar utama:

1. Pengawasan Aktif: Keterlibatan langsung Direksi dan Dewan Komisaris.
2. Kebijakan Terukur: Pedoman risiko yang jelas dan adaptif.
3. Proses Sistematis: Identifikasi, pengukuran, pemantauan, dan pengendalian risiko yang berkelanjutan.
4. Sistem Informasi Andal: Dukungan data untuk pengambilan keputusan yang presisi.
5. Pengendalian Internal: Mekanisme *check and balance* di seluruh lini operasional.

Melalui pendekatan ini, Perseroan memitigasi potensi dampak negatif sekaligus mengoptimalkan peluang penciptaan nilai bagi seluruh pemangku kepentingan.

Matriks Profil Risiko Keberlanjutan

Berikut adalah pemetaan risiko utama terkait aspek keberlanjutan beserta langkah mitigasi strategis yang dilakukan Perseroan:

LRT Jakarta recognizes that business sustainability is inextricably linked to the company's ability to manage uncertainty. Therefore, the Company implement an integrated risk management system designed to maintain operational continuity and ensure compliance with Economic, Social, and Environmental (ESG) aspects.

The Company approach is based on a robust framework, encompassing 5 key pillars:

1. Active Oversight: Direct involvement of the Board of Directors and the Board of Commissioners.
2. Measurable Policies: Clear and adaptive risk guidelines.
3. Systematic Processes: Continuous identification, measurement, monitoring, and control of risks.
4. Reliable Information Systems: Data support for precise decision-making.
5. Internal Controls: Check-and-balance mechanisms across all operational lines.

Through this approach, the Company mitigate potential negative impacts while optimizing opportunities for value creation for all stakeholders.

Sustainability Risk Profile Matrix

The following is a mapping of key risks related to sustainability aspects along with the strategic mitigation measures implemented by the Company:

Jenis Risiko Type of Risk	Deskripsi Risiko Risk Description	Skala Risiko Scale of Risk	Mitigasi Mitigation
Aspek Ekonomi Economic Aspect	Risiko Ketahanan Rantai Pasok & Pemberdayaan Mitra Potensi kendala dalam memperoleh mitra/pemasok berkualitas serta tantangan dalam mengintegrasikan Usaha Kecil Menengah (UKM) ke dalam rantai pasok perusahaan. Supply Chain Resilience & Partner Empowerment Risks Potential challenges in securing high-quality partners or suppliers, as well as difficulties in integrating Small and Medium Enterprises (SMEs) into the Company's supply chain.	Rendah Low	1. Digitalisasi Pengadaan: Penerapan sistem <i>E-Procurement</i> untuk menjamin transparansi dan aksesibilitas bagi vendor. 2. Kemitraan Inklusif: Melakukan kurasi dan pembinaan mitra UMKM dengan skema kerja sama yang saling menguntungkan (<i>revenue sharing</i>). 1. Procurement Digitization: Implementing an e-procurement system to ensure transparency and accessibility for vendors. 2. Inclusive Partnerships: Curating and mentoring SME partners through mutually beneficial cooperation schemes (<i>revenue sharing</i>).

Jenis Risiko Type of Risk	Deskripsi Risiko Risk Description	Skala Risiko Scale of Risk	Mitigasi Mitigation
Aspek Sosial Social Aspect	Risiko Reputasi & Hubungan Masyarakat Potensi kegagalan dalam memenuhi ekspektasi publik untuk memberikan dampak positif, yang dapat mempengaruhi persepsi masyarakat dan lisensi sosial untuk beroperasi. Reputational & Public Relations Risks The potential failure to meet public expectations of having a positive impact, which could affect public perception and the social license to operate.	Rendah Low	1. Program TJSL Terarah: Perancangan program CSR berbasis pemetaan sosial (<i>social mapping</i>) yang sesuai target Perseroan. 2. Tata Kelola CSR: Penyaluran bantuan sesuai SOP yang akuntabel. 3. Evaluasi Dampak: Pengukuran efektivitas program (SROI/Indeks Kepuasan Masyarakat) dan pelaporan rutin kepada pemangku kepentingan. 1. Targeted CSR Program: Designing a CSR program based on social mapping that aligns with the company's objectives. 2. CSR Governance: Distributing aid in accordance with accountable standard operating procedures (SOPs). 3. Impact Evaluation: Measuring program effectiveness (SROI/Community Satisfaction Index) and providing regular reports to stakeholders.
Aspek Lingkungan Environmental Aspect	Risiko Kepatuhan & Kelestarian Lingkungan Risiko ketidakpatuhan terhadap regulasi lingkungan hidup serta kegagalan dalam memitigasi dampak operasional terhadap ekosistem sekitar. Environmental Compliance & Sustainability Risks Risks of non-compliance with environmental regulations and failure to mitigate the operational impacts on surrounding ecosystems.	Rendah Low	1. Analisis Dampak: Pelaksanaan Identifikasi Aspek Dampak Lingkungan (IADL) secara berkala. 2. Standar Global: Sertifikasi dan implementasi ISO 14001:2015 (Sistem Manajemen Lingkungan). 3. Kesiapsiagaan: Penyediaan sarana tanggap darurat lingkungan. 4. Monitoring Ketat: Audit, inspeksi lapangan, dan pemastian kepatuhan terhadap peraturan pemerintah. 1. Impact Analysis: Regular implementation of Environmental Aspect and Impact Identification. 2. Global Standards: Certification and implementation of ISO 14001:2015 (Environmental Management System) 3. Preparedness: Provision of environmental emergency response resources. Preparedness: Provision of environmental emergency response resources. 4. Rigorous Monitoring: Audits, field inspections, and verification of compliance with government regulations.
Aspek Tata Kelola Governance Aspect	Risiko Integritas & Kepercayaan Pemangku Kepentingan Potensi kelemahan dalam penerapan GCG yang dapat berdampak pada penurunan integritas lingkungan kerja dan kepercayaan <i>stakeholder</i>. Stakeholder Integrity and Trust Risk Potential weaknesses in the implementation of good corporate governance that could lead to a decline in workplace integrity and stakeholder trust.	Rendah Low	1. Internalisasi Budaya: Sosialisasi dan kampanye berkelanjutan mengenai kode etik dan tata kelola. 2. Pengawasan Berlapis: Supervisi aktif terhadap praktik bisnis di seluruh unit kerja. 3. Transparansi Komunikasi: Pelaporan terbuka kepada pemangku kepentingan mengenai implementasi GCG. 1. Cultural Internalization: Ongoing outreach and campaigns regarding the code of ethics and corporate governance. 2. Multi-Layered Oversight: Active supervision of business practices across all departments. 3. Transparent Communication: Open reporting to stakeholders regarding the implementation of GCG.

Informasi lebih komprehensif mengenai penilaian risiko terdapat pada bab Tata Kelola Perusahaan bagian Manajemen Risiko.
More comprehensive information on risk assessment can be found in the Corporate Governance chapter under Risk Management.

Hubungan dengan Pemangku Kepentingan

Stakeholder Engagement [OJK E.4] [GRI 2-29]

Membangun Sinergi, Menentukan Prioritas

LRT Jakarta menyadari bahwa keberlanjutan bisnis tidak dapat dicapai dalam isolasi. Sebagai penyedia layanan publik yang berinteraksi langsung dengan dinamika perkotaan, Perseroan beroperasi dalam ekosistem yang melibatkan berbagai pihak, mulai dari penumpang, pemerintah, karyawan, hingga komunitas lokal. Oleh karena itu, Perseroan memandang pelibatan pemangku kepentingan (*stakeholder engagement*) bukan sekadar kewajiban komunikasi, melainkan investasi strategis untuk membangun kepercayaan, transparansi, dan nilai bersama.

Pendekatan Inklusif dan Sistematis

LRT Jakarta menerapkan pendekatan inklusif dalam mengidentifikasi dan merespons harapan pemangku kepentingan. Perseroan menyadari bahwa setiap kelompok pemangku kepentingan memiliki kepentingan dan pengaruh yang unik terhadap operasional kami.

Melalui berbagai saluran komunikasi—baik formal maupun informal, rutin maupun insidental—Perseroan membuka ruang dialog yang konstruktif. Tujuannya adalah untuk memahami aspirasi mereka, memitigasi potensi risiko sosial, serta menangkap peluang kolaborasi yang inovatif.

Building Synergy, Setting Priorities

LRT Jakarta recognizes that business sustainability cannot be achieved in isolation. As a public service provider directly engaged with urban dynamics, the Company operate within an ecosystem involving various parties, ranging from passengers, the government, employees, to local communities. Therefore, the Company view stakeholder engagement not merely as a communication obligation, but as a strategic investment to build trust, transparency, and shared value.

An Inclusive and Systematic Approach

LRT Jakarta adopts an inclusive approach in identifying and addressing stakeholder expectations. The Company recognize that each stakeholder group has unique interests and influences on our operations.

Through various communication channels—both formal and informal, routine and ad hoc—the Company foster constructive dialogue. The goal is to understand their aspirations, mitigate potential social risks, and identify opportunities for innovative collaboration.

Kelompok Pemangku Kepentingan Stakeholder Groups	Metode Pendekatan & Dialog Approach & Dialogue Methods	Frekuensi Pelibatan Frequency of Engagement	Isu/Harapan Utama yang Dibahas Key Issues/Expectations Discussed
Pelanggan (Penumpang) Customers (Passengers)	- Survei Kepuasan Pelanggan (SKP) - Layanan Pelanggan (Stasiun & Media Sosial) - Kotak Saran Digital - Customer Satisfaction Survey (CSS) - Customer Service (Stations & Social Media) - Digital Suggestion Box	- Harian (Layanan) - Tahunan (Survei) - Daily (Services) - Annual (Surveys)	- Ketepatan waktu (<i>Headway</i>) - Keamanan dan keselamatan perjalanan - Fasilitas stasiun yang inklusif/ramah disabilitas - Kemudahan akses pembayaran - Punctuality (<i>Headway</i>) - Travel safety and security - Inclusive/disability-friendly station facilities - Convenient payment options
Pemerintah & Regulator Government & Regulators (Kemenhub, Pemprov DKI, Dishub) (Ministry of Transportation, Jakarta Provincial Government, Transportation Agency)	- Rapat Koordinasi Teknis - Laporan Kepatuhan Berkala - Audit Eksternal & Inspeksi - Technical Coordination Meeting - Periodic Compliance Report - External Audit & Inspection	- Bulanan - Triwulanan - Insidental - Monthly - Quarterly - As needed	- Kepatuhan terhadap regulasi (SPM) - Standar Keselamatan (<i>Safety</i>) - Integrasi antarmoda transportasi - Kontribusi terhadap pengurangan emisi kota - Regulatory compliance - Safety standards - Intermodal transportation integration - Contribution to reducing urban emissions

Kelompok Pemangku Kepentingan Stakeholder Groups	Metode Pendekatan & Dialog Approach & Dialogue Methods	Frekuensi Pelibatan Frequency of Engagement	Isu/Harapan Utama yang Dibahas Key Issues/Expectations Discussed
Karyawan (Insan LRTJ) Employees (LRTJ Staff)	- Townhall Meeting - Direksi-Karyawan - Survei Keterikatan Karyawan (EES) - Serikat Pekerja/Bipartit - Portal Internal & Email Blast - Management-Employee Town Hall Meeting - Employee Engagement Survey (EES) - Labor Union/Bipartite Meetings - Internal Portal & Email Blast	- Bulanan - Tahunan - Ad-hoc - Monthly - Annual - Ad hoc	- Kesehatan & Keselamatan Kerja (K3) - Kesejahteraan dan jenjang karier - Budaya perusahaan dan etika kerja - Occupational Health and Safety (OHS) - Employee welfare and career advancement - Company culture and work ethics
Pemegang Saham & Investor Shareholders & Investors	- Rapat Umum Pemegang Saham (RUPS) - Laporan Tahunan & Keuangan - Rapat Dewan Komisaris & Direksi - Annual General Meeting of Shareholders (AGM) - Annual and Financial Reports - Meetings of the Board of Commissioners and the Board of Directors	- Tahunan - Bulanan - Annual - Monthly	- Kinerja ekonomi dan profitabilitas - Manajemen risiko strategis - Reputasi perusahaan (GCG) - Economic performance and profitability - Strategic risk management - Corporate reputation (GCG)
Masyarakat Sekitar & Komunitas Local Residents & Communities	- Program TJSL/CSR - Forum Diskusi Warga - Media Sosial - CSR Programs - Community Discussion Forum - Social Media	- Berkala (Sesuai Program) - Insidental - Periodically (As Scheduled) - Incidental	- Dampak kebisingan/lingkungan operasional - Pemberdayaan ekonomi lokal (UMKM) - Edukasi transportasi publik - Noise impact/operational environment - Local economic empowerment (SMEs) - Public transportation education

Landasan Penentuan Topik Material [GRI 3-1] [GRI 3-2]

Proses pelibatan ini memegang peran krusial dalam penyusunan Laporan Keberlanjutan. Masukan, kritik, dan saran yang Perseroan himpun dari para pemangku kepentingan menjadi basis data utama dalam proses analisis materialitas.

Perseroan memetakan isu-isu yang dianggap paling mendesak dan signifikan oleh pemangku kepentingan, lalu menyandingkannya dengan dampak signifikan yang ditimbulkan oleh Perseroan (ekonomi, lingkungan, dan sosial). Hasil dari persinggungan inilah yang melahirkan Topik Material LRT Jakarta tahun ini. Dengan demikian, strategi keberlanjutan yang Perseroan rumuskan dipastikan relevan, tepat sasaran, dan responsif terhadap kebutuhan ekosistem bisnis Perseroan.

Identifikasi Topik Material (Materialitas)

Berdasarkan masukan dari pemangku kepentingan di atas, serta analisis dampak operasional LRT Jakarta terhadap ekonomi, lingkungan, dan sosial, Perseroan menetapkan Topik Material prioritas. Topik-topik ini menjadi fokus utama dalam pengungkapan *Sustainability Report* tahun ini.

Daftar ini diselaraskan dengan standar **GRI (Global Reporting Initiative)** dan konteks industri perkeretaapian.

Basis for Determining Material Topics [GRI 3-1] [GRI 3-2]

This engagement process plays a crucial role in the preparation of the Sustainability Report. The input, feedback, and suggestions the Company's gather from stakeholders form the primary data set for the materiality analysis process.

The Company map the issues that stakeholders consider most urgent and significant, then align them with the significant impacts generated by the company (economic, environmental, and social). The intersection of these factors defines LRT Jakarta's Material Topics for this year. Thus, the sustainability strategies the Company's formulate are ensured to be relevant, targeted, and responsive to the needs of the Company's business ecosystem.

Identification of Material Topics (Materiality)

Based on the input from the stakeholders mentioned above, as well as an analysis of LRT Jakarta's operational impacts on the economy, environment, and society, the Company have established priority Material Topics. These topics are the primary focus of this year's Sustainability Report.

This list is aligned with **GRI (Global Reporting Initiative)** standards and the context of the railway industry.

Kategori Category	Topik Material Prioritas Priority Material Topics	Mengapa Material Bagi LRT Jakarta? Why Material for the LRT Jakarta ?	Standar GRI Terkait Relevant GRI Standards
Lingkungan Environment	Efisiensi Energi & Emisi Energy Efficiency & Emissions	Operasional LRT sangat bergantung pada listrik. Efisiensi energi berdampak langsung pada biaya operasional dan jejak karbon tidak langsung (Scope 2). LRT operations are highly dependent on electricity. Energy efficiency has a direct impact on operating costs and an indirect impact on the carbon footprint (Scope 2).	GRI 302: Energi GRI 305: Emisi GRI 302: Energy GRI 305: Emissions
Lingkungan Environment	Pengelolaan Limbah B3 & Non-B3 Management of Hazardous and Non-Hazardous Waste	Aktivitas perawatan kereta (depo) menghasilkan limbah pelumas/B3, dan aktivitas stasiun menghasilkan sampah penumpang yang perlu dikelola agar tidak mencemari lingkungan. Train maintenance activities (at the depot) generate lubricant waste and hazardous waste, while station operations generate passenger waste, all of which must be properly managed to prevent environmental contamination.	GRI 306: Limbah GRI 306: Waste
Sosial Social	Kesehatan & Keselamatan Pelanggan (Safety) Customer Health & Safety	Ini adalah "nyawa" bisnis transportasi. Menjamin keselamatan penumpang dari kecelakaan atau gangguan keamanan adalah prioritas mutlak. This is the "lifeline" of the transportation industry. Ensuring passenger safety from accidents or security incidents is an absolute priority.	GRI 416: Kesehatan & Keselamatan Pelanggan GRI 416: Customer Health and Safety
Sosial Social	Kualitas Layanan & Aksesibilitas Service Quality & Accessibility	Keandalan layanan (ketepatan waktu) dan kemudahan akses bagi penyandang disabilitas menentukan keberhasilan peralihan moda transportasi publik. The reliability of service (punctuality) and accessibility for people with disabilities are key to the success of the transition to public transportation	Sektor Spesifik (Layanan Publik) Specific Sector (Public Services)
Sosial Social	K3 (Kesehatan dan Keselamatan Kerja) OHS (Occupational Health and Safety)	Lingkungan kerja LRT melibatkan risiko tinggi (tegangan listrik tinggi, alat berat). Perlindungan karyawan sangat krusial. The LRT work environment involves high risks (high-voltage electricity, heavy machinery). Employee safety is of the utmost importance.	GRI 403: K3
Ekonomi & Tata Kelola Economy & Governance	Kinerja Ekonomi & Efisiensi Biaya Economic Performance & Cost Efficiency	Sebagai penyedia layanan publik yang disubsidi (PSO), LRTJ bertanggung jawab untuk mengelola anggaran secara efisien dan transparan. As a subsidized public service provider (PSO), LRTJ is responsible for managing its budget efficiently and transparently.	GRI 201: Kinerja Ekonomi GRI 201: Economic Performance
Ekonomi & Tata Kelola Economy & Governance	Etika Bisnis & Antikorupsi Business Ethics & Anti-corruption	Menjaga kepercayaan publik dan pemerintah melalui praktik pengadaan barang/jasa yang bersih dan akuntabel. Maintaining public and government trust through clean and accountable procurement practices.	GRI 205: Antikorupsi GRI 205: Anti-corruption

Tantangan dan Strategi Penerapan Keberlanjutan

Challenges and Strategies for Implementing Sustainability [OJK E.5]

Dalam perjalanan mewujudkan visi sebagai penyedia transportasi publik yang berkelanjutan, LRT Jakarta menghadapi sejumlah dinamika dan tantangan yang tidak ringan. Penerapan prinsip Keberlanjutan (ESG) bukan hanya soal investasi teknologi, tetapi juga menyangkut transformasi budaya—baik di internal Perseroan maupun di masyarakat luas.

Sesuai dengan POJK 51/POJK.03/2017, Perseroan mengidentifikasi hambatan-hambatan utama yang dihadapi sepanjang tahun pelaporan, serta langkah strategis yang diambil untuk memitigasinya. Transparansi ini adalah wujud komitmen Perseroan untuk terus berbenah (*continuous improvement*).

Berikut adalah permasalahan utama dan respons strategi Perseroan:

1. Tantangan Perubahan Budaya Mobilitas Masyarakat

Permasalahan: Tantangan terbesar dalam keberlanjutan sektor transportasi adalah mengubah kebiasaan masyarakat dari penggunaan kendaraan pribadi ke transportasi umum. Meskipun infrastruktur LRT sudah tersedia, resistensi kenyamanan dan kebiasaan lama (ketergantungan kendaraan pribadi) masih menjadi hambatan dalam optimalisasi ridership dan pengurangan emisi karbon kota secara masif.

Respons Strategis Perseroan:

- **Peningkatan Integrasi Antarmoda:** Bekerja sama dengan Pemprov dan operator lain (TransJakarta/JakLingko) untuk memastikan *first mile* dan *last mile* penumpang terlayani dengan mudah.
- **Kampanye Gaya Hidup:** Melakukan edukasi publik yang konsisten mengenai dampak positif menggunakan transportasi umum terhadap lingkungan dan kesehatan.
- **Standar Pelayanan Minimum (SPM):** Menjaga ketepatan waktu (*on-time performance*) dan kenyamanan stasiun agar menjadi daya tarik utama bagi pengguna baru.

2. Efisiensi Energi di Tengah Tingginya Standar Operasional

Permasalahan: Sebagai moda transportasi berbasis listrik, Perseroan menghadapi dilema antara menjaga performa operasional yang prima (AC dingin, pencahayaan terang, frekuensi perjalanan tinggi) dengan target pengurangan konsumsi energi. Biaya energi merupakan salah satu komponen biaya operasional terbesar, dan jejak karbon sangat bergantung pada bauran energi (*energy mix*) dari penyuplai listrik nasional.

Respons Strategis Perseroan:

- **Audit Energi Berkala:** Melakukan pemantauan ketat terhadap konsumsi listrik di stasiun dan depo.
- **Teknologi Hemat Energi:** Implementasi lampu LED di seluruh fasilitas dan optimalisasi penggunaan air serta

In its journey toward realizing its vision as a sustainable public transportation provider, LRT Jakarta faces a number of significant dynamics and challenges. The implementation of sustainability principles (ESG) is not merely a matter of technological investment, but also involves cultural transformation—both within the Company and in the broader community.

In accordance with POJK 51/POJK.03/2017, the Company have identified the key obstacles faced during the reporting year, as well as the strategic steps that took to mitigate them. This transparency reflects the Company's commitment to continuous improvement.

The following are the main issues and the Company's strategic responses:

1. Challenge of Shifting Public Mobility Culture Issue:

The greatest sustainability challenge in the transportation sector is changing public habits from private vehicle usage to public transportation. Although LRT infrastructure is already in place, resistance due to comfort preferences and long-standing habits (dependence on private vehicles) remains a barrier to optimizing ridership and significantly reducing urban carbon emissions.

The Company's Strategic Response:

- **Enhanced Intermodal Integration:** Collaborating with the Provincial Government and other operators (TransJakarta/JakLingko) to ensure passengers' first and last-mile journeys are easily served.
- **Lifestyle Campaigns:** Conducting consistent public education on the positive impacts of using public transportation on the environment and health.
- **Minimum Service Standards (SPM):** Ensuring punctuality (*on-time performance*) and station comfort to serve as key attractions for new users.

2. Energy Efficiency Amid High Operational Standards

Issue: As an electric-powered mode of transportation, the Company faces a dilemma between maintaining optimal operational performance (cool air conditioning, bright lighting, high service frequency) and meeting energy consumption reduction targets. Energy costs are one of the largest components of operational expenses, and the carbon footprint is highly dependent on the energy mix from the national electricity supplier.

The Company's Strategic Response:

- **Periodic Energy Audits:** Conducting strict monitoring of electricity consumption at stations and depots.
- **Energy-Efficient Technologies:** Implementing LED lighting throughout all facilities and optimizing water

listrik di jam-jam non-puncak (*off-peak*).

- **Studi Energi Terbarukan:** Mulai menjajaki potensi penggunaan panel surya (PV *Rooftop*) di area Depo atau Stasiun sebagai sumber energi pendukung di masa depan.

3. Penerapan Keberlanjutan pada Rantai Pasok (*Supply Chain*)

Permasalahan: Menerapkan standar keberlanjutan kepada mitra kerja dan vendor (penyedia suku cadang, layanan kebersihan, dan keamanan) memiliki tantangan tersendiri. Belum semua mitra, khususnya skala kecil dan menengah, memiliki pemahaman atau kapasitas yang sama mengenai standar lingkungan dan sosial yang ditetapkan LRT Jakarta.

Respons Strategis Perseroan:

- **Klausul Keberlanjutan dalam Kontrak:** Mulai memasukkan pakta integritas dan persyaratan kepatuhan lingkungan dalam perjanjian kerja sama pengadaan.
- **Edukasi Mitra:** Memberikan sosialisasi kepada vendor mengenai pentingnya K3 (Kesehatan dan Keselamatan Kerja) dan pengelolaan limbah yang bertanggung jawab.
- **Prioritas Vendor Lokal:** Mengutamakan vendor lokal yang memenuhi kualifikasi untuk mengurangi emisi logistik dan mendukung ekonomi domestik.

and electricity usage during off-peak hours.

- **Renewable Energy Study:** Begin exploring the potential use of rooftop solar panels (PV) at depots or stations as a supplementary energy source for the future.

3. Implementing Sustainability in the Supply Chain

Issue: Applying sustainability standards to business partners and vendors (spare parts suppliers, cleaning, and security service providers) presents its own challenges. Not all partners, particularly small and medium-sized ones, have the same understanding or capacity regarding the environmental and social standards set by LRT Jakarta.

The Company's Strategic Response:

- **Sustainability Clauses in Contracts:** Begin incorporating integrity pacts and environmental compliance requirements into procurement cooperation agreements.
- **Partner Education:** Conducting outreach to vendors regarding the importance of OHS (Occupational Health and Safety) and responsible waste management.
- **Prioritizing Local Vendors:** Giving preference to qualified local vendors to reduce logistics emissions and support the domestic economy.

Membangun Budaya Keberlanjutan

Building a Culture of Sustainability [OJK F.1]

Internalisasi Nilai: dari Visi Menjadi Kebiasaan

LRT Jakarta meyakini bahwa strategi keberlanjutan yang paling canggih sekalipun tidak akan berhasil tanpa dukungan budaya organisasi yang kuat. Bagi Perseroan, keberlanjutan bukan sekadar program kerja atau inisiatif sesaat, melainkan “DNA” yang harus mengalir dalam setiap aktivitas operasional dan pengambilan keputusan sehari-hari. Oleh karena itu, Perseroan berkomitmen membangun ekosistem kerja di mana setiap insan LRT Jakarta—mulai dari tingkat operasional stasiun, teknisi, hingga manajemen puncak—memiliki pemahaman dan kesadaran yang sama mengenai pentingnya menjaga keseimbangan aspek Ekonomi, Sosial, dan Lingkungan (ESG).

Komitmen ini Perseroan terjemahkan melalui pendekatan “*Top-Down Policy, Bottom-Up Action*”. Di satu sisi, manajemen menetapkan kebijakan dan tata kelola (GCG) yang pro-lingkungan dan beretika. Di sisi lain, Perseroan secara aktif mendorong inisiatif dari karyawan melalui berbagai kampanye internal, pelatihan kompetensi, dan pembiasaan perilaku ramah lingkungan di area kerja (*Green Office Culture*). Sinergi ini memastikan bahwa keberlanjutan bertransformasi dari sekadar kewajiban regulasi menjadi tanggung jawab moral kolektif yang melekat pada setiap individu di Perseroan.

Internalizing Values: from Vision to Habit

LRT Jakarta believes that even the most advanced sustainability strategies will not succeed without the support of a strong organizational culture. For the Company, sustainability is not merely a work program or a temporary initiative, but rather the “DNA” that must flow through every operational activity and daily decision-making process. Therefore, the Company are committed to building a work ecosystem where every member of LRT Jakarta—from station operations staff and technicians to top management—shares a common understanding and awareness of the importance of maintaining a balance between Economic, Social, and Environmental (ESG) aspects.

The Company put this commitment into practice through a “*Top-Down Policy, Bottom-Up Action*” approach. On one hand, management establishes environmentally friendly and ethical policies and corporate governance (GCG). On the other hand, the Company actively encourage employee-led initiatives through various internal campaigns, skills training, and the cultivation of eco-friendly behaviors in the workplace (*Green Office Culture*). This synergy ensures that sustainability transforms from a mere regulatory obligation into a collective moral responsibility inherent to every individual in the Company.



Inisiatif dan Kegiatan Penguatan Budaya

Sepanjang tahun pelaporan, LRT Jakarta telah melaksanakan berbagai kegiatan strategis untuk meningkatkan literasi dan kesadaran keberlanjutan bagi seluruh karyawan. Berikut adalah rincian kegiatan dan kebijakan yang telah dijalankan:

Initiatives and Activities to Strengthen Culture

Throughout the reporting year, LRT Jakarta has carried out various strategic activities to improve sustainability literacy and awareness among all employees. The following is a breakdown of the activities and policies that have been implemented:

Kategori Kegiatan Activity Category	Nama Kegiatan/Kebijakan Name of Activity / Policy	Deskripsi & Tujuan Description & Objectives
Kebijakan & Tata Kelola Policies & Governance	Penerbitan SK/Edaran Efisiensi Energi & Air Issuance of Decrees/Circulars on Energy and Water Efficiency	Penetapan aturan internal mengenai standar suhu AC (24-25°C), jadwal pencahayaan otomatis, dan penghematan air di area kantor serta depo untuk menanamkan disiplin konsumsi sumber daya. Establishing internal policies regarding air conditioning temperature standards (24–25°C), automated lighting schedules, and water conservation in office areas and warehouses to foster discipline in resource consumption.
Pelatihan & Kompetensi Training & Competencies	Workshop/Training Awareness ISO 14001 (Lingkungan) ISO 14001 (Environmental) Awareness Workshop/Training	Memberikan pemahaman mendalam kepada tim operasional dan teknik mengenai standar manajemen lingkungan internasional dan cara mengidentifikasi risiko lingkungan di area kerja. Providing operational and technical teams with a thorough understanding of international environmental management standards and how to identify environmental risks in the workplace.
Pelatihan & Kompetensi Training & Competencies	Pelatihan K3 (Keselamatan dan Kesehatan Kerja) Occupational Health and Safety (OHS) Training	Pelatihan rutin tanggap darurat, <i>First Aid</i> , dan budaya <i>safety</i> sebagai bagian fundamental dari keberlanjutan aspek sosial (perlindungan karyawan). Regular training in emergency response, first aid, and safety culture as a fundamental component of social sustainability (employee protection).
Kampanye Internal Internal Campaign	Kampanye “Zero Plastic” & Penggunaan <i>Tumbler</i> “Zero Plastic” Campaign & Tumbler Use	Gerakan pelarangan penggunaan botol kemasan plastik sekali pakai dalam rapat-rapat manajemen dan penyediaan dispenser air minum di setiap lantai untuk mendorong penggunaan <i>tumbler</i> pribadi. A campaign to ban the use of single-use plastic bottles during management meetings and to provide water dispensers on every floor to encourage the use of personal water bottles.
Manajemen Limbah Waste Management	Sistem Pemilahan Sampah Kantor (<i>Waste Sorting</i>) Office Waste Sorting System	Penyediaan tempat sampah terpilah (Organik, Anorganik, B3) di setiap sudut kantor dan stasiun, disertai edukasi visual (poster/stiker) mengenai cara memilah sampah yang benar. Providing separate waste bins (organic, inorganic, hazardous waste) in every corner of offices and stations, accompanied by visual educational materials (posters/stickers) on how to properly sort waste.
Sosialisasi & Seminar Outreach & Seminars	Townhall Meeting & ESG Webinar Townhall Meeting & Webinar ESG	Sesi berbagi pengetahuan (<i>knowledge sharing</i>) antara Direksi dan karyawan yang secara rutin menyisipkan pesan-pesan mengenai etika bisnis, antikorupsi, dan pentingnya peran LRT dalam keberlanjutan kota. Knowledge-sharing sessions between the Board of Directors and employees that regularly incorporate messages about business ethics, anti-corruption, and the importance of the LRT’s role in urban sustainability.
Digitalisasi Digitization	Penerapan <i>Paperless Office</i> (<i>E-Office</i>) Implementation of a Paperless Office (E-Office)	Optimalisasi penggunaan sistem persuratan digital dan tanda tangan elektronik untuk mengurangi penggunaan kertas secara signifikan dalam administrasi perkantoran. Optimizing the use of digital correspondence systems and electronic signatures to significantly reduce paper usage in office administration.



Kinerja Ekonomi

Economic Performance [OJK F.2]

Menciptakan Nilai Bersama, Memperkuat Ketahanan Ekonomi Creating Shared Value, Strengthening Economic Resilience

Di tengah lanskap ekonomi tahun 2025 yang menuntut adaptabilitas tinggi, LRT Jakarta memandang kinerja ekonomi bukan sekadar pencapaian angka profitabilitas di atas kertas. Lebih dari itu, Perseroan mendefinisikan keberhasilan ekonomi sebagai kemampuan Perseroan untuk menghasilkan nilai tambah yang nyata dan mendistribusikannya kembali secara adil kepada seluruh pemangku kepentingan.

Sebagai operator transportasi publik, keberlanjutan finansial kami adalah fondasi bagi keberlanjutan layanan. Profitabilitas dan efisiensi yang Perseroan capai dikembalikan dalam bentuk jaminan kualitas layanan bagi penumpang, kesejahteraan bagi karyawan, peluang bisnis bagi mitra lokal, serta dividen/pajak bagi pemerintah yang pada akhirnya bermuara pada pembangunan negara.

Strategi Pertumbuhan Berkelanjutan 2025

Tahun 2025 menjadi momentum penguatan fundamental bisnis pasca-pemulihan ekonomi global. LRT Jakarta fokus pada strategi pertumbuhan yang menyeimbangkan antara misi pelayanan publik (PSO) dan kemandirian komersial. Berikut adalah pilar strategi Perseroan:

- 1. Keunggulan Operasional (Service & Operation Excellence)**
Kami berkomitmen menjaga standar layanan prima dengan memastikan keandalan sarana dan prasarana. Efisiensi biaya operasional dicapai bukan dengan memangkas kualitas, melainkan melalui inovasi teknologi prediktif dalam perawatan aset (*predictive maintenance*), sehingga biaya menjadi lebih efektif dan umur aset lebih panjang.
- 2. Ekspansi Basis Penumpang (Ridership Growth Strategy)**
Peningkatan volume penumpang adalah kunci keberlanjutan ekonomi sekaligus lingkungan (pengurangan emisi). Strategi kami meliputi:
 - **Integrasi Total:** Memperkuat integrasi fisik dan sistem pembayaran dengan moda lain (JakLingko/TransJakarta) untuk kemudahan akses *first-mile* dan *last-mile*.
 - **Revitalisasi & Aktivasi:** Mengubah stasiun menjadi "Hub Gaya Hidup" yang nyaman, serta memanfaatkan area depo untuk kegiatan komunitas yang produktif.
 - **Branding & Event:** Menyusun *Calendar of Event LRT Jakarta 2025* yang sinergis dengan agenda pariwisata Jakarta, menjadikan LRT bukan sekadar alat transportasi, tapi bagian dari gaya hidup urban.
 - **Optimalisasi Pendapatan Non-Tiket (Non-Farebox Business):** Untuk memperkuat kemandirian finansial,

Amid the 2025 economic landscape demanding high adaptability, LRT Jakarta views economic performance as more than just achieving profitability figures on paper. Beyond that, the Company define economic success as the Company's ability to generate tangible added value and redistribute it fairly to all stakeholders.

As a public transportation operator, our financial sustainability is the foundation for the sustainability of our services. The profitability and efficiency the Company achieve are returned in the form of service quality guarantees for passengers, employee welfare, business opportunities for local partners, and dividends/taxes for the government, which ultimately contribute to national development.

2025 Sustainable Growth Strategy

The year 2025 marks a momentum for strengthening business fundamentals following the global economic recovery. LRT Jakarta focuses on a growth strategy that balances its public service obligation (PSO) mandate with commercial sustainability. The following are the Company's key strategic pillars:

- 1. Operational Excellence (Service & Operation Excellence)**
We are committed to maintaining excellent service standards by ensuring the reliability of our facilities and infrastructure. Operational cost efficiency is achieved not by cutting quality, but through predictive maintenance technology, making costs more effective and extending asset lifespans.
- 2. Ridership Growth Strategy**
Increasing passenger volume is key to both economic and environmental sustainability (emission reduction). Our strategy includes:
 - **Total Integration:** Strengthening physical and payment system integration with other modes of transport (JakLingko/TransJakarta) to facilitate first-mile and last-mile access.
 - **Revitalization & Activation:** Transforming stations into comfortable "Lifestyle Hubs" and utilizing depot areas for productive community activities.
 - **Branding & Events:** Developing the 2025 Jakarta LRT Event Calendar in alignment with Jakarta's tourism agenda, positioning the LRT not merely as a mode of transportation but as an integral part of urban lifestyle.
 - **Optimization of Non-Farebox Revenue (Non-Farebox Business):** To strengthen financial independence, we

Perseroan memaksimalkan potensi aset komersial di luar pendapatan tiket. Fokus pengembangan meliputi inovasi media periklanan digital, penyewaan area ritel yang mendukung UMKM, jasa konsultasi teknis perkeretaapian, serta optimalisasi aset telekomunikasi.

maximize the potential of the Company's commercial assets beyond farebox revenue. Key development areas include innovation in digital advertising media, leasing of retail spaces that support MSMEs, provision of railway technical consultancy services, and optimization of telecommunications assets.

Target dan Realisasi Kinerja Keuangan

Berkat penerapan strategi yang disiplin dan inovatif, Perseroan berhasil mencatatkan kinerja pendapatan yang positif. Berikut adalah perbandingan target dan realisasi kinerja ekonomi Perseroan:

(Dalam miliar rupiah / in billion Rupiah)

Tahun Year	Perbandingan Target dan Realisasi Pendapatan Comparison of Revenue Target and Realization		Perbandingan Target dan Realisasi Laba Komprehensif Comparison of Comprehensive Profit Target and Realization	
	Target	Realisasi Realization	Target	Realisasi Realization
2023	208,4	271,6	10,2	15,5
2024	265,7	265,2	2,4	5,6
2025	304,9	306,4	5,27	7,56

Perseroan tidak memiliki target atau portofolio terkait pembiayaan, atau Investasi pada instrumen keuangan atau proyek yang sejalan dengan keuangan berkelanjutan. [OJK F.3]

Financial Performance Targets and Results

Thanks to the implementation of disciplined and innovative strategies, the Company has successfully recorded positive revenue performance. The following is a comparison of the Company's financial performance targets and actual results:

The Company does not have any targets or portfolios related to financing or investments in financial instruments or projects aligned with sustainable finance. [OJK F.3]

Nilai Ekonomi yang Dihasilkan dan Didistribusikan [GRI 201-1]

Dalam menjalankan operasionalnya, LRT Jakarta tidak hanya berfungsi sebagai penyedia jasa, tetapi juga sebagai penggerak roda ekonomi (*economic multiplier*). Pendapatan yang kami peroleh dikelola secara pruden untuk menciptakan dampak ekonomi berantai:

1. Kepada Karyawan, memberikan kompensasi dan tunjangan yang kompetitif guna menjamin kesejahteraan dan produktivitas talenta terbaik.
2. Kepada Pemerintah, berkontribusi melalui pembayaran pajak dan kepatuhan regulasi sebagai wujud bakti pada negara.
3. Kepada Mitra Usaha, membuka peluang kerja sama pengadaan barang dan jasa, dengan prioritas pada vendor lokal dan UMKM untuk menggerakkan ekonomi sektor riil.
4. Kepada Masyarakat, mengalokasikan sebagian nilai ekonomi untuk program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang memberdayakan komunitas.

Pendekatan ini selaras dengan Tujuan Pembangunan Berkelanjutan (SDGs), khususnya Tujuan 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi) dan Tujuan 9 (Industri, Inovasi, dan Infrastruktur).

Economic Value Generated and Distributed

In conducting its operations, LRT Jakarta functions not only as a service provider but also as an economic multiplier. The revenue we generate is managed prudently to create a ripple effect on the economy:

1. To Employees, providing competitive compensation and benefits to ensure the well-being and productivity of our top talent.
2. To the Government, contributing through tax payments and regulatory compliance as a form of service to the nation.
3. To Business Partners, we open opportunities for procurement of goods and services, prioritizing local vendors and SMEs to drive the real economy.
4. To the Community, we allocate a portion of our economic value to Social and Environmental Responsibility (SER) programs that empower communities.

This approach aligns with the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 9 (Industry, Innovation, and Infrastructure).

Keterangan Description	2025	2024	2023
Nilai Ekonomi Langsung yang Dihasilkan Direct Economic Value Generated			
Penjualan Neto Net Sales	306.466.276.592	265.229.654.810	271.606.454.045
Pendapatan Bunga Interest Income	4.419.389.105	4.685.118.900	3.514.072.695
Pendapatan Lainnya Other Income	349.564.596	478.194.968	3.310.479.548
Jumlah Total	311.235.230.293	270.392.968.678	278.431.006.288
Nilai Ekonomi yang Didistribusikan Economic Value Distributed			
Biaya Operasional (Beban Pokok Penjualan serta Umum dan Administrasi di Luar Biaya Tenaga Kerja) Operating Expenses (Cost of Revenue, as well as General and Administrative Expenses, Excluding Personnel Costs)	208.581.344.824	163.153.955.815	180.986.030.278
Gaji dan Tunjangan Karyawan Employee Wages and Benefits	75.564.146.442	74.927.435.062	66.405.908.726
Pembayaran untuk Penyedia Modal (Utang dan Modal Saham) Payment to Providers of Capital (Debt and Equity Capital)	2.436.199.711	4.349.407.444	1.207.085.810
Investasi Masyarakat* Community Investment*	1.089.106.221	515.020.522	532.712.350
Pembayaran Pajak Penghasilan kepada Pemerintah Indonesia Payments of Income Taxes to Indonesian Government	14.163.964.308	14.895.422.366	9.648.816.692
Jumlah Total	302.126.905.729	257.841.241.209	258.780.553.856
Nilai Ekonomi yang Disimpan Economic Value Retained	9.400.468.787	12.551.727.469	19.650.452.432

Informasi detail terkait kinerja usaha Perseroan dapat di lihat di bagian Analisis dan pembahasan manajemen atas kinerja Perseroan, dalam laporan ini. [GRI 3-3]

Detailed information regarding the Company's business performance can be found in the "Management's Discussion and Analysis of Financial Performance" section of this report.

Membangun Ekosistem Kemitraan yang Tangguh, Bersih, dan Berkelanjutan

LRT Jakarta menyadari bahwa keandalan layanan transportasi yang Perseroan berikan kepada publik sangat bergantung pada kualitas rantai pasok di belakangnya. Ketersediaan suku cadang yang tepat waktu, layanan kebersihan yang prima, hingga keamanan stasiun, adalah hasil kolaborasi dengan para mitra kerja kami. Oleh karena itu, Perseroan memandang manajemen rantai pasok bukan sekadar aktivitas administratif pengadaan barang dan jasa, melainkan pilar strategis untuk menjaga kesinambungan operasional dan performa Perseroan.

Building a Resilient, Clean, and Sustainable Partnership Ecosystem

LRT Jakarta recognizes that the reliability of the transportation services the Company provide to the public depends heavily on the quality of the supply chain behind them. The timely availability of spare parts, excellent cleaning services, and station security are the result of collaboration with our partners. Therefore, the Company view supply chain management not merely as an administrative activity for procuring goods and services, but as a strategic pillar for maintaining the continuity of operations and the Company's performance.

Prinsip Pengadaan yang Transparan, Akuntabel, dan Antikorupsi

Perseroan berkomitmen menjalankan proses pengadaan yang bersih dan berintegritas tinggi. Setiap tahapan seleksi mitra dilakukan secara transparan melalui sistem *e-procurement* yang dapat diaudit, menjamin persaingan usaha yang sehat (*fair play*), serta menerapkan prinsip *Zero Tolerance* terhadap praktik suap, gratifikasi, dan korupsi. Integritas rantai pasok adalah fondasi kepercayaan pemangku kepentingan terhadap tata kelola LRT Jakarta.

Principles of Transparent, Accountable, and Anti-corruption Procurement

The Company are committed to conducting procurement processes that are clean and of the highest integrity. Every stage of partner selection is conducted transparently through an auditable e-procurement system, ensuring fair competition, and applying a Zero Tolerance policy toward bribery, gratuities, and corruption. Supply chain integrity is the foundation of stakeholder trust in LRT Jakarta's governance.

Inklusivitas, Memberdayakan UMKM, dan Ekonomi Lokal

Strategi rantai pasok Perseroan juga dirancang untuk menjadi katalisator ekonomi kerakyatan. Perseroan membuka akses yang inklusif bagi pelaku Usaha Mikro, Kecil, dan Menengah (UMKM) serta penyedia jasa lokal untuk menjadi bagian dari ekosistem bisnis LRT. Dengan memprioritaskan mitra lokal yang memenuhi kualifikasi, Perseroan tidak hanya memperpendek jalur logistik yang berdampak pada pengurangan emisi karbon, tetapi juga turut serta menggerakkan roda perekonomian di wilayah operasional Perseroan.

Mendorong Keberlanjutan di Sepanjang Rantai Nilai

Lebih jauh lagi, LRT Jakarta secara aktif mendorong transformasi hijau kepada para mitra kerja. Perseroan mengintegrasikan kriteria keberlanjutan (ESG) dalam penilaian vendor, mulai dari kepatuhan terhadap regulasi lingkungan, pengelolaan limbah, hingga perlindungan hak asasi manusia dan ketenagakerjaan. Perseroan percaya bahwa rantai pasok yang berkelanjutan akan menciptakan ketahanan bisnis jangka panjang dan memberikan dampak positif yang lebih luas bagi masyarakat dan bumi.

Proporsi Jumlah Pemasok Berdasarkan Asalnya Proportion of Suppliers by Origin

Keterangan Description	2025	2024	2023
Pemasok Luar Negeri Foreign Suppliers	5%	4%	4%
Pemasok Dalam Negeri (Lokal) Local Suppliers	95%	96%	96%
Jumlah Total	100%	100%	100%

Proporsi Jumlah Pemasok Berdasarkan Pembelian Proportion of Suppliers by Purchase

Keterangan Description	2025	2024	2023
Pemasok Luar Negeri Foreign Suppliers	8%	9%	7%
Pemasok Dalam Negeri (Lokal) Local Suppliers	91%	91%	93%
Jumlah Total	100%	100%	100%

Inclusivity, Empowering MSMEs, and the Local Economy

The Company's supply chain strategy is also designed to serve as a catalyst for the people's economy. The Company provide inclusive access for Micro, Small, and Medium Enterprises (MSMEs) and local service providers to become part of the LRT business ecosystem. By prioritizing qualified local partners, the Company not only shorten logistics routes — which reduces carbon emissions — but also help drive economic growth in the Company's operational areas.

Promoting Sustainability Across the Value Chain

Furthermore, LRT Jakarta actively promotes green transformation among its business partners. The Company integrate sustainability criteria (ESG) into our vendor evaluations, ranging from compliance with environmental regulations and waste management to the protection of human rights and labor standards. The Company believe that a sustainable supply chain will foster long-term business resilience and generate broader positive impacts for society and the planet.

Kinerja Lingkungan Hidup

Environmental Performance

Menjadi Katalisator Dekarbonisasi Perkotaan

Serving as a Catalyst for Urban Decarbonization

LRT Jakarta meyakini bahwa transportasi publik adalah kunci utama dalam menekan emisi karbon di wilayah perkotaan. Namun, Perseroan menyadari bahwa operasional kami sendiri—mulai dari pergerakan kereta, aktivitas di depo, hingga layanan di stasiun—memiliki jejak lingkungan yang harus dikelola dengan bijak. Oleh karena itu, strategi kinerja lingkungan Perseroan berfokus pada dua hal: memaksimalkan dampak positif (mengurangi kemacetan dan polusi kendaraan pribadi) dan meminimalkan dampak negatif (efisiensi energi dan pengelolaan limbah operasional).

Dalam menghadapi tantangan perubahan iklim global, Perseroan tidak hanya menargetkan kepatuhan terhadap regulasi (*compliance*), tetapi berupaya menetapkan standar baru dalam operasional perkeretaapian yang ramah lingkungan. Perseroan mengadopsi pendekatan preventif (*precautionary principle*) dalam setiap pengambilan keputusan teknis, memastikan bahwa pertumbuhan layanan LRT berjalan seiring dengan pelestarian ekosistem Jakarta.

Komitmen dan Kebijakan Manajemen Lingkungan

LRT Jakarta menerapkan Sistem Manajemen Lingkungan yang terintegrasi untuk memitigasi risiko ekologis. Kebijakan ini mencakup seluruh siklus hidup operasional, mulai dari pengadaan material, operasional harian, hingga penanganan limbah akhir.

Komitmen Perseroan diwujudkan melalui langkah-langkah strategis berikut:

- 1. Efisiensi Energi dan Penurunan Emisi**
Mengingat operasional Perseroan bergantung pada energi listrik, prioritas utama kami adalah mengoptimalkan konsumsi daya pada sarana (kereta) dan prasarana (stasiun/depo).
- 2. Pengelolaan Limbah Terpadu**
Perseroan menerapkan prinsip 3R (*Reduce, Reuse, Recycle*) secara ketat, khususnya dalam penanganan limbah B3 (Bahan Berbahaya dan Beracun) dari aktivitas perawatan kereta di depo, serta sampah domestik dari penumpang di stasiun.
- 3. Kepatuhan dan Pemantauan Berkala**
Secara konsisten melaksanakan kewajiban Rencana Pengelolaan Lingkungan (RKL) dan Rencana Pemantauan Lingkungan (RPL) sesuai dengan izin lingkungan yang berlaku. Hal ini mencakup pengukuran kualitas udara, tingkat kebisingan, dan getaran di sepanjang jalur lintasan untuk memastikan kenyamanan masyarakat sekitar.
- 4. Inovasi Hijau**
Mendorong inisiatif penggunaan teknologi ramah lingkungan, seperti penggunaan lampu LED hemat energi, sistem *water recycling* untuk pencucian kereta, dan digitalisasi tiket untuk mengurangi sampah kertas.

LRT Jakarta believes that public transportation is key to reducing carbon emissions in urban areas. However, the Company recognize that our own operations—from train movements and depot activities to station services—have an environmental footprint that must be managed wisely. Therefore, the Company environmental performance strategy focuses on two areas: maximizing positive impacts (reducing traffic congestion and private vehicle pollution) and minimizing negative impacts (energy efficiency and management of operational waste).

In addressing the challenges of global climate change, the Company aim not only for regulatory compliance but also to set new standards for environmentally friendly railway operations. The Company adopt a precautionary approach in every technical decision-making process, ensuring that the expansion of LRT services proceeds in harmony with the preservation of Jakarta's ecosystems.

Environmental Management Commitment and Policy

LRT Jakarta implements an integrated Environmental Management System to mitigate ecological risks. This policy covers the entire operational lifecycle, from material procurement and daily operations to final waste management.

The Company's commitment is realized through the following strategic measures:

- 1. Energy Efficiency and Emissions Reduction**
Given that the Company's operations rely on electrical energy, the Company's top priority is to optimize power consumption in both rolling stock (trains) and infrastructure (stations/depots).
- 2. Integrated Waste Management**
The Company strictly apply the 3R principles (*Reduce, Reuse, Recycle*), particularly in the management of hazardous waste from train maintenance activities at depots, as well as domestic waste from passengers at stations.
- 3. Compliance and Regular Monitoring**
We consistently fulfill the obligations of the Environmental Management Plan and the Environmental Monitoring Plan in accordance with applicable environmental permits. This includes measuring air quality, noise levels, and vibrations along the track to ensure the comfort of the surrounding community.
- 4. Green Innovation**
Promote initiatives using environmentally friendly technologies, such as energy-efficient LED lighting, water recycling systems for train washing, and ticket digitization to reduce paper waste.

Biaya Lingkungan Hidup [OJK F.4]

Sebagai bukti keseriusan Perseroan dalam menjaga kelestarian alam, Perseroan mengalokasikan anggaran khusus untuk pengelolaan dan pemantauan lingkungan. Biaya ini mencakup investasi teknologi bersih, biaya pengelolaan limbah B3, sertifikasi lingkungan, hingga biaya pemantauan kualitas lingkungan rutin.

Per 31 Desember 2025, LRT Jakarta telah merealisasikan total biaya lingkungan hidup sebesar Rp1.254.076.437, dengan rincian penggunaan utama sebagai berikut:

- Biaya pengelolaan dan pembuangan limbah (B3 & Non-B3): Rp138.926.934 (Hanya Limbah B3 di MKL, perlu tambahan data biaya Limbah Non-B3 di BUM dan PEL)
- Biaya sertifikasi dan kalibrasi alat ukur lingkungan: Rp228.077.250
- Biaya pemantauan RKL-RPL (uji emisi, kebisingan, kualitas air): Rp214.733.940
- Investasi sarana pencegahan pencemaran: Rp811.265.247

Realisasi biaya ini mencerminkan tanggung jawab Perseroan untuk tidak hanya mengambil manfaat ekonomi, tetapi juga “membayar kembali” kepada lingkungan demi keberlanjutan masa depan.

Penggunaan Material yang Ramah Lingkungan Use of Environmentally Friendly Materials [OJK F.5]

Dalam menjalankan operasional perkeretaapian yang aman dan andal, LRT Jakarta tidak terlepas dari kebutuhan penggunaan berbagai material teknis dan pendukung. Namun, Perseroan berkomitmen untuk mengubah pola konsumsi material dari sekadar “pemenuhan kebutuhan” menjadi “pemilihan yang bertanggung jawab”.

Strategi Perseroan berfokus pada substitusi material konvensional dengan alternatif yang lebih ramah lingkungan (*eco-friendly*), memiliki masa pakai lebih panjang (*durable*), serta minim dampak limbah berbahaya (B3). Berikut adalah inisiatif utama penggunaan material ramah lingkungan yang Perseroan terapkan:

1. Penggunaan Refrigeran Ramah Lingkungan (Non-CFC)

Sistem pendingin udara (HVAC) pada gerbong kereta dan stasiun merupakan komponen vital bagi kenyamanan penumpang. LRT Jakarta secara bertahap memastikan penggunaan jenis refrigeran (Freon) yang memiliki Potensi Pemanasan Global (*Global Warming Potential/GWP*) rendah dan Nol Potensi Perusakan Ozon (*Ozone Depletion Potential/ODP*).

- Implementasi: Transisi dan pemeliharaan unit AC menggunakan refrigeran R-32 atau R-410A yang lebih efisien energi dan ramah ozon dibandingkan generasi sebelumnya, serta memastikan tidak adanya kebocoran gas ke atmosfer melalui perawatan rutin.

2. Bahan Pembersih Terbiodegradasi (*Biodegradable Cleaning Agents*)

Kebersihan stasiun dan armada kereta adalah prioritas layanan. Kami mulai beralih menggunakan produk pembersih (deterjen pencuci kereta, pembersih lantai stasiun) yang memiliki formulasi ramah lingkungan (*biodegradable*).

Environmental Costs

As evidence of the Company's commitment to preserving the environment, the Company has allocated a special budget for environmental management and monitoring. These costs include investments in clean technology, hazardous waste management costs, environmental certification, and routine environmental quality monitoring costs.

As of December 31, 2025, LRT Jakarta recorded a total environmental cost of Rp1,254,076,437, with the main allocations as follows:

- Waste management and disposal costs (hazardous & non-hazardous waste): Rp138,926,934 (Only hazardous waste at MKL; additional data on non-hazardous waste at BUM and PEL is required)
- Environmental equipment certification and calibration costs: Rp228,077,250
- Monitoring costs for Environmental Management and Monitoring Plans (RKL-RPL) (emissions testing, noise, water quality): Rp214,733,940
- Investments in pollution prevention facilities: Rp811,265,247

These expenditures reflect the Company's commitment not only to derive economic benefits but also to “give back” to the environment in support of sustainable development for the future.

In operating safe and reliable railway services, LRT Jakarta inevitably relies on various technical and supporting materials. However, the Company are committed to shifting our material consumption approach from mere “fulfillment of needs” to “responsible selection.”

The Company's strategy focuses on substituting conventional materials with more environmentally friendly (*eco-friendly*) alternatives, materials with longer service life (*durable*), and those that generate minimal hazardous waste. The following are the key initiatives the Company have implemented for the use of environmentally friendly materials:

1. Use of Environmentally Friendly Refrigerants (Non-CFC)

The air conditioning (HVAC) systems in train cars and stations are vital components for passenger comfort. LRT Jakarta is gradually ensuring the use of refrigerants (Freon) with low Global Warming Potential (GWP) and zero Ozone Depletion Potential (ODP).

- Implementation: Transitioning and maintaining AC units using R-32 or R-410A refrigerants, which are more energy-efficient and ozone-friendly than previous generations, while ensuring no gas leakage into the atmosphere through regular maintenance.

2. Biodegradable Cleaning Agents

Cleanliness of stations and train fleets is a service priority. We have started shifting to cleaning products (train detergents, station floor cleaners) formulated to be environmentally friendly (*biodegradable*).

- Dampak: Penggunaan bahan ini memastikan bahwa air limbah sisa pencucian (*grey water*) yang masuk ke saluran pembuangan atau instalasi pengolahan air limbah (IPAL) memiliki kadar polutan kimia yang lebih rendah, sehingga aman bagi ekosistem air tanah di sekitar area depo dan stasiun.

3. Material Pencahayaannya Hemat Energi (LED)

Perseroan telah melakukan penggantian material lampu konvensional (TL/Halogen) menjadi teknologi *Light Emitting Diode* (LED) di seluruh area stasiun, depo, dan interior kereta.

- Efisiensi Material: Selain hemat energi, lampu LED memiliki umur pakai (*lifetime*) hingga 2-3 kali lebih lama dibandingkan lampu biasa. Hal ini secara signifikan mengurangi volume limbah elektronik (*e-waste*) yang dihasilkan dari penggantian lampu rusak setiap tahunnya.

4. Tiket Perjalanan Pakai Ulang (*Reusable Tickets*)

Untuk mengurangi sampah tiket kertas sekali pakai, LRT Jakarta mengoptimalkan penggunaan Kartu Uang Elektronik (KUE) dan Aplikasi Digital. Untuk tiket harian berjaminan (*Single Journey Trip*), kami menggunakan material kartu pintar yang dapat digunakan berulang kali (*reusable*).

- Sirkularitas: Kartu dikumpulkan kembali di gerbang keluar (*tap-out*) untuk disterilisasi dan digunakan kembali oleh penumpang lain, menciptakan siklus material tertutup yang meminimalkan sampah fisik.

Efisiensi Sumber Daya dan Pengurangan Limbah di Hulu

LRT Jakarta menerapkan pendekatan konsumsi dan produksi yang bertanggung jawab (*Responsible Consumption and Production*) dalam setiap lini operasionalnya. Perseroan menyadari bahwa penggunaan material yang berlebihan tidak hanya berdampak pada biaya operasional, tetapi juga meningkatkan jejak karbon dan volume limbah.

Oleh karena itu, strategi Perseroan berfokus pada dua area utama: mengurangi penggunaan plastik sekali pakai di area publik dan meminimalkan konsumsi kertas melalui transformasi digital.

Inisiatif Pengurangan Plastik: Fasilitas *Water Station*

Sebagai wujud komitmen terhadap pengurangan sampah plastik, LRT Jakarta menyediakan fasilitas *water station* (stasiun pengisian air minum) gratis di seluruh stasiun. Inisiatif ini bukan sekadar penyediaan fasilitas, melainkan sebuah gerakan untuk membangun budaya membawa botol minum pribadi (*tumbler*) di kalangan penumpang.

Langkah ini secara langsung mengurangi ketergantungan pada air minum dalam kemasan plastik sekali pakai (PET), yang merupakan salah satu penyumbang terbesar sampah perkotaan. Dengan menyediakan alternatif yang higienis dan mudah diakses, Perseroan mengajak masyarakat untuk berpartisipasi aktif dalam gaya hidup *zero waste*.

- Impact: The use of these materials ensures that wastewater (*grey water*) discharged into drains or wastewater treatment plants (WWTP) has lower chemical pollutant levels, making it safe for groundwater ecosystems around depots and stations.

3. Energy-Efficient Lighting Materials (LED)

The Company have replaced conventional lighting (fluorescent/halogen) with Light Emitting Diode (LED) technology throughout stations, depots, and train interiors.

- Material Efficiency: In addition to saving energy, LED lights have a lifespan 2-3 times longer than conventional lamps. This significantly reduces the volume of electronic waste (*e-waste*) generated from annual lamp replacements.

4. Reusable Travel Tickets

To reduce single-use paper ticket waste, LRT Jakarta optimizes the use of Electronic Money Cards and digital applications. For single-journey tickets, we use smart card materials that can be reused multiple times.

- Circularity: Cards are collected at exit gates (*tap-out*) for sterilization and reused by other passengers, creating a closed material loop that minimizes physical waste.

Resource Efficiency and Waste Reduction in the Upstream Phase

LRT Jakarta implements a Responsible Consumption and Production approach across all its operational lines. The Company recognize that excessive material use not only impacts operational costs but also increases our carbon footprint and waste volume.

Therefore, the Company's strategy focuses on two key areas: reducing the use of single-use plastics in public areas and minimizing paper consumption through digital transformation.

Plastic Reduction Initiative: *Water Station Facilities*

As a demonstration of commitment to reducing plastic waste, LRT Jakarta provides free water station facilities (drinking water refill stations) at all stations. This initiative is not merely about providing facilities but a movement to foster a culture of bringing personal water bottles (tumblers) among passengers.

This step directly reduces reliance on single-use plastic bottled water (PET), which is one of the largest contributors to urban waste. By providing a hygienic and easily accessible alternative, the Company encourage the public to actively participate in a zero-waste lifestyle.

Efisiensi Kertas, Transformasi Menuju *Paperless Office*

LRT Jakarta secara agresif mendorong digitalisasi proses bisnis untuk menekan konsumsi kertas (*paper consumption*). Melalui penerapan sistem *e-office*, tata naskah dinas elektronik, serta sistem tiket digital bagi penumpang, Perseroan berhasil mengurangi ketergantungan pada dokumen fisik secara signifikan.

Langkah ini memberikan manfaat ganda (*double bottom line*):

1. Manfaat Lingkungan: Menyelamatkan pohon dan mengurangi limbah kertas serta emisi logistik pengadaan kertas.
2. Manfaat Operasional: Meningkatkan kecepatan, akurasi, dan integrasi data antar departemen, menciptakan lingkungan kerja yang modern dan responsif.

Berikut adalah data volume penggunaan material kertas dalam kegiatan operasional LRT Jakarta selama dua tahun terakhir yang menunjukkan tren efisiensi:

Keterangan Description	2025	2024	Naik/Turun (%) Increase/Decrease (%)
Volume (Rim) Volume (Ream)	501	263	143%
Nilai (Rp) Value (Rp)	12.155.000	34.880.000	187%

Jumlah dan Intensitas Energi yang Digunakan

[OJK F.6] [GRI 302-1] [GRI 302-3]

Sebagai moda transportasi berbasis rel listrik, energi listrik merupakan sumber daya vital bagi keberlangsungan operasional LRT Jakarta. Perseroan menyadari bahwa efisiensi penggunaan energi berkorelasi langsung dengan biaya operasional dan jejak karbon Perseroan. Oleh karena itu, Perseroan menerapkan strategi penghematan energi yang ketat tanpa mengurangi keandalan layanan dan kenyamanan penumpang.

Seluruh kebutuhan energi listrik Perseroan, baik untuk daya traksi (penggerak kereta) maupun non-traksi (penerangan stasiun, peralatan depo, dan operasional kantor), dipasok sepenuhnya oleh jaringan PT Perusahaan Listrik Negara (Persero) atau PLN. [GRI 3-3]

Guna memastikan akurasi data pelaporan, Perseroan melakukan pemantauan konsumsi energi secara berkala. Perhitungan total konsumsi energi (dalam satuan *Gigajoule* atau kWh) didapatkan melalui rekapitulasi dan konversi data tagihan listrik bulanan dari PLN. Pendekatan ini memungkinkan Perseroan memetakan tren intensitas energi—yakni jumlah energi yang dibutuhkan dibagi dengan total pendapatan—sebagai indikator efisiensi operasional Perseroan dari tahun ke tahun.

Paper Efficiency, the Transition to a Paperless Office

LRT Jakarta is aggressively promoting the digitization of business processes to reduce paper consumption. Through the implementation of an *e-office* system, electronic official document management, and a digital ticketing system for passengers, the Company have successfully reduced our reliance on physical documents significantly.

This initiative delivers a double bottom line:

1. Environmental Benefits: Saving trees and reducing paper waste as well as emissions from paper procurement logistics.
2. Operational Benefits: Improving speed, accuracy, and data integration across departments, creating a modern and responsive workplace.

The following data on paper usage in LRT Jakarta's operational activities over the past two years demonstrates a trend toward efficiency:

Energy Consumption and Intensity

[OJK F.6] [GRI 302-1] [GRI 302-3]

As an electric rail-based mode of transportation, electricity is a vital resource for the operational sustainability of Jakarta LRT. The Company recognize that energy efficiency is directly correlated with the company's operational costs and carbon footprint. Therefore, the Company implement strict energy-saving strategies without compromising service reliability and passenger comfort.

All of the Company's electricity needs, both for traction (train propulsion) and non-traction (station lighting, depot equipment, and office operations), are fully supplied by the network of PT Perusahaan Listrik Negara (Persero) or PLN. [GRI 3-3]

To ensure the accuracy of reported data, the Company conducts regular monitoring of energy consumption. The total energy consumption (in *Gigajoules* or kWh) is calculated by compiling and converting data from monthly electricity bills issued by PLN. This approach allows the Company to track energy intensity trends—that is, the amount of energy required divided by total revenue—as an indicator of the Company's operational efficiency year over year.

Penggunaan Energi [IDX E-03] Energy Consumption

Keterangan Description	Satuan Unit	2025	2024	2023
Pemakaian BBM Fuel Consumption	Rupiah (juta) Rupiah (million)	28,57	27,37	19,13
	Liter	2.117	1.976	1.935
	GJ	76,21	71,16	69,68
Pemakaian Listrik Electricity Consumption	Rupiah (juta) Rupiah (million)	18.213,750	18.225,48	17.242,90
	kWh	15.708.119	10.379.218	9.770.954
	GJ	56.549,23	37.365,18	35.175,43
Total Energi Total Energy	GJ	56.549,23	37.436,34	35.245,12
Pendapatan Revenue	Rupiah (juta) Rupiah (million)	Rp306.466,27	Rp265.229,65	Rp271.606,45
Intensitas Energi Energy Intensity	GJ/Rupiah (juta) GJ/Rupiah (million)	0,0002	0,0001	0,0001

Perbandingan Penggunaan Listrik Tahun 2025-2024 Comparison of Electricity Consumption in 2025-2024

Keterangan Description	2025	2024	Kenaikan (%) Increase (%)
Penggunaan (kWh) Consumption (kWh)	15.708.119	10.379.218	33,9%
Nilai (Rp) Value (Rp)	18.213.750.356	18.225.488.262	-0,06%

Perbandingan Konsumsi BBM Tahun 2025-2024 Comparison of Fuel Consumption in 2025-2024

Keterangan Description	2025	2024	Kenaikan (%) Increase (%)
Volume (Liter) Volume (Liter)	2.117	1.976	7,13%
Nilai (Rp) Value (Rp)	28.579.500	27.375.000	4,40%



Upaya dan Pencapaian Efisiensi Energi serta Pemanfaatan Energi Baru Terbarukan Energy Efficiency Initiatives and Achievements, as well as the Utilization of New and Renewable Energy [OJK F.7]

Transformasi Menuju Operasional Rendah Karbon

LRT Jakarta menyadari bahwa sebagai konsumen energi listrik yang signifikan, Perseroan memiliki tanggung jawab besar untuk memastikan setiap *Kilowatt-hour* (kWh) yang digunakan menghasilkan mobilitas yang efisien. Strategi manajemen energi Perseroan berfokus pada pendekatan ganda: menekan konsumsi energi melalui teknologi efisiensi tinggi dan memulai transisi menuju sumber Energi Baru Terbarukan (EBT).

Sepanjang tahun 2025, Perseroan telah menerapkan berbagai inisiatif strategis yang mencakup area operasional kereta (traksi) maupun fasilitas pendukung (non-traksi).

1. Optimalisasi Efisiensi Energi Operasional dan Fasilitas

Perseroan menerapkan teknologi cerdas untuk meminimalkan pemborosan energi di jalur lintasan dan stasiun:

- **Teknologi Pengereman Regeneratif**
Memanfaatkan fitur canggih pada armada LRT yang mampu mengubah energi kinetik saat pengereman menjadi energi listrik kembali. Energi ini disalurkan kembali ke jaringan listrik aliran atas (*Overhead Catenary System*) untuk digunakan oleh kereta lain atau sistem stasiun, mengurangi kebutuhan suplai listrik eksternal secara signifikan.
- **Manajemen Energi Stasiun Pintar**
Penerapan sensor otomatis pada eskalator (berhenti saat tidak digunakan) dan penggunaan 100% lampu LED di seluruh area peron dan *concourse*.
- **Pola Operasi *Eco-Driving***
Pelatihan masinis untuk menerapkan teknik mengemudi yang halus dan efisien, menghindari akselerasi mendadak yang memboroskan daya.

2. Transisi Energi Terbarukan: “Green Building” Depo LRT

Sebagai wujud komitmen nyata terhadap keberlanjutan, Kantor Pusat dan Depo LRT Jakarta dirancang sebagai pionir infrastruktur hijau di sektor transportasi publik nasional.

Gedung Kantor Divisi LRT Jakarta di area Depo mengusung konsep *Green and Smart Building*. Bangunan ini dirancang dengan standar efisiensi energi, konservasi air, dan penggunaan material ramah lingkungan yang telah mendapatkan sertifikasi internasional *Excellence in Design for Greater Efficiencies* (EDGE).

Untuk mendukung kemandirian energi, kami telah mengoperasikan Pembangkit Listrik Tenaga Surya (PLTS) Atap dengan kapasitas total yang signifikan:

- Gedung Kantor Utama (MCC): Kapasitas panel surya sebesar 60 kWp.
- Klinik Mediska: Kapasitas panel surya sebesar 33 kWp.

Transition Toward Low-Carbon Operations

LRT Jakarta recognizes that, as a significant consumer of electricity, the Company have a major responsibility to ensure that every kilowatt-hour (kWh) used results in efficient mobility. The Company's energy management strategy focuses on a two-pronged approach: reducing energy consumption through high-efficiency technologies and initiating the transition to New and Renewable Energy sources (NRE).

Throughout 2025, the Company implemented various strategic initiatives covering both train operations (traction) and supporting facilities (non-traction).

1. Optimization of Operational and Facility Energy Efficiency

The Company applied smart technologies to minimize energy wastage across tracks and stations:

- **Regenerative Braking Technology**
Leverage advanced features on the LRT fleet that convert kinetic energy during braking back into electrical energy. This energy is fed back into the Overhead Catenary System to be used by other trains or station systems, significantly reducing the need for external electricity supply.
- **Smart Station Energy Management**
Automatic sensors are installed on escalators (stopping when not in use), and 100% LED lighting is deployed throughout all platforms and *concourse* areas.
- **Eco-Driving Operational Patterns**
Train operators are trained to implement smooth and efficient driving techniques, avoiding sudden acceleration that wastes energy.

2. Renewable Energy Transition: LRT “Green Building” Depots

As a tangible commitment to sustainability, LRT Jakarta's Headquarters and Depots are designed as pioneering green infrastructure in the national public transportation sector.

The LRT Jakarta Division Office at the Depot follows a Green and Smart Building concept. The building is designed with energy efficiency, water conservation, and environmentally friendly materials in mind, certified internationally under *Excellence in Design for Greater Efficiencies* (EDGE).

To support energy self-sufficiency, we have also operated rooftop Solar Power Plants (PV Systems) with significant total capacity:

- Head Office (MCC): 60 kWp solar panels.
- Mediska Clinic: 33 kWp solar panels.

Instalasi ini berfungsi sebagai sumber energi terbarukan mandiri yang mampu mensubstitusi sebagian kebutuhan listrik harian dari jaringan fosil.

These installations serve as independent renewable energy sources, partially substituting daily electricity needs from the fossil-fuel grid.

Jumlah dan Intensitas Emisi Gas Rumah Kaca (GRK)

Volume and Intensity of Greenhouse Gas (GHG) Emissions [OJK F.11] [GRI 305-1] [GRI 305-2] [GRI 305-4]

Transparansi Jejak Karbon untuk Operasional yang Lebih Bersih

Sebagai operator transportasi massal berbasis rel listrik, LRT Jakarta memegang peranan strategis dalam peta dekarbonisasi perkotaan. Meskipun moda transportasi Perseroan jauh lebih rendah emisi dibandingkan kendaraan pribadi, Perseroan menyadari bahwa operasional kami tetap menghasilkan Emisi Gas Rumah Kaca (GRK) yang perlu diukur, dipantau, dan dikelola secara ketat. [GRI 3-3]

Inventarisasi emisi GRK ini bukan sekadar bentuk kepatuhan terhadap POJK 51/2017, melainkan landasan bagi Perseroan untuk menetapkan target pengurangan emisi yang realistis di masa depan. Perseroan berkomitmen untuk menyajikan data emisi yang akurat guna mengevaluasi efektivitas inisiatif keberlanjutan yang telah dijalankan.

Metodologi Perhitungan

LRT Jakarta menghitung jejak karbon menggunakan pedoman standar internasional *The Greenhouse Gas (GHG) Protocol* serta faktor emisi nasional yang diterbitkan oleh Kementerian Energi dan Sumber Daya Mineral (ESDM) untuk sistem ketenagalistrikan (Grid Jamali).

Profil emisi Perseroan dikelompokkan menjadi dua kategori utama:

1. Emisi Langsung (Cakupan 1):

Emisi yang bersumber dari pembakaran bahan bakar fosil yang dimiliki atau dikendalikan langsung oleh Perseroan. Dalam konteks LRT Jakarta, ini meliputi penggunaan bahan bakar (BBM) untuk kendaraan operasional dinas, kendaraan perawatan jalan rel (*Maintenance Vehicle*), serta penggunaan genset untuk cadangan daya darurat.

2. Emisi Tidak Langsung (Cakupan 2):

Emisi yang timbul dari penggunaan energi listrik yang dibeli dari PLN. Mengingat LRT digerakkan oleh tenaga listrik, Cakupan 2 merupakan kontributor terbesar (mayoritas) dalam total profil emisi Perseroan. Efisiensi di sektor ini menjadi fokus utama strategi pengurangan karbon Perseroan.

Intensitas Emisi

Selain menghitung total emisi absolut (Ton CO₂eq), Perseroan juga memantau intensitas emisi. Indikator ini mengukur seberapa banyak emisi karbon yang dihasilkan untuk mengangkut setiap satu penumpang atau per kilometer perjalanan. Perseroan juga melakukan perhitungan intensitas emisi dengan membagi total emisi terhadap total pendapatan, sesuai dengan pedoman panduan IDX ESG.

Tren penurunan pada angka intensitas emisi menunjukkan bahwa LRT Jakarta semakin efisien dalam melayani masyarakat — mengangkut lebih banyak orang dengan dampak lingkungan yang semakin minimal.

Carbon Footprint Transparency for Cleaner Operations

As an electric rail-based mass transportation operator, LRT Jakarta plays a strategic role in the urban decarbonization landscape. Although the Company's mode of transport emits significantly less than private vehicles, the Company recognize that the Company's operations still generate Greenhouse Gas (GHG) emissions that must be measured, monitored, and managed rigorously. [GRI 3-3]

This GHG emissions inventory is not merely a form of compliance with POJK 51/2017, but serves as the foundation for setting realistic emission reduction targets in the future. The Company are committed to providing accurate emissions data to evaluate the effectiveness of the sustainability initiatives have implemented.

Calculation Methodology

LRT Jakarta calculates its carbon footprint in accordance with international standards outlined in *The Greenhouse Gas (GHG) Protocol* and national emission factors issued by the Ministry of Energy and Mineral Resources (MEMR) for the electricity grid (Grid Jamali).

The Company's emissions profile is grouped into two main categories:

1. Direct Emissions (Scope 1):

Emissions resulting from the combustion of fossil fuels owned or directly controlled by the company. In the context of LRT Jakarta, this includes the use of fuel (petroleum products) for operational vehicles, track maintenance vehicles (Maintenance Vehicles), and the use of generators for emergency power backup.

2. Indirect Emissions (Scope 2):

Emissions resulting from the use of electricity purchased from PLN. Given that the LRT is powered by electricity, Scope 2 constitutes the largest (majority) contributor to our total emissions profile. Efficiency in this sector is the primary focus of the company's carbon reduction strategy.

Emissions Intensity

In addition to calculating total absolute emissions (tons of CO₂eq), the Company also monitor emissions intensity. This indicator measures how much carbon emissions are generated to transport each passenger or per kilometer traveled. The Company also calculate emissions intensity by dividing total emissions by total revenue, in accordance with the IDX ESG guidelines.

The downward trend in emission intensity figures indicates that LRT Jakarta is becoming more efficient in serving the public — transporting more people with an increasingly minimal environmental impact.

Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [IDX E-01] [IDX E-02]

Volume and Intensity of Emissions by Type [IDX E-01] [IDX E-02]

Keterangan Description	Satuan Unit	2025	2024	2023
Emisi BBM (Scope 1) Fuel Emissions (Scope 1)	Ton CO ₂ -eq	5,7	5,3	5,18
Emisi Listrik (Scope 2) Electricity Emissions (Scope 2)	Ton CO ₂ -eq	49,2	32,5	30,60
Total Emisi Total Emissions	Ton CO ₂ -eq	54,9	37,8	35,78
Pendapatan Revenue	Rupiah (juta) Rupiah (million)	306.466,27	265.229,65	271.606,45
Intensitas Emisi Emissions Intensity	Ton CO ₂ -eq/Rupiah (juta) Ton CO ₂ -eq/Rupiah (million)	0,0002	0,0001	0,0001

Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan Emission Reduction Efforts and Achievements [OJK F.12] [IDX E-07]

Mendorong Dekarbonisasi melalui Integrasi dan Inovasi

LRT Jakarta menyadari bahwa kontribusi terbesar Perseroan terhadap lingkungan adalah dengan memfasilitasi peralihan moda transportasi (*mode shift*) dari kendaraan pribadi yang berpolusi tinggi ke transportasi massal berbasis rel listrik yang bebas emisi buang langsung. Namun, Perseroan tidak berhenti di situ. Perseroan terus melakukan berbagai inisiatif proaktif untuk mengurangi jejak karbon absolut dari seluruh kegiatan operasional dan fasilitas pendukung Perseroan.

Upaya mitigasi emisi yang Perseroan lakukan terbagi ke dalam beberapa inisiatif strategis:

1. Dukungan *First-Mile* dan *Last-Mile* Ramah Lingkungan
Untuk mendorong mobilitas yang sepenuhnya bebas emisi, LRT Jakarta menyediakan fasilitas parkir sepeda yang aman dan memadai di seluruh stasiun. Langkah ini mengintegrasikan ekosistem *micromobility* dengan transportasi publik, memberikan alternatif praktis bagi masyarakat untuk mencapai stasiun tanpa menggunakan kendaraan bermotor.
2. Efisiensi Traksi dan Bangunan Hijau
Sebagaimana dilaporkan pada bagian efisiensi energi, implementasi *Regenerative Braking* pada sarana kereta dan pengoperasian Panel Surya (PLTS Atap) di area Depo secara langsung memotong jumlah listrik yang harus dibeli dari jaringan fosil, yang berimplikasi pada penurunan emisi Cakupan 2 secara signifikan.
3. Kampanye Penghijauan dan Penyerapan Karbon
Perseroan secara rutin melakukan penanaman pohon dan pemeliharaan ruang terbuka hijau di sekitar area Depo dan stasiun. Selain berfungsi sebagai area resapan air, vegetasi ini berperan sebagai penyerap karbon alami (*carbon sink*) untuk memperbaiki kualitas udara mikro di sekitar fasilitas Perseroan.
4. Efisiensi Energi dalam Operasional Kantor
Perseroan mendorong upaya penghematan energi dalam beberapa hal terkait pergantian jenis lampu ke jenis LED, mematikan AC, TV/Proyektor jika meninggalkan ruangan serta menghimbau karyawan untuk berpartisipasi dalam program Eco Day untuk menurunkan tingkat emisi dan meramalkan penggunaan transportasi umum.
5. Lainnya

Promoting Decarbonization through Integration and Innovation

LRT Jakarta recognizes that the Company's greatest contribution to the environment is facilitating a mode shift from high-pollution private vehicles to emission-free electric rail-based mass transit. However, the Company do not stop there. The Company continue to implement various proactive initiatives to reduce the absolute carbon footprint of all our operational activities and supporting facilities.

The Company emission mitigation efforts are divided into several strategic initiatives:

1. Eco-Friendly First-Mile and Last-Mile Support
To promote fully emission-free mobility, LRT Jakarta provides safe and adequate bicycle parking facilities at all stations. This step integrates the micromobility ecosystem with public transportation, offering a practical alternative for the public to reach stations without using motorized vehicles.
2. Traction Efficiency and Green Buildings
As reported in the energy efficiency section, the implementation of Regenerative Braking on train units and the operation of rooftop solar panels (PV Systems) at depot areas directly reduce the amount of electricity need to procure from fossil-fuel grids, which in turn significantly lowers Scope 2 emissions.
3. Greening and Carbon Sequestration Campaign
The Company routinely carries out tree planting and maintenance of green open spaces around depots and stations. In addition to serving as water absorption areas, this vegetation functions as a natural carbon sink, improving local air quality around the Companys facilities.
4. Energy Efficiency in Office Operations
The Company promotes energy-saving measures in several ways, including switching to LED lighting, turning off air conditioning, TVs, and projectors when leaving rooms, and encouraging employees to participate in Eco Day programs to reduce emissions and increase the use of public transportation.
5. Other

Penggunaan Air

Water Consumption [OJK F.8] [IDX E-04]

Konservasi Sumber Daya Air dalam Operasional Harian

Air bersih merupakan sumber daya krusial bagi kelancaran operasional LRT Jakarta, terutama untuk menjaga kebersihan sarana kereta (pencucian armada di depo), fasilitas publik di stasiun, serta kebutuhan domestik perkantoran. Perseroan menyadari bahwa ekstraksi air yang berlebihan dapat memicu krisis air tanah dan penurunan permukaan tanah di wilayah Jakarta. Oleh karena itu, manajemen air Perseroan berprinsip pada Efisiensi, Konservasi, dan Kepatuhan.

Untuk meminimalkan dampak terhadap cadangan air tanah dalam (*deep groundwater*), LRT Jakarta memprioritaskan pemenuhan kebutuhan air bersih operasional dari jaringan perpipaan air permukaan yang disediakan oleh Perusahaan Daerah Air Minum (PDAM).

Inisiatif Efisiensi dan Pengendalian Air:

- Optimalisasi Pencucian Kereta (*Train Wash Plant*)**
Proses pencucian armada merupakan salah satu aktivitas padat air. Perseroan menerapkan standar operasional pencucian yang efisien (menggunakan *nozzle* bertekanan tinggi) untuk memastikan kereta tetap bersih dengan volume air yang seminimal mungkin. PT LRT Jakarta mempunyai instalasi IPAL dengan jenis WWWTS (*Washing Waste Water Management System*) yang digunakan untuk mengolah air limbah hasil pencucian kereta dan perawatan kereta di depo. Hasil olahan tersebut dapat dimanfaatkan untuk penyiraman tanaman di *Green House* maupun Lahan *Urban Farming*.
- Pemeliharaan Instalasi Proaktif**
Perseroan melakukan inspeksi dan pemeliharaan rutin terhadap seluruh instalasi perpipaan, pompa, dan tandon air di stasiun maupun depo. Deteksi dini ini sangat penting untuk mencegah kebocoran (*non-revenue water/water loss*) yang sering kali menjadi sumber pemborosan terbesar.
- Kampanye Perubahan Perilaku**
Melalui pemasangan stiker himbauan dan sosialisasi internal, Perseroan secara konsisten membangun kesadaran karyawan dan penumpang untuk bijak menggunakan air, baik di toilet umum stasiun maupun fasilitas sanitasi kantor.

Dengan pengelolaan yang terukur, kami berupaya memastikan bahwa seluruh limbah domestik yang dihasilkan (seperti *grey water*) dialirkan ke Instalasi Pengolahan Air Limbah (IPAL) sebelum dilepas, agar tidak mencemari badan air di lingkungan sekitar.

Water Resource Conservation in Daily Operations

Clean water is a crucial resource for the smooth operation of LRT Jakarta, particularly for maintaining train cleanliness (fleet washing at depots), public facilities at stations, and office domestic needs. The Company recognize that excessive water extraction can trigger groundwater scarcity and land subsidence in Jakarta. Therefore, the Company's water management is guided by the principles of Efficiency, Conservation, and Compliance.

To minimize the impact on deep groundwater reserves, LRT Jakarta prioritizes meeting operational clean water needs from surface water networks supplied by the Regional Water Utility (PDAM).

Water Efficiency and Control Initiatives:

- Optimization of Train Wash Plant**
Fleet washing is one of the most water-intensive activities. The Company implement efficient operational standards (using high-pressure nozzles) to ensure trains remain clean while minimizing water usage. LRT Jakarta operates a Washing Waste Water Treatment System (WWWTS) to treat wastewater generated from train washing and maintenance at depots. Treated water is reused for watering plants in Green Houses and Urban Farming plots.
- Proactive Facility Maintenance**
The Company conducts routine inspection and maintenance of all piping, pumps, and water tanks at stations and depots. Early detection is critical to prevent leaks (*non-revenue water/water loss*), which are often the largest source of wastage.
- Behavioral Change Campaigns**
Through the installation of reminder stickers and internal awareness programs, the Company consistently build awareness among employees and passengers to use water responsibly, both in public station toilets and office sanitation facilities.

With measured management, we ensure that all domestic wastewater (such as grey water) is directed to the Wastewater Treatment Plant (WWTP) before being discharged, preventing contamination of surrounding water bodies.

Pemakaian Air Water Consumption	Satuan Unit	2025	2024	2023
PDAM	m ³	21.412	39.826	21.669

Pelestarian Keanekaragaman Hayati Perkotaan Urban Biodiversity Conservation [OJK F.9, F.10] [GRI 304-1, 304-2]

Menghadirkan Oase Hijau di Tengah Lanskap Urban

LRT Jakarta menyadari bahwa pembangunan infrastruktur transportasi sering kali berdampak pada perubahan tata guna lahan. Mengingat seluruh jalur, stasiun, dan depo operasional Perseroan berada di kawasan metropolitan yang padat, kegiatan operasional LRT tidak berada di dalam, tidak berbatasan dengan, dan tidak memberikan dampak negatif yang signifikan terhadap kawasan lindung atau area dengan nilai keanekaragaman hayati tinggi (*High Conservation Value*) [GRI 304-1, 304-2].

Meskipun demikian, Perseroan memandang hal ini bukan sebagai alasan untuk pasif, melainkan sebagai peluang untuk berkontribusi mengembalikan ruang ekologis di tengah kota. LRT Jakarta berkomitmen meminimalisir dampak lingkungan (*environmental footprint*) dengan menginisiasi program restorasi ekosistem mikro dan pengelolaan lingkungan kerja yang berkelanjutan [OJK F.9].

Tujuan utama Perseroan adalah menciptakan area operasional yang tidak hanya estetik, tetapi juga berfungsi sebagai area resapan air, penyaring polusi udara, dan habitat mikro bagi fauna perkotaan.

Inisiatif Penghijauan dan Ruang Terbuka Hijau

Sebagai langkah nyata pemulihan ekosistem perkotaan, Perseroan telah melakukan penataan tata ruang hijau yang masif di sekitar area Depo dan Kantor Operasional LRT Jakarta. Hingga periode pelaporan ini, Perseroan telah menanam lebih dari 200 tanaman dan pohon dengan beragam jenis spesifikasi ekologis.

Vegetasi ini dipilih secara khusus tidak hanya untuk keindahan visual, tetapi juga kemampuannya dalam menyerap emisi karbon, mereduksi kebisingan operasional kereta, serta mencegah limpasan air hujan (*runoff*). Berbagai jenis tanaman yang telah menjadi bagian dari ekosistem hijau Perseroan antara lain:

- Tanaman Peneduh dan Penyerap Karbon: Ketapang Mini, Kamboja, Bintaro, dan Mega Mendung.
- Tanaman Perdu dan Hias (Iklim Mikro): Pucuk Merah, Ruellia (*Ruwilia*), Wedelia (*Vidilia*), Sablo Merah, Patah Tulang, Srigading, Hanjuang (*Anjuang*), Pandan Bali, Ubi Singapur, Bakung, dan Soka.

Penghijauan ini dikelola secara rutin bersamaan dengan penyediaan sarana pengelolaan kebersihan dan armada angkut sampah terpadu guna memastikan lingkungan terbebas dari limbah yang dapat merusak kualitas tanah dan air.

Creating Green Oases in the Heart of the Urban Landscape

LRT Jakarta recognizes that transportation infrastructure development often impacts land use changes. Given that all our routes, stations, and operational depots are located in densely populated metropolitan areas, LRT operations do not occur within, border, or have a significant negative impact on protected areas or areas with high biodiversity value (*High Conservation Value*) [GRI 304-1, 304-2].

Nevertheless, we view this not as a reason to remain passive, but rather as an opportunity to contribute to the restoration of ecological spaces in the heart of the city. LRT Jakarta is committed to minimizing its environmental footprint by initiating micro-ecosystem restoration programs and sustainable workplace management [OJK F.9].

Our primary goal is to create operational areas that are not only aesthetically pleasing but also serve as water absorption zones, air pollution filters, and microhabitats for urban wildlife.

Greening Initiatives and Green Open Spaces

As a concrete step toward urban ecosystem restoration, the Company has implemented a massive green space development project around the LRT Jakarta Depot and Operational Office areas. As of this reporting period, the Company have planted over 200 plants and trees with diverse ecological specifications.

These vegetation selections have been carefully chosen not only for their aesthetic appeal but also for their environmental functionality, including carbon sequestration, mitigation of operational train noise, and prevention of stormwater runoff. Various plant species have been integrated into the Company's green ecosystem, including:

- Shade and Carbon-Sequestering Plants: Dwarf Tropical Almond, Frangipani, Sea Mango, and Purple Heart.
- Shrubs and Ornamental Plants (Microclimate Support): Red Shoot Plant, Ruellia, Wedelia, Copperleaf, Devil's Backbone, White Ginger Lily, Ti Plant, Balinese Pandan, Singapore Sweet Potato Vine, Spider Lily, and Ixora.

This greening initiative is managed on a regular basis, alongside the provision of waste management facilities and an integrated waste collection fleet, to ensure that the environment remains free from waste that could degrade soil and water quality.

Program Green Office (Kantor Ramah Lingkungan)

Upaya pelestarian alam Perseroan mulai dari dalam gedung melalui penerapan Program *Green Office*. Perseroan menyadari bahwa konservasi keanekaragaman hayati secara global sangat berkaitan erat dengan seberapa bijaksana kita mengonsumsi sumber daya alam sehari-hari.

Program *Green Office* LRT Jakarta berfokus pada:

- Efisiensi Sumber Daya Berkelanjutan: Menerapkan pembatasan dan penghematan konsumsi energi listrik, air bersih, serta penggunaan kertas di seluruh fasilitas operasional perkantoran.
- Perubahan Perilaku: Membangun budaya kerja di mana setiap insan Perseroan bertanggung jawab atas jejak ekologis pribadi mereka di tempat kerja.

Program ini telah terbukti memberikan manfaat ganda (*multiplier effect*): tidak hanya mendukung pelestarian sumber daya alam di hulu, tetapi juga menekan beban biaya operasional (OPEX), meningkatkan efisiensi proses kerja, serta memperkuat citra Perseroan sebagai pelopor transportasi cerdas dan peduli lingkungan.

Mekanisme Pengelolaan Limbah dan Efluen

Waste and Effluent Management Mechanism [OJK F.14] [GRI 306-1]

Tata Kelola Limbah Terintegrasi dan Bertanggung Jawab

Aktivitas operasional LRT Jakarta, khususnya pada area pemeliharaan sarana di Depo dan layanan penumpang di stasiun, secara alamiah menghasilkan berbagai jenis limbah. Perseroan menyadari bahwa kesalahan dalam pengelolaan limbah dapat berdampak fatal bagi ekosistem sekitar dan kesehatan masyarakat. Oleh karena itu, Perseroan menerapkan *Standard Operating Procedure* (SOP) pengelolaan limbah yang ketat, merujuk pada regulasi lingkungan hidup yang berlaku serta mandat internal Perseroan (Surat Tugas No. 015/UT0000/118/X/2019).

Fokus tata kelola Perseroan mencakup seluruh area operasional, mulai dari Stasiun, Depo LRT Pegangsaan Dua (termasuk Gedung MCC, kantor operasional, kantin), hingga area kontraktor. Mekanisme pengelolaannya dikategorikan ke dalam tiga pilar utama: [GRI 3-3]

1. Pengelolaan Limbah Padat (Domestik dan Non-B3)

Kami menerapkan pendekatan pemilahan sejak dari sumbernya untuk limbah padat:

- **Limbah Domestik:** Sampah harian dari stasiun dan area kantor dikelola bekerja sama dengan Dinas Lingkungan Hidup setempat. Proses ini diawasi dengan dokumen pengangkutan yang jelas serta penyelesaian retribusi daerah secara resmi, memastikan sampah berakhir di fasilitas pemrosesan yang sah.
- **Limbah Bernilai Ekonomis (Non-B3):** Sisa material teknis yang masih memiliki nilai guna, seperti serpihan

Green Office Program (Eco-Friendly Office)

The Company's efforts to preserve nature begin within our buildings through the implementation of the Green Office Program. The Company recognize that global biodiversity conservation is closely tied to how wisely we consume natural resources in our daily lives.

The LRT Jakarta Green Office Program focuses on:

- Sustainable Resource Efficiency: Implementing restrictions and conservation measures for electricity, clean water, and paper consumption across all office operational facilities.
- Behavioral Change: Fostering a work culture where every employee takes responsibility for their personal ecological footprint at the workplace.

This program has proven to deliver a multiplier effect: not only does it support the conservation of natural resources at the source, but it also reduces operational costs (OPEX), improves work process efficiency, and strengthens the Company's image as a pioneer in smart and environmentally conscious transportation.

Integrated and Responsible Waste Management

The operational activities of LRT Jakarta, particularly in the areas of facility maintenance at depots and passenger services at stations, naturally generate various types of waste. The Company recognize that errors in waste management can have fatal consequences for the surrounding ecosystem and public health. Therefore, the Company implements strict Standard Operating Procedures (SOPs) for waste management, in accordance with applicable environmental regulations and the Company's internal mandate (Assignment Letter No. 015/UT0000/118/X/2019).

The Company's management focus covers all operational areas, ranging from Stations, the Pegangsaan Dua LRT Depot (including the MCC Building, operational offices, and the cafeteria), to contractor areas. The management mechanisms are categorized into three main pillars: [GRI 3-3]

1. Solid Waste Management (Domestic and Non-Hazardous)

We implement a source-separation approach for solid waste:

- **Domestic Waste:** Daily waste from stations and office areas is managed in collaboration with the local Environmental Agency. This process is monitored through clear transport documentation and the official settlement of local fees, ensuring waste is disposed of at authorized processing facilities.
- **Economically Valuable Waste (Non-Hazardous):** Technical waste materials that still have practical value,

logam (gram) dari hasil pekerjaan bubut roda kereta, tidak dibuang begitu saja. Material ini dikelola dengan melibatkan vendor pihak ketiga yang memiliki Izin Usaha dan Izin Lingkungan yang sah untuk didaur ulang, sejalan dengan prinsip ekonomi sirkular.

2. Pengelolaan Limbah Bahan Berbahaya dan Beracun (B3)

Kegiatan perawatan (*maintenance*) kereta api perkotaan mutlak menghasilkan limbah B3, seperti minyak pelumas bekas, gemuk (*grease*), cairan aki (asam sulfat), solar kedaluwarsa, tiner/solvent, serta bahan penghilang cat.

Mekanisme Penanganan: Limbah ini dilarang keras dibuang langsung ke lingkungan. Pengelolannya—mulai dari pengemasan, penyimpanan di Tempat Penyimpanan Sementara (TPS) B3, pengangkutan, pemanfaatan, pengolahan, hingga penimbunan akhir—diserahkan sepenuhnya kepada vendor khusus. Vendor tersebut harus memiliki sertifikasi/izin dari Kementerian LHK dan terikat secara legal melalui *Memorandum of Understanding* (MoU) dengan LRT Jakarta.

3. Pengelolaan Limbah Cair (Efluen)

LRT Jakarta juga memantau ketat pembuangan limbah cair agar tidak mencemari badan air dan air tanah di sekitar area operasional.

- **Sumber Efluen:** Berasal dari aktivitas domestik (toilet, kloset, bak cuci piring pantri) dan aktivitas teknis, khususnya pencucian armada kereta (*train wash*).
- **Mekanisme Penanganan:** Efluen ini dikelola dan diawasi langsung oleh tim pengelola gedung dan fasilitas Sarana Prasarana LRT Jakarta. Air buangan disalurkan melalui sistem perpipaan dan instalasi pengolahan yang terstandarisasi untuk memastikan baku mutu air limbah yang dilepas ke saluran pembuangan kota telah memenuhi standar baku mutu lingkungan.

such as metal shavings (grams) from the turning of train wheels, are not simply discarded. These materials are managed in collaboration with third-party vendors holding valid Business and Environmental Permits for recycling, in line with the principles of the circular economy.

2. Hazardous Waste Management

Maintenance activities for urban railways inevitably generate hazardous waste, such as used lubricating oil, grease, battery fluid (sulfuric acid), expired diesel fuel, thinners/solvents, and paint removers.

Handling Mechanism: It is strictly prohibited to dispose of this waste directly into the environment. Its management—from packaging, storage at the Hazardous Waste Temporary Storage Facility, transportation, utilization, treatment, to final disposal—is entirely entrusted to a specialized vendor. Such vendors must hold certification/permits from the Ministry of Environment and Forestry and be legally bound through a Memorandum of Understanding (MoU) with LRT Jakarta.

3. Wastewater Management (Effluent)

LRT Jakarta also strictly monitors wastewater discharge to prevent contamination of water bodies and groundwater in the vicinity of its operational areas.

- **Effluent Sources:** Derived from domestic activities (toilets, sinks, and kitchen sinks) and technical operations, particularly train washing.
- **Management Mechanism:** This effluent is managed and directly supervised by the building and facilities management team of LRT Jakarta. Wastewater is channeled through a piping system and standardized treatment facilities to ensure that the quality of wastewater discharged into the city's sewer system meets environmental quality standards.

Jumlah Limbah dan Efluen yang Dihasilkan

Total Waste and Effluent Generated [OJK F.13] [IDX

E-05] [GRI 306-3]

Kategori Category	Satuan Unit	2025	2024	2023
Limbah Padat yang Dihasilkan Solid Waste Generated				
Non-B3/Non Hazardous Waste	Ton	243,15	219,74	77,7
B3/Hazardous Waste	Ton	12,6	12,05	7,93

Jumlah Limbah dan Efluen yang Dihasilkan

Amount of Waste and Effluent Generated [OJK F.13]

Kategori Category	Satuan Unit	2025	2024	2023
Limbah Padat yang Dialihkan dari TPA Solid Waste Diverted from Landfills				
Non-B3/Non Hazardous Waste	Ton	0	0	0
B3/Hazardous Waste	Ton	7,93	12,05	12,6
Limbah yang Dibuang Ke TPA Waste Disposed to Landfills				
Non-B3/Non Hazardous Waste	Ton	77,7	219,74	77,7
B3/Hazardous Waste	Ton	0	0	0

Saluran Komunikasi dan Penanganan Pengaduan Lingkungan Communication Channels and Environmental Complaint Handling [OJK F.16]

Keterbukaan Informasi dan Responsivitas Publik

LRT Jakarta menyadari bahwa kegiatan operasional perkeretaapian yang membelah kawasan padat penduduk memiliki interaksi langsung dengan lingkungan sekitar masyarakat. Sebagai wujud transparansi dan akuntabilitas, Perseroan menyediakan mekanisme pengaduan (*Grievance Mechanism*) lingkungan yang inklusif dan mudah diakses oleh seluruh pemangku kepentingan.

Mekanisme ini dirancang untuk menerima, menindaklanjuti, dan menyelesaikan setiap laporan masyarakat mengenai dugaan pencemaran, gangguan kebisingan, atau ketidaknyamanan lingkungan lainnya yang mungkin timbul akibat aktivitas operasional di stasiun, jalur lintasan, maupun area Depo.

Laporan dan aspirasi dapat disampaikan melalui saluran komunikasi resmi berikut:

Layanan Telepon (<i>Call Center</i>) Phone Service (<i>Call Center</i>)	Media Sosial Interaktif Interactive Social Media	Situs Web Resmi Official Website
021-80617490	Instagram: @lrtjkt	Melalui fitur layanan pelanggan di portal resmi LRT Jakarta
021-50899909	Facebook: LRT Jakarta	Through the customer service feature on the official LRT Jakarta portal

Sebagai hasil dari penerapan Standar Operasional Prosedur (SOP) perawatan sarana yang ketat dan pemantauan lingkungan yang disiplin (RKL-RPL), sepanjang tahun pelaporan ini tidak terdapat (0) pengaduan atau sengketa terkait pencemaran maupun kerusakan lingkungan yang berdampak signifikan terhadap operasional LRT Jakarta.

Information Transparency and Public Responsiveness

LRT Jakarta recognizes that railway operations traversing densely populated areas have direct interaction with the surrounding community. As a demonstration of transparency and accountability, the Company provides an inclusive and easily accessible environmental grievance mechanism for all stakeholders.

This mechanism is designed to receive, follow up on, and resolve any public reports regarding alleged pollution, noise disturbances, or other environmental inconveniences that may arise from operational activities at stations, along the tracks, or in depot areas.

Reports and feedback can be submitted through the following official communication channels:

As a result of the strict implementation of facility maintenance Standard Operating Procedures (SOPs) and disciplined environmental monitoring (Environmental Management and Monitoring Plan – RKL-RPL), there were no (0) complaints or disputes related to pollution or environmental damage that had a significant impact on the operations of LRT Jakarta throughout the reporting year.

Evaluasi Kinerja Lingkungan Hidup Environmental Performance Evaluation [OJK F.15]

Pemenuhan Komitmen dan Pencegahan Insiden Berbahaya

Secara keseluruhan, Manajemen menilai bahwa implementasi kebijakan tanggung jawab lingkungan hidup LRT Jakarta telah berjalan efektif, terukur, dan selaras dengan visi keberlanjutan korporasi. Program efisiensi terpadu pada penggunaan energi (listrik dan BBM), konservasi air, serta digitalisasi (*paperless*) membuktikan bahwa langkah pelestarian ekologi mampu memberikan dampak ganda: menjaga kelestarian bumi sekaligus meningkatkan efisiensi biaya operasional (*cost-efficiency*).

Salah satu indikator keberhasilan tata kelola lingkungan LRT Jakarta adalah kemampuan menjaga kebersihan operasional di area teknis perawatan kereta (Depo). Sepanjang tahun pelaporan, Perseroan berhasil mencatatkan rekor Nihil Tumpahan Signifikan (*Zero Significant Spill*).

Tidak ada satu pun insiden tumpahan bahan kimia, minyak pelumas, bahan bakar, maupun zat-zat berbahaya (B3) lainnya yang mencemari lapisan tanah, air tanah, maupun udara. Kinerja ini memastikan bahwa ekosistem, keragaman hayati, dan kesehatan masyarakat di sekitar fasilitas LRT Jakarta tetap terjaga dengan aman.

Evaluasi kinerja yang positif ini tidak membuat Perseroan berpuas diri, melainkan menjadi fondasi pijakan untuk terus meningkatkan standar kepatuhan (*compliance*) dan mengeksplorasi inovasi teknologi hijau di masa mendatang.

Fulfillment of Commitments and Prevention of Hazardous Incidents

Overall, Management assesses that the implementation of LRT Jakarta's environmental responsibility policies has been effective, measurable, and aligned with the corporate sustainability vision. Integrated efficiency programs in energy use (electricity and fuel), water conservation, and digitalization (*paperless* initiatives) demonstrate that ecological conservation measures can deliver dual benefits: preserving the Earth while enhancing operational cost efficiency.

One indicator of the success of LRT Jakarta's environmental management is the ability to maintain operational cleanliness in the train maintenance technical area (Depot). Throughout the reporting year, the Company successfully recorded a Zero Significant Spill record.

There were no incidents of chemical spills, lubricating oil, fuel, or other hazardous substances contaminating the soil, groundwater, or air. This performance ensures that the ecosystem, biodiversity, and public health around LRT Jakarta facilities remain safely protected.

This positive performance evaluation does not lead the Company to become complacent; rather, it serves as a foundation for continuously improving compliance standards and exploring green technology innovations in the future.

Kinerja Sosial

Social Impact

Keberlanjutan LRT Jakarta tidak hanya diukur dari metrik finansial atau jumlah emisi yang dikurangi, tetapi dari seberapa besar *social value* yang Perseroan ciptakan bagi ekosistem perkotaan. Sebagai tulang punggung transportasi publik, kehadiran LRT memegang peran esensial dalam membuka aksesibilitas, memangkas kesenjangan mobilitas, dan menciptakan ruang publik yang aman serta inklusif bagi seluruh lapisan masyarakat.

Lebih dari sekadar memindahkan penumpang, operasional Perseroan bersinggungan langsung dengan kehidupan ribuan orang setiap harinya—mulai dari dedikasi para karyawan di lapangan, kenyamanan dan keselamatan penumpang, hingga harmoni dengan komunitas lokal di sekitar stasiun dan jalur lintasan. Perseroan meyakini bahwa hubungan yang berlandaskan empati, keadilan, dan rasa saling percaya dengan seluruh pemangku kepentingan adalah kunci utama menuju ketahanan bisnis jangka panjang.

Pengelolaan Sumber Daya Manusia

Human Resource Management

Insan LRT, Penggerak Utama Keandalan Layanan

Di balik teknologi persinyalan modern dan armada kereta yang canggih, terdapat SDM yang menjadi motor penggerak utama LRT Jakarta. Pengoperasian kereta, pemeliharaan infrastruktur berisiko tinggi, hingga pelayanan pelanggan di stasiun, menuntut kehadiran talenta yang tidak hanya terlatih secara teknis, tetapi juga memiliki integritas dan dedikasi tinggi.

Perseroan menyadari bahwa kepuasan dan kepercayaan publik terhadap layanan LRT sangat bergantung pada kesejahteraan dan profesionalisme karyawan Perseroan. Oleh karena itu, LRT Jakarta memosisikan karyawan bukan sekadar sebagai pekerja, melainkan sebagai aset strategis (*human capital*).

Selain itu, eksistensi LRT Jakarta turut memberikan dampak ekonomi-sosial (*socio-economic impact*) yang signifikan melalui penciptaan lapangan kerja berkualitas—baik secara langsung melalui rekrutmen pegawai, maupun secara tidak langsung melalui pemberdayaan mitra kerja dan sektor pendukung lainnya di sekitar wilayah operasional.

The sustainability of LRT Jakarta is not only measured by financial metrics or reduced emissions, but by the social value the Company create for the urban ecosystem. As the backbone of public transportation, the LRT plays an essential role in improving accessibility, bridging mobility gaps, and creating safe and inclusive public spaces for all segments of society.

More than just moving passengers, the Company's operations directly impact the lives of thousands of people every day—from the dedication of our field staff, to passenger comfort and safety, to fostering harmony with local communities around stations and along the tracks. The Company believe that relationships built on empathy, fairness, and mutual trust with all stakeholders are the key to long-term business resilience.

LRT Personnel, The Key Drivers of Service Reliability

Behind modern signaling technology and a state-of-the-art train fleet lies the human capital that serves as the driving force behind LRT Jakarta. From train operations and high-risk infrastructure maintenance to customer service at stations, these tasks require talent that is not only technically trained but also possesses high integrity and dedication.

The Company recognize that public satisfaction and trust in LRT services depend heavily on the well-being and professionalism of the Company's employees. Therefore, LRT Jakarta views its employees not merely as workers, but as strategic assets (*human capital*).

Furthermore, the existence of LRT Jakarta contributes to significant socio-economic impact through the creation of quality jobs—both directly through employee recruitment and indirectly through the empowerment of business partners and other supporting sectors in the surrounding operational areas.



Komitmen dan Kebijakan Ketenagakerjaan Employment Commitments and Policies [OJK F.21]

Menjunjung Kesetaraan, Kesejahteraan, dan Keselamatan

Sebagai bentuk tanggung jawab sosial di lingkungan internal, LRT Jakarta berkomitmen menghadirkan lingkungan kerja yang adil, aman, dan membebaskan setiap individu untuk mencapai potensi terbaiknya. Komitmen ini diwujudkan melalui kebijakan ketenagakerjaan yang secara tegas menjamin kesetaraan kesempatan kerja tanpa memandang latar belakang gender, agama, ras, etnis, maupun kondisi fisik.

Untuk memastikan kebijakan ini berjalan optimal, Perseroan berlandaskan pada Undang-Undang Ketenagakerjaan yang berlaku di Indonesia serta Perjanjian Kerja Bersama (PKB) antara Manajemen PT LRT Jakarta dengan Serikat Pekerja. Sinergi ini melahirkan langkah-langkah strategis berikut:

- **Pemenuhan Hak dan Remunerasi Adil**
Memberikan kompensasi, tunjangan, dan fasilitas yang kompetitif serta proporsional sesuai dengan kontribusi dan kinerja karyawan.
- **Pengembangan Talenta**
Menyediakan ruang pertumbuhan karir dan program pelatihan berkelanjutan untuk meningkatkan kompetensi dan daya saing insan Perseroan.
- **Keseimbangan Kerja dan Kehidupan (*Work-Life Balance*)**
Menerapkan jam kerja yang manusiawi dan kebijakan cuti yang memadai untuk mendukung kesejahteraan mental dan fisik karyawan.
- **Budaya Keselamatan dan Kesehatan Kerja (K3)**
Mengingat operasional perkeretaapian memiliki profil risiko tinggi (tegangan listrik, alat berat, pergerakan kereta), kami menerapkan standar K3 yang tanpa kompromi (*Zero Tolerance for Unsafe Acts*). Fokus kami adalah pada tindakan preventif—mencegah kecelakaan kerja, memitigasi risiko penyakit akibat kerja (PAK), dan memastikan operasional berjalan dengan tingkat keselamatan 100%.

Melalui kebijakan yang inklusif dan protektif ini, LRT Jakarta berupaya membangun budaya kerja yang kondusif, di mana setiap insan Perseroan merasa dihargai, terlindungi, dan bangga menjadi bagian dari solusi transportasi masa depan.

Membangun Lingkungan Kerja yang Inklusif dan Setara [OJK F.18]

LRT Jakarta meyakini bahwa keberagaman (*diversity*) adalah katalisator bagi inovasi dan pelayanan prima. Oleh karena itu, Perseroan menerapkan prinsip kesetaraan peluang kerja secara konsisten di seluruh tahapan manajemen sumber daya manusia, mulai dari proses rekrutmen, penempatan, hingga pengembangan karier.

Perseroan menjamin bahwa setiap individu dinilai berdasarkan kompetensi dan kinerjanya, tanpa adanya diskriminasi berbasis gender, agama, ras, etnis, status sosial, maupun kondisi fisik.

Upholding Equality, Well-being, and Safety

As a form of social responsibility within the organization, LRT Jakarta is committed to providing a fair and safe work environment that empowers every individual to reach their full potential. This commitment is realized through labor policies that explicitly guarantee equal employment opportunities regardless of gender, religion, race, ethnicity, or physical condition.

To ensure these policies are implemented effectively, the Company adhere to Indonesia's applicable Labor Laws as well as the Collective Labor Agreement (CLA) between PT LRT Jakarta Management and the Labor Union. This collaboration has resulted in the following strategic initiatives:

- **Fulfillment of Rights and Fair Compensation**
Providing competitive and proportional compensation, benefits, and facilities in line with employees' contributions and performance.
- **Talent Development**
Providing opportunities for career growth and continuous training programs to enhance the competencies and competitiveness of the Company's workforce.
- **Work-Life Balance**
Implementing humane working hours and adequate leave policies to support employees' mental and physical well-being.
- **Occupational Health and Safety (OHS) Culture**
Given that railway operations involve high-risk factors (electrical hazards, heavy machinery, train movements), we enforce uncompromising OHS standards (*Zero Tolerance for Unsafe Acts*). Our focus is on preventive measures—preventing workplace accidents, mitigating the risk of occupational diseases, and ensuring operations run with 100% safety.

Through these inclusive and protective policies, LRT Jakarta strives to foster a supportive work culture where every employee feels valued, protected, and proud to be part of the future of transportation.

Building an Inclusive and Equitable Work Environment [OJK F.18]

LRT Jakarta believes that diversity is a catalyst for innovation and excellent service. Therefore, the Company consistently apply the principle of equal employment opportunities throughout all stages of human resource management, from the recruitment process, placement, to career development.

The Company ensure that every individual is evaluated based on their competencies and performance, without discrimination based on gender, religion, race, ethnicity, social status, or

Komitmen inklusivitas ini memastikan setiap insan Perseroan memiliki landasan pacu yang sama untuk meraih jenjang kepemimpinan tertinggi.

Kesejahteraan Keluarga dan Hak Cuti

Perseroan menyadari bahwa keseimbangan antara kehidupan kerja dan pribadi (*work-life balance*) adalah fondasi bagi produktivitas yang berkelanjutan. Sebagai bentuk dukungan terhadap peran pekerja dalam keluarga, LRT Jakarta memberikan pemenuhan hak cuti secara penuh, di antaranya:

- **Cuti Melahirkan**
Diberikan kepada karyawan perempuan untuk memastikan pemulihan fisik dan kedekatan dengan anak pada masa krusial.
- **Cuti Pendampingan**
Diberikan kepada karyawan laki-laki selama dua hari saat istri melahirkan, tanpa memotong kuota cuti tahunan, guna mendukung peran ayah dalam keluarga.

Menghormati Hak Asasi Manusia [IDX S-09]

PT LRT Jakarta memandang penghormatan terhadap Hak Asasi Manusia (HAM) sebagai fondasi utama dalam menjalankan kegiatan bisnis yang etis dan berkelanjutan. Perseroan berkomitmen penuh untuk melindungi, menghormati, dan memulihkan hak-hak dasar setiap individu yang berinteraksi dengan ekosistem operasional kami, baik itu karyawan, pelanggan, mitra bisnis, maupun masyarakat di sekitar wilayah operasi.

Komitmen ini diwujudkan melalui kepatuhan yang ketat terhadap Undang-Undang No. 39 Tahun 1999 tentang Hak Asasi Manusia, regulasi ketenagakerjaan nasional, serta prinsip-prinsip universal yang diadopsi dari Organisasi Perburuhan Internasional (ILO).

Dalam implementasinya, kebijakan pemenuhan HAM di lingkungan LRT Jakarta berfokus pada pilar-pilar utama berikut:

- **Kesetaraan dan Anti-Diskriminasi [IDX S-08]**
Perseroan menjamin lingkungan kerja dan layanan publik yang inklusif, bebas dari segala bentuk diskriminasi yang didasarkan pada suku, agama, ras, antargolongan (SARA), gender, status sosial, maupun kondisi fisik (disabilitas). Prinsip ini diterapkan secara konsisten mulai dari proses rekrutmen, pengembangan karier, hingga penyediaan fasilitas stasiun bagi penumpang prioritas.
- **Kebebasan Berserikat dan Berkumpul**
Perseroan menghormati hak setiap Insan LRT Jakarta untuk berserikat, berkumpul, dan menyampaikan aspirasi secara damai. Hal ini diwujudkan melalui dukungan terhadap keberadaan wadah serikat pekerja sebagai mitra strategis manajemen dalam merumuskan Perjanjian Kerja Bersama (PKB) yang adil.
- **Lingkungan Kerja yang Aman dan Bermartabat**
Perseroan menjamin hak atas kesehatan dan keselamatan kerja (K3) dengan menyediakan fasilitas dan prosedur kerja yang memenuhi standar tertinggi, guna mencegah

physical condition. This commitment to inclusivity ensures that every employee has an equal opportunity to reach the highest levels of leadership.

Family Well-being and Leave Entitlements

The Company recognize that work-life balance is the foundation of sustained productivity. As a form of support for employees' roles within their families, LRT Jakarta ensures full compliance with leave entitlements, including:

- **Maternity Leave**
Granted to female employees to ensure physical recovery and bonding with the child during this critical period.
- **Paternity Leave**
Granted to male employees for two days when their spouse gives birth, without deducting from annual leave quota, to support the father's role in the family.

Respecting Human Rights [IDX S-09]

PT LRT Jakarta views respect for Human Rights as the cornerstone of conducting ethical and sustainable business operations. The Company is fully committed to protecting, respecting, and upholding the fundamental rights of every individual who interacts with our operational ecosystem, whether they are employees, customers, business partners, or the communities surrounding our operational areas.

This commitment is realized through strict compliance with Law No. 39 of 1999 on Human Rights, national labor regulations, and universal principles adopted from the International Labour Organization (ILO).

In its implementation, the human rights policy at LRT Jakarta focuses on the following key pillars:

- **Equality and Anti-Discrimination [IDX S-08]**
The Company ensures an inclusive work environment and public services, free from all forms of discrimination based on ethnicity, religion, race, intergroup relations (SARA), gender, social status, or physical condition (disability). This principle is consistently applied from the recruitment process and career development to the provision of station facilities for priority passengers.
- **Freedom of Association and Assembly**
The Company respects the right of every LRT Jakarta employee to form unions, assemble, and peacefully express their aspirations. This is realized through support for labor unions as strategic partners of management in formulating fair Collective Labor Agreement (CLA).
- **A Safe and Dignified Work Environment**
The Company guarantees the right to occupational health and safety (OHS) by providing facilities and work procedures that meet the highest standards, to prevent

risiko kecelakaan dan memastikan setiap karyawan dapat bekerja dengan aman dan bermartabat.

- **Perlindungan Privasi dan Data**

Dalam era transformasi digital, Perseroan bertanggung jawab melindungi hak privasi pelanggan dan karyawan dengan menerapkan sistem keamanan data yang berlapis, termasuk menjaga kerahasiaan informasi pengguna layanan transaksi digital.

Pencegahan Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19] [IDX S-10]

Sejalan dengan peraturan perundang-undangan di Indonesia dan standar ketenagakerjaan internasional (ILO), LRT Jakarta menerapkan kebijakan *Zero Tolerance* terhadap segala bentuk penggunaan tenaga kerja anak (*child labor*) dan tenaga kerja paksa (*forced labor*).

Langkah preventif yang kami lakukan mencakup:

1. **Verifikasi Perekrutan**

Sistem seleksi karyawan yang ketat dengan kewajiban verifikasi dokumen identitas untuk memastikan seluruh pekerja telah memenuhi batas usia minimum legal (18 tahun).

2. **Kepatuhan Rantai Pasok**

Mengikat mitra kerja, vendor, dan pemasok melalui pakta integritas dan kontrak kerja yang mewajibkan mereka mematuhi prinsip hak asasi manusia. Pelanggaran terhadap klausul ini dapat berakibat pada pemutusan hubungan kerja sama secara sepihak.

Kebijakan Pencegahan dan Penanganan Pelecehan Seksual [IDX S-08]

PT LRT Jakarta menyadari bahwa transportasi publik merupakan ruang bersama yang harus terjamin tingkat keamanannya. Oleh karena itu, Perseroan menerapkan kebijakan *Toleransi Nol* (*Zero Tolerance*) terhadap segala bentuk pelecehan seksual, baik yang terjadi di lingkungan kerja internal antar-karyawan maupun yang menimpa pelanggan di area stasiun dan di dalam kereta (*trainset*).

Kebijakan ini selaras dengan komitmen Perseroan dalam mewujudkan Pelayanan Ramah Perempuan dan Anak, sekaligus mendukung pilar sosial dari Tujuan Pembangunan Berkelanjutan (SDG 5: Kesetaraan Gender dan SDG 11: Kota dan Permukiman yang Berkelanjutan).

Dalam upaya mitigasi, edukasi, dan penanganan pelecehan seksual di ruang publik, Perseroan mengimplementasikan langkah-langkah strategis berikut:

- **Pengoperasian Pos SAPA (Sahabat Perempuan dan Anak)**

Bekerja sama dengan Dinas Pemberdayaan, Perlindungan Anak, dan Pengendalian Penduduk (PPAPP) Provinsi DKI Jakarta, LRT Jakarta telah menyediakan Pos SAPA di area stasiun (seperti di Stasiun Velodrome). Pos ini berfungsi sebagai ruang aman pertama bagi korban untuk mendapatkan perlindungan, pendampingan awal, serta layanan konseling dari petugas yang telah mendapatkan pelatihan khusus.

the risk of accidents and ensure every employee can work safely and with dignity.

- **Privacy and Data Protection**

In the era of digital transformation, the Company is responsible for protecting the privacy rights of customers and employees by implementing multi-layered data security systems, including safeguarding the confidentiality of user information in digital transactions.

Prevention of Child Labor and Forced Labor [OJK F.19] [IDX S-10]

In accordance with Indonesian laws and regulations and international labor standards (ILO), LRT Jakarta implements a *Zero Tolerance* policy against all forms of child labor and forced labor.

The preventive measures we implement include:

1. **Recruitment Verification**

A strict employee selection system requiring verification of identity documents to ensure all workers meet the legal minimum age requirement (18 years).

2. **Supply Chain Compliance**

Binding business partners, vendors, and suppliers through integrity pacts and employment contracts that require them to adhere to human rights principles. Violations of these clauses may result in unilateral termination of the business relationship.

Policy on the Prevention and Handling of Sexual Harassment [IDX S-08]

PT LRT Jakarta recognizes that public transportation is a shared space where safety must be ensured. Therefore, the Company implements a *Zero Tolerance* policy toward all forms of sexual harassment, whether occurring within the internal workplace among employees or affecting customers in station areas and inside trainsets.

This policy aligns with the Company's commitment to providing Women- and Child-Friendly Services, while also supporting the social pillars of the Sustainable Development Goals (SDG 5: Gender Equality and SDG 11: Sustainable Cities and Communities).

In its efforts to mitigate, educate, and address sexual harassment in public spaces, the Company has implemented the following strategic measures:

- **Operation of SAPA Posts (Women and Children's Friends Posts)**

In collaboration with the Jakarta Provincial Office for Women's Empowerment, Child Protection, and Population Control (PPAPP), LRT Jakarta has established SAPA Posts at station areas (such as Velodrome Station). These posts serve as the first safe spaces for victims to receive protection, initial assistance, and counseling services from staff who have undergone specialized training.

- **Integrasi Layanan Pelaporan Darurat**

Penumpang atau saksi mata yang mengalami atau melihat tindak pelecehan seksual dapat dengan segera melapor melalui layanan *Call Center* CARLA di nomor *hotline* (021) 50899909, layanan pengaduan SAPA 129, atau langsung kepada petugas keamanan (*train guard*) yang bersiaga di setiap peron dan gerbong. Perseroan menjamin kerahasiaan identitas pelapor dan korban dalam setiap proses penanganan.

- **Kampanye dan Edukasi Publik secara Berkala**

LRT Jakarta secara aktif mengkampanyekan gerakan anti-kekerasan di transportasi publik. Salah satu inisiatif berkelanjutan yang diadaptasi adalah program edukasi "*Stand Up Melawan Pelecehan Seksual*" yang memperkenalkan Metode Intervensi 5D (Dialihkan, Dilaporkan, Dokumentasikan, Ditegur, dan Ditenangkan) kepada para penumpang agar berani bertindak dan menjadi saksi aktif (*active bystander*) yang aman.

- **Tindakan Tegas dan Pendampingan Hukum**

Bagi setiap pelaku pelecehan seksual yang terbukti melakukan tindakan tidak senonoh di ekosistem LRT Jakarta, Perseroan tidak segan untuk menyerahkan prosesnya kepada pihak berwajib (Kepolisian). Selain itu, Perseroan siap memfasilitasi pendampingan bagi korban selama proses pelaporan berlangsung.

Sepanjang tahun 2025, LRT Jakarta terus memperkuat pengawasan melalui optimalisasi kamera pengawas (CCTV) di seluruh sudut stasiun dan gerbong, serta memperbanyak rambu-rambu visual (*signage*) terkait nomor darurat pelecehan seksual, guna menciptakan lingkungan transportasi massal yang aman, nyaman, dan inklusif bagi semua pengguna.

Mekanisme Pengaduan dan Pemulihan

Untuk memastikan komitmen ini berjalan efektif, Perseroan menyediakan saluran pengaduan independen (*Whistleblowing System*) yang aman dan rahasia bagi siapa saja yang ingin melaporkan dugaan indikasi pelanggaran HAM di lingkungan operasional. Sepanjang tahun pelaporan 2025, Perseroan mencatat tidak ada (nihil) laporan insiden pelanggaran HAM, diskriminasi, maupun eksploitasi tenaga kerja yang terjadi di PT LRT Jakarta.

Sistem Kompensasi Berbasis Keadilan dan Kinerja [OJK F.20]

LRT Jakarta berkomitmen untuk memberikan tingkat kesejahteraan yang tidak hanya memenuhi, tetapi melampaui standar kebutuhan hidup layak. Kebijakan remunerasi kami didesain untuk menarik, mempertahankan, dan memotivasi talenta-talenta terbaik di industri perkeretaapian.

Perseroan memastikan rasio upah pokok bagi pegawai tetap di tingkat terendah adalah 1:1 (atau lebih) terhadap Upah Minimum Provinsi (UMP) DKI Jakarta yang berlaku. Lebih dari sekadar upah pokok, struktur kompensasi kami dilengkapi dengan berbagai fasilitas tunjangan yang komprehensif. Pemberian imbal jasa dan bonus tahunan diukur secara

- **Integration of Emergency Reporting Services**

Passengers or witnesses who experience or observe sexual harassment can immediately report incidents through the CARLA Call Center at hotline (021) 50899909, the SAPA complaint service 129, or directly to security personnel (train guards) stationed on every platform and train car. The Company ensures the confidentiality of both reporters' and victims' identities throughout the handling process.

- **Ongoing Public Campaigns and Education**

LRT Jakarta actively promotes anti-violence initiatives in public transportation. One of its sustainable programs is the "Stand Up Against Sexual Harassment" education campaign, which introduces the 5D Intervention Method (Diversion, Report, Document, Admonish, and Calm) to passengers, encouraging them to act safely and become active bystanders.

- **Firm Action and Legal Assistance**

Any individual proven to commit sexual harassment within the LRT Jakarta ecosystem will be referred to the authorities (Police) without hesitation. In addition, the Company provides support and guidance to victims throughout the reporting process.

Throughout 2025, LRT Jakarta has continued to strengthen monitoring by optimizing closed-circuit television (CCTV) coverage across all stations and train cars, as well as increasing visual signage displaying sexual harassment emergency numbers, in order to create a safe, comfortable, and inclusive mass transportation environment for all users.

Complaint and Remediation Mechanism

To ensure this commitment is effectively implemented, the Company provides a secure and confidential independent reporting channel (*Whistleblowing System*) for anyone wishing to report suspected human rights violations within its operational environment. Throughout the 2025 reporting year, the Company recorded zero reports of human rights violations, discrimination, or labor exploitation occurring at PT LRT Jakarta.

Fairness and Performance-Based Compensation System [OJK F.20]

LRT Jakarta is committed to providing a standard of living that not only meets but exceeds the requirements for a decent standard of living. Our compensation policy is designed to attract, retain, and motivate the best talent in the railway industry.

The Company ensure that the base salary ratio for permanent employees at the lowest level is 1:1 (or higher) relative to the applicable DKI Jakarta Provincial Minimum Wage (UMP). Beyond just base pay, our compensation structure is complemented by a comprehensive range of benefits. Performance-based rewards and annual bonuses are objectively measured based

objektif berdasarkan pencapaian *Key Performance Indicator* (KPI) individu dan Perseroan, menciptakan budaya kerja yang berbasis meritokrasi (penghargaan atas prestasi).

Budaya *Safety First* dalam Setiap Lini Operasional [OJK F.21] [IDX S-11] [GRI 403-1] [GRI 403-3]

Sebagai operator transportasi massal dengan infrastruktur kelistrikan tegangan tinggi dan armada bergerak, Keselamatan dan Kesehatan Kerja (K3) bukan sekadar prosedur administratif, melainkan prasyarat mutlak beroperasinya LRT Jakarta. Sistem Manajemen K3 (SMK3) dan *Health, Safety, & Environment* (HSE) diterapkan secara terintegrasi untuk mencapai target Nihil Kecelakaan Kerja Fatal (*Zero Fatalities*). [GRI 3-3]

Upaya Mitigasi dan Perlindungan Kesehatan:

- **Fasilitas K3 Responsif**
Penyediaan Alat Pelindung Diri (APD) yang wajib digunakan di area Depo dan stasiun, serta penempatan fasilitas tanggap darurat yang mudah diakses.
- **Perlindungan Jaminan Sosial (BPJS)**
Mematuhi amanat UU No. 24 Tahun 2011 dengan mendaftarkan 100% karyawan ke dalam program BPJS Ketenagakerjaan (Jaminan Kecelakaan Kerja, Jaminan Hari Tua, Jaminan Pensiun, Jaminan Kematian) dan BPJS Kesehatan.
- **Asuransi Tambahan**
Memberikan jaring pengaman ekstra berupa asuransi kesehatan swasta untuk fasilitas rawat inap dan rawat jalan bagi karyawan beserta keluarga inti (pasangan dan anak), memastikan mereka terlindungi dari risiko finansial akibat masalah kesehatan.

Pengembangan Kompetensi dan Karier Competency and Career Development [OJK F.22] [IDX S-05] [GRI 404-1]

Mencetak Pemimpin Masa Depan Transportasi Publik

Menghadapi dinamika industri transportasi cerdas (*smart mobility*), LRT Jakarta terus berinvestasi pada peningkatan kapasitas SDM. Kami meyakini bahwa Perseroan hanya bisa tumbuh jika karyawannya juga bertumbuh.

Hingga akhir tahun 2025, Perseroan telah merealisasikan investasi sebesar Rp4.441.904.189 untuk program pelatihan dan sertifikasi kompetensi. Program ini mencakup peningkatan kemampuan teknis operasional (*hard skills*) maupun manajerial dan kepemimpinan (*soft skills*).

Untuk memastikan pengembangan karier dan suksesi jabatan berjalan adil, Perseroan menerapkan sistem manajemen kinerja berbasis data:

- Penilaian secara berkala melalui evaluasi target kinerja dilakukan pada tengah tahun dan akhir tahun.

on individual and company Key Performance Indicators (KPIs), fostering a merit-based work culture (rewarding performance).

A “*Safety First*” Culture Across All Operational Lines [OJK F.21] [IDX S-11] [GRI 403-1] [GRI 403-3]

As a mass transit operator with high-voltage electrical infrastructure and a mobile fleet, Occupational Health and Safety (OHS) is not merely an administrative procedure but an essential prerequisite for the operation of LRT Jakarta. The OHS Management System and Health, Safety, & Environment (HSE) programs are implemented in an integrated manner to achieve the target of Zero Fatalities in the workplace. [GRI 3-3]

Health and Safety Mitigation Efforts:

- **Responsive OHS Facilities**
Provision of Personal Protective Equipment (PPE), mandatory in depot and station areas, alongside the strategic placement of easily accessible emergency response facilities.
- **Social Security Protection (BPJS)**
Compliance with Law No. 24 of 2011 by enrolling 100% of employees in the BPJS Employment program (covering Work Accident, Old Age, Pension, and Death Benefits) as well as BPJS Health.
- **Supplementary Insurance**
Providing additional financial safety nets through private health insurance for both inpatient and outpatient care, covering employees and their immediate family members (spouse and children), ensuring protection against financial risks arising from health issues.

Cultivating Future Leaders in Public Transportation

In response to the evolving dynamics of the smart mobility industry, LRT Jakarta continues to invest in enhancing human capital capacity. We believe that a company can only grow if its employees also grow.

By the end of 2025, the Company has realized investments totaling Rp4,441,904,189 in training and competency certification programs. These programs cover both operational technical skills (hard skills) and managerial and leadership capabilities (soft skills).

To ensure fair career development and succession planning, the Company implement a data-driven performance management system:

- Performance targets are evaluated biannually, at mid-year and year-end.

- Penilaian tidak hanya datang dari atasan (*Top-Down*), tetapi juga umpan balik dari rekan sejawat (*peers*) dan bawahan (*subordinates*). Pendekatan ini menghasilkan peta talenta (*talent mapping*) yang komprehensif, memungkinkan rotasi dan promosi jabatan yang tepat sasaran demi menjaga keberlanjutan roda kepemimpinan Perseroan.

- Evaluations are conducted not only top-down from supervisors but also include feedback from peers and subordinates. This approach produces a comprehensive talent map, enabling precise job rotations and promotions to sustain the Company's leadership pipeline.

Berikut ini kegiatan pelatihan yang dilakukan sepanjang tahun 2025:

The following training activities were conducted throughout 2025:

Rata-rata jam pelatihan per pegawai dalam tahun Pelaporan Average training hours per employee in the Reporting year	Jumlah pegawai yang ikut serta dalam program pelatihan Total employees participated in the training program	Persentase jumlah pegawai yang ikut serta dalam pelatihan (%) Percentage of total employees participated in the training (%)
13 jam/pegawai 13 hours/employee	328	100%

Sinergi melalui Dialog Bipartit yang Konstruktif

LRT Jakarta memandang karyawan bukan hanya sebagai pekerja, melainkan sebagai pemangku kepentingan utama (*key stakeholders*) yang menentukan arah keberhasilan Perseroan. Oleh karena itu, Perseroan menjunjung tinggi hak asasi manusia di tempat kerja, termasuk kebebasan untuk berserikat dan berkumpul.

Manajemen menempatkan Serikat Pekerja sebagai mitra strategis dalam membangun hubungan industrial yang harmonis. Mengedepankan prinsip transparansi dan kesetaraan, Perseroan secara rutin menyelenggarakan forum dialog bipartit untuk menyampaikan informasi terkini terkait arah bisnis, mendiskusikan kesejahteraan, dan merumuskan kebijakan secara partisipatif. Kolaborasi ini memastikan bahwa setiap keputusan strategis yang berdampak pada pekerja telah melalui proses komunikasi yang inklusif dan saling menghargai.

Mekanisme dan Penanganan Pengaduan Ketenagakerjaan

Lingkungan kerja yang sehat tidak hanya bebas dari bahaya fisik, tetapi juga bebas dari rasa khawatir untuk menyuarakan ketidaknyamanan. LRT Jakarta menyediakan mekanisme pengaduan (*Grievance Mechanism*) yang terstruktur bagi seluruh pegawai untuk menyampaikan keluhan, aspirasi, dugaan pelanggaran norma kerja, maupun pelaporan potensi bahaya Keselamatan dan Kesehatan Kerja (K3) di area operasional (seperti penggunaan mesin, alat berat, atau bahan kimia).

Mekanisme pelaporan ini diatur secara formal di dalam Perjanjian Kerja Bersama (PKB). Perseroan menjamin kerahasiaan pelapor dan memastikan bahwa setiap pengaduan ditindaklanjuti melalui proses investigasi yang objektif, transparan, dan adil. Langkah preventif dan responsif ini merupakan benteng Perseroan dalam menjaga produktivitas, ketertiban, dan pemenuhan hak-hak normatif karyawan.

Synergy through Constructive Bipartite Dialogue

LRT Jakarta views its employees not merely as workers, but as key stakeholders who determine the direction of the company's success. Therefore, the Company uphold human rights in the workplace, including the freedom of association and assembly.

Management views the Labor Union as a strategic partner in building harmonious industrial relations. Upholding the principles of transparency and equality, the Company regularly hold bipartite dialogue forums to share the latest information regarding business direction, discuss employee welfare, and formulate policies in a participatory manner. This collaboration ensures that every strategic decision impacting employees has undergone an inclusive and mutually respectful communication process.

Mechanisms and Handling of Labor Complaints

A healthy work environment is not only free from physical hazards but also free from the fear of voicing concerns. LRT Jakarta provides a structured grievance mechanism for all employees to submit complaints, concerns, alleged violations of workplace standards, or reports of potential Occupational Health and Safety (OHS) hazards in operational areas (such as the use of machinery, heavy equipment, or chemicals).

This reporting mechanism is formally established in the Collective Labor Agreement (CLA). The Company guarantee the confidentiality of whistleblowers and ensure that every complaint is addressed through an objective, transparent, and fair investigation process. These preventive and responsive measures serve as the Company's safeguard in maintaining productivity, order, and the fulfillment of employees' statutory rights.

Evaluasi Kinerja Ketenagakerjaan dan K3

Sepanjang tahun pelaporan 2025, LRT Jakarta berhasil mempertahankan iklim kerja yang sangat kondusif. Tidak terdapat sengketa ketenagakerjaan material, pemogokan kerja, maupun konflik industrial yang mengganggu kelangsungan operasional maupun stabilitas finansial Perusahaan. Pencapaian ini merupakan cerminan langsung dari efektivitas ruang dialog yang Perseroan bangun serta keadilan dalam pemenuhan hak-hak karyawan.

Di sisi operasional, kepatuhan yang ketat terhadap Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) terbukti mampu menekan profil risiko kecelakaan di area stasiun maupun Depo. Standar keselamatan yang Perseroan budayakan secara konsisten tidak hanya melindungi nyawa dan kesehatan tenaga kerja, tetapi juga menjamin keandalan layanan kereta api bagi masyarakat luas. Kinerja positif ini menegaskan bahwa investasi Perseroan pada aspek sosial internal memberikan imbal hasil berupa loyalitas, produktivitas, dan keberlanjutan bisnis.

Tingkat Kecelakaan Kerja

Sebagai bentuk transparansi dan evaluasi berkelanjutan terhadap efektivitas program K3, berikut adalah data tingkat insiden keselamatan dan kesehatan kerja yang dialami oleh insan LRT Jakarta dalam dua tahun terakhir:

Jenis dan Jumlah Kecelakaan Kerja [IDX S-06]

Types and Number of Work-Related Injuries

Jenis Kecelakaan Kerja Type of Work-Related Injuries	Angka Kecelakaan Kerja Number of Work-Related Injuries		Peningkatan atau (Penurunan) (%) Increase or (Decrease) (%)
	2025 (orang) (people)	2024 (orang) (people)	
Meninggal Dunia Fatal	0	0	0%
Cedera Berat Severe Injury	0	0	0%
Cedera Sedang Moderate Injury	0	0	0%
Cedera Ringan Mild Injury	4	3	33,3%
Jumlah Total	4	3	33,3%

Frekuensi kecelakaan kerja dari total pegawai Frequency of work-related injuries to total employees	Persentase kecelakaan kerja serius yang berakibat cedera serius dan fatal dari total pegawai (%) Percentage of serious work-related injuries that cause serious and fatal injuries to total employees (%)
0,012	0%

Evaluation of Employment and Occupational Health and Safety (OHS) Performance

Throughout the 2025 reporting year, LRT Jakarta successfully maintained a highly conducive work environment. There were no material labor disputes, work stoppages, or industrial conflicts that disrupted the Company's operational continuity or financial stability. This achievement is a direct reflection of the effectiveness of the dialogue channels the Company have established and the fairness in fulfilling employees' rights.

On the operational side, strict compliance with the Occupational Health and Safety Management System has proven effective in reducing the risk profile of accidents at stations and depots. The safety standards the Company consistently uphold not only protect the lives and health of our workforce but also ensure the reliability of railway services for the broader public. This positive performance underscores that the Company's investment in internal social aspects yields returns in the form of loyalty, productivity, and business sustainability.

Work-Related Injury Rate

As a form of transparency and continuous evaluation of the effectiveness of OHS programs, the following data presents the work-related injury rates experienced by LRT Jakarta personnel over the past two years:

Dinamika Talenta dan Tingkat Pergantian Karyawan (Turnover)

LRT Jakarta menyadari bahwa pergerakan talenta di dalam sebuah organisasi yang dinamis adalah proses yang wajar. Namun, Perseroan memantau tingkat pergantian karyawan (*turnover rate*) secara cermat sebagai salah satu indikator utama (KPI) untuk mengukur tingkat keterikatan karyawan (*employee engagement*), loyalitas, serta efektivitas sistem kompensasi dan budaya kerja yang telah Perseroan bangun.

Tingkat *turnover* yang terjaga pada batas yang sehat sangat penting untuk memastikan keberlanjutan operasional, meminimalkan hilangnya pengetahuan institusional (*brain drain*), sekaligus memberikan ruang bagi regenerasi dan masuknya inovasi dari talenta-talenta baru.

Data Turnover Karyawan
Employee Turnover Data

Penyebab Causes	2025	2024	2023
Pensiun Alami Retirement	0	0	1
Pensiun Dini Early Retirement	0	0	0
Meninggal Death	0	0	0
Mengundurkan Diri Resignation	10	7	8
Diberhentikan karena Melakukan Pelanggaran Laid-off due to Violation	0	1	1
Total Karyawan yang Keluar Total Number of Employees Leaving the Company	10	8	10
Total Karyawan Akhir Tahun Total Number of Employees at the End of the Year	330	299	274
Persentase Turnover Turnover Percentage	3,03%	2,68%	2,90%

Tingkat Pergantian Pegawai [IDX S-03]
Employee Turnover Rate [IDX S-03]

Keterangan Description	Jumlah Pegawai (dalam tahun pelaporan) Number of Employees (in the reporting year)	Persentase Pegawai (dalam tahun pelaporan) Percentage of Employees (in the reporting year)
Jumlah pegawai <i>resign</i> /Pemutusan Hubungan Kerja Number of Employees Resigned/Terminated	10	3,03%
Jumlah Pegawai Baru/Pengganti Number of New/Replacement Employees	7	2,12%



Talent Dynamics and Employee Turnover

LRT Jakarta recognizes that talent mobility within a dynamic organization is a natural process. However, the Company closely monitor the employee turnover rate as a key performance indicator (KPI) to measure employee engagement, loyalty, and the effectiveness of the compensation system and work culture that the Company has established.

Maintaining a turnover rate within healthy limits is crucial to ensuring operational sustainability, minimizing the loss of institutional knowledge (*brain drain*), while also providing room for regeneration and the infusion of innovation from new talent.

Sertifikasi Bidang K3 yang Masih Berlaku di Tahun 2025

OHS Certifications Valid in 2025

Tanggal Dikeluarkannya Sertifikasi Date of Certification Issuance	Skema Sertifikasi Scheme of Certificate	Jenis Sertifikat Type of Certificate	Nomor Sertifikat Certificate No.	Dikeluarkan Oleh Issued By	Masa Berlaku Hingga Validity Period
6 Oktober/October 2025	Audit	SMK3	REG.SMK3.2025. SK-1049	Menteri Ketenagakerjaan RI Minister of Manpower of the Republic of Indonesia	Oktober/ October 2028
13 April 2023	Audit	SNI ISO 45001:2018	OHS 00235	Sucofindo	26 Maret/ March 2026
13 Juni/June 2024	Audit	SNI ISO 14001:2015	EMS 00473	Sucofindo	12 Juni/June 2027
Juli/July 2022	Audit	SMKP	-	DJKA Kementerian Perhubungan Directorate General of Railways (DJKA), Ministry of Transportation	Juli/July 2025

Sebagai wujud kepatuhan dan tanggung jawab sosial internal, LRT Jakarta senantiasa memastikan ketersediaan anggaran yang memadai untuk melindungi seluruh pekerjanya. Sepanjang tahun 2025, Perseroan telah merealisasikan pembiayaan sebesar Rp4.657.795.379 untuk menjalankan berbagai komitmen terkait hak ketenagakerjaan dan Keselamatan serta Kesehatan Kerja (K3). Realisasi dana tersebut difokuskan pada pemenuhan standar keselamatan operasional dan pengembangan kompetensi, tidak termasuk alokasi biaya fasilitas kesehatan.

As a demonstration of compliance and internal social responsibility, LRT Jakarta consistently ensures the availability of adequate funding to protect all its employees. Throughout 2025, the Company has allocated Rp4,657,795,379 to fulfill various commitments related to labor rights and Occupational Health and Safety (OHS). The allocation of these funds is focused on meeting operational safety standards and competency development, excluding allocations for healthcare facilities.



Tanggung Jawab Sosial terhadap Masyarakat

Social Responsibility toward the Community [OJK F.23] [IDX S-12]

Menghubungkan Kehidupan, Memberdayakan Ekosistem Perkotaan

Bagi LRT Jakarta, keberhasilan tidak hanya diukur dari seberapa banyak penumpang yang Perseroan angkut, tetapi dari seberapa besar penerimaan dan manfaat yang dirasakan oleh masyarakat di sekitar wilayah operasional Perseroan. Sebagai infrastruktur publik yang membelah kawasan perkotaan, Perseroan menyadari bahwa kehadiran stasiun dan laju kereta Perseroan membawa dinamika baru — baik dari sisi tata ruang, aksesibilitas, maupun aktivitas sosial-ekonomi warga.

Oleh karena itu, Perseroan memosisikan masyarakat bukan semata-mata sebagai pelanggan (*customers*), melainkan sebagai mitra strategis dan tetangga yang bertumbuh bersama. Dukungan publik adalah fondasi bagi keberlanjutan operasional LRT. Melalui integrasi layanan yang inklusif dan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang tepat sasaran, LRT Jakarta bertekad untuk menjadi pilar utama dalam mewujudkan kota yang ramah, modern, dan berkelanjutan.

Dampak Operasional Perusahaan terhadap Masyarakat [OJK F.28]

Sebagai solusi mobilitas metropolitan, operasional harian LRT Jakarta secara langsung memberikan *multiplier effect* (dampak ganda) bagi tatanan sosial masyarakat:

- **Katalisator Mobilitas dan Dekarbonisasi**
Perseroan menyediakan alternatif transportasi yang aman, bebas hambatan, dan tepat waktu, membantu warga memangkas waktu tempuh (*travel time*) secara efisien. Peralihan gaya hidup ini secara kolektif berkontribusi pada penurunan tingkat kemacetan dan polusi udara Jakarta, menciptakan lingkungan yang lebih sehat bagi semua.
- **Pusat Pertumbuhan Ekonomi Lokal**
Stasiun LRT tidak lagi sekadar tempat naik-turun penumpang, melainkan telah berevolusi menjadi ruang interaksi sosial dan simpul ekonomi baru. Kehadiran fasilitas komersial di area stasiun membuka peluang emas bagi pelaku Usaha Mikro, Kecil, dan Menengah (UMKM) lokal untuk menjangkau pasar yang lebih luas.
- **Aksesibilitas yang Inklusif**
Desain fasilitas LRT Jakarta memastikan bahwa transportasi publik dapat diakses oleh semua kalangan tanpa diskriminasi, termasuk penyandang disabilitas, lansia, ibu hamil, dan anak-anak.

Komitmen dan Program Pemberdayaan Berkelanjutan (TJSL)

Di luar dampak operasionalnya, Perseroan menjalankan komitmen sosial melalui program *Community Involvement & Development* (CID). Kami melakukan Pemetaan Sosial

Connecting Lives, Empowering the Urban Ecosystem

For LRT Jakarta, success is not only measured by how many passengers the Company's transport, but by the extent of acceptance and benefits felt by the communities surrounding the Company's operational areas. As public infrastructure traversing urban areas, we recognize that the presence of our stations and the movement of our trains bring new dynamics — whether in terms of urban planning, accessibility, or the socio-economic activities of residents.

Therefore, the Company view the public not merely as customers, but as strategic partners and neighbors who grow together. Public support is the foundation for the LRT's operational sustainability. Through inclusive service integration and targeted Corporate Social and Environmental Responsibility (CSER) programs, LRT Jakarta is committed to becoming a key pillar in realizing a friendly, modern, and sustainable city.

The Company's Operational Impact on the Community [OJK F.28]

As a metropolitan mobility solution, LRT Jakarta's daily operations directly generate a multiplier effect on the social fabric of the community:

- **Catalyst for Mobility and Decarbonization**
The Company provide a safe, barrier-free, and punctual transportation alternative, helping residents efficiently reduce travel time. This shift in lifestyle collectively contributes to reducing traffic congestion and air pollution in Jakarta, creating a healthier environment for all.
- **Hubs of Local Economic Growth**
LRT stations are no longer merely places for passengers to board and alight; they have evolved into spaces for social interaction and new economic hubs. The presence of commercial facilities in station areas opens up golden opportunities for local Micro, Small, and Medium Enterprises (MSMEs) to reach a wider market.
- **Inclusive Accessibility**
The design of LRT Jakarta's facilities ensures that public transportation is accessible to all segments of society without discrimination, including people with disabilities, the elderly, pregnant women, and children.

Commitment and Sustainable Empowerment Programs (CSER)

Beyond its operational impact, the Company fulfills its social commitment through the Community Involvement & Development (CID) program. We conduct Social Mapping to

(*Social Mapping*) untuk memastikan bahwa setiap bantuan dan program pemberdayaan yang disalurkan benar-benar menjawab kebutuhan riil masyarakat sekitar (*targeted & impactful*).

Sepanjang tahun 2025, inisiatif TJSL LRT Jakarta difokuskan pada pilar Pendidikan, Lingkungan Sosial, dan Pemberdayaan Ekonomi yang dirancang selaras dengan *Sustainable Development Goals (SDGs)*, khususnya SDG 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi) dan SDG 11 (Kota dan Permukiman Berkelanjutan).

ensure that every assistance and empowerment program delivered truly addresses the real needs of the surrounding community (*targeted & impactful*).

Throughout 2025, LRT Jakarta's Corporate Social Responsibility (CSR) initiatives will focus on the pillars of Education, Social Environment, and Economic Empowerment, designed in alignment with the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 11 (Sustainable Cities and Communities).

Tabel Realisasi Program TJSL Masyarakat Tahun 2025
Table of Community CSER Program Implementation in 2025

Pilar TJSL Pillar of CSER	Nama Program/Kegiatan Program/Activity Name	Sasaran Penerima Manfaat Target Beneficiaries	Dampak/Hasil yang Dicapai Impact/Results Achieved
Kesehatan Health	Sinergi Jakpro Group penanggulangan banjir rob di Pluit, Penjaringan, Jakarta Utara Jakpro Group's collaborative efforts to mitigate tidal flooding in Pluit and Penjaringan, North Jakarta	Masyarakat Muara karang yang terdampak Banjir Rob Residents of Muara Karang affected by tidal flooding	LRT Jakarta memberikan pemeriksaan kesehatan dan konsultasi dokter gratis bekerja sama dengan Palang Merah Indonesia DKI Jakarta. LRT Jakarta provided free health check-ups and medical consultations in collaboration with the Indonesian Red Cross (<i>Palang Merah Indonesia</i>), Jakarta.
Tanggap Bencana Alam Natural Disaster Response	LRTJ Bagimu: Bantuan kebutuhan pokok masyarakat terdampak banjir di Kecamatan kelapa Gading LRTJ for You: Relief supplies for flood-affected residents in Kelapa Gading Subdistrict	Warga Kecamatan Kelapa Gading, Kelurahan Pegangsaan Dua Residents of Kelapa Gading Subdistrict, Pegangsaan Dua Village	Mendistribusikan bahan pangan pokok seperti beras, minyak dan air mineral. Serta kebutuhan bayi seperti popok bayi & dewasa dan MPASI. Distributing staple food items such as rice, cooking oil, and bottled water, as well as baby supplies such as diapers for infants and adults and baby food.
Disabilitas Disability	Bantuan biaya operasional kepada Panti Rehabilitasi Disabilitas Mental ULS Dinas Sosial Pemprov DKI Jakarta Operational funding for the ULS Mental Disability Rehabilitation Center, Jakarta Provincial Social Affairs Agency	Masyarakat Penyandang Disabilitas Mental di area Jakarta Utara The community of people with mental disabilities in North Jakarta	LRT Jakarta memberikan bantuan uang tunai yang digunakan sebagai biaya operasional dan pendidikan untuk para peserta didik disabilitas mental yang di bina langsung oleh Suku Dinas Sosial Jakarta Utara. LRT Jakarta provided cash assistance to cover operational and educational expenses for students with intellectual disabilities who are directly supported by the North Jakarta Social Services Office.
Sosial Social	Bus Mudik Gratis Free homecoming bus	Pekerja informal, pekerja rentan, atau masyarakat berpendapatan rendah Informal workers, vulnerable workers, or low-income individuals	Tujuannya memfasilitasi mobilitas dan mengurangi beban biaya perjalanan mudik, membantu meningkatkan aktivitas ekonomi daerah asal pemudik dengan membuka peluang perputaran ekonomi selama masa Lebaran. The goal is to facilitate mobility and reduce the cost of the annual homecoming journey, while helping to boost economic activity in the travelers' home regions by creating opportunities for economic growth during the Eid al-Fitr holiday.
Sosial & Keagamaan Social & Religious	Dukungan pembangunan rumah ibadah Masjid Ar-Raudhah, Jakarta Support for the construction of the Ar-Raudhah Mosque in Jakarta	Masyarakat sekitar lokasi masjid Residents living near the mosque	Peremajaan infrastruktur masjid dan penambahan area ibadah memfasilitasi jemaat di sekitar lokasi masjid untuk beribadah lebih nyaman. The renovation of the mosque's infrastructure and the expansion of the worship area allow congregants in the surrounding area to worship more comfortably.

Pilar TJSL Pillar of CSER	Nama Program/Kegiatan Program/Activity Name	Sasaran Penerima Manfaat Target Beneficiaries	Dampak/Hasil yang Dicapai Impact/Results Achieved
Sosial Social	Penyaluran hewan kurban PT LRT Jakarta Distribution of sacrificial animals by PT LRT Jakarta	Masyarakat kurang mampu sekitar kawasan Depo LRT Jakarta dan karyawan <i>outsourcing</i> LRT Jakarta Low-income residents living near the LRT Jakarta Depot and LRT Jakarta contract workers	Dalam rangka merayakan Idul Adha, PT LRT Jakarta turut berpartisipasi dalam pembagian daging kurban sebagai bahan pangan yang bermanfaat bagi masyarakat sekitar serta sebagai bentuk kepedulian sosial perusahaan. In celebration of Eid al-Adha, PT LRT Jakarta participated in the distribution of sacrificial meat as a source of food for the local community and as a demonstration of the Company's social responsibility.
Lingkungan Environment	Pelatihan Pengolahan Sampah berkolaborasi dengan Dinas Lingkungan Hidup dan Organisasi Filantra Waste Management Training in collaboration with the Department of Environmental Affairs and the Filantra Organization	Masyarakat RW 04 Pegangsaan Dua dan PKK Kelurahan Pegangsaan Dua Residents of RW 04 Pegangsaan Dua and the Pegangsaan Dua Neighborhood PKK	Bersama Dinas Lingkungan Hidup DKI Jakarta, LRT Jakarta menyelenggarakan pelatihan pengolahan dan pengelolaan limbah rumah tangga bagi masyarakat di RW 04 Pegangsaan Dua. Program ini menghasilkan pembentukan bank sampah di wilayah tersebut serta mendorong setiap rumah tangga untuk memilah sampah organik dan non-organik. Sampah organik yang terkumpul kemudian disalurkan ke rumah maggot di RW tersebut untuk diolah lebih lanjut. In collaboration with the Jakarta Capital City Environment Agency, LRT Jakarta organized a training session on household waste processing and management for residents of RW 04 Pegangsaan Dua. The program led to the establishment of a waste bank in the area and encouraged every household to sort their organic and non-organic waste. The collected organic waste is then sent to the maggot farm in that RW for further processing.
Kesehatan Health	LRTJ Bagimu: Donor Darah di Stasiun LRT Jakarta LRTJ for You: Blood Drive at LRT Jakarta Stations	Masyarakat sekitar area Stasiun LRT Jakarta Residents living near the LRT Jakarta Station	LRT Jakarta menghadirkan Donor Darah di Stasiun LRT Jakarta sebagai program rutin untuk mendukung pemenuhan kebutuhan kantong darah di DKI Jakarta, selain itu kegiatan Donor juga memberikan manfaat kesehatan untuk pendonor darah. LRT Jakarta hosted blood drives at LRT Jakarta Stations as a regular program to help meet the demand for blood in Jakarta; in addition, these blood drives also provide health benefits for the donors.
Pendidikan Education	LRTJ Bagimu: Berbagi Ilmu di SDN Kelapa Gading Timur 01 LRTJ for You: Sharing Knowledge at SDN Kelapa Gading Timur 01	Peserta didik SD Negeri Kelapa Gading Timur 01 Students of Kelapa Gading Timur 01 Public Elementary School	LRTJ Bagimu merupakan program pendidikan berbasis kurikulum Pendidikan Lingkungan dan Budaya Jakarta (PLBJ). Program ini bertujuan memperkenalkan edukasi penggunaan transportasi umum di Jakarta, mengenalkan profesi masinis, serta menanamkan budaya bertransportasi publik kepada anak-anak sejak dini. LRTJ Bagimu is an educational program based on the Jakarta Environmental and Cultural Education (PLBJ) curriculum. The program aims to educate children about using public transportation in Jakarta, introduce them to the profession of train operator, and instill a culture of public transportation use in children from an early age.

Mekanisme dan Penanganan Pengaduan Masyarakat [OJK F.24]

Dalam semangat keterbukaan, LRT Jakarta menyediakan saluran komunikasi dua arah bagi masyarakat terdampak maupun masyarakat umum. Apabila terdapat kendala, keluhan, maupun masukan terkait dampak sosial dari aktivitas operasional atau pelaksanaan program kemasyarakatan, warga dapat menyampaikannya melalui:

Layanan Pelanggan di Stasiun Customer Service at Stations	Call Center dan Portal Web Resmi Perusahaan Call Center and Official Company Website	Saluran Media Sosial LRT Jakarta LRT Jakarta Social Media Channels
	6221 8061 7490	Instagram: @lrtjkt
	021- 508 999 09	X: @lrtjkt
		Facebook: @LRT Jakarta
		Live chat di laman resmi LRT Jakarta: Live chat on the official LRT Jakarta website www.lrtjakarta.co.id .

Setiap keluhan masyarakat dikelola dengan prinsip respons cepat (*quick response*) untuk mencegah eskalasi konflik sosial dan memastikan hubungan yang harmonis dengan lingkungan sekitar tetap terjaga.

Mechanisms and Handling of Public Complaints [OJK F.24]

In the spirit of transparency, LRT Jakarta provides a two-way communication channel for affected communities and the general public. If there are any issues, complaints, or feedback regarding the social impact of operational activities or the implementation of community programs, residents may submit them through:

Every public complaint is handled with a quick-response approach to prevent the escalation of social conflicts and ensure that harmonious relations with the surrounding community are maintained.

Evaluasi Kinerja dan Realisasi Anggaran [OJK F.23]

Manajemen menilai bahwa serangkaian inisiatif sosial yang dijalankan sepanjang tahun 2025 telah berhasil menciptakan ekosistem yang kolaboratif antara Perseroan, masyarakat, dan Pemerintah Provinsi. Keberhasilan program pemberdayaan UMKM dan edukasi publik terbukti meningkatkan rasa memiliki (*sense of belonging*) warga terhadap infrastruktur LRT.

Performance Evaluation and Budget Implementation [OJK F.23]

Management assesses that the series of social initiatives implemented throughout 2025 have successfully fostered a collaborative ecosystem among the Company, the community, and the Provincial Government. The success of the MSME empowerment and public education programs has been proven to enhance residents' sense of belonging toward the LRT infrastructure.

Sebagai komitmen nyata dalam menyejahterakan masyarakat, sepanjang tahun 2025, Perseroan telah mengalokasikan dan merealisasikan dana program Tanggung Jawab Sosial dan Lingkungan di bidang pengembangan sosial kemasyarakatan sebesar Rp499.683.597. Investasi sosial ini adalah wujud dedikasi kami untuk tumbuh dan melangkah maju bersama masyarakat Jakarta.

As a tangible commitment to improving the welfare of the community, throughout 2025, the Company has allocated and disbursed funds for Social and Environmental Responsibility programs in the field of social community development amounting to Rp499,683,597. This social investment is a manifestation of our dedication to growing and moving forward together with the people of Jakarta.



Tanggung Jawab terhadap Layanan dan Konsumen

Responsibility toward Services and Consumers [OJK F.17]

Komitmen untuk Memberikan Akses Produk dan/atau Jasa yang Setara bagi Konsumen [OJK F.17]

LRT Jakarta menegaskan komitmennya dalam menghadirkan kesetaraan akses layanan transportasi bagi seluruh lapisan masyarakat tanpa diskriminasi. Sepanjang tahun 2025, seiring dengan upaya perluasan jangkauan dan penguatan integrasi antarmoda, komitmen ini terus diwujudkan melalui implementasi standar pelayanan yang konsisten, inklusif, dan patuh terhadap regulasi yang berlaku.

Sebagai bagian dari dedikasi menciptakan ekosistem transportasi yang ramah bagi semua, LRT Jakarta menjamin pemenuhan fasilitas bagi pelanggan disabilitas dan kelompok prioritas. Fasilitas tersebut mencakup penyediaan *guiding block*, *ramp*, *lift* khusus, kursi prioritas, area khusus kursi roda di dalam *trainset* yang dilengkapi dengan pengait pengaman, serta kesiapsiagaan petugas *frontline* yang terlatih untuk memberikan pendampingan.

Lebih lanjut, Perseroan mengoptimalkan sistem pengaduan dan umpan balik pelanggan secara terintegrasi. Hal ini memastikan setiap penumpang, termasuk penyandang disabilitas, memiliki ruang yang setara untuk menyampaikan aspirasi dan mendapatkan penyelesaian yang responsif. Melalui langkah konkret ini, LRT Jakarta menjamin seluruh pelanggan dapat menikmati mobilitas yang aman, nyaman, dan berkeadilan, sejalan dengan prinsip *Environment, Social, and Governance* (ESG).

Dampak Produk dan Jasa [OJK F.28]

Kehadiran layanan transportasi massal PT LRT memberikan dampak positif yang terukur, baik secara lingkungan maupun sosial-ekonomi. Secara lingkungan, operasional kereta berbasis listrik ini secara langsung membantu mengurangi emisi karbon (gas rumah kaca) dan polusi udara perkotaan dengan mendorong peralihan mobilitas masyarakat dari kendaraan pribadi ke transportasi umum. Sementara itu, dari sisi sosial dan ekonomi, layanan jasa PT LRT berkontribusi dalam mengurangi kemacetan lalu lintas, meningkatkan efisiensi waktu perjalanan publik melalui transportasi yang aman dan nyaman, serta memacu pertumbuhan ekonomi lokal melalui pengembangan kawasan berorientasi transit (TOD) di sekitar area stasiun.

Dampak Sosial (Optimalisasi Waktu dan Peningkatan Kualitas Hidup)

Kehadiran LRT Jakarta dirancang untuk memberikan nilai tambah sosial yang signifikan berupa “pengembalian waktu”

Commitment to Providing Equal Access to Products and/or Services for Consumers [OJK F.17]

LRT Jakarta reiterates its commitment to providing equitable access to transportation services for all segments of society without discrimination. Throughout 2025, in line with efforts to expand coverage and strengthen intermodal integration, this commitment has been realized through the consistent implementation of service standards that are inclusive and compliant with applicable regulations.

As part of its dedication to creating a transport ecosystem that is accessible to everyone, LRT Jakarta ensures the provision of facilities for passengers with disabilities and other priority groups. These facilities include guiding blocks, ramps, dedicated lifts, priority seating, designated wheelchair areas within trainsets equipped with secure restraints, and the readiness of trained frontline staff to provide assistance.

Furthermore, the Company optimizes an integrated customer complaint and feedback system, ensuring that every passenger, including those with disabilities, has an equal opportunity to express concerns and receive responsive resolutions. Through these concrete measures, LRT Jakarta guarantees that all passengers can enjoy safe, comfortable, and equitable mobility, in line with Environment, Social, and Governance (ESG) principles.

Impact of Products and Services [OJK F.28]

The presence of PT LRT's mass transit services has had measurable positive impacts, both environmentally and socio-economically. Environmentally, the operation of these electric trains directly helps reduce carbon emissions (greenhouse gases) and urban air pollution by encouraging the public to shift from private vehicles to public transportation. Meanwhile, from a social and economic perspective, PT LRT's services help alleviate traffic congestion, improve the efficiency of public travel time through safe and comfortable transportation, and drive local economic growth through the development of transit-oriented districts (TOD) around station areas.

Social Impact (Time Savings and Improved Quality of Life)

The presence of LRT Jakarta is designed to deliver significant social value in the form of “time savings” for the community.

bagi masyarakat. Dengan menyediakan alternatif transportasi umum yang terintegrasi dan efisien, Perseroan berkontribusi dalam meminimalkan dampak kemacetan ibu kota terhadap produktivitas warga. Fokus peningkatan kualitas hidup pelanggan ini diwujudkan melalui:

- **Keandalan Waktu Tempuh**
Memastikan operasional kereta berjalan dengan tingkat ketepatan waktu (*On-Time Performance*) yang konsisten. Hal ini memberikan kepastian durasi perjalanan yang dapat diandalkan oleh penumpang dari titik keberangkatan hingga tujuan.
- **Solusi Mobilitas Bebas Hambatan**
Menghadirkan jalur mobilitas alternatif yang efisien untuk menyalasi kepadatan lalu lintas jalan raya yang kerap terjadi pada jam-jam sibuk.
- **Kesejahteraan Fisik dan Psikologis Penumpang**
Menyediakan fasilitas dan lingkungan perjalanan yang aman, nyaman, dan terprediksi. Upaya ini secara proaktif membantu menekan tingkat kelelahan fisik dan stres psikologis yang umumnya dialami masyarakat saat menghadapi kemacetan panjang dengan kendaraan pribadi.

Secara keseluruhan, peralihan moda transportasi masyarakat ke LRT Jakarta tidak hanya memfasilitasi mobilitas perkotaan yang lebih efisien, tetapi juga berkontribusi langsung pada peningkatan kualitas hidup penumpang melalui pengalaman perjalanan yang lebih rileks dan produktif.

Pengalaman & Kualitas Layanan (Service Excellence)

Komitmen dalam menjaga kualitas layanan tersebut dibuktikan secara nyata melalui efektivitas sistem penanganan masukan dan keluhan pelanggan. Sepanjang tahun 2025, mekanisme respons Perseroan menunjukkan kinerja yang sangat optimal dan terkendali. Dari total 46 aduan yang diterima melalui berbagai kanal komunikasi resmi, seluruhnya telah ditindaklanjuti dan diselesaikan secara komprehensif.

Data Keluhan & Resolusi: Rasio antara jumlah aduan yang masuk melalui berbagai kanal dengan tingkat kecepatan penyelesaiannya (*response rate & resolution rate*).

Total Keluhan Masuk Tahun 2025 Total Complaints Received in 2025	Tingkat Respons Response Rate	Tingkat Penyelesaian Resolution Rate
46	100%	100%

Keberhasilan mencapai tingkat respons (*Response Rate*) dan tingkat penyelesaian (*Resolution Rate*) sebesar 100% merupakan cerminan langsung dari dedikasi LRT Jakarta. Pencapaian ini menegaskan bahwa setiap suara pelanggan tidak sekadar didengar, melainkan dikelola dengan cepat, transparan, dan berorientasi pada solusi. Ke depannya, Perseroan berkomitmen untuk terus menyempurnakan standar pelayanan publik demi menjaga kepercayaan masyarakat dan mendorong terwujudnya transportasi perkotaan yang prima.

By providing an integrated and efficient public transportation alternative, the Company contributes to minimizing the impact of traffic congestion in the capital on citizens' productivity. This focus on enhancing customer quality of life is realized through:

- **Travel Time Reliability**
Ensuring train operations maintain a consistent on-time performance, providing passengers with predictable journey durations from departure to destination.
- **Seamless Mobility Solutions**
Offering efficient alternative mobility routes to mitigate road traffic congestion, particularly during peak hours.
- **Passenger Physical and Psychological Well-Being**
Providing safe, comfortable, and predictable travel environments. These efforts proactively help reduce physical fatigue and psychological stress commonly experienced by commuters facing long traffic jams in private vehicles.

Overall, the modal shift of commuters to LRT Jakarta not only facilitates more efficient urban mobility but also directly contributes to improving passengers' quality of life through a more relaxed and productive travel experience.

Experience & Service Quality (Service Excellence)

Our commitment to maintaining service quality is tangibly demonstrated through the effectiveness of our customer feedback and complaint handling system. Throughout 2025, the Company's response mechanisms demonstrated highly optimal and well-managed performance. Of the total 46 complaints received through various official communication channels, all were thoroughly addressed and resolved.

Complaint & Resolution Data: The ratio of the number of complaints received through various channels to the speed at which they are resolved (*response rate and resolution rate*).

Achieving a 100% response rate and resolution rate is a direct reflection of LRT Jakarta's dedication. This achievement confirms that every customer's voice is not merely heard, but is addressed promptly, transparently, and with a focus on solutions. Moving forward, the Company is committed to continuously improving public service standards to maintain public trust and foster the realization of excellent urban transportation.

Komitmen dan Kebijakan

Menghadirkan layanan bernilai tambah bagi seluruh pemangku kepentingan dan pelanggan merupakan prioritas strategis Perseroan. Komitmen ini direalisasikan melalui profesionalisme setiap Insan LRT Jakarta yang dituntut untuk bekerja dengan sigap, andal, dan berintegritas, dengan berlandaskan pada kepatuhan terhadap Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen.

Dalam rangka menjaga kualitas *service excellence*, Perseroan juga memperkuat tata kelola rantai pasok. Kolaborasi yang harmonis dengan mitra kerja, vendor, dan pemasok terus dibina guna menjamin keandalan sarana dan prasarana operasional, sehingga produk dan layanan yang dinikmati masyarakat selalu memenuhi standar mutu terbaik.

Sebagai wujud tanggung jawab mutlak, Perseroan menetapkan *Key Performance Indicators* (KPI) operasional yang ketat. Upaya berkelanjutan ini mencakup pemeliharaan pusat layanan informasi yang transparan, operasional *call center* yang responsif, serta penciptaan inovasi layanan digital berbasis kebutuhan pengguna. Target utama dari seluruh kebijakan ini adalah menekan angka keluhan hingga seminimal mungkin (*zero critical complaint*), demi merawat kepercayaan dan loyalitas pelanggan jangka panjang.

Program dan Kegiatan yang Dilakukan

- Kesehatan dan Keselamatan Konsumen (HSE/K3)**
 Aspek kesehatan dan keselamatan kerja serta lingkungan (HSE) adalah fondasi tak terpisahkan dari operasional LRT Jakarta. Guna memastikan keamanan penumpang, Perseroan menerapkan Sistem Manajemen Mutu dan Keselamatan Perkeretaapian yang berstandar tinggi. Evaluasi berkala, sterilisasi area stasiun, serta pemeliharaan *trainset* dilakukan secara ketat untuk menjamin bahwa seluruh proses layanan bebas dari risiko kecelakaan atau hal-hal yang dapat membahayakan pengguna jasa.
- Transparansi Informasi Produk dan Promosi**
 Perseroan menjunjung tinggi hak konsumen atas informasi yang benar, akurat, dan tidak menyesatkan. Seluruh informasi material mengenai layanan LRT Jakarta — baik itu jadwal, perubahan rute, integrasi antarmoda, hingga tata tertib — disosialisasikan secara *real-time* dan transparan. Demi kemudahan akses, informasi dan program promosi ini didistribusikan melalui ekosistem komunikasi digital yang komprehensif, mulai dari situs web resmi, aplikasi, media sosial, hingga layar informasi di area stasiun. Komunikasi yang proaktif ini menjadi kunci dalam membangun *engagement* yang positif.
- Survei Kepuasan Pelanggan (SKP)**
 Seiring dengan dinamisnya kebutuhan mobilitas masyarakat urban pada tahun 2025, LRT Jakarta menjadikan kepuasan konsumen sebagai barometer utama keberhasilan operasional. Untuk menangkap *Voice of Customer* (VoC) secara presisi, Perseroan secara rutin melaksanakan Survei Kepuasan Pelanggan. Hasil dari

Commitment and Policy

Delivering value-added services to all stakeholders and customers is a strategic priority for the Company. This commitment is realized through the professionalism of every LRT Jakarta employee, who is expected to work promptly, reliably, and with integrity, based on compliance with Law No. 8 of 1999 on Consumer Protection.

To uphold service excellence, the Company also strengthens supply chain governance. Harmonious collaboration with business partners, vendors, and suppliers is continuously cultivated to ensure the reliability of operational facilities and infrastructure, so that the products and services enjoyed by the public consistently meet the highest quality standards.

As an expression of absolute responsibility, the Company establishes strict operational Key Performance Indicators (KPIs). These ongoing efforts include the maintenance of a transparent information service center, responsive call center operations, and the development of user-centered digital service innovations. The primary goal of these policies is to minimize complaints to the lowest possible level (zero critical complaints), thereby safeguarding long-term customer trust and loyalty.

Programs and Activities Implemented

- Consumer Health and Safety (HSE/OHS)**
 Health, safety, and environmental (HSE) aspects are an inseparable foundation of LRT Jakarta's operations. To ensure passenger security, the Company implements a high-standard Railway Quality and Safety Management System. Regular evaluations, station area sterilization, and trainset maintenance are carried out rigorously to guarantee that all service processes are free from accident risks or hazards that could endanger passengers.
- Transparency of Product Information and Promotions**
 The Company upholds consumers' right to accurate, truthful, and non-misleading information. All material information regarding LRT Jakarta services—including schedules, route changes, intermodal integration, and regulations—is communicated in real-time and with full transparency. For ease of access, this information and promotional programs are distributed through a comprehensive digital communication ecosystem, including the official website, mobile application, social media platforms, and information screens at stations. Proactive communication is key to fostering positive customer engagement.
- Customer Satisfaction Surveys (CSS)**
 In response to the dynamic mobility needs of urban communities in 2025, LRT Jakarta regards customer satisfaction as the primary benchmark of operational success. To accurately capture the Voice of the Customer (VoC), the Company routinely conducts Customer Satisfaction Surveys. The results of these comprehensive

evaluasi komprehensif ini langsung diintegrasikan ke dalam peta jalan inovasi Perseroan. Melalui langkah ini, LRT Jakarta tidak hanya mampu mengidentifikasi area yang memerlukan perbaikan *continuous improvement*, tetapi juga terus berinovasi agar selalu melampaui ekspektasi pelanggan di masa depan.

Inovasi dan Pengembangan [OJK F.26]

LRT Jakarta secara berkesinambungan menghadirkan inovasi dalam pengembangan infrastruktur dan layanan operasional. Langkah adaptif ini bertujuan untuk mendongkrak efisiensi operasional, menekan emisi dan dampak lingkungan, serta meningkatkan standar kenyamanan maupun keselamatan penumpang. Sejalan dengan prinsip *Sustainable Development Goals* (SDGs), adopsi teknologi termutakhir terus dilakukan guna mewujudkan ekosistem transportasi publik yang lebih hijau, inklusif, dan andal bagi seluruh lapisan masyarakat.

Hingga sepanjang tahun 2025, LRT Jakarta telah mengakselerasi dan mengimplementasikan sejumlah inovasi strategis, di antaranya:

- **Pengembangan Kawasan Depo LRT Jakarta (Integrasi TOD)**

LRT Jakarta terus mematangkan rancangan Depo LRT sebagai titik pusat konsep *Transit Oriented Development* (TOD) di kawasan Jakarta Utara. Optimalisasi tata ruang dan lahan depo ini diproyeksikan tidak hanya sebagai fasilitas perawatan sarana, tetapi juga dimanfaatkan secara strategis untuk mendongkrak nilai ekonomi kawasan sekaligus mendukung ekosistem mobilitas perkotaan yang berkelanjutan.

- **Digitalisasi Pembayaran melalui LarataPay**

Sebagai wujud nyata transformasi digital berkelanjutan, LRT Jakarta berkolaborasi dengan Bank DKI dalam menghadirkan LarataPay. Solusi sistem pembayaran digital ini dirancang untuk memangkas waktu antrean (*seamless transaction*), memberikan kemudahan akses, serta mendorong terciptanya ekosistem *cashless society* di sektor transportasi perkotaan modern.

Melalui rangkaian inovasi strategis tersebut, LRT Jakarta tidak sekadar meningkatkan kualitas pengalaman bertransportasi (*customer journey*), melainkan juga berkontribusi aktif dalam membentuk masa depan mobilitas Jakarta yang cerdas dan berkelanjutan.

Produk/Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan [OJK F.27]

Bagi PT LRT Jakarta, keamanan operasional dan keselamatan penumpang (*Safety First*) adalah fondasi utama yang tidak dapat ditawar. Keandalan sistem transportasi publik secara langsung berkorelasi dengan tingginya tingkat kepercayaan masyarakat, yang pada gilirannya mendorong migrasi dari kendaraan pribadi ke transportasi massal. Hal ini berdampak positif terhadap penurunan emisi gas buang dan kemacetan ibu kota.

evaluations are directly integrated into the Company's innovation roadmap. Through this approach, LRT Jakarta is not only able to identify areas requiring continuous improvement but also continually innovates to consistently exceed customer expectations in the future.

Innovation and Development [OJK F.26]

LRT Jakarta continuously introduces innovations in the development of infrastructure and operational services. These adaptive initiatives aim to enhance operational efficiency, reduce emissions and environmental impacts, and improve passenger comfort and safety standards. In line with the principles of the Sustainable Development Goals (SDGs), cutting-edge technology is consistently adopted to realize a greener, more inclusive, and reliable public transport ecosystem for all segments of society.

Throughout 2025, LRT Jakarta accelerated and implemented several strategic innovations, including:

- **Development of the LRT Jakarta Depot Area (TOD Integration)**

LRT Jakarta has been refining the design of its depot as a central hub for the Transit-Oriented Development (TOD) concept in North Jakarta. The optimization of depot space and land is projected not only to serve as a maintenance facility but also strategically enhance the economic value of the area while supporting a sustainable urban mobility ecosystem.

- **Digital Payment through LarataPay**

As a tangible manifestation of continuous digital transformation, LRT Jakarta collaborated with Bank DKI to launch LarataPay. This digital payment system is designed to reduce queuing times (seamless transactions), facilitate convenient access, and promote the creation of a cashless society within the modern urban transportation sector.

Through these strategic innovations, LRT Jakarta not only enhances the quality of the transportation experience (*customer journey*) but also actively contributes to shaping a smart and sustainable mobility future for Jakarta.

Products/Services Evaluated for Customer Safety [OJK F.27]

For PT LRT Jakarta, operational safety and passenger security (*Safety First*) are non-negotiable foundational principles. The reliability of public transportation systems directly correlates with high public trust, which in turn encourages a shift from private vehicles to mass transit, positively impacting the reduction of emissions and urban traffic congestion.



Dalam rangka menjamin perlindungan maksimal bagi pelanggan dan aset Perseroan, LRT Jakarta menerapkan langkah-langkah mitigasi risiko dan pengamanan berlapis sebagai berikut:

- **Simulasi Tanggap Darurat dan Pengendalian Huru-hara (PHH)**
Secara periodik diselenggarakan di area stasiun (seperti Stasiun Pegangsaan Dua) guna memastikan kesiapsiagaan personel dalam menghadapi eskalasi situasi darurat. Latihan ini melibatkan sinergi lintas instansi bersama Pamobvit, Polsek, dan Koramil setempat.
- **Penyempurnaan Sistem Manajemen Pengamanan (SMP)**
Sebagai Objek Vital Nasional (*Obvitnas*), audit SMP dilaksanakan secara ketat untuk mengevaluasi efektivitas prosedur pengamanan operasional di seluruh stasiun dan depo.
- **Mitigasi Bahaya Kebakaran**
Menjalin kerja sama strategis dengan Dinas Penanggulangan Kebakaran dan Penyelamatan (*Gulkarmat*) Provinsi DKI Jakarta untuk menyusun dan menyimulasikan Dokumen Rencana Operasi Penanggulangan Kebakaran secara berkala.
- **Standarisasi Pemeliharaan Sarana (*Trainset*)**
Perawatan armada dilakukan secara presisi, meliputi perawatan ringan (*light maintenance*) setiap siklus 7 hari dan 4 bulan, serta perawatan berat (*heavy maintenance*) yang mencakup *semi-overhaul* setiap 4 tahun dan *overhaul* menyeluruh setiap 8 tahun guna menjaga performa kereta tetap prima.

Pencapaian Audit Pengamanan

Dedikasi tanpa henti dalam menjaga standar keamanan ini membuahkan hasil nyata. Pada akhir tahun 2024, PT LRT Jakarta berhasil meraih sertifikat kualifikasi tertinggi Gold Reward dalam Audit Sistem Manajemen Pengamanan (SMP) dari Direktorat Pengamanan Objek Vital (*Ditpamobvit*) Korsabbara Baharkam Polri. Komitmen ini semakin diperkuat pada Oktober 2025 melalui penandatanganan Pedoman Kerja Teknis (PKT) Pengawasan dan Pengendalian (*Wasdal*) SMP bersama Polri. Pencapaian ini mengukuhkan status LRT Jakarta sebagai entitas transportasi publik vital yang menjamin operasional yang aman, andal, dan terlindungi bagi warga Jakarta.

Survei Kepuasan Pelanggan [OJK F.30]

Sebagai upaya untuk mengevaluasi efektivitas layanan dan memahami ekspektasi pelanggan yang terus berkembang, Perseroan menjadikan *Customer Satisfaction Index* (CSI) sebagai metrik utama kinerja pelayanan. Survei kepuasan pelanggan dilaksanakan secara berkala untuk memetakan kualitas interaksi layanan, keandalan fasilitas, dan pengalaman bertransportasi secara menyeluruh.

Adapun rekapitulasi hasil survei kepuasan pelanggan Perseroan adalah sebagai berikut:

To ensure maximum protection for customers and Company assets, LRT Jakarta implements layered risk mitigation and security measures, as follows:

- **Emergency Response and Crowd Control Simulations**
Conducted periodically at stations (such as Pegangsaan Dua Station) to ensure personnel preparedness in handling escalated emergency situations. These exercises involve cross-agency coordination with *Pamobvit*, local police sectors (*Polsek*), and military command units (*Koramil*).
- **Enhancement of the Security Management System (SMS)**
As a National Vital Object (*Obvitnas*), SMS audits are rigorously carried out to evaluate the effectiveness of operational security procedures across all stations and depots.
- **Fire Hazard Mitigation**
Strategic collaboration with the Fire and Rescue Service (*Gulkarmat*) of DKI Jakarta Province to develop and periodically simulate the Fire Response Operation Plan, ensuring readiness against fire incidents.
- **Standardized Trainset Maintenance**
Fleet maintenance is conducted precisely, including light maintenance every 7 days and 4 months, and heavy maintenance comprising semi-overhaul every 4 years and full overhaul every 8 years, ensuring the trains' performance remains optimal.

Security Audit Achievements

Unwavering dedication to maintaining security standards has yielded tangible results. By the end of 2024, PT LRT Jakarta obtained the highest qualification certificate, Gold Reward, in the Security Management System (SMS) Audit from the Directorate of Vital Object Security (*Ditpamobvit*) Korsabbara Baharkam Polri. This commitment was further strengthened in October 2025 through the signing of the Technical Work Guidelines (PKT) for Supervision and Control (*Wasdal*) of SMS in collaboration with the Indonesian National Police. These achievements affirm LRT Jakarta's status as a vital public transportation entity, ensuring safe, reliable, and protected operations for the residents of Jakarta.

Customer Satisfaction Survey [OJK F.30]

In an effort to evaluate service effectiveness and understand the evolving expectations of customers, the Company adopts the *Customer Satisfaction Index* (CSI) as the primary performance metric. Customer satisfaction surveys are conducted periodically to map the quality of service interactions, the reliability of facilities, and the overall transportation experience.

The summary of the Company's customer satisfaction survey results is as follows:

Survei Kepuasan Pelanggan Tahun 2025 2025 Customer Satisfaction Survey

Triwulan 1 – 2025 Q1 - 2025	Triwulan 2 – 2025 Q2 – 2025	Triwulan 3 – 2025 Q3 – 2025	Triwulan 4- 2025 Q4 – 2025
92,60%	93,10%	95,05%	86,10%

Pada triwulan I hingga III, Perseroan melaksanakan pengukuran *Customer Satisfaction Index* (CSI) melalui mekanisme internal sebagai bagian dari upaya pemantauan kualitas layanan secara berkelanjutan. Memasuki triwulan IV, Perseroan menunjuk pihak ketiga independen untuk melakukan pengukuran sekaligus melakukan validasi terhadap hasil pengukuran internal yang telah dilaksanakan pada periode sebelumnya, guna memastikan objektivitas dan keandalan data.

From Q1 to Q3, the Company conducted the Customer Satisfaction Index (CSI) measurement internally as part of ongoing efforts to monitor service quality. In Q4, the Company engaged an independent third party to conduct the measurement and validate the previously conducted internal results, ensuring data objectivity and reliability.

Mekanisme dan Penanganan Pengaduan

Perseroan menyediakan layanan untuk menyampaikan keluhan, saran, maupun apresiasinya melalui *Care Center Layanan Sahabat LRTJ* (CARLA) yang beroperasi dari Senin-Minggu (termasuk hari libur nasional) mulai pukul 06.00-22.00 WIB. Layanan ini dapat diakses melalui *website* www.lrtjakarta.co.id, surat elektronik melalui carla@lrtjakarta.co.id, media sosial yang dimiliki LRT Jakarta atau dengan menghubungi nomor *hotline* (021) 50899909.

Complaint Mechanism and Handling

The Company provides channels for customers to submit complaints, suggestions, or appreciation through the Sahabat LRTJ Care Center (CARLA), which operates Monday to Sunday (including national holidays) from 06:00 to 22:00 WIB. This service can be accessed via the official website www.lrtjakarta.co.id, email carla@lrtjakarta.co.id, LRT Jakarta's social media platforms, or by calling the hotline (021) 50899909.

Konsumen atau pelanggan juga dapat menyampaikan keluhannya melalui surat elektronik ke lrtjakartaintegritas@tipoffs.info, surat pos ke LRT Jakarta Integritas, PO Box 2801, JKP 10028, media sosial, situs web resmi LRT Jakarta, ataupun SMS dan whatsapp ke nomor +62 81 1199 23335. Setiap pengaduan yang disampaikan pelanggan dan masyarakat selanjutnya akan ditindaklanjuti oleh Perseroan dalam rangka memberikan layanan yang optimal kepada konsumen.

Customers may also submit complaints via email to lrtjakartaintegritas@tipoffs.info, postal mail to LRT Jakarta Integritas, PO Box 2801, JKP 10028, social media, the official LRT Jakarta website, or via SMS and WhatsApp at +62 81 1199 23335. All complaints received from customers and the public are subsequently followed up by the Company to ensure optimal service delivery.

Di sepanjang tahun 2025, total rekapitulasi data masuk melalui *contact center* LRT Jakarta berjumlah 18.406 pesan, dengan rincian sebagai berikut:

Throughout 2025, the total number of messages received through LRT Jakarta's contact center reached 18,406, with details as follows:

Kanal Channel	2025	2024	2025 vs 2024
Call	1.234	3.391	-2.157
E-mail	1.629	3.210	-1.581
LiveChat	2.120	3.814	-1.694
Facebook	334	830	-496
Twitter	176	354	-178
Instagram	12.913	12.762	+ 151
Total	18.406	24.361	- 5.955

Jumlah Produk yang Ditarik Kembali

[OJK F.29] [GRI 416-1] [GRI 416-2]

Sebagai entitas bisnis yang bergerak di sektor jasa transportasi publik, PT LRT Jakarta tidak memproduksi, mendistribusikan, atau memperjualbelikan barang fisik kepada konsumen akhir. Oleh karena itu, sepanjang tahun pelaporan 2025, jumlah produk fisik yang ditarik kembali dari pasaran (*product recall*) akibat cacat produksi maupun risiko kesehatan dan keselamatan adalah nihil (0).

Meskipun demikian, sejalan dengan esensi indikator perlindungan konsumen dari Otoritas Jasa Keuangan (OJK), LRT Jakarta mengadopsi prinsip “penarikan layanan” (*service withdrawal* atau *recall*) ke dalam konteks operasional transportasi. Kebijakan ini merupakan bentuk mitigasi risiko proaktif untuk menjamin keselamatan pelanggan (*Safety First*). [GRI 3-3]

Konteks penarikan layanan ini meliputi:

1. Penarikan Sarana (*Trainset*): Mengeluarkan kereta dari jalur operasional komersial dan mengembalikannya ke depo secara darurat apabila terdeteksi anomali teknis sekecil apa pun yang berpotensi mengganggu keselamatan atau kenyamanan penumpang.
2. Penangguhan Sistem/Fasilitas: Menghentikan sementara operasional fasilitas stasiun (seperti eskalator atau lift) atau fitur layanan digital (seperti *ticketing* atau *LarataPay*) jika ditemukan kendala fungsi, hingga perbaikan dan uji kelayakan ulang selesai dilakukan.

Selama tahun 2025, Perseroan mencatat terdapat **24** tindakan penarikan sementara *trainset* ke depo di luar jadwal pemeliharaan rutin, serta **8** insiden penangguhan layanan operasional fasilitas stasiun. Seluruh tindakan pencegahan tersebut telah dieksekusi sesuai dengan *Standard Operating Procedure* (SOP) keselamatan ketat yang berlaku. Waktu rata-rata pemulihan layanan (*service recovery time*) tercatat selama **112** menit, sehingga langkah mitigasi ini berhasil mencegah terjadinya insiden yang merugikan penumpang tanpa mengganggu jadwal operasional secara material. [GRI 3-3]

Number of Products Recalled

[OJK F.29] [GRI 416-1] [GRI 416-2]

As a business entity operating in the public transportation service sector, PT LRT Jakarta does not manufacture, distribute, or sell physical goods to end consumers. Therefore, throughout the 2025 reporting period, the number of physical products recalled from the market due to production defects or health and safety risks was nil (0).

Nevertheless, in line with the essence of the consumer protection indicator from the Financial Services Authority (OJK), LRT Jakarta has adopted the principle of “service withdrawal” (*service recall*) within the context of transportation operations. This policy represents a proactive risk mitigation measure to ensure passenger safety (*Safety First*) [GRI 3-3].

The context of service withdrawal includes:

1. Trainset Withdrawal: Removing trains from commercial operational lines and returning them to the depot immediately if any technical anomaly is detected, no matter how minor, that could potentially compromise passenger safety or comfort.
2. System/Facility Suspension: Temporarily halting the operation of station facilities (such as escalators or lifts) or digital service features (such as ticketing systems or *LarataPay*) upon detection of functional issues, until repairs and re-certification are completed.

During 2025, the Company recorded **24** instances of unscheduled trainset withdrawals to the depot outside regular maintenance, and **8** incidents of operational service suspension for station facilities. All preventive actions were executed in accordance with strict Standard Operating Procedures (SOPs) for safety. The average service recovery time was recorded at **112** minutes, demonstrating that these mitigation measures successfully prevented incidents that could harm passengers without materially disrupting operational schedules. [GRI 3-3]

Penghargaan di Bidang Produk dan Konsumen Tahun 2025

2025 Product and Consumer Awards

Tanggal Date	Nama Penghargaan Name of Award	Institusi yang Memberikan Awarding Institutions
30 Juli 2025 July 30, 2025	Top BUMD 2025 kategori <i>Transportation</i> dengan predikat “ <i>Commitment to Accessible Public Transport through Integration and Community-Centric Engagement</i> ”. Top BUMD 2025 in the Transportation category with the title “ <i>Commitment to Accessible Public Transport through Integration and Community-Centric Engagement</i> ”.	Menteri Dalam Negeri Minister of Home Affairs

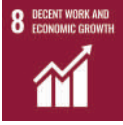
Tanggal Date	Nama Penghargaan Name of Award	Institusi yang Memberikan Awarding Institutions
25 September 2025	<i>The Best Contact Center Indonesia</i> (TBCCI) adalah ajang kompetisi nasional industri <i>contact center</i> yang diselenggarakan oleh ICCA (Indonesia Contact Center Association) sejak 2007. Ajang ini menjadi tolok ukur kualitas layanan, mencakup penilaian individu, tim, dan program korporat, serta menguji kompetensi layanan, inovasi, pengalaman pelanggan, dan operasional. TBCCI mendorong peningkatan standar layanan, profesionalisme, dan daya saing hingga tingkat internasional. Kategori yang diikuti oleh LRT Jakarta di tahun 2025 di antaranya: 1. The Best Agent Inbound: Menilai kemampuan agen dalam menangani panggilan masuk, termasuk komunikasi, <i>problem solving</i>, dan kepuasan pelanggan. 2. The Best Customer Service Onsite: Fokus pada layanan tatap muka di lokasi, dengan penilaian pada sikap, kecepatan, dan kualitas pelayanan langsung. 3. The Best Team Leader Customer Service: Mengukur kemampuan <i>leader</i> dalam memimpin tim, <i>coaching</i>, <i>monitoring</i> kinerja, dan memastikan kualitas layanan. 4. Best of The Best Customer Service On-Site: Kategori lanjutan untuk pemenang terbaik, menguji performa secara lebih komprehensif dan kompetitif. 5. e-Sport Team (MLBB): Kompetisi non-layanan untuk membangun <i>teamwork</i> dan <i>engagement</i> karyawan melalui <i>game</i> Mobile Legends. Penghargaan yang diraih oleh LRT Jakarta dalam ajang <i>The Best Contact Center Indonesia</i> tahun 2025 sebagai berikut: • Platinum – The Best Agent Inbound Public • Gold – The Best of The Best Customer Service On-Site • Silver – The Best Customer Service On-Site • Silver – The Best E-Sport Team The Best Contact Center Indonesia (TBCCI) is a national competition for the contact center industry organized by ICCA (Indonesia Contact Center Association) since 2007. This event serves as a benchmark for service quality, encompassing the evaluation of individuals, teams, and corporate programs, while testing service competence, innovation, customer experience, and operational excellence. TBCCI drives improvements in service standards, professionalism, and competitiveness up to the international level. The categories LRT Jakarta participated in during 2025 include: 1. The Best Agent Inbound – Evaluates the ability of agents to handle inbound calls, including communication skills, problem-solving, and customer satisfaction. 2. The Best Customer Service Onsite – Focuses on face-to-face service at locations, assessing attitude, responsiveness, and quality of direct service. 3. The Best Team Leader Customer Service – Measures a leader's capability to manage a team, provide coaching, monitor performance, and ensure service quality. 4. Best of The Best Customer Service On-Site – An advanced category for top winners, assessing performance more comprehensively and competitively. 5. e-Sport Team (MLBB) – A non-service competition aimed at fostering teamwork and employee engagement through the Mobile Legends game. Awards Achieved by LRT Jakarta at TBCCI 2025: • Platinum – The Best Agent Inbound Public • Gold – The Best of The Best Customer Service • Silver – The Best Customer Service • Silver – The Best E-Sport Team	ICCA (Indonesia Contact Center Association)

Dukungan terhadap Sustainable Development Goals (SDGs) [OJK F.25]

Kegiatan dan kebijakan LRT yang dikaitkan sebagai dukungan terhadap Tujuan Pembangunan Berkelanjutan atau SDGs.

Support for Sustainable Development Goals (SDGs) [OJK F.25]

LRT activities and policies that contribute to the Sustainable Development Goals (SDGs).

Tujuan Pembangunan Berkelanjutan (SDGs) Sustainable Development Goals (SDGs)	Kegiatan/Kebijakan/Inisiatif LRT Jakarta Activities/Policies/Initiatives of LRT Jakarta	Keterangan Information
SDG 3: Kehidupan Sehat dan Sejahtera SDG 3: Good Health and Well-being 	- Penerapan standar K3/HSE secara ketat untuk karyawan dan operasional. - Perlindungan kesehatan karyawan melalui BPJS Kesehatan & Ketenagakerjaan serta asuransi tambahan. - Simulasi tanggap darurat, audit pengamanan, dan mekanisme penarikan sarana darurat demi keselamatan penumpang (<i>Safety First</i>). - Strict enforcement of OHS/HSE standards for employees and operations. - Employee health protection through BPJS Health & Employment and supplemental insurance. - Emergency response drills, safety audits, and emergency evacuation procedures to ensure passenger safety (<i>Safety First</i>).	0% insiden fatal kecelakaan kerja. - Biaya pemenuhan hak dan K3 mencapai Rp4.657.795.379. 100% karyawan dan keluarganya menerima tunjangan asuransi kesehatan, termasuk BPJS. 0% fatal work-related injury rate - Costs related to employee benefits and occupational health and safety (OHS) totaled Rp4,657,795,379. 100% of employees and their families receive health insurance benefits, including BPJS.
SDG 4: Pendidikan Bermutu SDG 4: Quality Education 	- Penyelenggaraan program pelatihan dan pengembangan kompetensi karyawan secara rutin. - Pemberian akses pendidikan yang setara bagi seluruh Insan LRT Jakarta untuk mendukung regenerasi dan jenjang karier. - Regularly conducting employee training and competency development programs. - Providing equal access to education for all LRT Jakarta employees to support succession planning and career advancement.	Merealisasikan investasi sebesar Rp 4.441.904.189 untuk program pelatihan dan sertifikasi kompetensi (termasuk di dalamnya program beasiswa untuk karyawan). Allocating an investment of Rp4,441,904,189 for training and competency certification programs (including a scholarship program for employees).
SDG 5: Kesenjangan Gender SDG 5: Gender Equality 	- Kebijakan rekrutmen, pengembangan karier, dan promosi yang adil tanpa diskriminasi gender. - Pemenuhan hak cuti melahirkan bagi karyawan perempuan dan izin mendampingi persalinan bagi karyawan laki-laki. - Fair recruitment, career development, and promotion policies free from gender discrimination. - Provision of maternity leave for female employees and paternity leave for male employees.	Saat ini, 25,8% karyawan PT LRT adalah perempuan. 16,2% posisi Asisten Manajer – General Manajer diisi oleh perempuan. Currently, 25.8% of PT LRT's employees are women. 16.2% of Assistant Manager-General Manager positions are held by women.
SDG 7: Energi Bersih dan Terjangkau SDG 7: Affordable and Clean Energy 	- Penggunaan energi listrik (nir-emisi di titik operasi) sebagai tenaga penggerak utama armada kereta, mengurangi ketergantungan pada bahan bakar fosil. - Menerapkan kebijakan efisiensi energi di seluruh fasilitas operasional perusahaan (stasiun, depo, dan kantor pusat), seperti pemanfaatan teknologi hemat energi. - Use of electric energy (Zero On-Site Emissions) as the primary propulsion power for the train fleet, reducing dependence on fossil fuels. - Implementation of Energy Efficiency Policies across all operational facilities (stations, depots, and headquarters), including the adoption of energy-saving technologies.	- Pembangkit Listrik Tenaga Surya (PLTS) Atap dengan kapasitas total 93 kWp - Penggunaan 100% lampu LED di seluruh area peron dan <i>concourse</i>. - Rooftop Solar Power Plant (PV System) with a total capacity of 93 kWp. 100% LED Lighting Deployment across all platform and <i>concourse</i> areas.
SDG 8: Pekerjaan Layak dan Pertumbuhan Ekonomi SDG 8: Decent Work and Economic Growth 	- Pemberian remunerasi yang adil dan sesuai UMK dengan rasio pengupahan terendah 1:1. - Kebijakan tegas menolak praktik pekerja anak dan kerja paksa, termasuk pengawasan ketat terhadap mitra kerja/ vendor. - Fair compensation in accordance with the regional minimum wage, with a minimum wage ratio of 1:1. - A strict policy against child labor and forced labor, including rigorous monitoring of business partners and vendors.	Tidak terdapat pelanggaran terhadap pekerja anak dan praktik kerja paksa, serta ketentuan UMP. There were no violations regarding child labor, forced labor, or the minimum wage regulations.

Tujuan Pembangunan Berkelanjutan (SDGs) Sustainable Development Goals (SDGs)	Kegiatan/Kebijakan/Inisiatif LRT Jakarta Activities/Policies/Initiatives of LRT Jakarta	Keterangan Information
SDG 9: Industri, Inovasi, dan Infrastruktur SDG 9: Industry, Innovation, and Infrastructure 	- Inovasi digitalisasi layanan dan pembayaran (LarataPay). - Pencapaian kualifikasi <i>Gold Reward</i> untuk Sistem Manajemen Pengamanan (SMP). - Perawatan infrastruktur dan sarana (<i>trainset</i>) secara terencana (<i>light and heavy maintenance</i>). - Innovation in service and payment digitization (LarataPay). - Achievement of Gold Reward certification for the Security Management System (SMP). - Scheduled maintenance of infrastructure and rolling stock (<i>light and heavy maintenance</i>).	Melalui inovasi tersebut LRT terus meningkatkan standar kenyamanan maupun keselamatan penumpang. Through these innovations, the LRT continues to raise the bar for passenger comfort and safety.
SDG 10: Berkurangnya Kesenjangan SDG 10: Reduced Inequalities 	- Pemenuhan akses transportasi yang setara dan inklusif bagi seluruh lapisan masyarakat. - Penyediaan fasilitas khusus penyanggah disabilitas (<i>guiding block, ramp, lift, kursi prioritas, area pengait kursi roda</i>). - Ensuring equitable and inclusive access to transportation for all segments of society. - Providing special facilities for people with disabilities (tactile paving, ramps, elevators, priority seating, and wheelchair-accessible areas).	Pemenuhan fasilitas, terlebih lagi bagi penyanggah disabilitas menunjukkan LRT berkomitmen penuh menyediakan pelayanan yang inklusif. The provision of facilities, especially for people with disabilities, demonstrates the LRT's full commitment to providing inclusive services.
SDG 11: Kota dan Permukiman yang Berkelanjutan SDG 11: Sustainable Cities and Communities 	- Penyediaan moda transportasi publik massal yang menekan angka kemacetan, menghemat waktu tempuh hingga 40%, dan menurunkan tingkat stres warga kota. - Pengembangan stasiun terintegrasi berbasis <i>Transit Oriented Development</i> (TOD) di area Depo LRT Jakarta. - Providing mass public transportation that reduces traffic congestion, cuts travel time by up to 40%, and lowers stress levels among city residents. - Developing integrated stations based on Transit-Oriented Development (TOD) in the LRT Jakarta Depot area.	LRT mendukung ekosistem mobilitas perkotaan yang berkelanjutan. The LRT supports a sustainable urban mobility ecosystem.
SDG 12: Konsumsi dan Produksi yang Bertanggung Jawab SDG 12: Responsible Consumption and Production 	- Penerapan budaya keberlanjutan dalam operasional harian, termasuk efisiensi energi, air, dan pengolahan limbah. - Penerapan Sistem Manajemen Mutu agar layanan yang dihasilkan aman dan berkelanjutan. - Implementation of a culture of sustainability in daily operations, including energy and water efficiency and waste management. - Implementation of a Quality Management System to ensure that the services provided are safe and sustainable.	- Efisiensi penggunaan sumber daya alam - Pengurangan emisi dan polusi - Pengurangan limbah melalui transportasi massal - Mempromosikan gaya hidup berkelanjutan - Efficient use of natural resources. - Reduction of emissions and pollution. - Reduction of waste through public transportation. - Promoting a sustainable lifestyle.
SDG 13: Penanganan Perubahan Iklim SDG 13: Climate Action 	- Berkontribusi langsung dalam penurunan emisi Gas Rumah Kaca (GRK) di DKI Jakarta dengan mendorong perpindahan moda (<i>modal shift</i>) masyarakat dari kendaraan pribadi ke transportasi massal. - Melakukan kampanye internal dan sosialisasi praktik ramah lingkungan untuk menumbuhkan budaya peduli iklim bagi karyawan dan penumpang. - Perencanaan pengelolaan limbah operasional yang meminimalkan dampak buruk terhadap lingkungan. - Directly contributing to reducing greenhouse gas (GHG) emissions in Jakarta by encouraging the public to shift from private vehicles to public transportation. - Conducting internal campaigns and promote eco-friendly practices to foster a culture of climate awareness among employees and passengers. - Planning for the management of operational waste to minimize negative environmental impacts.	LRT Jakarta berkontribusi nyata terhadap target transisi Net Zero Emission nasional. LRT Jakarta makes a tangible contribution to the national Net Zero Emissions transition target.
SDG 16: Perdamaian, Keadilan, dan Kelembagaan yang Tangguh SDG 16: Peace, Justice, and Strong Institutions 	- Implementasi prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan pada kode etik. - Penyediaan saluran pengaduan pelanggan yang transparan (CARLA) dan kanal pelaporan independen (<i>Integrity Channel</i>) untuk menampung aspirasi masyarakat. - Implementation of Good Corporate Governance (GCG) principles and adherence to the code of ethics. - Provision of a transparent customer complaint channel (CARLA) and an independent reporting channel (Integrity Channel) to address public concerns.	131 peserta mengikuti kegiatan GRC Talks dengan tema "Kepatuhan dalam Pengadaan Barang dan Jasa: Membangun Tata Kelola Pengadaan yang Transparan dan Akuntabel". 131 participants attended the GRC Talks event on the theme "Compliance in the Procurement of Goods and Services: Building a Transparent and Accountable Procurement Management System".

Tentang Laporan Keberlanjutan 2025

About the 2025 Sustainability Report [OJK G.1]

Sebagai bentuk komitmen nyata terhadap transparansi dan akuntabilitas kinerja, PT LRT Jakarta (“Perseroan”, “LRT”, atau “Kami”) menyajikan Laporan Keberlanjutan 2025. Laporan ini memaparkan strategi, inisiatif, dan pencapaian Perseroan yang mencakup aspek ekonomi, lingkungan, sosial, serta implementasi tata kelola yang baik (ESG).

As a concrete demonstration of its commitment to transparency and accountability in performance, PT LRT Jakarta (“the Company,” “LRT,” or “We”) presents the 2025 Sustainability Report. This report outlines the Company’s strategies, initiatives, and achievements covering economic, environmental, and social aspects, as well as the implementation of good governance (ESG).

Entitas yang Termasuk dalam Pelaporan [GRI 2-2]

Laporan keberlanjutan ini secara eksklusif mencakup seluruh ruang lingkup operasional dan kinerja PT LRT Jakarta sebagai entitas tunggal, tanpa mencakup data anak perusahaan (mengingat struktur Perseroan saat ini), kecuali dinyatakan lain secara spesifik dalam bagian tertentu.

Entities Included in the Report [GRI 2-2]

This sustainability report exclusively covers the entire scope of operations and performance of PT LRT Jakarta as a single entity, excluding data from subsidiaries (given the Company’s current structure), unless specifically stated otherwise in certain sections.

Periode Pelaporan, Frekuensi, dan Titik Kontak [GRI 2-3]

Data dan informasi yang disajikan dalam laporan ini mencakup periode operasional selama satu tahun penuh, terhitung mulai tanggal 1 Januari 2025 hingga 31 Desember 2025. Perseroan menerbitkan Laporan Keberlanjutan secara tahunan (*annual*).

Reporting Period, Frequency, and Contact Point [GRI 2-3]

The data and information presented in this report cover a full year of operations, from January 1, 2025, to December 31, 2025. The Company publishes its Sustainability Report annually.

Untuk pertanyaan, masukan, atau informasi lebih lanjut terkait isi laporan ini, pemangku kepentingan dapat menghubungi titik kontak (Divisi *Corporate Secretary*).

For questions, feedback, or further information regarding the content of this report, stakeholders may contact the designated contact point (Corporate Secretary Division).

Penyajian Kembali Informasi [GRI 2-4]

Dalam laporan edisi 2025 ini, tidak terdapat penyajian kembali informasi dari laporan tahun-tahun sebelumnya. Perseroan senantiasa memberikan keterangan khusus secara transparan apabila terdapat pemutakhiran atau penyajian ulang data, disertai dengan alasan yang mendasari perubahan tersebut guna menjaga prinsip keterbandingan (*comparability*).

Restatement of Information [GRI 2-4]

In this 2025 edition of the report, the Company consistently provides specific, transparent disclosures whenever data is updated or restated, accompanied by the rationale for such changes to maintain the principle of comparability.

Jaminan Eksternal [GRI 2-5]

Saat ini, PT LRT Jakarta belum menggunakan jasa *external assurance* independen untuk memverifikasi seluruh informasi non-keuangan di dalam Laporan Keberlanjutan ini. Meskipun demikian, Perseroan menjamin bahwa proses pengumpulan dan penyajian data telah melalui *reviu internal* yang ketat. Adapun khusus untuk data kinerja keuangan yang dirujuk dalam laporan ini, data tersebut bersumber dari Laporan Keuangan PT LRT Jakarta tahun buku 2025 yang telah diaudit secara independen oleh Kantor Akuntan Publik Kanaka Puradiredja, Suhartono.

External Assurance [GRI 2-5]

Currently, PT LRT Jakarta has not engaged an independent external assurance provider to verify all non-financial information in this Sustainability Report. However, the Company ensures that the data collection and presentation processes have undergone a rigorous internal review. Specifically regarding the financial performance data referenced in this report, such data is sourced from PT LRT Jakarta’s 2025 Financial Statements, which have been independently audited by Public Accounting Firm Kanaka Puradiredja, Suhartono.

Peran Badan Tata Kelola Tertinggi dalam Pelaporan [GRI 2-14]

Proses penyusunan Laporan Keberlanjutan ini dikelola oleh Divisi *Corporate Secretary* dengan melibatkan lintas departemen terkait dan dukungan konsultan eksternal. Badan Tata Kelola Tertinggi Perusahaan, dalam hal ini Dewan Komisaris (termasuk Komisaris Independen) dan Direksi, memegang tanggung jawab penuh atas proses pelaporan. Direksi dan Dewan Komisaris secara aktif meninjau, menetapkan daftar pemangku kepentingan dan topik material, serta memberikan persetujuan akhir (*final approval*) atas seluruh informasi keberlanjutan yang disajikan sebelum laporan ini diterbitkan dan disampaikan kepada otoritas terkait.

Pedoman Kualitas dan Pernyataan Prospektif

Guna memastikan laporan ini menjadi acuan yang objektif bagi para pemangku kepentingan, Perseroan menerapkan prinsip-prinsip pelaporan keberlanjutan, meliputi: Akurasi, Keseimbangan, Kejelasan, Keterbandingan, Kelengkapan, Konteks Keberlanjutan, Ketepatan Waktu, dan Verifikasi (internal).

Beberapa pernyataan dalam laporan ini yang bersifat prospektif (*forward-looking statements*) disusun berdasarkan asumsi dan rencana bisnis Perseroan. Pernyataan tersebut dapat mengalami penyesuaian di masa depan seiring dengan dinamika industri dan faktor eksternal lainnya. Notasi angka dalam tabel dan grafik mengikuti standar bahasa Indonesia, sedangkan penulisan numerik di dalam teks disesuaikan dengan kaidah bahasa yang digunakan berdasarkan konteksnya.

The Role of the Highest Governance Body in Reporting [GRI 2-14]

The preparation of this Sustainability Report is managed by the Corporate Secretary Division with the involvement of relevant cross-functional departments and support from external consultants. The Company's Highest Governance Body, in this case the Board of Commissioners (including Independent Commissioners) and the Board of Directors, bears full responsibility for the reporting process. The Board of Directors and the Board of Commissioners actively review, determine the list of stakeholders and material topics, and provide final approval for all sustainability information presented before this report is published and submitted to the relevant authorities.

Quality Guidelines and Forward-Looking Statements

To ensure this report serves as an objective reference for stakeholders, the Company applies sustainability reporting principles, including: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and (Internal) Verification.

Certain forward-looking statements in this report are based on the Company's assumptions and business plans. These statements may be subject to adjustment in the future in line with industry dynamics and other external factors. Numerical notation in tables and graphs follows Indonesian language standards, while numerical writing within the text is adapted to the language conventions used based on the context.

Tanggapan terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya

Response to Feedback on the Previous Year's Sustainability Report [OJK G.3]

Atas saran, kritik, serta tanggapan atas Laporan Keberlanjutan PT LRT Jakarta 2025 ini, Perseroan memberikan apresiasi dengan menerima, menanggapi, dan menindaklanjuti seluruh saran, kritik, maupun tanggapan yang diberikan oleh para pemangku kepentingan untuk kemudian menjadi dasar bagian penyampaian hasil kinerja yang lebih komprehensif dalam Laporan ini. Seluruh pemangku kepentingan juga dapat memberikan saran, kritik, dan tanggapan, maupun pertanyaan terkait Laporan Keberlanjutan 2025 melalui lembar umpan balik yang dilampirkan di halaman akhir laporan ini, maupun melalui:

The Company appreciates all suggestions, criticisms, and feedback regarding this 2025 PT LRT Jakarta Sustainability Report and will accept, address, and act upon all such input provided by stakeholders to form the basis for a more comprehensive presentation of performance results in this Report. All stakeholders may also provide suggestions, feedback, and comments, as well as questions regarding the 2025 Sustainability Report via the feedback form attached at the end of this report, or through:

PT LRT Jakarta
 GEDUNG MCC - DEPO LRT JAKARTA
 Jl. Raya Kelapa Nias, RW025, Pegangsaan Dua, Kelapa Gading,
 Kota Jakarta Utara/North Jakarta
 Daerah Khusus Ibu Kota Jakarta/Special Capital Region of Jakarta 14250
 Tel. +6221 8061 7490, 021- 508 999 09
 Email: business@lrtjakarta.co.id

Lembar Umpan Balik

Feedback Form [OJK G.2]

Laporan Keberlanjutan PT LRT Jakarta 2025 menyajikan informasi mengenai kinerja keberlanjutan Perseroan, mencakup aspek ekonomi, lingkungan, sosial, serta tata kelola. Untuk terus meningkatkan kualitas pelaporan di tahun-tahun mendatang, Perseroan mengundang Bapak/Ibu/Saudara untuk memberikan masukan, kritik, dan saran terkait laporan ini melalui kontak atau email yang tercantum di bagian bawah lembar isian berikut:

PT LRT Jakarta's 2025 Sustainability Report presents information on the Company's sustainability performance in the economic, environmental, social, and governance areas. To continue improving the quality of the Company's reporting and sustainability initiatives in the coming years, we invite you to provide feedback, criticism, and suggestions:

Profil Anda Your Profile

Nama (bila berkenan)/Name (optional)

Institusi/Perusahaan/Institution/Company

Surel/Email

Telp/Hp/Phone/Mobile

Profil Pemangku Kepentingan Stakeholder Profile

☐ Pemegang Saham/Investor
Shareholder/Investor

☐ Karyawan
Employee

☐ Konsumen
Customer

☐ Masyarakat
Community

☐ Pemerintah
Government

☐ Mitra bisnis
Business Partner

☐ Media
Media

☐ Lembaga Swadaya Masyarakat (LSM)
Non-Governmental Organization (LSM)

☐ Lainnya
Others

Mohon pilih jawaban berikut yang paling sesuai dengan pertanyaan di bawah
Please choose the most appropriate answer to the following questions

Ya/Yes

Tidak/No

Laporan ini memberi informasi yang bermanfaat.
This report has provided a useful information.

Laporan ini mudah dimengerti.
This report is easy to understand.

Laporan ini telah mendorong saudara untuk berkontribusi dalam kinerja keberlanjutan Perseroan.
This report has encouraged you to contribute to the Company's sustainability performance.

Mohon berikan penilaian topik material yang paling penting menurut anda bagi keberlanjutan PT LRT Jakarta
(nilai 1 = paling tidak penting s.d. 5 = paling penting)

Please rate the material topics that are most important to you for the sustainability of PT LRT Jakarta (1: not useful, 5: very useful)

Kinerja Ekonomi
Economic Performance

Antikorupsi
Anti-corruption

Ketenagakerjaan
Employment

Etika Media
Media Ethics

Pelatihan dan Pendidikan
Training and Education

Privasi Pelanggan
Customer Privacy

Perilaku Kompetitif
Competitive Behavior

Saran atau kritik terkait laporan | Suggestion or criticism regarding the report

Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan

Disclosure List in Accordance with Financial Services Authority Regulations [OJK G.4]

POJK 51/OJK.03/2017	Pengungkapan Disclosure	Halaman Page
A. Strategi Keberlanjutan I Sustainability Strategy		
A.1	Penjelasan Strategi Keberlanjutan Explanation of Sustainability Strategy	293
B. Ikhtisar Kinerja Aspek Berkelanjutan I Sustainability Aspect Performance Highlights		
B.1 Aspek Ekonomi (3 tahun terakhir) Economic Aspect (last 3 years)	Kuantitas produksi atau jasa yang dijual Quantity of products and services being sold	290
	Pendapatan atau penjualan Revenues or sales	290
	Laba atau rugi bersih Net profits or loss	290
	Produk ramah lingkungan Environmentally friendly products	290
	Pelibatan pihak lokal yang berkaitan dengan proses bisnis Keuangan Berkelanjutan Involving local party who are related to Sustainable Financial business process	290
B.2 Aspek Lingkungan Hidup Environmental Aspect	Penggunaan energi (listrik dan air) Energy usage (electricity and water)	291
	Pengurangan emisi yang dihasilkan Reducing emission production	291
	Pengurangan limbah dan efluen yang dihasilkan Reducing waste and effluent production	291
	Pelestarian keanekaragaman hayati Biodiversity preservation	291
B.3 Aspek Sosial Social Aspect	Dampak positif dan negatif dari penerapan Keuangan Berkelanjutan Positive and negative impact from the implementation of Sustainable Finance	292
	Pengeluaran biaya untuk masyarakat Allocated fund for the community	292
C. Profil Perusahaan I Company Profile		
C.1	Visi, misi, dan nilai keberlanjutan Perusahaan Vision, mission, and sustainability value of the Company	66
C.2	Nama, alamat, nomor telepon, nomor faksimile, email, dan situs resmi Name, address, phone number, fax number, email, and official website	52
C.3	Skala Usaha (total aset atau kapitalisasi aset, total kewajiban, jumlah karyawan yang dibagi menurut jenis kelamin, jabatan, usia, pendidikan, dan status ketenagakerjaan), Persentase kepemilikan saham (publik dan pemerintah), Wilayah operasional Scale of Business (total assets or assets capitalization, total liabilities, total employees based on gender, position, age, education, and employment status), Share Ownership Percentage (public and government), Operational Area	63
C.4	Penjelasan singkat produk, layanan, dan kegiatan usaha yang dijalankan Brief explanation on products, services, and business activities	58
C.5	Keanggotaan pada asosiasi Membership in association	54
C.6	Perubahan Perusahaan yang bersifat signifikan misal terkait dengan penutupan atau pembukaan cabang, dan struktur kepemilikan Significant changes in the Company, such as the closing or opening of branches, and ownership structure	54

POJK 51/ OJK.03/2017	Pengungkapan Disclosure	Halaman Page
D. Penjelasan Direksi Board of Directors' Explanation		
D.1	Kebijakan untuk merespons tantangan dalam pemenuhan strategi keberlanjutan paling sedikit meliputi: Policy to response to challenges in fulfilling sustainability strategy	42
D.2	Penjelasan respons Perusahaan terkait penerapan Keuangan Berkelanjutan Explanation on the Company's response related to the implementation of Sustainable Finance	43
D.3	Strategi Pencapaian Target Target Achievement Strategy	47
E. Tata Kelola Keberlanjutan Sustainability Governance		
E.1	Penanggung jawab penerapan Keuangan Berkelanjutan Responsible Person for the implementation of Sustainable Finance	269
E.2	Pengembangan kompetensi terkait Keuangan Berkelanjutan Competency Development related to Sustainable Finance	269
E.3	Penilaian Risiko atas Penerapan Keuangan Keberlanjutan Risk Assessment on Sustainable Finance Implementation	299
E.4	Hubungan dengan Pemangku Kepentingan Relationship with the Stakeholders	301
E.5	Permasalahan Terhadap Penerapan Keuangan Keberlanjutan Issues on Sustainable Finance Implementation	304
F. Kinerja Keberlanjutan Sustainability Performance		
F.1	Kegiatan membangun budaya keberlanjutan di internal Perusahaan Publik Activities to establish sustainability culture	305
Kinerja Ekonomi Economic Performance		
F.2	Perbandingan target dan kinerja produksi, portofolio, target pembiayaan, atau investasi, pendapatan dan laba rugi Comparison of Target and Production Performance, Portfolio, Financing Target, or Investment, Income and also Profit and Loss	307
F.3	Perbandingan target dan kinerja produksi, portofolio, target pembiayaan, atau investasi pada instrumen keuangan atau proyek yang sejalan dengan penerapan Keuangan Berkelanjutan Comparison of Targets and Portfolio Performance, Financing Targets, or Investments in Financial Instruments or Projects Compatible with Sustainable Finance	308
Kinerja Lingkungan Hidup Environment Performance		
F.4 Aspek Umum General Aspect	Biaya lingkungan hidup Environmental Cost	312
F.5 Aspek Material Material Aspect	Penggunaan material yang ramah lingkungan The Use of Environmentally Friendly Materials	313
F.6 Jumlah dan Intensitas Energi yang Digunakan Amount and Intensity of Energy Used	Jumlah dan intensitas energi yang digunakan Amount and Intensity of Energy Used	314
F.7	Upaya dan pencapaian efisiensi energi yang dilakukan termasuk penggunaan sumber energi terbarukan Efforts and Achievements of Energy Efficiency and The Use of Renewable Energy	316
Aspek Air Water Aspect		
F.8	Penggunaan Air The Use of Water	319
Aspek Keanekaragaman Hayati Biodiversity Aspect		
F.9	Dampak dari wilayah operasional yang dekat atau berada di daerah konservasi atau memiliki Keanekaragaman hayati Impact of Operational Areas Nearby or Located in Conservation Areas or Possessing Biodiversity	320
F.10	Upaya konservasi keanekaragaman hayati Biodiversity Conservation Effort	320
Aspek Emisi Emission Aspect		
F.11	Jumlah dan intensitas emisi yang dihasilkan berdasarkan jenisnya Amount and Intensity of Emissions Produced Based on Type	317

POJK 51/ OJK.03/2017	Pengungkapan Disclosure	Halaman Page
F.12	Upaya dan pencapaian pengurangan emisi yang dilakukan Emission Reduction Efforts and Achievements	318
Aspek Limbah dan Efluen Waste and Effluent Aspects		
F.13	Jumlah limbah dan efluen yang dihasilkan berdasarkan jenisnya Amount of Waste and Effluent Produced Based on Type	322
F.14	Mekanisme pengelolaan limbah dan efluen Waste and Effluent Management Mechanism	321
F.15	Tumpahan yang terjadi (jika ada) Spills Occurrence (if any)	323
Aspek Pengaduan Terkait Lingkungan Hidup Aspects of Complaints Related to the Environment		
F.16	Jumlah dan materi pengaduan lingkungan hidup yang diterima dan diselesaikan Number and Material of Environmental Complaints Received and Resolved	323
Kinerja Sosial Social Performance		
F.17	Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen Commitment to Providing Equal Products and/or Services to Consumers	338
Aspek Ketenagakerjaan Employment Aspect		
F.18	Kesetaraan Kesempatan Bekerja Equal Employment Opportunity	327
F.19	Tenaga Kerja Anak dan Tenaga Kerja Paksa Child Labor and Forced Labor	327
F.20	Upah Minimum Regional Regional Minimum Wage	328
F.21	Lingkungan Bekerja yang Layak Decent and Safe Working Environment	325
F.22	Pelatihan dan Pengembangan Kemampuan Pegawai Employee Capabilities Training and Development	83
Aspek Masyarakat Community Aspect		
F.23	Dampak Operasi terhadap Masyarakat Sekitar Impact of Operations on Surrounding Communities	337
F.24	Pengaduan Masyarakat Public Complaint	337
F.25	Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) Environmental and Social Responsibility Activities (TJSL)	346
Tanggung Jawab Pengembangan Produk dan/atau Jasa Keuangan Berkelanjutan Sustainable Finance Products and/Services Development Responsibility		
F.26	Inovasi dan Pengembangan Produk Berkelanjutan Innovation and Sustainable Product/Service Development	341
F.27	Produk dan Jasa yang sudah dievaluasi keamanannya bagi pelanggan Products and services regarding the safety for customers	341
F.28	Dampak Produk/Jasa Product/Service Impact	334
F.29	Jumlah produk yang ditarik kembali dan alasannya Number of products recalled and reasons	344
F.30	Survei kepuasan pelanggan Customer satisfaction survey	342
G. Lain-lain Others		
G.1	Verifikasi tertulis dari pihak independen (jika ada) Written Verification from an Independent Party (if any)	348
G.2	Lembar Umpan Balik Feedback Sheet	350
G.3	Tanggapan terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya Review on Previous Year's Sustainability Report Feedback	349
G.4	Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik List of Disclosures According to Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies	351

Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2025 PT LRT Jakarta

Statement Letter of the Members of the Board of Commissioners Regarding the Responsibility for the 2025 Annual Report of PT LRT Jakarta

Kami yang bertanda tangan dibawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT LRT Jakarta tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan laporan keuangan Perusahaan.

We, the undersigned, declare that all information in the 2025 Annual Report of PT LRT Jakarta has been presented in its entirety, and we are fully responsible for the accuracy of the contents of the Company's Annual Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

Thus, this statement is made truthfully.

Jakarta, 22 April 2026

Dewan Komisaris Board of Commissioners



Iwan Takwin
Komisaris Utama
President Commissioner



Muhammad Masyhud
Komisaris
Commissioner



Irwan Setiawan
Komisaris
Commissioner



Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan 2025 PT LRT Jakarta

Statement Letter of the Members of the Board of Directors Regarding the Responsibility for the 2025 Annual Report of PT LRT Jakarta

Kami yang bertanda tangan dibawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT LRT Jakarta tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan laporan keuangan Perusahaan.

We, the undersigned, declare that all information in the 2025 Annual Report of PT LRT Jakarta has been presented in its entirety, and we are fully responsible for the accuracy of the contents of the Company's Annual Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

Thus, this statement is made truthfully.

Jakarta, 22 April 2026

Direksi Board of Directors

Roberto Akyuwen
Direktur Utama
President Director

Aditia Kesuma Negara
Direktur Operasi dan Pengembangan
Director of Operation and Development

Sahurdi
Direktur Keuangan dan Dukungan Bisnis
Director of Finance and Business Support





PT LRT JAKARTA

**LAPORAN KEUANGAN
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2025 DAN 2024
BESERTA LAPORAN AUDITOR INDEPENDEN**

***FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2025 AND 2024
WITH INDEPENDENT AUDITORS' REPORT***

	Halaman/ Page	
Daftar Isi		Table of Content
Surat Pernyataan Direksi		Directors' Statement
Laporan Auditor Independen		Independent Auditors' Report
Laporan Keuangan		Financial Statements
Laporan Posisi Keuangan	1 - 2	Statement of Financial Position
Laporan Laba Rugi dan Penghasilan Komprehensif Lain	3	Statement of Profit or Loss and Other Comprehensive Income
Laporan Perubahan Ekuitas	4	Statement of Changes in Equity
Laporan Arus Kas	5	Statement of Cash Flows
Catatan Atas Laporan Keuangan	6 - 53	Notes to the Financial Statements

**SURAT PERNYATAAN DEWAN DIREKSI TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2025 DAN UNTUK
TAHUN YANG BERAKHIR PADA TANGGAL
TERSEBUT
PT LRT JAKARTA**

**BOARD OF DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY FOR
FINANCIAL STATEMENTS AS OF DECEMBER
31, 2025 AND FOR THE YEAR ENDED
PT LRT JAKARTA**

Kami yang bertanda tangan dibawah ini:

1. Nama : Roberto Akyuwen
Alamat kantor : Jl. Raya Kelapa Nias
RT000/RW025 Kelurahan
Pegangsaan Dua,
Kecamatan Kelapa Gading,
Jakarta Utara. 14250.

Alamat
domisili sesuai
KTP atau
kartu identitas
lain : Komplek Kebayoran
Symphony Blok KM/D 22
Bintaro Jaya RT 006 / RW
013. Kelurahan Pondok
Aren, Kecamatan Pondok
Aren. Kota Tangerang
Selatan.

Nomor
Telepon : 081218777707
Jabatan : Direktur Utama
2. Nama : Sahurdi
Alamat kantor : Jl. Raya Kelapa Nias
RT000/RW025 Kelurahan
Pegangsaan Dua,
Kecamatan Kelapa Gading,
Jakarta Utara. 14250.

Alamat
domisili sesuai
KTP atau
kartu identitas
lain : Mutiara Sentul
RT004/RW010 Kelurahan
Nanggewer, Kecamatan
Cibinong, Bogor, Jawa
Barat

Nomor
Telepon : 08128076691
Jabatan : Direktur

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Perusahaan.
2. Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia.
3. Berdasarkan keyakinan dan pengetahuan kami yang terbaik:
 - a. Semua informasi dalam laporan keuangan telah dimuat secara lengkap dan benar; dan
 - b. Laporan keuangan Perusahaan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.

We The undersigned:

1. Name : Roberto Akyuwen
Office : Jl. Raya Kelapa Nias
Address : RT000/RW025 Kelurahan
Pegangsaan Dua,
Kecamatan Kelapa Gading,
Jakarta Utara. 14250.

Domicile as
stated
in ID Card : Komplek Kebayoran
Symphony Blok KM/D 22
Bintaro Jaya RT 006 / RW
013. Kelurahan Pondok
Aren, Kecamatan Pondok
Aren. Kota Tangerang
Selatan.

Phone
Number : 081218777707
Position : President Director
2. Name : Sahurdi
Office : Jl. Raya Kelapa Nias
Address : RT000/RW025 Kelurahan
Pegangsaan Dua,
Kecamatan Kelapa Gading,
Jakarta Utara. 14250.

Domicile as
stated
in ID Card : Mutiara Sentul
RT004/RW010 Kelurahan
Nanggewer, Kecamatan
Cibinong, Bogor, Jawa
Barat

Phone
Number : 08128076691
Position : Director

Declare that:

1. We are responsible for the preparation and presentation financial statements of the Company.
2. The Company's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.
3. To the best of our knowledge and belief:
 - a. All information in the Company's financial statements has been disclosed completely and truthfully; and
 - b. The Company's financial statement do not contain any incorrect information or material facts, nor do they omit information or material facts.

4. Kami bertanggung jawab atas sistem pengendalian internal Perusahaan. 4. We are responsible for the company's internal control system.

Demikianlah pernyataan ini dibuat dengan sebenarnya. *This statement letter is made truthfully.*

Jakarta, 06 Maret 2026 / March 06, 2026



Roberto Akyuwen **Sahurdi**
Direktur Utama / President Director Direktur/Director



LAPORAN AUDITOR INDEPENDEN**INDEPENDENT AUDITORS' REPORT**

Ref.: 00033/2.0752/AU.1/05/0209-1/1/III/2026

Pemegang Saham, Dewan Komisaris dan Direksi

*The Shareholders, Boards of Commissioners and Directors***PT LRT JAKARTA****Opini**

Kami telah mengaudit laporan keuangan PT LRT Jakarta ("Perusahaan"), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perusahaan tanggal 31 Desember 2025, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Perusahaan sesuai dengan Kode Etik Profesi Akuntan Publik yang ditetapkan oleh Institut Akuntan Publik Indonesia, yang relevan dengan audit kami atas laporan keuangan di Indonesia dan kami juga telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opinion

We have audited the financial statements of PT LRT Jakarta ("the Company"), which comprise the statement of financial position as at December 31, 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2025, and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Company in accordance with Code of Ethics for Public Accountants established by the Indonesian Institute of Certified Public Accountants that are relevant to our audit of the financial statements in Indonesia, and we have also fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Hal Lain

Laporan keuangan PT LRT Jakarta pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut diaudit oleh auditor independent lain yang menyatakan opini tanpa modifikasi atas laporan keuangan tersebut pada tanggal 28 Februari 2025.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("Laporan Tahunan"). Tetapi tidak termasuk laporan keuangan dan laporan auditor kami. Laporan Tahunan 2025 diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas Ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung inkonsistensi material dengan laporan keuangan atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan. Jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Other Matter

The financial statement of PT LRT Jakarta as of December 31, 2024 and the year then ended, were audited by another independent auditor who expressed an unmodified opinion on those statement on February 28, 2025.

Other Information

Management is responsible for other information. Other information consists of information contained in the 2025 Annual Report ("Annual Report"). However, it does not include our financial statements and auditor's report. The 2025 Annual Report is expected to be available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover other information, and therefore, we do not express any form of assurance on such other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when available and, in doing so, consider whether the other information contains any material inconsistency with the financial statements or our understanding obtained during the audit, or contains any material misstatement.

When we read the Annual Report, if we conclude that there is a material misstatement in it, we are required to communicate this to those responsible for governance and take appropriate action in accordance with applicable laws and regulations.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Perusahaan dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Perusahaan atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Perusahaan.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi.

Namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance.

But is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Perusahaan.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Perusahaan untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Perusahaan tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Syamsudin
NRAP.: AP.0209

6 Maret 2026/March 6, 2026

Ref.: 00033/2.0752/AU.1/05/0209-1/1/III/2026

PT LRT JAKARTA
LAPORAN POSISI KEUANGAN
31 DESEMBER 2025 DAN 2024

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain)

PT LRT JAKARTA
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2025 AND 2024

(Expressed in full amount of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember / December 31, 2025	31 Desember / December 31, 2024	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan Setara Kas	3e, 3f, 5	202.510.841.206	170.231.113.036	Cash and Cash Equivalents
Piutang Usaha - Bersih	3e, 3h, 6			Trade Receivable - Net
Pihak Berelasi	3d	4.064.894.872	3.431.571.911	Related Parties
Pihak Ketiga		4.404.172.002	1.189.134.901	Third Parties
Persediaan	3i, 11	42.607.294.024	34.536.112.775	Inventory
Pendapatan Yang Masih Harus Diterima	3j, 7	13.639.086.967	2.219.098.832	Accrued Revenue
Pajak Dibayar Dimuka	3p, 8a	387.759.678	121.416.455	Prepaid Taxes
Biaya Dibayar Dimuka	3k, 9	5.182.013.491	4.286.161.490	Prepaid Expenses
Uang Muka	3l, 10	81.187.138	378.255.965	Advance
Jumlah Aset Lancar		272.877.249.378	216.392.865.365	Total Current Assets
ASET TIDAK LANCAR				NON CURRENT ASSETS
Aset Tetap - Bersih	3m, 13	164.140.194.444	170.711.656.061	Fixed Assets - Nett
Aset Pajak Tangguhan	3p, 8d	729.717.091	-	Deffered Tax Assets
Aset Tak Berwujud	3n, 14	1.635.539.042	2.509.199.988	Intangible Assets
Aset Lain-lain	12	7.455.195	335.392.206	Others Asset
Jumlah Aset Tidak Lancar		166.512.905.772	173.556.248.255	Total Non Current Assets
JUMLAH ASET		439.390.155.150	389.949.113.620	TOTAL ASSETS

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of this financial statements

PT LRT JAKARTA
LAPORAN POSISI KEUANGAN
31 DESEMBER 2025 DAN 2024

(Disajikan dalam Rupiah penuh, kecuali dinyatakan lain)

PT LRT JAKARTA
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2025 AND 2024

(Expressed in full amount of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember / December 31, 2025	31 Desember / December 31, 2024	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang Usaha	3e, 3o, 15			Trade Payables
Pihak Berelasi	3d	8.699.753.061	-	Related Parties
Pihak Ketiga		51.927.370.927	39.412.546.498	Third Parties
Utang Pajak	3p, 8b	3.669.208.062	1.175.410.682	Tax Payable
Beban Akrua	3e, 16	16.672.088.430	3.408.796.572	Accrued Expenses
Pendapatan Diterima Dimuka	3e, 17	7.594.351.468	6.377.957.710	Unearned Revenues
Jaminan dan				Guarantees And
Uang Muka Lainnya	3e, 18	300.900.019	234.175.518	Other Advances
Utang Retensi	3e, 19	15.642.704	99.636.512	Retention Payables
Jumlah Liabilitas Jangka Pendek		88.879.314.671	50.708.523.492	Total Current Liability
LIABILITAS JANGKA PANJANG				NON CURRENT LIABILITIES
Liabilitas				Post-employment
Imbalan Pasca Kerja	3q, 20	11.769.991.168	7.553.182.194	Benefit Liabilities
Liabilitas				Deferred Tax
Pajak Tangguhan	3p, 8d	-	508.738.747	Liabilities
Jumlah Liabilitas Jangka Panjang		11.769.991.168	8.061.920.941	Total Non Current Liabilities
JUMLAH LIABILITAS		100.649.305.839	58.770.444.433	TOTAL LIABILITIES
EKUITAS				EQUITY
Modal Saham,				Share Capital
Nilai nominal Rp100.000 per saham				Nominal value of Rp100,000
Modal dasar 6.000.000 saham.				per share. Authorized capital
Modal ditempatkan dan disetor				6,000,000 shares. issued and
3.338.934 saham	21	333.893.400.000	333.893.400.000	paid-up capital 3,338,934
Saldo Laba (Rugi)	22	6.401.377.735	(1.778.506.318)	Retained Earnings (Deficit)
Penghasilan Komprehensif Lain	3q, 20	(1.553.928.424)	(936.224.495)	Other Comprehensive Income
Jumlah Ekuitas		338.740.849.311	331.178.669.187	Total Equity
JUMLAH LIABILITAS DAN EKUITAS		439.390.155.150	389.949.113.620	TOTAL LIABILITIES AND EQUITY

Jakarta, 6 Maret 2026 / March 6, 2026

Roberto Akyuwen
Direktur Utama / President Director

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of this financial statements

PT LRT JAKARTA
LAPORAN LABA RUGI
DAN PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2025 DAN 2024
(Jumlah disajikan dalam Rupiah penuh, kecuali dinyatakan lain)

PT LRT JAKARTA
STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEARS THEN ENDED
DECEMBER 31, 2025 AND 2024
(Expressed in full amount of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember / December 31, 2025	31 Desember / December 31, 2024	
PENDAPATAN	3r, 23	306.466.276.592	265.229.654.810	REVENUE
BEBAN POKOK PENDAPATAN	3r, 24	(195.716.576.447)	(162.064.701.705)	COST OF REVENUE
LABA BRUTO		110.749.700.145	103.164.953.105	GROSS PROFIT
BEBAN USAHA				OPERATING EXPENSES
Beban penjualan	3r, 25	(683.340.945)	(848.039.984)	Selling expenses
Beban umum dan administrasi	3r, 26	(104.506.403.603)	(94.481.080.650)	General and administrative expenses
Jumlah beban usaha		(105.189.744.548)	(95.329.120.634)	Total Operating Expenses
LABA USAHA		5.559.955.597	7.835.832.471	OPERATING PROFIT
PENDAPATAN / (BEBAN)				OTHER INCOME /
LAIN-LAIN				(EXPENSES)
Pendapatan keuangan - bersih	3r, 27a	4.320.561.585	4.625.200.651	Financial income - net
Pendapatan (beban) lain-lain - bersih	3r, 27b	(480.048.395)	90.694.347	Other income (expenses) - Net
Jumlah pendapatan lain-lain		3.840.513.190	4.715.894.998	Total other income
LABA SEBELUM PAJAK PENGHASILAN		9.400.468.787	12.551.727.469	PROFIT BEFORE INCOME TAX
MANFAAT/ (BEBAN) PAJAK				TAX BENEFIT/ (EXPENSES)
Beban pajak kini	3p, 8c	(2.284.816.386)	-	Current tax
Beban pajak tangguhan	3p, 8c	1.064.231.652	(8.798.941.574)	Deferred tax expenses
Jumlah beban pajak		(1.220.584.734)	(8.798.941.574)	Total tax expense
LABA BERSIH TAHUN BERJALAN		8.179.884.053	3.752.785.895	PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pengukuran kembali atas kewajiban imbalan pasti dampak pajak	3q, 20 3p, 8d	(791.928.114) 174.224.185	2.367.641.534 (520.881.137)	Remeasurement of Benefit Obligation Income Tax Effect
Jumlah Laba/ (Rugi) Komprehensif Lain		(617.703.929)	1.846.760.397	Total Other Comprehensive Income (loss)
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN		7.562.180.124	5.599.546.292	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Jakarta, 6 Maret 2026 / March 6, 2026



Roberto Akyuwen
Direktur Utama / President Director

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of this financial statements

PT LRT JAKARTA
LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2025 DAN 2024

(Jumlah disajikan dalam Rupiah, kecuali dinyatakan lain)

PT LRT JAKARTA
STATEMENT OF CHANGES IN EQUITY
FOR THE YEARS ENDED
DECEMBER 31, 2025 AND 2024

(Amount expressed in Rupiah, unless otherwise stated)

	Catatan/ Notes	Modal Ditempatkan dan Disetor Penuh/ Issued and Fully Paid of Capital Stock	Penghasilan Komprehensif Lainnya/ Other Comprehensive Income	Saldo Laba (Rugi) / Retained Earnings (Deficit)	Jumlah Ekuitas/ Total Equity	
Saldo per 31 Desember 2023		333.893.400.000	(2.782.984.892)	(15.815.703.390)	315.294.711.718	Balance as of December 31, 2023
Laba Tahun Berjalan		-	-	3.752.785.895	3.752.785.895	Profit for The Year
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang	3q, 20	-	1.846.760.397	-	1.846.760.397	Remeasurements of Long-Term Employee Benefits Liabilities
Penyesuaian *)		-	-	10.284.411.177	10.284.411.177	Adjustment *)
Saldo per 31 Desember 2024		333.893.400.000	(936.224.495)	(1.778.506.318)	331.178.669.187	Balance as of December 31, 2024
Saldo per 1 Januari 2025		333.893.400.000	(936.224.495)	(1.778.506.318)	331.178.669.187	Balance as of January 1, 2025
Laba Tahun Berjalan		-	-	8.179.884.053	8.179.884.053	Profit for The Year
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang	3q, 20	-	(617.703.929)	-	(617.703.929)	Remeasurements of Long-Term Employee Benefits Liabilities
Saldo per 31 Desember 2025		333.893.400.000	(1.553.928.424)	6.401.377.735	338.740.849.311	Balance as of December 31, 2025

*) Lihat Catatan 22

*) See Note 22

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statement taken as a whole

PT LRT JAKARTA
LAPORAN ARUS KAS
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2025 DAN 2024
(Jumlah disajikan dalam Rupiah penuh, kecuali dinyatakan lain) (Expressed in full amount of Rupiah, unless otherwise stated)

PT LRT JAKARTA
STATEMENT OF CASH FLOWS
FOR THE YEARS THEN ENDED
DECEMBER 31, 2025 AND 2024

	Catatan/ Notes	31 Desember / December 31, 2025	31 Desember / December 31, 2024	
Arus Kas dari Aktivitas Operasi				Cash Flows from Operating Activities
Penerimaan Kas Dari Pelanggan	23	292.481.046.654	269.593.533.680	Cash Receipt from Customers
Pembayaran Kas untuk Beban Usaha dan Operasional	24, 25	(138.654.682.525)	(162.259.253.947)	Cash Payments for Operating and Operating Expenses
Pembayaran Kas kepada Pengurus dan Karyawan	24, 25, 26	(122.470.810.611)	(103.884.095.980)	Cash Payments to Managers and Employees
Penerimaan Bunga Deposito dan Jasa Giro	27	4.564.799.452	4.685.118.900	Interest Receipt and Current Account Service
Kas Bersih yang Digunakan untuk Aktivitas Operasi		35.920.352.970	8.135.302.653	Net Cash Flows Used In Operating Activities
Arus Kas dari Aktivitas Investasi				Cash Flows from Investing Activities
Penerimaan Deposito	5	-	43.699.794.842	Time deposit withdrawal
Penempatan <i>Letter of Credit</i>	12	-	(318.785.834)	Placement Letter of Credit
Penerimaan <i>Letter of Credit</i>	12	327.937.011	-	Received Letter of Credit
Perolehan Aset Tak Berwujud	14	(182.347.935)	(749.460.899)	Acquisition of Intangible Aset
Perolehan Aset Tetap	13	(3.786.213.875)	(1.177.403.091)	Acquisition of Fixed Aset
Kas Bersih yang Digunakan Untuk Aktivitas Investasi		(3.640.624.799)	41.454.145.018	Net Cash Used in Investing Activities
Arus Kas dari Aktivitas Pendanaan		-	-	Cash Flows from Financing Activities
Kenaikan (Penurunan) Kas dan Setara Kas		32.279.728.171	49.589.447.671	Increase (Decrease) of Cash & Cash Equivalent
Kas dan Setara Kas pada Awal Tahun		170.231.113.036	120.641.665.365	Cash & Cash Equivalent at the Beginning of the Current Year
Kas dan Setara Kas pada Akhir Tahun		202.510.841.206	170.231.113.036	Cash & Cash Equivalent at the End of the Current Year

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of this financial statements

1. UMUM

a. Pendirian Perusahaan

PT LRT Jakarta ("Perusahaan") didirikan di Jakarta dengan nama PT LRT Jakarta sesuai dengan Akta No. 10 tanggal 16 April 2018 tentang pendirian PT LRT Jakarta, dari Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta. Pendirian Perusahaan telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia tertanggal 17 April 2018 dengan surat keputusan No. AHU-0020380.AH.01.01. Tahun 2018.

Anggaran Dasar telah mengalami beberapa kali perubahan terakhir dengan akta notaris Wiwik Condro, S.H. No.75 tanggal 26 Oktober 2020 mengenai perubahan peningkatan modal ditempatkan/disetor. Perubahan tersebut telah disahkan oleh Kementerian Kehakiman dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0408252 tanggal 17 November 2020.

b. Kegiatan Usaha Pokok Perusahaan

Sesuai anggaran dasarnya, Perusahaan didirikan dengan maksud dan tujuan untuk melanjutkan usaha dibidang:

- 1) Konstruksi bangunan sipil
- 2) Konstruksi khusus
- 3) Angkutan darat dan angkutan melalui saluran pipa
- 4) Aktivitas arsitektur dan keinsinyuran; analisis dan uji teknis
- 5) Pergudangan dan aktivitas penunjang angkutan
- 6) Telekomunikasi
- 7) Real estat
- 8) Aktivitas kantor pusat dan konsultasi manajemen
- 9) Periklanan dan penelitian pasar
- 10) Aktivitas penyewaan dan sewa guna usaha tanpa hak opsi
- 11) Pendidikan

Perusahaan memulai kegiatan usaha komersialnya pada tahun 2019. Perusahaan berkedudukan di Jakarta Utara. Entitas induk Perusahaan adalah PT Jakarta Propertindo (Persero).

Susunan Dewan Komisaris dan Direksi PT LRT Jakarta sebagaimana tertuang dalam Akta Pernyataan Keputusan Para Pemegang Saham Diluar Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB) PT LRT Jakarta No. 16 tanggal 26 Juli 2024 adalah sebagai berikut:

Dewan Komisaris

	2025
Komisaris Utama :	Iwan Takwin
Komisaris :	Azas Tigor Nainggolan
Komisaris :	M. Pramintohadi
	Sukarno

Dewan Direksi

Direktur Utama :	Roberto Akyuwen
Direktur :	Sahurdi
Direktur :	Aditia Kesuma Negara
	Dalimunte

1. GENERAL

a. Establishment of the Company

PT LRT Jakarta ("the Company") was established in Jakarta under the name of PT LRT Jakarta in accordance with Notarial deed No. 10 dated April 16, 2018 about establishment of PT LRT Jakarta from Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta. Establishment of the Company has been approved by the Minister of Justice of the Republic Indonesia dated April 17, 2018 in its Decision Letter No. AHU-0020380.AH.01.01. Tahun 2018.

The Articles of Association have been amended several times, most recently by a deed of Notary Wiwik Condro, S.H. 75 dated 26 October, 2020 regarding changes to the increase in issued/paid-up capital. The amendment has been approved by the Ministry of Justice and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0408252 dated November 17, 2020.

b. The Company's Business Activities

Based on article, The Company was established with with aim and objectives to operate business activities in fields:

- 1) Civil building construction
- 2) Special construction
- 3) Land transportation and transportation through pipelines
- 4) Architectural and engineering activities; technical analysis and test
- 5) Warehousing and transportation support activities
- 6) Telecommunications
- 7) Real estate
- 8) Head office activities and management consulting
- 9) Advertising and market research
- 10) Leasing and leasing activities without option rights
- 11) Educations

The Company started its commercial activities in 2019. The Company domiciled in North Jakarta. The parent company is PT Jakarta Propertindo (Persero).

The composition of Board of Commissioners and Directors PT LRT Jakarta based on Deed of Statement of Shareholders Resolutions Outside the Extradinary General Meeting of Shareholders (RUPS-LB) PT LRT Jakarta No.16 dated July 26, 2024 are as follows:

2024

	2024	Board of Commissioners
Iwan Takwin :	Iwan Takwin	President Commissioner
Azas Tigor Nainggolan :	Azas Tigor Nainggolan	Commissioner
M. Pramintohadi :	M. Pramintohadi	Commissioner
	Sukarno	

Directors

Hendri Saputra :	Hendri Saputra	President Commissioner
Sahurdi :	Sahurdi	Commissioner
Aditia Kesuma Negara :	Aditia Kesuma Negara	Commissioner
	Dalimunte	

1. UMUM (LANJUTAN)

c. Dewan Komisaris dan Direksi (Lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan memiliki karyawan sebanyak 306 dan 299 karyawan (tidak diaudit).

2. PERUBAHAN PADA PERNYATAAN STANDAR AKUNTANSI KEUANGAN ("PSAK") DAN INTERPRETASI PERNYATAAN STANDAR AKUNTANSI KEUANGAN ("ISAK")

Penerapan dari standar dan amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2025 berikut tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan :

- PSAK No. 117 "Kontrak Asuransi"
- Amandemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing" tentang kekurangan ketertukaran"

Amandemen baru yang telah diterbitkan namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2025 adalah sebagai berikut:

- Amandemen PSAK No. 109, "Instrumen Keuangan" dan PSAK No. 107, "Instrumen Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrumen keuangan
- Amendemen PSAK No. 109, "Instrumen Keuangan" dan PSAK No. 107, "Instrumen Keuangan: Pengungkapan" tentang kontrak yang mengacu pada listrik bergantung alam
- PSAK No. 118 "Penyajian dan Pengungkapan Dalam Laporan Keuangan"

Amandemen baru di atas berlaku efektif mulai 1 Januari 2026, kecuali PSAK No. 118 yang berlaku efektif mulai 1 Januari 2027, tetapi penerapan ini diperkenankan. Pada tanggal penyelesaian laporan keuangan, Perusahaan sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru dan amandemen pada laporan keuangan.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL

a. Kepatuhan Terhadap Standar Akuntansi Keuangan (SAK)

Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia (DSAK - IAI).

b. Dasar Pengukuran dan Penyusunan Laporan Keuangan

Laporan keuangan disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas.

Dasar pengukuran dalam penyusunan laporan keuangan ini adalah konsep equity method, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

1. GENERAL (CONTINUED)

c. Board of Commissioners and Directors (Continued)

As of December 31, 2025 and 2024 the Company had 306 and 299 respectively (unaudited).

2. CHANGES TO STATEMENTS OF FINANSIAL ACCOUNTING STANDARDS ("SFAS") AND INTERPRETATIONS OF STATEMENTS OF FINANSIAL ACCOUNTING STANDARDS ("IFAS")

The adoption of the following standard and amendments to accounting standards which are effective from 1 January 2025 did not result in substantial changes to the Company's accounting policies and had no material effect on the amounts reported in the financial statements :

- SFAS No. 117, "Insurance Contracts"
- Amendment to SFAS No. 221, "The Effect of Changes in Foreign Exchange Rates" about lack of exchangeability

The new amendments issued but not yet effective for the financial year beginning 1 January 2025 are as follows:

- Amendment to SFAS No. 109, "Financial Instruments" and SFAS No. 107, "Financial Instruments: Disclosure" about classification and measurement of financial instruments
- Amendment to SFAS No. 109, "Financial Instruments" and SFAS No. 107, "Financial Instruments: Disclosure" about contracts referencing nature-dependent electricity
- SFAS No. 118 "Presentation and Disclosure in Financial Statements"

The above new amendments are effective beginning 1 January 2026, except for SFAS No. 118 which are effective beginning 1 January 2027, but early adoption is permitted. As at the completion date of financial statements, the Company is evaluating the potential impact of the new standard and amendments on the financial statements.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES

a. Compliance with Financial Accounting Standards (SAK)

The financial statements have been prepared in accordance with Indonesian Financial Accounting Standards which contain in Statement of Financial Accounting Standards ("SFAS"), Interpretations issued by the Financial Accounting Standards Board ("DSAK") of the Institute of Indonesian Chartered Accountants (DSAK-IAI).

b. Compliance with Financial Accounting Standards (SAK)

The financial statements are prepared and presented based on the going concern assumption and on the accrual basis, except for the statement of cash flows.

Basis of measurement in preparation of these consolidated financial statements is the equity method concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is generally based on the fair value of the conducting in exchange for assets.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

b. Dasar Pengukuran dan Penyusunan Laporan Keuangan (Lanjutan)

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada bank lain dan Sertifikat Bank Indonesia yang jatuh tempo dalam waktu 3 bulan atau kurang sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

Pos-pos dalam penghasilan komprehensif lainnya disajikan terpisah antara akun-akun yang akan direklasifikasikan ke laba rugi dan akun-akun yang tidak akan direklasifikasikan ke laba rugi.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan ini adalah Rupiah yang merupakan mata uang fungsional. unsur-unsur dalam laporan keuangan dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

c. Transaksi dan Saldo dalam Mata Uang Asing

Transaksi dalam mata uang asing dijabarkan menjadi mata uang fungsional menggunakan kurs yang berlaku pada tanggal transaksi. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir tahun diakui dalam laba rugi.

Kurs yang digunakan pada tanggal laporan posisi keuangan konsolidasian, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut:

	Kurs	
	2025	2024
<u>Mata Uang</u>		
1 USD	16.782	16.162
1 GBP	22.666	20.333
1 EUR	19.753	16.851

d. Transaksi dengan Pihak-pihak berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- 1) Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - a) Memiliki pengendalian atau pengendalian bersama atas entitas pelapor.
 - b) Memiliki pengaruh signifikan atas entitas pelapor; atau
 - c) Personil manajemen kunci entitas pelapor atau entitas induk entitas pelapor.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

b. Compliance with Financial Accounting Standards (SAK) (Continued)

The statements of cash flows are prepared in the direct method with cash flows classified into operating, investing and financing activities. Cash and cash equivalents consist of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with other banks and Certificates of Bank Indonesia maturing within 3 months from the date of acquisition, and which are not pledged as collateral for borrowings nor restricted.

Items within other comprehensive income are classified separately, between accounts which will be reclassified to profit or loss and which will not be reclassified to profit or loss.

The presentation currency used in the preparation of the financial statements is Indonesian Rupiah which is the functional currency. items included in the financial statements of each entity are measured using that functional currency.

c. Transactions and Balances in Foreign Currency

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

As at the consolidated statement of financial position dates, the exchange rates used, based on the middle rates published by Bank Indonesia, were as follows:

d. Transactions with Related Parties

A related party is a person or an entity that is related to the reporting entity:

- 1) A person or a close member of that person's family is related to a reporting entity if that person:
 - a) Having joint control or control over the reporting entity;
 - b) Has significant influence over the reporting entity; or
 - c) Key management personnel of the reporting entity or entity of the reporting entity.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

d. Transaksi dengan Pihak-pihak berelasi (Lanjutan)

- 2) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - a) Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (seperti entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas);
 - b) Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (entitas asosiasi atau entitas bersama yang merupakan anggota suatu kelompok usaha yang mana entitas lain tersebut adalah anggotanya);
 - c) Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - d) Satu entitas adalah ventura bersama dari entitas ketiga dan entitas lain adalah entitas asosiasi dari entitas ketiga;
 - e) Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a); atau;
 - f) Entitas tersebut adalah suatu program imbalan kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.
 - g) Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personel manajemen kunci entitas (atau entitas induk dari entitas).
 - h) Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personel manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Entitas yang berelasi dengan Pemerintah adalah entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Pemerintah Daerah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam catatan yang relevan.

e. Instrumen Keuangan

Pengakuan dan Pengukuran Awal

Grup mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan konsolidasian, jika dan hanya jika, Grup menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut.

Aset keuangan atau liabilitas keuangan pada awalnya diukur pada nilai wajar. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan dan liabilitas keuangan, jika diperlukan, pada pengakuan awal. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan aset keuangan dan liabilitas keuangan pada nilai wajar melalui laba rugi diakui langsung pada laba rugi.

Semua pembelian atau penjualan reguler aset keuangan diakui dan dihentikan pengakuannya berdasarkan tanggal perdagangan. Pembelian atau penjualan reguler adalah pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam jangka waktu yang ditetapkan oleh peraturan atau konvensi di pasar.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

d. Transactions with Related Parties (Continued)

- 2) An entity is related to the reporting entity if it meets one of the following:
 - a) The reporting entity and entity are members of the same business Company (such as the parent entity, subsidiary, and subsequent subsidiaries with respect to the entity);
 - b) One entity is an associate or joint venture of another entity (associate entity or a joint entity which is a member of a business Company in which the other entity is are its members);
 - c) Both entities are joint ventures of the same third party;
 - d) One entity is a joint venture of a third entity and another entity is an associate of the third entity;
 - e) The entity is controlled or jointly controlled by a person identified in (a); or;
 - f) The entity is a work reward for employee benefits from an entity reporter or entity associated with the reporting entity. If the reporting entity is an entity organizing the program, the sponsoring entity also relates to the reporting entity.
 - g) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity).
 - h) The entity, or a member of a Company to which it is a part, provides key management personnel service to the reporting entry or to the parent of the reporting entity.

Government related entity can be an entity which is controlled or significantly influenced by the Local Government. The Government refers to government, government agencies and similar bodies whether local, national or international.

All significant transactions and balances with related parties are disclosed in the relevant Notes.

e. Financial Instrument

Initial Recognition and Measurement

The Group recognizes a financial asset or a financial liability in the consolidated statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument.

Financial asset or financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets and financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

All regular way purchases or sales of financial assets are recognized and derecognized on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Semua aset keuangan yang diakui selanjutnya diukur secara keseluruhan pada biaya perolehan yang diamortisasi atau nilai wajar, tergantung pada klasifikasi aset keuangan tersebut.

Klasifikasi Aset Keuangan

Instrumen utang yang memenuhi persyaratan berikut selanjutnya diukur pada biaya perolehan diamortisasi:

1. Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
2. Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata-mata dari pembayaran pokok dan bunga ("SPPI") dari jumlah pokok terutang.

Instrumen utang selanjutnya diukur pada nilai wajar melalui penghasilan komprehensif lain ("FVTOCI"), jika memenuhi kedua kondisi berikut ini:

- a) aset keuangan dikelola dalam model bisnis yang tujuannya akan tercapai dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- b) persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata-mata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Seluruh aset keuangan lain selanjutnya diukur pada nilai wajar melalui laba rugi ("FVTPL").

Meskipun telah disebutkan sebelumnya, Grup dapat menetapkan pilihan tak terbatalkan pada saat pengakuan awal aset keuangan sebagai berikut:

- a) menyajikan perubahan selanjutnya nilai wajar investasi pada instrumen ekuitas dalam penghasilan komprehensif lain jika kriteria tertentu dipenuhi dan;
- b) menetapkan aset keuangan yang memenuhi kriteria biaya perolehan diamortisasi atau FVTOCI sebagai diukur pada FVTPL, jika penetapan itu mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran dan pengakuan (accounting mismatch).

Biaya Perolehan Diamortisasi dan Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode menghitung biaya perolehan diamortisasi dari instrumen utang dan mengalokasikan pendapatan bunga selama periode yang relevan.

Untuk instrumen keuangan selain yang dibeli atau berasal dari aset keuangan memburuk, suku bunga efektif adalah tingkat suku bunga yang secara tepat mendiskontokan penerimaan kas masa depan (termasuk semua biaya dan poin yang dibayarkan atau diterima yang merupakan bagian yang tidak terpisahkan dari suku bunga efektif, biaya transaksi dan premi atau diskon lainnya) tidak termasuk kerugian kredit ekspektasian, melalui umur ekspektasian dari instrumen utang, atau, jika tepat, periode yang lebih pendek, ke jumlah tercatat bruto instrumen utang pada saat pengakuan awal. Untuk aset keuangan yang dibeli atau yang berasal dari aset keuangan memburuk, suku bunga efektif yang disesuaikan dengan risiko kredit dihitung dengan mendiskontokan estimasi arus kas masa depan, termasuk estimasi kerugian kredit, ke biaya perolehan diamortisasi instrumen utang pada pengakuan awal.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

All recognized financial assets are measured subsequently in their entirety at either amortized cost or fair value, depending on the classification of the financial assets.

Classification of Financial Assets

Debt instruments that meet the following conditions are subsequently measured at amortized cost:

1. The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
2. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.

Debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- a) the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss ("FVTPL").

Despite the foregoing, the Group may make the following irrevocable election/ designation at initial recognition of a financial asset:

- a) irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met and;
- b) irrevocably designate a debt investment that meets the amortized cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

Amortized Cost and Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period.

For financial instruments other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortized cost of the debt instrument on initial recognition.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Klasifikasi Aset Keuangan (Lanjutan)

Biaya Perolehan Diamortisasi dan Metode Suku Bunga Efektif (Lanjutan)

Biaya perolehan diamortisasi dari aset keuangan adalah nilai aset keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok, ditambah amortisasi kumulatif menggunakan metode suku bunga efektif dari selisih antara nilai awal dan nilai jatuh temponya, disesuaikan dengan penyisihan kerugiannya. Di sisi lain, jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi dari aset keuangan, sebelum disesuaikan dengan penyisihan kerugian.

Bunga diakui dengan menggunakan metode suku bunga efektif untuk instrumen utang yang diukur selanjutnya pada biaya perolehan diamortisasi dan pada FVTOCI. Untuk instrumen keuangan lain, kecuali aset keuangan yang dibeli atau berasal dari aset keuangan memburuk, pendapatan bunga dihitung dengan menerapkan suku bunga efektif terhadap jumlah tercatat bruto aset keuangan, kecuali aset keuangan yang kemudian mengalami penurunan nilai kredit. Untuk aset keuangan yang berasal dari aset keuangan memburuk, pendapatan bunga diakui dengan menerapkan suku bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut.

Jika pada periode pelaporan keuangan selanjutnya, risiko kredit aset keuangan tersebut membaik sehingga aset keuangan tidak lagi mengalami penurunan nilai kredit, maka pendapatan bunga diakui dengan menerapkan suku bunga efektif terhadap jumlah tercatat bruto aset keuangan.

Untuk aset keuangan yang dibeli atau berasal dari aset keuangan memburuk, Perusahaan mengakui pendapatan bunga dengan menerapkan suku bunga efektif yang disesuaikan dengan risiko kredit atas biaya perolehan diamortisasi dari aset keuangan sejak pengakuan awal. Perhitungan tidak kembali ke basis bruto bahkan jika risiko kredit dari aset keuangan selanjutnya membaik sehingga aset keuangan tidak lagi mengalami penurunan kredit.

Pendapatan bunga diakui dalam laba rugi dan dimasukkan dalam pos "Penghasilan bunga - neto".

Instrumen Ekuitas yang Ditetapkan pada FVTOCI

Pada pengakuan awal, Perusahaan dapat membuat pilihan yang tidak terbatalkan (atas dasar instrumen per instrumen) untuk menetapkan investasi dalam instrumen ekuitas pada FVTOCI. Penetapan pada FVTOCI tidak diizinkan jika investasi ekuitas dimiliki untuk diperdagangkan atau jika merupakan imbalan kontijensi yang diakui oleh pihak pengakuisisi dalam suatu kombinasi bisnis.

Aset keuangan tersedia untuk diperdagangkan jika:

- 1) Diperoleh untuk tujuan dijual dalam waktu dekat; atau
- 2) Pada pengakuan awal, merupakan bagian dari portofolio instrumen keuangan yang diidentifikasi dimana dikelola oleh Perusahaan dan memiliki bukti pola pengambilan aktual laba jangka pendek; atau
- 3) Merupakan derivatif (kecuali untuk derivatif yang merupakan kontrak jaminan keuangan atau instrumen lindung nilai yang ditunjuk dan efektif).

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Classification of Financial Assets (Continued)

Amortized Cost and Effective Interest Method (Continued)

The amortized cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for any loss allowance.

Interest income is recognized using the effective interest method for debt instruments measured subsequently at amortized cost and at FVTOCI. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired. For financial assets that have subsequently become credit-impaired, interest income is recognized by applying the effective interest rate to the amortized cost of the financial asset.

If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognized by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Company recognizes interest income by applying the credit-adjusted effective interest rate to the amortized cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognized in profit or loss and is included in the "Finance income - net" line item.

Equity instruments Designated as of FVTOCI

On initial recognition, the Company may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as of FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is a contingent consideration recognized by an acquirer in a business combination.

A financial asset is held for trading if:

- 1) It has been acquired principally for the purpose of selling it in the near term; or
- 2) On initial recognition it is part of a portfolio of identified financial instruments that the Company manages and has evidence of a recent actual pattern of short-term profit-taking; or
- 3) It is a derivative (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Aset Keuangan (Lanjutan)

Instrumen Ekuitas yang Ditetapkan pada FVTOCI (Lanjutan)

Investasi dalam instrumen ekuitas di FVTOCI pada awalnya diukur pada nilai wajar ditambah biaya transaksi. Selanjutnya, nilai wajar tersebut diukur pada nilai wajar dengan mengakui keuntungan dan kerugian yang timbul dari perubahan nilai wajar dalam penghasilan komprehensif lain dan diakumulasi dalam cadangan revaluasi investasi. Keuntungan atau kerugian kumulatif tidak direklasifikasi ke laba rugi atas pelepasan investasi ekuitas, melainkan dialihkan ke saldo laba.

Dividen atas investasi pada instrumen ekuitas tersebut diakui dalam laba rugi sesuai dengan PSAK 109, kecuali jika dividen tersebut secara jelas mewakili pemulihan dari sebagian biaya investasi. Dividen disertakan dalam pos "Penghasilan dan beban keuangan" dalam laba rugi.

Keuntungan dan Kerugian Kurs Mata Uang Asing

Jumlah tercatat aset keuangan dalam mata uang asing ditentukan dalam mata uang tersebut dan dijabarkan dengan menggunakan kurs spot pada setiap tanggal pelaporan. Secara spesifik:

1. Untuk aset keuangan diukur pada biaya perolehan diamortisasi yang bukan merupakan bagian dari hubungan lindung nilai ditetapkan, selisih kurs diakui dalam laba rugi pada pos "Penghasilan dan beban lain-lain";
2. Untuk aset keuangan diukur pada FVTPL yang bukan merupakan bagian dari hubungan lindung nilai ditetapkan, selisih kurs diakui dalam laba rugi pada pos "Penghasilan dan beban lain-lain"; dan
3. Untuk instrument ekuitas diukur pada FVTOCI, selisih kurs diakui pada penghasilan komprehensif lain dalam cadangan revaluasi investasi.

Penurunan Nilai Aset Keuangan

Perusahaan mengakui penyisihan kerugian untuk kerugian kredit ekspektasian ("ECL") atas instrumen utang diukur pada biaya perolehan diamortisasi atau pada FVTOCI, piutang sewa, aset kontrak maupun kontrak jaminan keuangan. Nilai kerugian kredit ekspektasian diperbarui pada tanggal pelaporan untuk mencerminkan perubahan risiko kredit sejak pengakuan awal masing-masing instrumen keuangan.

Perusahaan mengakui penyisihan kerugian untuk kerugian kredit ekspektasian ("ECL") atas instrumen utang diukur pada biaya perolehan diamortisasi atau pada FVTOCI, piutang sewa, aset kontrak maupun kontrak jaminan keuangan. Nilai kerugian kredit ekspektasian diperbarui pada tanggal pelaporan untuk mencerminkan perubahan risiko kredit sejak pengakuan awal masing-masing instrumen keuangan.

Perusahaan selalu mengakui ECL sepanjang umurnya untuk piutang usaha, aset kontrak dan piutang sewa pembiayaan. Kerugian kredit ekspektasian atas aset keuangan diestimasi menggunakan matriks provisi berdasarkan pengalaman kerugian kredit historis Perusahaan, disesuaikan untuk faktor spesifik debitur, kondisi ekonomi umum serta penilaian atas arah kondisi kini dan perkiraan masa depan pada tanggal pelaporan, termasuk nilai waktu atas uang jika tepat.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Financial Assets (Continued)

Equity instruments Designated as of FVTOCI (Continued)

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognized in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

Dividends on these investments in equity instruments are recognized in profit or loss in accordance with SFAS 109, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "Finance income and costs" line item in profit or loss.

Foreign Exchange Gains and Losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically:

1. For financial assets measured at amortized cost that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss in the "Other income and expenses";
2. For financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognized in profit or loss in the "Other income and expenses" line item; and
3. For equity instruments measured at FVTOCI, exchange differences are recognized in other comprehensive income in the investment revaluation reserve.

Impairment of Financial Assets

The Group recognizes a loss allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, contract assets as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Company recognizes a loss allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortized cost or at FVTOCI, lease receivables, contract assets as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Company always recognizes lifetime ECL for trade accounts receivable, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Penurunan Nilai Aset Keuangan (Lanjutan)

Untuk semua instrumen keuangan lainnya, Grup mengakui ECL sepanjang umur ketika telah ada peningkatan risiko kredit yang signifikan sejak pengakuan awal. Jika, sebaliknya, risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal, Grup mengukur penyisihan kerugian untuk instrumen keuangan tersebut sejumlah ECL 12 bulan. Penilaian apakah ECL sepanjang umur harus diakui didasarkan pada peningkatan signifikan dalam kemungkinan terjadinya atau pada risiko gagal bayar sejak pengakuan awal dan bukan didasarkan pada bukti aset keuangan yang mengalami kerugian kredit pada tanggal pelaporan atau kejadian gagal bayar sebenarnya.

Kerugian kredit ekspektasian sepanjang umur merupakan kerugian kredit ekspektasian yang timbul dari seluruh kemungkinan peristiwa gagal bayar selama perkiraan umur instrumen keuangan. Sebaliknya, ECL 12 bulan mewakili porsi ECL sepanjang umur yang timbul dari peristiwa gagal bayar pada instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Penurunan Nilai Aset Keuangan

Dalam menilai apakah risiko kredit pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal.

Perusahaan membandingkan risiko gagal bayar yang terjadi pada instrumen keuangan pada tanggal pelaporan dengan risiko gagal bayar yang terjadi pada instrumen keuangan pada tanggal pengakuan awal. Dalam melakukan penilaian, Perusahaan mempertimbangkan baik informasi kuantitatif maupun kualitatif yang wajar dan mendukung, termasuk pengalaman historis dan informasi bersifat perkiraan masa depan, yang tersedia tanpa biaya atau upaya berlebihan. Informasi masa depan yang dipertimbangkan mencakup prospek masa depan industri di mana debitur Perusahaan beroperasi, yang diperoleh dari laporan ahli ekonomi, analisis keuangan, badan pemerintah, lembaga terkait, dan organisasi serupa lainnya, serta pertimbangan berbagai sumber eksternal aktual dan prakiraan informasi ekonomi yang terkait dengan operasi inti Perusahaan.

Secara khusus, informasi berikut diperhitungkan ketika menilai apakah risiko kredit telah meningkat secara signifikan sejak pengakuan awal.

Terlepas dari hasil penilaian di atas, Perusahaan membuat praduga risiko kredit aset keuangan telah meningkat signifikan sejak pengakuan awal ketika pembayaran kontraktual tertunggak lebih dari 30 hari, kecuali jika Perusahaan memiliki informasi yang wajar dan didukung yang menunjukkan hal sebaliknya.

Meskipun demikian, Perusahaan mengasumsikan bahwa risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal jika instrumen keuangan tersebut ditetapkan memiliki risiko kredit yang rendah pada tanggal pelaporan. Instrumen keuangan bertekad memiliki risiko kredit rendah jika:

- Instrumen keuangan memiliki risiko gagal bayar yang rendah;
- Debitur memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam waktu dekat; dan
- Memburuknya kondisi ekonomi dan bisnis dalam jangka panjang dapat, tetapi tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Impairment of Financial Assets (Continued)

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Impairment of Financial Assets

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition.

The Company compares the risk of a default occurring on the financial instrument as of the reporting date with the risk of a default occurring on the financial instrument as of the date of initial recognition. In making this assessment, the Company considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Company's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organizations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition.

Irrespective of the outcome of the above assessment, the Company presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Company has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- The financial instrument has a low risk of default;
- The debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
- Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Penurunan Nilai Aset Keuangan (Lanjutan)

Perusahaan menganggap aset keuangan memiliki risiko kredit rendah ketika aset memiliki peringkat kredit eksternal 'investment grade' sesuai dengan definisi yang dipahami secara global atau jika peringkat eksternal tidak tersedia, aset tersebut memiliki peringkat internal 'performing'. Performing berarti bahwa rekanan memiliki posisi keuangan yang kuat dan tidak ada jumlah yang tertunggak.

Untuk kontrak jaminan keuangan, tanggal pada saat Perusahaan menjadi salah satu pihak dari komitmen yang tidak dapat dibatalkan dianggap sebagai tanggal pengakuan awal untuk tujuan penilaian penurunan nilai instrumen keuangan. Dalam menilai apakah terdapat peningkatan yang signifikan dalam risiko kredit sejak pengakuan awal kontrak jaminan keuangan, Perusahaan mempertimbangkan perubahan risiko bahwa debitur tertentu akan gagal bayar dalam kontrak tersebut.

Perusahaan secara teratur memantau efektivitas kriteria yang digunakan untuk mengidentifikasi apakah telah terjadi peningkatan risiko kredit yang signifikan dan merevisinya jika perlu untuk memastikan bahwa kriteria tersebut mampu mengidentifikasi peningkatan risiko kredit yang signifikan sebelum jumlahnya jatuh tempo.

Definisi Gagal Bayar

Perusahaan menganggap hal-hal berikut ini merupakan peristiwa gagal bayar untuk tujuan manajemen risiko kredit internal karena pengalaman historis menunjukkan bahwa aset keuangan yang memenuhi salah satu kriteria berikut umumnya tidak dapat dipulihkan:

- Ketika terdapat pelanggaran persyaratan keuangan oleh debitur; atau
- Informasi yang dikembangkan secara internal atau diperoleh dari sumber eksternal menunjukkan bahwa debitur kemungkinan tidak akan membayar kreditornya, termasuk Perusahaan, secara penuh (tanpa memperhitungkan jaminan yang dimiliki oleh Perusahaan).

Terlepas dari analisis di atas, Perusahaan menganggap bahwa gagal bayar telah terjadi ketika aset keuangan tertunggak lebih dari 90 hari kecuali jika Perusahaan memiliki informasi yang wajar dan didukung untuk menunjukkan bahwa kriteria yang lebih panjang lebih tepat.

Aset Keuangan Memburuk

Terlepas dari analisis di atas, Perusahaan menganggap bahwa gagal bayar telah terjadi ketika aset keuangan tertunggak lebih dari 90 hari kecuali jika Perusahaan memiliki informasi yang wajar dan didukung untuk menunjukkan bahwa kriteria yang lebih panjang lebih tepat.

- Kesulitan keuangan signifikan yang dialami penerbit atau peminjam;
- Pelanggaran kontrak, seperti peristiwa gagal bayar atau tunggakan;
- Pihak pemberi pinjaman, untuk alasan ekonomi atau kontraktual sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, telah memberikan konsesi pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Impairment of Financial Assets (Continued)

The Company considers a financial asset to have low credit risk when the asset has external credit rating of 'investment grade' in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of 'performing'. Performing means that the counterparty has a strong financial position and there is no past due amounts.

For financial guarantee contracts, the date that the Company becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contract, the Company considers the changes in the risk that the specified debtor will default on the contract.

The Company regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of Default

The Company considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- When there is a breach of financial covenants by the debtor; or
- Information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Company, in full (without taking into account any collateral held by the Company).

Irrespective of the above analysis, the Company considers that default has occurred when a financial asset is more than 90 days past due unless the Company has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-Impaired Financial Assets

Irrespective of the above analysis, the Company considers that default has occurred when a financial asset is more than 90 days past due unless the Company has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

- Significant financial difficulty of the issuer or the borrower;
- A breach of contract, such as a default or past due event;
- The lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Aset Keuangan Memburuk (Lanjutan)

- d) Terjadi kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- e) Hilangnya pasar aktif untuk aset keuangan itu akibat kesulitan keuangan;
- f) Pembelian atau penerbitan aset keuangan dengan diskon sangat besar yang mencerminkan kerugian kredit yang terjadi.

Kebijakan Penghapusan

Perusahaan menghapuskan aset keuangan ketika ada informasi yang menunjukkan bahwa pihak lawan berada dalam kesulitan keuangan yang buruk dan tidak ada prospek pemulihan yang realistis, contoh ketika pihak lawan dalam proses likuidasi atau telah memasuki proses kebangkrutan, atau untuk hal piutang usaha, ketika jumlahnya sudah lebih dari 120 hari tertunggak, mana yang terjadi lebih dulu.

Aset keuangan yang dihapuskan dapat menjadi subjek aktivitas penagihan dalam prosedur pemulihan Perusahaan, dengan mempertimbangkan nasihat hukum yang sesuai. Setiap pemulihan yang terjadi diakui dalam laba rugi.

Pengukuran dan Pengakuan atas Kerugian Kredit Ekspektasian

Pengukuran kerugian kredit ekspektasian merupakan fungsi dari probability of default, loss given default (yaitu besarnya kerugian jika terjadi gagal bayar) dan eksposur pada gagal bayar. Penilaian probability of default dan loss given default berdasarkan data historis yang disesuaikan dengan informasi masa depan seperti dijelaskan di atas. Adapun eksposur atas gagal bayar, untuk aset keuangan, diwakili oleh nilai tercatat bruto aset pada tanggal pelaporan; untuk kontrak jaminan keuangan, eksposur mencakup jumlah yang ditarik pada tanggal pelaporan, ditambah dengan jumlah yang diperkirakan akan ditarik di masa depan sebelum tanggal gagal bayar yang ditentukan berdasarkan tren historis, pemahaman Perusahaan mengenai kebutuhan pembiayaan masa depan yang spesifik dari debiturnya, dan informasi perkiraan masa depan lainnya yang relevan.

Untuk aset keuangan, kerugian kredit ekspektasian diestimasi sebagai selisih antara seluruh arus kas kontraktual yang jatuh tempo kepada Perusahaan sesuai dengan kontrak dan seluruh arus kas yang diekspektasi akan diterima oleh Perusahaan, didiskontokan pada sukubunga efektif awal. Untuk piutang sewa, arus kas yang digunakan untuk menentukan kerugian kredit ekspektasian konsisten dengan arus kas yang digunakan dalam mengukur piutang sewa berdasarkan PSAK 116.

Untuk kontrak jaminan keuangan, karena Perusahaan diharuskan untuk melakukan pembayaran hanya jika debitur gagal bayar sesuai dengan ketentuan instrumen yang dijamin, penyisihan kerugian yang diharapkan adalah pembayaran yang diharapkan untuk mengganti pemegang kerugian kredit yang timbul dikurangi jumlah yang diharapkan akan diterima Perusahaan dari pemegang, debitur atau pihak lain.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Credit-Impaired Financial Assets (Continued)

- d) It is becoming probable that the borrower will enter bankruptcy or other financial reorganization;
- e) The disappearance of an active market for that financial asset because of financial difficulties;
- f) The purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Write-Off Policy

The Company writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade accounts receivable, when the amounts are over 120 days past due, whichever occurs sooner.

Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in profit or loss.

Measurement and Recognition of Expected Credit Losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as of the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Company's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with SFAS 116.

For a financial guarantee contract, as the Company is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Company expects to receive from the holder, the debtor or any other party.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Pengukuran dan Pengakuan atas Kerugian Kredit Ekspektasian (Lanjutan)

Apabila kerugian kredit ekspektasian sepanjang umur diukur secara kolektif untuk kasus dimana bukti kenaikan signifikan risiko kredit pada level instrumen individual tidak tersedia, instrumen keuangan dikelompokkan dengan dasar sebagai berikut:

- Sifat instrumen keuangan (yaitu piutang usaha, piutang lain-lain, piutang sewa pembiayaan dan jumlah tagihan kepada pelanggan masing-masing. Piutang pihak berelasi dinilai untuk kerugian kredit ekspektasian atas dasar individual);
- Status jatuh tempo;
- Sifat, besaran dan jenis industri debitur;
- Sifat jaminan untuk piutang sewa pembiayaan; dan
- Peringkat kredit eksternal jika tersedia.

Pengelompokan ditelaah secara teratur oleh manajemen untuk memastikan setiap kelompok mempunyai karakteristik risiko yang sama.

Jika Perusahaan telah mengukur cadangan kerugian untuk instrumen keuangan sebesar ECL sepanjang umurnya pada periode pelaporan sebelumnya, tetapi menentukan pada tanggal pelaporan ini bahwa kondisi untuk ECL sepanjang umurnya tidak lagi terpenuhi, Perusahaan mengukur cadangan kerugian sejumlah ECL 12 bulan pada tanggal pelaporan ini, kecuali untuk aset yang menggunakan pendekatan yang disederhanakan.

Perusahaan mengakui keuntungan atau kerugian penurunan nilai dalam laba rugi untuk semua instrumen keuangan dengan penyesuaian terkait ke jumlah tercatat melalui akun cadangan kerugian, kecuali untuk investasi pada instrumen hutang yang diukur pada FVTOCI, dimana penyisihan kerugian diakui dalam penghasilan komprehensif lain dan diakumulasi dalam cadangan revaluasi investasi, dan tidak mengurangi nilai tercatat aset keuangan pada laporan posisi keuangan.

Penghentian Pengakuan Aset Keuangan

Perusahaan menghentikan pengakuan aset keuangan jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir, atau Perusahaan mentransfer aset keuangan dan secara substansial mentransfer seluruh risiko dan manfaat atas kepemilikan aset kepada entitas lain.

Jika Perusahaan tidak mentransfer serta tidak memiliki secara substansial seluruh risiko dan manfaat kepemilikan serta masih mengendalikan aset yang ditransfer, maka Perusahaan mengakui keterlibatan berkelanjutan atas aset yang ditransfer dan liabilitas terkait sebesar jumlah yang mungkin harus dibayar. Jika Perusahaan memiliki secara substansial seluruh risiko dan manfaat kepemilikan aset keuangan yang ditransfer, Perusahaan masih mengakui aset keuangan dan juga mengakui pinjaman yang dijamin sebesar pinjaman yang diterima.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Measurement and Recognition of Expected Credit Losses (Continued)

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

- Nature of financial instruments (i.e. trade and other receivables, finance lease receivables and amounts due from customers are each assessed. Loans to related parties are assessed for expected credit losses on an individual basis);
- Past-due status;
- Nature, size and industry of debtors;
- Nature of collaterals for finance lease receivables; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Company has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Company measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which the simplified approach was used.

The Company recognizes an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognized in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position.

Derecognition of Financial Assets

The Company derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Penghentian Pengakuan Aset Keuangan (Lanjutan)

Pada penghentian pengakuan aset keuangan yang diukur pada biaya perolehan diamortisasi, perbedaan antara nilai tercatat aset dan jumlah imbalan yang diterima dan piutang diakui dalam laba rugi. Selain itu, pada penghentian pengakuan investasi dalam instrumen utang yang diklasifikasikan sebagai FVTOCI, keuntungan atau kerugian kumulatif yang sebelumnya diakumulasi dalam cadangan revaluasi investasi, direklasifikasi ke laba rugi. Sebaliknya, pada penghentian pengakuan investasi dalam instrumen ekuitas yang telah dipilih Perusahaan pada pengakuan awal untuk diukur di FVTOCI, keuntungan atau kerugian kumulatif yang sebelumnya diakumulasi dalam cadangan revaluasi investasi tidak direklasifikasi ke laba rugi, tetapi dipindahkan ke saldo laba.

Liabilitas Keuangan dan Instrumen Ekuitas

Instrumen Ekuitas

Instrumen ekuitas adalah setiap kontrak yang memberikan hak residual atas aset Perusahaan setelah dikurangi dengan seluruh liabilitasnya. Instrumen ekuitas yang diterbitkan oleh Perusahaan dicatat sebesar hasil penerimaan bersih setelah dikurangi biaya penerbitan langsung.

Pembelian kembali instrumen ekuitas Perusahaan (saham treasury) diakui dan dikurangkan secara langsung dari ekuitas. Keuntungan dan kerugian yang timbul dari pembelian, penjualan, penerbitan atau pembatalan instrumen ekuitas Perusahaan tersebut tidak diakui dalam laba rugi.

Liabilitas Keuangan

Liabilitas keuangan diklasifikasikan sebagai biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

Namun, liabilitas keuangan yang timbul ketika pengalihan aset keuangan tidak memenuhi syarat untuk penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan, kontrak jaminan keuangan yang diterbitkan oleh Perusahaan, dan komitmen yang diterbitkan oleh Perusahaan untuk memberikan pinjaman dengan tingkat bunga di bawah pasar diukur sesuai dengan kebijakan akuntansi spesifik yang diungkapkan di bawah ini.

Pengukuran Selanjutnya Liabilitas Keuangan pada FVTPL

Liabilitas keuangan pada FVTPL diukur pada nilai wajar, dengan keuntungan atau kerugian yang timbul atas perubahan nilai wajar diakui dalam laporan laba rugi sepanjang hal tersebut tidak menjadi bagian dari hubungan lindung nilai yang ditentukan (lihat kebijakan akuntansi lindung nilai). Keuntungan atau kerugian bersih yang diakui dalam laba rugi menggabungkan setiap bunga yang dibayarkan atas liabilitas keuangan dan termasuk dalam bagian "penghasilan lain-lain - neto" dalam laporan laba rugi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Derecognition of Financial Assets (Continued)

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as of FVTOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in an equity instrument which the Company has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Financial Liabilities and Equity Instruments

Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments (treasury shares) is recognized and deducted directly in equity. No gain or loss is recognized in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Financial Liabilities

Financial liabilities are classified as "at amortized cost" using the effective interest method.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Company, and commitments issued by the Company to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Subsequent Measurement of Financial Liabilities at FVTPL

Financial liabilities at FVTPL are measured at fair value, with any gains or losses arising on changes in fair value recognized in profit or loss to the extent that they are not part of a designated hedging relationship (see hedge accounting policy). The net gain or loss recognized in profit or loss incorporates any interest paid on the financial liability and is included in the "other income - net" line item in profit or loss.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Pengukuran Selanjutnya Liabilitas Keuangan pada FVTPL (Lanjutan)

Namun, untuk liabilitas keuangan yang ditetapkan pada FVTPL, jumlah perubahan nilai wajar liabilitas keuangan yang dapat diatribusikan pada perubahan risiko kredit liabilitas diakui dalam penghasilan komprehensif lain, kecuali jika pengakuan dampak risiko kredit di penghasilan komprehensif lain akan menciptakan atau memperbesar inkonsistensi akuntansi dalam laba rugi. Sisa perubahan dari nilai wajar atas liabilitas diakui dalam laba rugi. Perubahan nilai wajar yang dapat diatribusikan pada risiko kredit liabilitas keuangan yang diakui dalam penghasilan komprehensif lain tidak akan direklasifikasi ke laba rugi; sebaliknya, perubahan tersebut dipindahkan ke saldo laba pada saat penghentian pengakuan liabilitas keuangan.

Keuntungan atau kerugian dari kontrak jaminan keuangan yang diterbitkan oleh Perusahaan yang ditetapkan oleh Perusahaan sebagai FVTPL diakui dalam laba rugi.

Liabilitas Keuangan pada Biaya Perolehan Diamortisasi

Liabilitas keuangan yang bukan merupakan;

- 1) imbalan kontingen dari pihak pengakuisisi dalam kombinasi bisnis,
- 2) dimiliki untuk diperdagangkan, atau
- 3) ditetapkan sebagai FVTPL, selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari liabilitas keuangan dan metode untuk mengalokasikan biaya bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur liabilitas keuangan, atau (jika lebih tepat) digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih pada saat pengakuan awal.

Liabilitas Kontrak Jaminan Keuangan

Kontrak jaminan keuangan adalah kontrak yang mengharuskan penerbit untuk melakukan pembayaran tertentu untuk mengganti kerugian pemegangnya karena debitur tertentu gagal melakukan pembayaran pada saat jatuh tempo sesuai dengan persyaratan instrumen utang.

Liabilitas kontrak jaminan keuangan yang pada awalnya diukur pada nilai wajar dan, jika ditetapkan sebagai FVTPL dan tidak timbul dari pengalihan aset keuangan, selanjutnya diukur pada nilai yang lebih tinggi antara:

- 1) Jumlah cadangan kerugian yang ditentukan sesuai dengan PSAK 109; dan
- 2) Jumlah yang awalnya diakui dikurangi, jika sesuai, amortisasi kumulatif yang diakui sesuai dengan kebijakan pengakuan pendapatan.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Subsequent Measurement of Financial Liabilities at FVTPL (Continued)

However, for financial liabilities that are designated as of FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognized in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in profit or loss. The remaining amount of change in the fair value of liability is recognized in profit or loss. Changes in fair value attributable to a financial liability's credit risk that are recognized in other comprehensive income are not subsequently reclassified to profit or loss; instead, they are transferred to retained earnings upon derecognition of the financial liability.

Gains or losses on financial guarantee contracts issued by the Company that are designated by the Company as of FVTPL are recognized in profit or loss.

Financial Liabilities at Amortized Cost

Financial liabilities that are not;

- 1) contingent consideration of an acquirer in a business combination,
- 2) held-for-trading, or
- 3) designated as of FVTPL, are subsequently measured at amortized cost using the effective interest method.

Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period to the net carrying amount on initial recognition.

Financial Guarantee Contract Liabilities

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contract liabilities are initially measured at their fair values and, if not designated as of FVTPL and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

- 1) The amount of the loss allowance determined in accordance with SFAS 109; and
- 2) The amount initially recognized less, where appropriate, cumulative amortization recognized in accordance with the revenue recognition policies.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

e. Instrumen Keuangan (Lanjutan)

Liabilitas Keuangan (Lanjutan)

Keuntungan dan Kerugian Kurs Mata Uang Asing

Untuk liabilitas keuangan dalam mata uang asing dan diukur pada biaya perolehan diamortisasi pada setiap tanggal pelaporan, keuntungan atau kerugian kurs mata uang asing ditentukan berdasarkan biaya perolehan diamortisasi dari instrumen. Keuntungan atau kerugian kurs mata uang asing diakui dalam laba rugi untuk liabilitas keuangan yang tidak merupakan bagian dari hubungan lindung nilai ditetapkan. Untuk yang ditetapkan sebagai instrumen lindung nilai untuk lindung nilai atas risiko mata uang asing, keuntungan dan kerugian selisih kurs diakui dalam penghasilan komprehensif lain dan diakumulasi dalam komponen ekuitas yang terpisah. Nilai wajar liabilitas keuangan dalam mata uang asing ditentukan dalam mata uang asing tersebut dan dijabarkan pada kurs yang berlaku pada akhir periode pelaporan.

Penghentian Pengakuan Liabilitas Keuangan

Perusahaan menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas Perusahaan telah dilepaskan, dibatalkan atau kadaluarsa. Selisih antara jumlah tercatat liabilitas keuangan yang dihentikan pengakuannya dan imbalan yang dibayarkan dan utang diakui dalam laba rugi.

Ketika Perusahaan bertukar dengan pemberi pinjaman, satu instrumen utang menjadi instrumen lain dengan persyaratan yang berbeda secara substansial, pertukaran tersebut dicatat sebagai penghapusan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. Demikian pula, Perusahaan memperhitungkan modifikasi substansial dari ketentuan liabilitas yang ada atau bagian dari liabilitas tersebut sebagai pelepasan liabilitas keuangan orisinal dan pengakuan liabilitas baru. Diasumsikan bahwa persyaratannya berbeda secara substansial jika nilai kini arus kas yang didiskonto berdasarkan persyaratan yang baru, termasuk setiap fee (imbalan) yang dibayarkan setelah dikurangi setiap fee (imbalan) yang diterima dan didiskonto menggunakan suku bunga efektif orisinal, berbeda sedikitnya 10% dari nilai kini sisa arus kas yang didiskonto yang berasal dari liabilitas keuangan orisinal.

Jika modifikasi tidak substansial, maka perbedaan antara: (1) jumlah tercatat liabilitas sebelum modifikasi; dan (2) nilai kini dari arus kas setelah modifikasi, diakui dalam laba rugi sebagai keuntungan atau kerugian modifikasi dalam keuntungan dan kerugian lainnya.

f. Kas dan Setara Kas

Kas dan setara kas termasuk kas, kas di bank (rekening giro), dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang pada saat penempatan yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

e. Financial Instrument (Continued)

Financial Liabilities (Continued)

Foreign Exchange Gains and Losses

For financial liabilities that are denominated in a foreign currency and are measured at amortized cost as of each reporting date, the foreign exchange gains and losses are determined based on the amortized cost of the instruments. These foreign exchange gains and losses are recognized in profit or loss for financial liabilities that are not part of a designated hedging relationship. For those which are designated as a hedging instrument for a hedge of foreign currency risk, foreign exchange gains and losses are recognized in other comprehensive income and accumulated in a separate component of equity. The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period.

Derecognition of financial liabilities

The Company derecognizes financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

When the Company exchanges with the existing lender one debt instrument into another one with the substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the Company accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10% different from the discounted present value of the remaining cash flows of the original financial liability.

If the modification is not substantial, the difference between: (1) the carrying amount of the liability before the modification; and (2) the present value of the cash flows after modification is recognized in profit or loss as the modification gain or loss within other gains and losses.

f. Cash and Cash Equivalent

Cash and cash equivalent are cash on hand, cash in bank (current account) and time deposits with maturity periods of three months or less at the time of placement that are not used as collateral or are not restricted.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

g. Investasi Jangka Pendek

Deposito Berjangka

Deposito berjangka yang jatuh temponya lebih dari tiga bulan pada saat penempatan atau yang jatuh temponya kurang dari tiga bulan namun dijadikan jaminan, disajikan sebagai investasi jangka pendek dan termasuk dalam aset keuangan serta dinyatakan sebesar nilai nominal.

Reksadana

Investasi pada reksadana dinyatakan sebesar nilai wajarnya. Keuntungan atau kerugian yang terjadi akibat kenaikan atau penurunan nilai wajar diakui pada periode berjalan.

h. Piutang

Piutang Usaha

Jumlah yang terutang dari pelanggan atas penjualan barang atau jasa dalam kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang), piutang diklasifikasikan sebagai aset lancar.

Piutang Lain-lain

Hak tagih terhadap pihak lain atas kas, jasa dari kegiatan diluar kegiatan utama Perusahaan. Misalnya piutang pegawai, piutang denda dan piutang bunga.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

Kolektibilitas piutang usaha dan piutang lain-lain ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan dengan secara langsung mengurangi nilai tercatatnya. Akun penyisihan digunakan ketika terdapat bukti yang objektif bahwa Grup tidak dapat menagih seluruh nilai terutang sesuai dengan persyaratan awal piutang. Jumlah penurunan nilai adalah sebesar selisih antara nilai tercatat aset dan nilai kini dari estimasi arus kas masa depan pada tingkat suku bunga efektif awal. Arus kas terkait dengan piutang jangka pendek tidak didiskontokan apabila efek diskonto tidak material.

Jumlah kerugian penurunan nilai diakui dalam laba rugi dan disajikan dalam "Beban umum dan administrasi". Ketika piutang usaha yang penurunan nilainya telah diakui tidak dapat ditagih pada periode selanjutnya, maka piutang tersebut dihapusbukkan dengan mengurangi akun penyisihan. Jumlah yang selanjutnya dapat ditagih kembali atas piutang yang sebelumnya telah dihapusbukkan, dikreditkan terhadap "penghasilan lainnya" dalam laba rugi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

g. Short-Term Investments

Time Deposit

Time deposits with maturities of more than three months at the time of placement or maturity of less than three months but pledged as collateral are presented as short-term investments and included in financial assets and stated at their nominal value.

Mutual Funds

their fair value. Gains or losses arising from increase or decrease in fair value are recognized in the current period.

h. Account Receivables

Accounts Receivable

Amounts due from customers for goods sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets.

Other Receivables

The collectible rights from other parties for cash and services from activities outside the main activities of the Company. For example, employee receivables, penalty receivables and interest receivables.

Account receivable and other receivable are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.

Collectibility of account receivables and other receivable are reviewed on an ongoing basis. Receivables which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account is used when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short term receivables are not discounted if the effect of discounting is immaterial.

The amount of impairment loss is recognised in profit or loss within "General and administrative expenses". When a trade receivable for which an impairment allowance had been recognized becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against "other income, net" in the profit or loss.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

i. Persediaan

Persediaan dinyatakan berdasarkan jumlah terendah antara biaya perolehan dan nilai realisasi neto. Biaya persediaan terdiri dari seluruh biaya pembelian, biaya konversi, dan biaya lain yang timbul sampai persediaan berada dalam kondisi dan lokasi saat ini. Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi neto merupakan taksiran harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

Setiap penurunan nilai persediaan di bawah biaya perolehan menjadi nilai realisasi neto dan seluruh kerugian persediaan diakui sebagai beban pada periode terjadinya penurunan atau kerugian tersebut. Setiap pemulihan kembali penurunan nilai persediaan karena peningkatan kembali nilai realisasi neto, diakui sebagai pengurangan terhadap jumlah beban persediaan pada periode terjadinya pemulihan tersebut.

j. Pendapatan Yang Masih Harus Diterima

Pendapatan yang masih harus diterima merupakan Pendapatan Tagihan yang timbul dari penjualan yang telah diakui dan pembayarannya akan diterima yang tagihan invoiceny belum diterbitkan dicatat ke dalam akun pendapatan yang masih harus diterima.

k. Biaya Dibayar Dimuka

Biaya dibayar dimuka merupakan biaya yang akan dialokasikan selama masa manfaat atas masing-masing biaya tersebut. Biaya dibayar dimuka berfungsi antara lain untuk membiayai operasional tidak lebih dari satu tahun setelah tanggal laporan posisi keuangan Perusahaan. Biaya dibayar dimuka diakui pada saat pengeluaran uang dilakukan tetapi barang/jasa manfaat belum diterima. Biaya dibayar dimuka berkurang pada saat barang/jasa/manfaat diterima atau habis masanya.

l. Uang Muka

Uang muka adalah uang yang telah dibayarkan namun belum diakui sebagai beban atau belum dibebankan dikarenakan belum lengkap secara dokumentasi atau belum dipertanggungjawabkan oleh user. Uang muka dilakukan dalam kegiatan yang bersifat swakelola yang pencairan dananya dilakukan melalui metode SPU. Selain itu kas kecil yang telah dibelanjakan namun belum dipertanggungjawabkan oleh pemegang kas kecil dicatat sebagai uang muka.

m. Aset Tetap

Pada saat pembaruan dan perbaikan yang signifikan dilakukan, biaya tersebut diakui ke dalam nilai tercatat (carrying amount) aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya perbaikan dan pemeliharaan lainnya yang tidak memenuhi kriteria pengakuan dibebankan langsung pada operasi berjalan.

Setelah pengakuan awal, aset tetap kecuali tanah dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

i. Inventory

Inventories are carried at the lower of cost and net realizable value. The cost of inventories comprise all costs of purchase, conversion cost and other costs incurred in bringing the inventories to their existing location and condition. Cost is determined using the weighted average method. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The amount of any impairment of inventories will be recognized to net realizable value and all losses of inventories shall be recognized as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realizable value, is recognized as a reduction in the amount of inventories recognized as an expense in the period in which the recovery occurs.

j. Accrued Revenues

Accrued revenue is Revenue Receivables arising from sales that have been recognized and payments to be received whose invoices have not been issued are recorded in the accrued income account.

k. Prepaid Expenses

Prepaid expenses represent costs that will be allocated over the useful life of each of these costs. Prepaid expense function, among others, to finance operations no later than one year after the date of the Company's statement of financial position. Prepaid expenses are recognized when the money is disbursed but goods/services/benefits have not been received. Prepaid expenses are reduced when the goods/services/benefits are received or expire.

l. Advances

Advances are money that has been paid but has not been recognized as an expense or has not been charged due to incomplete documentation or not yet accounted for by the user. Advances are carried out in self managed activities where the disbursement of funds is carried out through the SPU method. In addition, petty cash that has been spent but has not been accounted for by petty cash holders is recorded as an advances.

m. Fixed Assets

When significant renewals and repairs are performed, their costs are recognized in the carrying amount of the property and equipment as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs that do not meet the recognition criteria are charged directly to current operations.

After its initial recognition, fixed assets, except land, are carried at cost less accumulated depreciation, and accumulated impairment losses.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

m. Aset Tetap (Lanjutan)

m. Fixed Assets (Continued)

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus, berdasarkan estimasi masa manfaat ekonomis aset sebagai berikut:

Depreciation is computed from when such assets are ready for use in accordance with the intended use and calculated using the straight-line method, based on the estimated useful lives of the assets as follows:

Jenis Aset	Tahun/ Year	Asset Type
Sarana Perkeretaapian	4-30	Railway Facilities
Prasarana Perkeretaapian	4-8	Railway Infrastructures
Reovasi Gedung	8	Renovation of Office Buildings
Inventaris Kantor	4-10	Office Equipments

Aset tetap yang dikonstruksi sendiri disajikan sebagai bagian aset tetap sebagai "Aset dalam Penyelesaian" dan dinyatakan sebesar biaya perolehannya.

Self-constructed fixed assets are presented as part of the fixed assets under "Asset in Progress" and are stated at cost.

Semua biaya, termasuk biaya pinjaman, yang terjadi sehubungan dengan konstruksi aset tersebut dikapitalisasi sebagai bagian dari biaya perolehan aset tetap dalam konstruksi. Biaya perolehan aset tetap dalam konstruksi tidak termasuk setiap laba internal, jumlah tidak normal dari biaya pemborosan yang terjadi dalam pemakaian bahan baku, tenaga kerja atau sumber daya lain.

All costs, including borrowing costs, incurred associated with the construction of these assets are capitalized as part of the fixed assets under construction. Cost of assets under construction exclude any internal profits, cost of abnormal amounts of wasted material, labour, or other resources incurred.

Akumulasi biaya perolehan yang akan dipindahkan ke masing-masing pos aset tetap yang sesuai pada saat aset tersebut selesai dikerjakan atau siap digunakan dan disusutkan sejak beroperasi.

The accumulated acquisition costs will be transferred to the respective fixed assets at the time the asset is completed or ready for its use and depreciated since these asset have been placed into operation.

Aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak ada manfaat ekonomik masa depan yang diharapkan timbul dari penggunaan aset secara berkelanjutan. Keuntungan atau kerugian yang timbul dari pelepasan atau penghentian pengakuan suatu aset tetap ditentukan sebagai selisih antara hasil penjualan dan nilai tercatat aset dan diakui dalam laba rugi. Pada saat penjualan atau penghentian properti revaluasi, surplus revaluasi yang dapat diatribusikan yang tercatat sebagai cadangan revaluasi properti dialihkan langsung ke saldo laba. Tidak ada pengalihan dari cadangan revaluasi ke saldo laba kecuali jika aset dihentikan pengakuannya.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss. On the subsequent sale or retirement of a revalued property, the attributable revaluation surplus remaining in the properties revaluation reserve is transferred directly to retained earnings. No transfer is made from the revaluation reserve to retained earnings except when an asset is derecognized.

Pada setiap akhir periode pelaporan, nilai residu, umur manfaat dan metode penyusutan direviu, dan jika sesuai dengan keadaan, disesuaikan secara prospektif. Perubahan dalam umur manfaat aset yang diharapkan dan nilai sisa menjadi pertimbangan untuk modifikasi periode depresiasi dan jumlah terdepresiasi yang diperlakukan sebagai perubahan dalam estimasi akuntansi.

The residual values, useful life and methods of depreciation of property and equipment are reviewed, and adjusted prospectively if appropriate, at the end of each financial period. Changes in the expected useful life of assets and residual value are considered to modify the depreciation period and depreciable amount which are treated as changes in accounting estimates.

Aset dalam penyelesaian merupakan akumulasi biaya bahan dan biaya terkait lainnya sampai dengan tanggal dimana aset tersebut telah selesai dan siap untuk digunakan. Biaya-biaya tersebut direklasifikasi ke aset tetap yang bersangkutan ketika aset tersebut siap digunakan sesuai dengan tujuannya.

Construction in progress represents the accumulated costs of materials and other relevant costs up to the date when the asset is complete and ready for use. These costs are reclassified to the respective property and equipment accounts when the asset is ready for its intended use.

Bila nilai tercatat suatu aset melebihi taksiran jumlah yang dapat diperoleh kembali, maka nilai tersebut diturunkan ke jumlah yang dapat diperoleh kembali tersebut, yang ditentukan sebagai nilai tertinggi antara harga jual neto dan nilai pakai.

When the carrying amount of an asset exceeds its estimated recoverable amount, the asset is written down to its estimated recoverable amount, which is determined as the higher of the net selling price and value in use.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

m. Aset Tetap (Lanjutan)

Tanah termasuk biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali dinyatakan sebesar biaya perolehan dan tidak diamortisasi karena manajemen berpendapat bahwa kemungkinan besar hak atas tanah tersebut dapat diperbaharui/diperpanjang pada saat masa berlakunya selesai.

Biaya pengurusan atas perpanjangan atau pembaruan legal hak atas tanah dalam bentuk HGU, HGB dan HP ditangguhkan dan diamortisasi yang lebih pendek antara umur hukum hak atas tanah dan umur ekonomi tanah, dan disajikan sebagai bagian dari akun "Aset Tidak Lancar Lainnya" pada laporan posisi keuangan.

n. Aset Tak Berwujud

Aset tak berwujud merupakan biaya atas perolehan piranti lunak komputer yang tidak terintegrasi dengan piranti keras dikapitalisasi berdasarkan biaya terjadinya untuk mendapatkan dan menyiapkan piranti lunak sampai siap digunakan. Diamortisasi menggunakan metode garis lurus selama masa manfaatnya, yaitu empat tahun.

o. Utang Usaha dan Utang Lain-lain

Utang usaha adalah liabilitas yang timbul karena pengadaan kebutuhan barang dan/atau jasa untuk pelaksanaan aktivitas operasi Perusahaan. Utang usaha meliputi utang kepada pihak ketiga (vendor) untuk pengadaan barang dan/atau jasa.

Nilai utang usaha yang dimaksud terdiri dari jumlah pokok utang dan bunga (jika ada), dan tidak ada diskonto/premium dan biaya transaksi atas utang usaha tersebut.

Sehingga secara umum, jumlah tercatat utang usaha sama dengan jumlah terutang dan tidak ada amortisasi diskon/premium dan biaya transaksi.

Utang usaha dikelompokkan menjadi dua bagian:

- Utang usaha kepada pihak berelasi merupakan pinjaman yang diberikan oleh pemegang saham di luar setoran modal atau pembelian barang atau jasa maupun pinjaman yang diperoleh dari perusahaan afiliasi.
- Utang usaha kepada pihak ketiga merupakan kewajiban yang timbul dalam rangka kegiatan normal operasi Perusahaan. Utang ini dicatat jika hak kepemilikan barang sudah berpindah kepada perusahaan. Dilihat dari jumlahnya, yang dicatat adalah sebesar jumlah yang akan dibayar yaitu harga faktur.

p. Perpajakan

Beban pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak kini dan pajak tangguhan diakui dalam laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

m. Fixed Assets (Continued)

Land including legal cost of land rights in the form of Right to Cultivate ("Hak Guna Usaha" or "HGU"), Right to Build ("Hak Guna Bangunan" or "HGB") and Right to Use ("Hak Pakai" or "HP") when the land rights were acquired initially, is stated at cost and not amortized as the management is of the opinion that it is probable the titles of land rights can be renewed/extended upon expiration.

The extension or the legal renewal costs of land rights in the form of HGU, HGB and HP are deferred and amortized over the shorter between the land rights' legal life and the economic life of the land, and presented as part of "Other Non-current Assets" account in the statement of financial position.

n. Intangible Assets

Intangible asset is the costs associated with the acquisition of computer software which is not integrated with related hardware are capitalized based on costs incurred to acquire and prepare the software until ready to use. These costs are amortised using the straight-line method over their estimated useful lives, which is four years.

o. Account Payables and Other Payable

Account payables are liabilities arising from the procurement of goods and/or services for the implementation of the Company's operating activities. Account payables include debts to third parties (vendors) for the procurement of goods and/or services.

The value of account payables in question consists of the principal amount owed and interest (if any), and there is no discount/premium and transaction costs for these account payables.

So in general, the carrying amount of trade payables is the same as the amount payable and there is no amortization of discounts/premiums and transaction costs.

Accounts payable are divided into two parts:

- Accounts payable to related parties is a loan provided by the shareholders excluding the capital contribution or the purchase of goods or services as well as loans obtained from affiliated companies.
- Accounts payable to third parties is an obligation that arises in the course of the normal operations of the Company. This payable is recorded when the ownership rights to the goods have been transferred to the Company. Judging from the amount, what is recorded is the amount to be paid, namely the invoice price.

p. Taxes

Tax expense is the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax. Current tax and deferred tax are recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

p. Perpajakan (Lanjutan)

Pajak Kini

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihannya diakui sebagai aset. Liabilitas (aset) pajak kini untuk periode berjalan dan periode sebelumnya diukur sebesar jumlah yang diperkirakan akan dibayar kepada (direstitusi dari) otoritas perpajakan, yang dihitung menggunakan tarif pajak (dan undang-undang pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Seluruh perbedaan temporer kena pajak diakui sebagai liabilitas pajak tangguhan, kecuali perbedaan temporer kena pajak yang berasal dari:

1. Pengakuan awal goodwill; atau
2. Pengakuan awal aset atau liabilitas dan transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

Pajak Tangguhan

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Grup memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Grup mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut. Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

p. Taxes (Continued)

Current Income Tax

The unpaid current tax for current and prior period are recognized as liability. If the amount paid in respect of current and prior periods exceeds the amount for those periods, the excess liability is recognized as an asset. Current tax liabilities (assets) for the current and prior periods are measured at the expected amount to be paid (restitution from) to the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax benefits relating to tax loss that can be carried back to recover current tax of a previous periods is recognized as an asset. Deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax liability is recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

1. *The initial recognition of goodwill; or*
2. *The initial recognition of an asset or liability in transaction which is not a business combination and at the time of the transaction, affect neither accounting profit nor taxable profit (tax loss).*

Deferred Tax

A deferred tax asset is recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit (tax loss).

Deferred tax assets and liabilities are measured at the tax rates that are expected to be applied to the period when the asset is recovered or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period. The Group shall reduce the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be recovered. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit is available.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

p. Perpajakan (Lanjutan)

Pajak Tangguhan (Lanjutan)

Perusahaan melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:

1. Perusahaan memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
2. Aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:
 - i. Entitas kena pajak yang sama; atau
 - ii. Entitas kena pajak yang berbeda yang bermaksud untuk memulikan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan dimana jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

Perusahaan melakukan saling hapus atas pajak kini dan liabilitas pajak kini jika dan hanya jika, Perusahaan:

1. Memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
2. Bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Pajak Final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian. Pajak penghasilan final dihitung pada jumlah total tagihan berdasarkan kontrak. Berdasarkan PSAK 212 tersebut di atas, pajak penghasilan final di luar cakupan PSAK 212. Oleh karena itu, tidak ada aset/kewajiban pajak tangguhan yang diakui. Perusahaan memutuskan untuk menyajikan beban pajak final sehubungan dengan pendapatan bunga dari bank dan deposito berjangka sebagai pos tersendiri.

Sesuai dengan Peraturan Pemerintah No. 5 tanggal 23 Maret 2002, pajak penghasilan untuk pendapatan ruang perkantoran dan pusat ritel dikenakan pajak bersifat final sebesar 10% dari nilai pendapatan yang bersangkutan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:

1. PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan oleh kantor pajak, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang diterapkan; dan
2. Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang terpulihkan dari, atau terutang kepada, kantor pajak termasuk sebagai bagian dari piutang atau utang pada laporan posisi keuangan.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

p. Taxes (Continued)

Current Income Tax (Continued)

The Company offsets deferred tax assets and deferred tax liabilities if and only if:

1. The company has a legally enforceable right to offset current tax assets against current tax liabilities; and
2. Deferred tax assets and deferred tax liabilities relate to income tax imposed by the same taxation authority on:
 - i. The same taxable entity; or
 - ii. A different taxable entity that intends to recover current tax assets and liabilities on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of the deferred tax assets or liabilities are expected to be settled or recovered.

The Company offsets current tax assets and current tax liabilities if, and only if, the Company:

1. Has a legally enforceable right to set off the recognized amounts; and
2. Intends to settle on a net basis or realize the asset and settle the liability simultaneously:

Final Tax

Tax regulation in Indonesia determined that certain taxable income is subjected to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction are recognizing losses. The calculation of final tax based on invoice of contract amount. Based on SFAS 212 above, final tax excluded from this SFAS. Hence, there is no deferred tax assets/liabilities recognition. By applying the revised SFAS, the Company has decided to present all of the final tax arising from interest income from bank and time deposits as separate line item.

Based on Government Regulation No. 5 dated March 23, 2002, income from shopping center rental is subjected to a final tax of 10% from related income.

Value Added Tax

Revenue, expenses and assets are recognized net of the amount of VAT except:

1. When the VAT incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
2. When receivables and payables are stated with the amount of VAT included.

The net amount of VAT recoverable from, or payable to, the taxation authorities is included as part of receivables or payables in the statement of financial position.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

q. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Imbalan Pasca Kerja

Imbalan pasca kerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang Ketenagakerjaan.

Grup mengakui jumlah liabilitas imbalan pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode Projected Unit Credit. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Grup mencatat tidak hanya kewajiban hukum berdasarkan persyaratan formal program imbalan pasti, tetapi juga kewajiban konstruktif yang timbul dari praktik informal entitas. Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas konstruksi, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Pesangon

Perusahaan mengakui pesangon sebagai liabilitas dan beban pada tanggal yang lebih awal diantara:

1. Ketika tidak dapat lagi menarik tawaran atas imbalan tersebut; dan
2. Ketika mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 237 dan melibatkan pembayaran pesangon.

Perusahaan mengukur pesangon pada saat pengakuan awal, dan mengukur dan mengakui perubahan selanjutnya, sesuai dengan sifat imbalan kerja.

r. Pengakuan pendapatan dan beban

Perusahaan melakukan analisis transaksi melalui lima langkah analisis dalam menentukan pengakuan pendapatan, sebagai berikut:

- a) Mengidentifikasi kontrak dengan pelanggan, dengan kriteria sebagai berikut:
 - 1) Kontrak telah disetujui oleh pihak - pihak terkait dalam kontrak.
 - 2) Perusahaan bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan.
 - 3) Kontrak memiliki substansi komersial.
 - 4) Besar kemungkinan entitas akan menerima imbalan atas barang atau jasa yang dialihkan.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

q. Employee Benefits

Value Added Tax

Short-term employee benefits consist of wages, salaries, bonus and incentive.

Post-employment Benefits

Post-employment benefits such as retirement, severance and service payments are calculated based on Labor Law.

The Group recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the Projected Unit Credit method. Present value benefit obligation determine by discounting the benefit.

The Group account not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices. Current service cost, past service cost and gain or loss on settlement, and net interests on the net defined benefit liability (asset) are recognized in profit and loss.

The remeasurement of the net defined benefit liability (assets) comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

Termination Benefits

The Company recognizes a liability and expenses for termination benefits at the earlier of the following dates :

1. When the Company can no longer withdraw the offer of those benefits; and
2. When the Company recognizes costs for a restructuring that is within the scope of SFAS 237 and involves payment of termination benefits.

The Company measures termination benefits on initial recognition, and measures and recognizes subsequent changes, in accordance with the nature of the employee benefits.

r. Recognizing revenue and expenses

The Company performs transaction analysis through five steps of analysis in determining revenue recognition, as follows:

- a) Identifying contracts with customers, with the following criteria:
 - 1) The contract has been agreed by the parties to the contract.
 - 2) The company can identify the rights of the parties involved and the payment period for the goods or services to be transferred.
 - 3) The contract has commercial substance.
 - 4) It is probable that the entity will receive a fee for the goods or services transferred.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

r. Pengakuan pendapatan dan beban

Perusahaan melakukan analisis transaksi melalui lima langkah analisis dalam menentukan pengakuan pendapatan, sebagai berikut: (Lanjutan)

- b) Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas penyerahkannya barang atau jasa yang dijanjikan ke pelanggan.
- c) Mengidentifikasi kewajiban pelaksanaan dalam kontrak, untuk menyerahkan barang atau jasa yang memiliki karakteristik yang berbeda ke pelanggan.
- d) Mengalokasikan harga transaksi kepada setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa yang dijanjikan di kontrak.
- e) Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

Kriteria tertentu juga harus terpenuhi untuk setiap aktivitas Perusahaan seperti dijelaskan di bawah ini.

Pendapatan dari penjualan barang diakui pada saat pelanggan menerima dan mengonsumsi manfaat dari jasa tersebut.

Pendapatan jasa diakui pada saat pelanggan menerima dan mengonsumsi manfaat dari jasa tersebut.

Pendapatan jasa operasi dan pemeliharaan diakui pada saat pelanggan menerima dan mengonsumsi manfaat dari jasa tersebut.

Pendapatan Subsidi diakui sesuai dengan realisasi pada kontrak subsidi dalam periode berjalan pada tahun bersangkutan. Atas uang muka subsidi dicatat sebagai hutang uang muka/ pendapatan ditangguhkan dan dilakukan perhitungan dikemudian sebagai pengurang pembayaran atas subsidi setelah verifikasi data. Atas beban dan biaya yang berkaitan dengan pendapatan subsidi disajikan ke dalam beban pokok pendapatan subsidi.

Pengakuan pendapatan atas pengelolaan parkir diakui berdasarkan pendapatan harian dan laporan bagi hasil pendapatan parkir.

Pengakuan pendapatan atas sewa lahan dan bangunan diakui berdasarkan proporsi masa sewa tanah dan bangunan sesuai yang telah dimanfaatkan.

Beban Pokok Penjualan dan Beban diakui pada saat terjadinya, dengan menggunakan dasar akrual (accrual basis).

s. Segmen Operasi

Segmen operasi adalah suatu komponen dari entitas:

- a) yang terlibat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- b) hasil operasinya dikaji ulang secara berkala oleh kepala operasional untuk pembuatan keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- c) tersedia informasi yang dapat dipisahkan.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

r. Recognizing revenue and expenses

The Company performs transaction analysis through five steps of analysis in determining revenue recognition, as follows: (Continued)

- b) Determining the transaction price, after deducting discounts, returns, sales incentives, sales tax for luxury goods, value added tax and export levies, which an entity is entitled to obtain as compensation for the delivery of the promised goods or services to the customer.
- c) Identify the performance obligations in the contract, to deliver goods or services that have different characteristics to customers.
- d) Allocating the transaction price to each performance obligation on the basis of the selling price of each good or service promised in the contract.
- e) Recognizes income when the performance obligations have been fulfilled (all the time or at a certain time).

Certain criteria must also be met for each Company activity as described below.

Revenue from sales of goods is recognized when customers receive and consume the benefits of the services.

Service revenues are recognized when customers receive and consume the benefits of the services.

Operating and maintenance service revenues are recognized when customers receive and consume the benefits of those services.

Subsidy Income is recognized in accordance with the realization in the subsidy contract in the current period of the year. The down payment for subsidies is recorded as advance payment / deferred income and is calculated later as a deduction for subsidies after data verification. The expenses and expenses related to subsidized income are presented in the cost of subsidized income.

The following specific recognition criteria must be met before revenue recognition will be recognized:

Revenue recognition for land and building leases is recognized based on the proportion of the lease period that has been utilized.

Cost of Sale and Expenses are recognized when incurred on an accrual basis.

s. Operating Segment

An operating segment is a component of the entity:

- a) that engages in business activities from which it may earn revenue and incurred expenses (including revenue and expenses relating to transactions with other components of the same entity);
- b) whose operating results are reviewed regularly by the entity's chief operating decision maker to make decision about resources to be allocated to the segments and assess its performance; and
- c) for which discrete information is available.

3. IKHTISAR KEBIJAKAN AKUNTANSI MATERIAL (LANJUTAN)

s. Provisi

Provisi diakui ketika Perusahaan memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu, kemungkinan besar Perusahaan diharuskan menyelesaikan kewajiban dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah yang diakui sebagai provisi adalah hasil estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan risiko dan ketidakpastian yang meliputi kewajibannya.

Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas (ketika pengaruh nilai waktu uang bersifat material).

Ketika beberapa atau seluruh manfaat ekonomi untuk penyelesaian provisi yang diharapkan dapat dipulihkan dari pihak ketiga, piutang diakui sebagai aset apabila terdapat kepastian bahwa penggantian akan diterima dan jumlah piutang dapat diukur secara andal.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI

Penyusunan laporan keuangan konsolidasian mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari aset dan liabilitas, dan pengungkapan aset dan liabilitas kontijensi pada tanggal laporan keuangan konsolidasian serta jumlah pendapatan dan beban selama periode pelaporan.

Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat pada aset dan liabilitas dalam periode pelaporan berikutnya.

Perusahaan mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan, mungkin berubah akibat perubahan pasar atau situasi diluar kendali Perusahaan. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Estimasi dan Asumsi Akuntansi yang Penting

a. Estimasi Umur Manfaat Aset Tetap

Perusahaan melakukan penelaahan atas masa manfaat ekonomis aset tetap berdasarkan faktor-faktor seperti kondisi teknis dan perkembangan teknologi di masa depan. Hasil operasi di masa depan akan dipengaruhi atas perubahan estimasi yang diakibatkan oleh perubahan faktor tersebut.

b. Imbalan Pasca Kerja

Imbalan pasca kerja seperti pensiun dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang Ketenagakerjaan. Penentuan liabilitas imbalan pasca kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

s. Provision

Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of time value money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

4. ACCOUNTING, ESTIMATION JUDGEMENT, AND ASSUMPTION

The preparation of consolidated financial statements requires management to make judgement, estimates, and assumptions that affect the reported amounts of assets and liabilities, asset disclosure and contingent liability at the date of the preparation of consolidated financial statements and the reported amounts of revenues and expenses during reporting period.

Uncertainty about these assumptions and estimates could result in a material adjustment to the carrying amounts of assets and liabilities in the next reporting period.

The Company bases its estimates and assumptions on parameters that are available at the time the financial statements are prepared. Consolidated assumptions about the future development, may change due to market changes or circumstances beyond the Company's control. The changes are reflected in the related assumptions at the time of the occurrence.

Accounting Estimates and Assumptions

a. Estimated Useful Lives

Company conducted a review of the economic useful lives of fixed assets based on factors such as the technical conditions and technological developments in the future. Operating results in the future will be affected from the changes in estimate caused by changes in these factors.

b. Post-Employment Benefits

Post-employment benefits such as retirement and service payments are calculated based on Labor Law. The determination of Group post-employment benefits liabilities is depend on its selection of certain assumptions used by the independent actuaries in calculating such amounts.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI (LANJUTAN)

Estimasi dan Asumsi Akuntansi yang Penting (Lanjutan)

b. Imbalan Pasca Kerja (Lanjutan)

Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas konstruksi, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Manajemen berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktuari dan perubahan signifikan dalam asumsi yang ditetapkan dapat mempengaruhi secara material liabilitas imbalan kerja dan beban imbalan kerja bersih.

c. Cadangan Kerugian Penurunan Nilai Piutang Usaha

Perusahaan mengevaluasi akun tertentu jika terdapat informasi bahwa pelanggan yang bersangkutan tidak dapat memenuhi kewajiban keuangannya. Dalam hal tersebut, Grup mempertimbangkan, berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada, jangka waktu hubungan dengan pelanggan dan status kredit dari pelanggan berdasarkan catatan kredit, untuk mencatat provisi spesifik atas jumlah piutang yang diharapkan dapat diterima.

Provisi spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima mempengaruhi jumlah cadangan kerugian penurunan nilai piutang usaha.

d. Taksiran Nilai Realisasi Neto Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan dan nilai realisasi neto. Nilai realisasi neto untuk aset pengembangan real estat ditentukan berdasarkan estimasi harga jual dikurangi dengan taksiran biaya penyelesaian konstruksi, yang melibatkan pertimbangan signifikan manajemen terhadap variabel utama dan kondisi pasar.

4. ACCOUNTING, ESTIMATION JUDGEMENT, AND ASSUMPTION (CONTINUED)

Accounting Estimates and Assumptions (Continued)

b. Post-Employment Benefits (Continued)

Those assumptions include, among others, discount rates, annual salary increase rate, annual employee turn-over rate, disability rate, retirement age and mortality rate. Current service cost, past service cost and gain or loss on settlement, and net interests on the net defined benefit liability (asset) are recognized in profit and loss.

The remeasurement of the net defined benefit liability (assets) comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

Management believe the assumptions are reasonable and appropriate, significant differences in the actuary result or significant changes in the assumptions may have materially affect its employee benefits liabilities and net employee benefits expense.

c. Allowance for Impairment Losses on Accounts Receivable

The Company evaluates specific accounts where it has information that certain customers are unable to meet their financial obligations. In these cases, the Group uses judgment, based on the best available facts and circumstances, including but not limited to, the length of its relationship with the customer and the customer's current credit worthiness, to record specific provisions its receivable amounts that expects to collect.

These specific provisions are re-evaluated and if additional information received affects the amounts of allowance for impairment losses on account receivables.

d. Estimation of Net Realizable Value for Inventories

Inventories are stated at the lower of cost and net realizable value. Net realizable value of real estate development assets is assessed with reference to estimated selling price less estimated cost to complete the construction, which involves significant management judgement on key variables and market conditions.

5. KAS DAN SETARA KAS

	2025
Akun ini terdiri dari:	
Kas	
Kas Operasional	83.850.000
Kas Ticket	
Vending Machine	24.350.000
Kas Passenger	
Service Machine	29.800.000
Sub Jumlah	138.000.000

5. CASH AND CASH EQUIVALENTS

2024
96.850.000
22.470.000
19.885.000
139.205.000

This account consists of:

Cash
Cash Operational
Cash Ticket
Vending Machine
Cash Passenger
Service Machine
Sub Total

5. KAS DAN SETARA KAS (LANJUTAN)

Bank

PT Bank Rakyat Indonesia (Persero) Tbk	78.191.831.191
PT Bank Mandiri (Persero) Tbk	5.341.515.037
PT Bank Pembangunan Daerah DKI Jakarta	3.764.204.038
PT Bank Tabungan Negara (Persero) Tbk	2.369.547.939
PT Bank Central Asia (Persero) Tbk	16.591.937
PT Bank Nationalnobu Tbk	12.386.360
PT Bank Negara Indonesia (Persero) Tbk	8.023.157

Sub Jumlah **89.704.099.659**

2025

Deposito Berjangka

PT Bank Pembangunan Daerah Banten Tbk	50.000.000.000
PT Bank Muamalat Indonesia Tbk	33.968.946.795
PT Bank DKI Syariah	15.000.000.000
PT Bank Rakyat Indonesia (Persero) Tbk	13.699.794.752
PT Bank Tabungan Negara (Persero) Tbk	-
PT Bank Syariah Indonesia (Persero) Tbk	-
PT Bank Tabungan Negara Syariah (Persero) Tbk	-

Sub Jumlah **112.668.741.547**

Jumlah Kas

dan Setara Kas **202.510.841.206**

2025

Jangka Waktu 1 Bulan / Month
Nisbah 37,12 - 62,88%

Tidak ada kas setara kas yang dibatasi penggunaannya.

Saldo pada PT Bank Pembangunan Daerah DKI Jakarta merupakan dana operasional PT LRT Jakarta hasil pendapatan subsidi dari Pemerintah Provinsi DKI Jakarta melalui Dinas Perhubungan Provinsi DKI Jakarta (Dishub).

5. CASH AND CASH EQUIVALENTS (CONTINUED)

Bank

PT Bank Rakyat Indonesia (Persero) Tbk	135.710.395
PT Bank Mandiri (Persero) Tbk	52.819.246.560
PT Bank Pembangunan Daerah DKI Jakarta	10.127.737.963
PT Bank Tabungan Negara (Persero) Tbk	860.049.172
PT Bank Central Asia (Persero) Tbk	11.144.910
PT Bank Nationalnobu Tbk	-
PT Bank Negara Indonesia (Persero) Tbk	7.581.214

Sub Total

2024

Time Deposite

PT Bank Pembangunan Daerah Banten Tbk	-
PT Bank Muamalat Indonesia Tbk	25.000.000.000
PT Bank DKI Syariah	12.000.000.000
PT Bank Rakyat Indonesia (Persero) Tbk	39.130.437.822
PT Bank Tabungan Negara (Persero) Tbk	20.000.000.000
PT Bank Syariah Indonesia (Persero) Tbk	5.000.000.000
PT Bank Tabungan Negara Syariah (Persero) Tbk	5.000.000.000

Sub Total

**Total Cash
And Equivalents**

2024

1 Bulan / Month
62,88% - 73,4%

Term of Time
Sharing

There is no restricted cash and cash equivalents.

The balance at PT Bank Pembangunan Daerah DKI Jakarta is operational funds for PT LRT Jakarta resulting from subsidy income from the DKI Jakarta Provincial Government through the DKI Jakarta Provincial Transportation Service (Dishub).

6. PIUTANG USAHA

	2025
Akun ini terdiri dari:	
Pihak Berelasi	
PT Jakarta Infrastruktur Propertindo	2.031.496.296
PT Jakarta Propertindo	1.605.898.576
PT Jakarta Konsultindo	427.500.000
Sub Jumlah Pihak Berelasi	4.064.894.872

6. TRADE RECEIVABLES

	2024
PT Jakarta Infrastruktur Propertindo	2.184.274.072
PT Jakarta Propertindo	819.797.839
PT Jakarta Konsultindo	427.500.000
Sub Total Related Parties	3.431.571.911

This account consists of:
Related Parties

PT Jakarta Infrastruktur
Propertindo
PT Jakarta Propertindo
PT Jakarta Konsultindo

Sub Total Related Parties

6. PIUTANG USAHA (LANJUTAN)

Pihak Ketiga

PT Len Rekaprima		
Semesta	503.334.681	-
PT Bank DKI	777.000.000	-
PT Bank Nationalnobu Tbk	555.000.000	-
PT Nawasena Midas Capital	1.054.199.999	-
PT Warna Warni Media	863.333.330	-
PT Fatlanay Mulia Jaya	196.525.000	671.767.850
Piutang Pihak Ketiga		
Dibawah		
500 Juta Rupiah	460.543.163	521.797.845

Sub Jumlah Pihak Ketiga	4.409.936.173	1.193.565.695

Dikurangi:

Cadangan Kerugian Penurunan		
Nilai Piutang	(5.764.171)	(4.430.794)

Sub Jumlah	4.404.172.002	1.189.134.901
Pihak Ketiga - Bersih	4.404.172.002	1.189.134.901

Jumlah	8.469.066.874	4.620.706.812

Piutang Usaha berdasarkan (hari)
adalah sebagai berikut:

	2025	2024
Belum Jatuh Tempo	4.091.641.893	-
Jatuh Tempo:		
1 - 90 hari	12.900.159	334.956.345
90 - 180 hari	2.034.271.296	1.203.508.068
> 180 hari	2.336.017.697	3.086.673.193
Sub Jumlah	8.474.831.045	4.625.137.606

Cadangan Kerugian		
Penurunan		
Nilai Piutang	(5.764.171)	(4.430.794)

Jumlah	8.469.066.874	4.620.706.812

Mutasi Cadangan

Kerugian Piutang	2025	2024
Saldo Awal	4.430.794	86.567.900
Cadangan Kerugian Penurunan		
Nilai Piutang		
Tahun Berjalan	5.764.171	4.430.794
Pemulihan Cadangan		
Kerugian Piutang		
Tahun Berjalan	(4.430.794)	(86.567.900)
Jumlah	5.764.171	4.430.794

Piutang usaha kepada PT Jakarta Propertindo (Perseroda) merupakan piutang subsidi, piutang kepada PT Jakarta Infrastruktur Propertindo atas jasa advertising dan piutang kepada PT Jakarta Konsultindo atas jasa pengurusan study AMDAL dan ANDALALIN Flyover Rorotan.

6. TRADE RECEIVABLES (CONTINUED)

Third Parties

PT Len Rekaprima	
Semesta	
PT Bank DKI	
PT Bank Nationalnobu Tbk	
PT Nawasena Midas Capital	
PT Warna Warni Media	
PT Fatlanay Mulia Jaya	
Third Party Receivables	
Under	
500 Million Rupiah	

Total Third Parties

Less:

Allowance for Impairment	
Losses on Receivable	

Sub Total
Third Parties - Net

Total

Trade receivables by age
(days) as follow:

Not Over Due
Over Due:
1 - 90 days
90 - 180 days
> 180 days

Sub Total

Allowance for
Impairment
Losses on Receivable

Total

**Movement of Allowance
for Losses on Receivables**

Beginning Balance
Allowance For Impairment
Losses on Receivable
For The Current Year
Recovery of Allowance
For Trade Receivable
For The Current Year

Total

Account receivables from PT Jakarta Propertindo (Perseroda) represent receivables from subsidies, receivables from PT Jakarta Infrastruktur Propertindo for advertising services and receivables from PT Jakarta Konsultindo for the AMDAL and ANDALALIN study management services for the Rorotan Flyover.

7. PENDAPATAN YANG MASIH HARUS DITERIMA

	2025
Akun ini terdiri dari:	
PT Angkasa Pura II	13.570.191.199
PT Jakarta Lingko Indonesia	68.895.768
PT Bank Pembangunan Daerah DKI Jakarta	-
PT Len Rekaprima Semesta	-
KSO Waskita	-
PT Centrepark Citra Corpora	-
Jumlah Pendapatan Yang Masih Harus Diterima	13.639.086.967

Pendapatan yang masih harus diterima dari PT Angkasa Pura II merupakan pendapatan PT LRT Jakarta atas pengadaan dan pemasangan Stinger System APMS Bandara Soekarno Hatta, berdasarkan kontrak No. PJJ.CGK.D.AF.0058/II/2025, berlaku efektif sejak tanggal 17 Desember 2024 dengan durasi 12 (dua belas) bulan kalender.

- Berita acara serah terima pertama pekerjaan dengan No. BAC.CGK.TAF.0086/TK.08/2025 tanggal 31 Desember 2025 antara PT LRT Jakarta dengan PT Angkasa Pura Indonesia terkait pekerjaan pengadaan dan pemasangan Stinger System APMS Bandara Soekarno Hatta.

Pendapatan yang masih harus diterima dari PT Jakarta Lingko Indonesia merupakan pendapatan PT LRT Jakarta atas transaksi akseptansi kartu transportasi dan QR tiket untuk periode transaksi bulan November 2025 sebagaimana dalam berita acara *settlement* antara PT LRT Jakarta dan PT Jakarta Lingko Indonesia No. 65/BA/ICT-JLI/II/2025.

7. ACCRUED REVENUES

	2024	
	-	<i>This account consists of:</i>
	31.124.384	<i>PT Angkasa Pura II</i>
	889.279.200	<i>PT Jakarta Lingko Indonesia</i>
	520.251.042	<i>PT Bank Pembangunan Daerah DKI Jakarta</i>
	438.209.752	<i>PT Len Rekaprima Semesta</i>
	340.234.454	<i>KSO Waskita</i>
		<i>PT Centrepark Citra Corpora</i>
Total Accrued Revenues	2.219.098.832	

Accrued income from PT Angkasa Pura II Based on represents PT LRT Jakarta's income from Procurement and Installation of Stinger System APMS at Soekarno Hatta Airport, contract no. PJJ.CGK.D.AF.0058/II/2025, effective from December 17, 2024 with a duration of 12 (twelve) calendar months.

- *Minutes of first handover of work with No. BAC.CGK.TAF.0086/TK.08/2025 dated Desember 31, 2025 between PT LRT Jakarta and PT Angkasa Pura Indonesia related to work Procurement and Installation of Stinger System APMS at Soekarno Hatta Airport.*

Accrued revenue from PT Jakarta Lingko Indonesia represents PT LRT Jakarta's revenue from transportation card and QR ticket acceptance transactions for the November 2025 transaction period as in the minutes of settlement between PT LRT Jakarta and PT Jakarta Lingko Indonesia No. 65/BA/ICT-JLI/II/2025.

8. PERPAJAKAN

a. Pajak dibayar dimuka

	2025
Akun ini terdiri dari:	
Pajak Pertambahan Nilai (PPN) - Masukan	387.759.678
Jumlah	387.759.678

b. Utang Pajak

	2025
Akun ini terdiri dari:	
Pajak Pertambahan Nilai (PPN) - Keluaran	462.736.047
Pajak Penghasilan:	
Pasal 25	2.284.816.386
Pasal 23	354.829.700
Pasal 21	378.088.593
Pasal 4 ayat 2	188.737.336
Jumlah	3.669.208.062

8. TAXATION

a. Prepaid Tax

	2024	
	121.416.455	<i>This account consists of:</i>
	121.416.455	<i>Value Added Tax - In</i>
		Total

b. Taxes Payable

	2024	
	-	<i>This account consists of:</i>
	-	<i>Value Added Tax - Out</i>
	481.173.313	<i>Income Tax:</i>
	474.479.187	<i>Article 25</i>
	219.758.182	<i>Article 23</i>
	1.175.410.682	<i>Article 21</i>
		<i>Article 4 (2)</i>
Total	1.175.410.682	

8. PERPAJAKAN (LANJUTAN)

c. Beban (Manfaat) Pajak Penghasilan

Rekonsiliasi antara rugi sebelum pajak yang disajikan dalam laporan laba rugi komprehensif dengan taksiran penghasilan kena pajak untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, adalah sebagai berikut:

	2025
Laba	
Sebelum Pajak	9.400.468.787
Beda waktu:	
Beban Imbalan	
Pasca Kerja - bersih	3.424.880.861
Penyusutan	
Aset Tetap	(2.871.687.765)
Beban Tantiem	
dan Jasa Produksi	4.282.890.114
Beban Penyisihan Piutang	1.333.377
Jumlah	4.837.416.587
Beda tetap:	
Beban Yang	
Tidak Dapat Dikurangkan	2.866.352.216
Penghasilan Bunga yang	
telah dikenakan Pajak Final	(4.419.389.105)
Penghasilan dan beban yang	
telah dikenakan pajak Final	(2.299.319.459)
Pendapatan Non Operasi Lainnya	-
Jumlah	(3.852.356.348)
Jumlah Koreksi Fiskal	985.060.239
Laba Sebelum	
Kompensasi Rugi Fiskal	10.385.529.026
Akumulasi Rugi Fiskal	
Tahun Lalu	-
Rugi Fiskal Yang Tidak	
Dapat Dimanfaatkan	-
Penghasilan kena pajak	10.385.529.026
Beban pajak kini	2.284.816.386

8. TAXATION (CONTINUED)

c. Expenses (Income) Tax Benefit

The reconciliation between loss before tax presented in the statements of comprehensive income with estimated taxable income for the years ended December 31, 2025 and 2024, is as follows:

2024	
12.551.727.469	Profit Before Income Tax
	Temporary difference:
4.055.455.893	Post - employment Benefit Expenses - Net
(2.871.687.765)	Depreciation of Fixed Assets
(4.003.301.636)	Bonus and Production Services Expenses
(82.137.106)	Bad Debt Expenses
(2.901.670.614)	Total
	Permanent difference:
14.933.214.455	Non - Deductible Expenses
(4.685.118.900)	Income from Interest subjected to Final Tax
(3.890.990.750)	Income and expense subjected to Final tax
-	Other Non-Operating Income
6.357.104.805	Total
3.455.434.191	Total Fiscal Correction
16.007.161.660	Income Before Tax Loss Compensation
(30.871.528.193)	Fiscal Loss From Prior Year
(14.864.366.533)	Unutilized Fiscal Loss
-	Total Fiscal Loss
-	Current Tax Expenses

8. PERPAJAKAN (LANJUTAN)

8. TAXATION (CONTINUED)

d. Pajak Tangguhan

d. Deferred Tax

		2025					
		31 Desember / December 31, 2024	Dikreditkan (Dibebankan) Ke Laporan Laba Rugi/ Credited (Charged) to Statement of Profit or Loss	Dikreditkan (Dibebankan) ke Penghasilan Komprehensif Lain / Credited (Charged) to Other Comprehensive Income	Penyesuaian/ Adjustment	31 Desember / December 31, 2025	Deffered Tax Asset/(Liabilities)
Aset /(Liabilitas)							
Pajak Tangguhan							
Penyusutan							Depreciation of
Aset Tetap							Fixed
Tetap		(2.632.380.451)	(631.771.308)	-	-	(3.264.151.759)	Assets
Liabilitas							Post -
Imbalan							Employment
Pasca							Benefits
Kerja		1.661.700.083	753.473.789	174.224.185	-	2.589.398.057	Liability
Rugi Fiskal		-	-	-	-	-	Fiscal Loss
Tantiem							Bonus and
dan							Production
Jaspro		460.966.848	942.235.828	-	-	1.403.202.676	Services
Cadangan							Allowance for
Kerugian							Impairment
Penurunan							Loss
Nilai							on
Piutang		974.774	293.343	-	-	1.268.117	Receivables
Jumlah		(508.738.747)	1.064.231.652	174.224.185	-	729.717.091	Total
		2024					
		31 Desember 2023/ December 31, 2023	Dikreditkan (Dibebankan) Ke Laporan Laba Rugi/ Credited (Charged) to Statement of Profit or Loss	Dikreditkan (Dibebankan) ke Penghasilan Komprehensif Lain / Credited (Charged) to Other Comprehensive Income	Penyesuaian/ Adjustment	31 Desember 2024/ December 31, 2024	Deffered Tax Asset/(Liabilities)
Aset /(Liabilitas)							
Pajak Tangguhan							
Penyusutan							Depreciation of
Aset Tetap							Fixed
Tetap		(631.771.308)	(631.771.308)	-	(1.368.837.835)	(2.632.380.451)	Assets
Liabilitas							Post -
Imbalan							Employment
Pasca							Benefits
Kerja		1.290.380.924	892.200.296	(520.881.137)	-	1.661.700.083	Liability
Rugi Fiskal		6.791.736.203	(6.791.736.203)	-	-	-	Fiscal Loss
Sub Jumlah		7.450.345.819	(6.531.307.215)	(520.881.137)	(1.368.837.835)	(970.680.368)	Sub Total

8. PERPAJAKAN (LANJUTAN)

8. TAXATION (CONTINUED)

d. Pajak Tangguhan

d. Deferred Tax

2024					
	31 Desember 2023/ December 31, 2023	Dikreditkan (Dibebankan) Ke Laporan Laba Rugi/ Credited (Charged) to Statement of Profit or Loss	Dikreditkan (Dibebankan) ke Penghasilan Komprehensif Lain / Credited (Charged) to Other Comprehensive Income	Penyesuaian/ Adjustment	31 Desember 2024/ December 31, 2024
Aset /(Liabilitas) Pajak Tangguhan					Deferred Tax Asset/(Liabilities)
Sub Jumlah (Lanjutan)	7.450.345.819	(6.531.307.215)	(520.881.137)	(1.368.837.835)	(970.680.368)
Tantiem dan Jaspro	1.341.693.208	(880.726.360)	-	-	460.966.848
Cadangan Kerugian Penurunan Nilai					
Piutang	19.044.938,0	(18.070.164)	-	-	974.774
Jumlah	8.811.083.965	(7.430.103.739)	(520.881.137)	(1.368.837.835)	(508.738.747)

9. BIAYA DIBAYAR DIMUKA

9. PREPAID EXPENSES

	2025	2024	
Akun ini terdiri dari:			This account consists of:
Asuransi Karyawan	2.509.421.988	1.232.914.731	Employee's Insurance
Lainnya	2.672.591.504	3.053.246.759	Others
Jumlah Biaya Dibayar Dimuka	5.182.013.491	4.286.161.490	Total Prepaid Expenses

Tunjangan karyawan berasal dari asuransi rawat inap yang akan di amortize tiap bulan.

Employee benefits come from hospitalization insurance, which will be amortized monthly.

10. UANG MUKA

10. ADVANCES

	2025	2024	
Akun ini terdiri dari:			This account consists of:
Surat Permohonan Uang Muka (SPU)	81.187.138	295.956.436	Advance Request Letter (SPU)
Lainnya	-	82.299.529	Others
Jumlah Uang Muka	81.187.138	378.255.965	Total Advances

Nilai uang muka kerja per 31 Desember 2025 adalah sebesar Rp81.187.138 yang diantaranya merupakan transaksi:

The value of work advances as of December 31, 2025 amounted to Rp81,187,138 which included the following transactions:

- SPU untuk mendanai kegiatan dimana pelaksanaannya bersifat swakelola yang dilakukan secara langsung oleh user atau dengan melibatkan penyelenggara pihak ketiga.
- Realisasi kas kecil belum dipertanggungjawabkan dan belum dilakukan top up.

- SPU to fund activities where the implementation is self-managed which is carried out directly by the user or by involving a third party organizer.
- Use of petty cash that has not been accounted for and has not been top up.

11. PERSEDIAAN

	2025
Akun ini terdiri dari:	
Persediaan Suku	
Cadang Prasarana	22.427.545.201
Persediaan Suku	
Cadang Sarana	20.179.748.823
Jumlah	42.607.294.024

Pada 31 Desember 2025 Perusahaan memiliki persediaan sarana sebesar Rp2.419.921.410 yang akan dilakukan retur untuk diganti dengan barang yang baru karena terdapat malfungsi.

Berdasarkan penilaian manajemen Perusahaan, tidak terdapat kejadian atau perubahan keadaan yang dapat mengindikasikan penurunan nilai persediaan pada tanggal 31 Desember 2025, sehingga tidak diperlukan penyisihan atas penurunan nilai persediaan pada tanggal tersebut.

Pada 31 Desember 2023, Perusahaan menerapkan pertama kali kebijakan akuntansi terkait persediaan berdasarkan SOP Nomor LRTJ-PR-AKP-005. Kebijakan akuntansi tersebut merupakan kondisi yang tidak pernah terjadi sebelumnya, sehingga menurut PSAK 25 penerapan kebijakan akuntansi tersebut diterapkan secara prospektif.

Namun demikian, dalam laporan keuangan per 31 Desember 2024, Perusahaan mengidentifikasi kesalahan mendasar dalam penerapan kebijakan akuntansi yang tidak dapat diterapkan secara retrospektif penuh karena ketidakpraktisan, terutama terkait dengan penentuan dampak spesifik periode atau dampak kumulatif atas saldo persediaan yang sebelumnya telah dibebankan ke beban pokok pendapatan. Oleh karena itu, Perusahaan melakukan penyesuaian saldo awal laba ditahan untuk mereklasifikasi saldo persediaan yang berasal dari beban pokok pendapatan tersebut. Akibat penyesuaian ini, saldo persediaan meningkat sebesar Rp10.284.411.177, sementara saldo akumulasi defisit berkurang dengan jumlah yang sama (lihat catatan 22).

11. INVENTORIES

	2024	
		This account consists of:
		Inventory of Infrastructure
		Spareparts
		Inventory of Facilities
		Spareparts
Total	34.536.112.775	

As of December 31, 2025, the Company had inventory of facilities amounting to Rp2,419,921,410 which will be returned to be replaced with new goods due to malfunctions.

Based on the Company's management's review, there are no events or changes in circumstances which indicate that there is impairment in value of the inventories as of December 31, 2025, thus, no allowance for impairment in value of inventories is provided.

On December 31, 2023, the Company implemented accounting policies related to income for the first time based on SOP Number LRTJ-PR-AKP-005. This accounting policy is a condition that has never happened before, so according to PSAK 25 the application of this accounting policy is applied prospectively.

However, in the financial statements as of December 31, 2024, the Company identified a fundamental error in the application of its accounting policy that could not be fully retrospectively applied due to impracticability, particularly in determining the specific period impact or the cumulative effect on the inventory balance that was previously expensed as the cost of revenue. Accordingly, the Company adjusted the opening retained earnings balance to reclassify the inventory balance originating from the cost of revenue. As a result of this adjustment, the inventory balance increased by Rp10,284,411,177, while the accumulated deficit decreased by the same amount (see notes 22).

12. INVESTASI JANGKA PENDEK

	2025
Akun ini terdiri dari:	
Letter of Credit	
<u>Euro</u>	
PT Bank Mandiri	
(Persero) Tbk	7.455.195
Jumlah	7.455.195

Aset Lain-lain per 31 Desember 2025 dan 2024 masing-masing sebesar Rp7.455.195 dan Rp335.392.206 merupakan kas yang dibatasi penggunaannya atas rekening *letter of credit* untuk alat pembayaran transaksi impor.

12. SHORT - TERM INVESTMENT

	2024	
		This account consists of:
		Letter of Credit
		<u>Euro</u>
		PT Bank Mandiri
		(Persero) Tbk
Total	335.392.206	

Other Assets as of December 31, 2025 and 2024 amounting to Rp7,455,195 and Rp335,392,206 is cash whose use is restricted from a letter of credit account as a means of payment for import transactions.

13. ASET TETAP

13. FIXED ASSETS

2025						
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan						Acquisition Cost
Sarana						Railway
Perkeretaapian	185.270.960.646	-	-	1.781.978.461	187.052.939.107	Facilities
Prasarana						Railway
Perkeretaapian	8.824.171.775	-	-	(1.781.978.461)	7.042.193.314	Infrastructure
Renovasi						Building
Gedung	17.781.087.497	428.821.306	(23.024.926)	-	18.186.883.877	Renovation
Inventaris						Office
Kantor	11.374.915.981	2.394.270.187	-	-	13.769.186.168	Equipment
Sub Jumlah	223.251.135.899	2.823.091.493	(23.024.926)	-	226.051.202.466	Sub Total
Aset Dalam						Asset Under
Penyelesaian	-	986.147.307	-	-	986.147.307	Construction
Sub Jumlah	-	986.147.307	-	-	986.147.307	Sub Total
Jumlah	223.251.135.899	3.809.238.800	(23.024.926)	-	227.037.349.773	Total
Akumulasi Penyusutan						Accumulated Depreciation
Sarana						Railway
Perkeretaapian	27.574.348.637	6.397.468.397	-	1.614.493.871	35.586.310.905	Facilities
Prasarana						Railway
Perkeretaapian	7.185.608.722	768.467.894	-	(1.614.493.871)	6.339.582.744	Infrastructure
Renovasi						Building
Gedung	7.335.220.509	2.225.657.007	-	-	9.560.877.516	Renovation
Inventaris						Office
Kantor	10.444.301.970	966.082.194	-	-	11.410.384.164	Equipment
Jumlah	52.539.479.838	10.357.675.492	-	-	62.897.155.329	Total
Nilai Buku	170.711.656.061				164.140.194.444	Book Value
2024						
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan						Acquisition Cost
Sarana						Railway
Perkeretaapian	185.270.960.646	-	-	-	185.270.960.646	Facilities
Prasarana						Railway
Perkeretaapian	8.179.612.247	-	-	644.559.528	8.824.171.775	Infrastructure
Renovasi						Building
Gedung	13.807.838.854	635.510.953	-	3.337.737.690	17.781.087.497	Renovation
Inventaris						Office
Kantor	11.374.915.981	-	-	-	11.374.915.981	Equipment
Sub Jumlah	218.633.327.728	635.510.953	-	3.982.297.218	223.251.135.899	Sub Total

13. ASET TETAP (LANJUTAN)

13. FIXED ASSETS (CONTINUED)

2024						
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan (Lanjutan)						Acquisition Cost (Continued)
Sub Jumlah (Lanjutan)	218.633.327.728	635.510.953	-	3.982.297.218	223.251.135.899	Sub Total (Continued)
Aset Dalam Penyelesaian	3.440.405.078	541.892.140	-	(3.982.297.218)	-	Asset Under Construction
Sub Jumlah	3.440.405.078	541.892.140	-	(3.982.297.218)	-	Sub Total
Jumlah	222.073.732.806	1.177.403.093	-	-	223.251.135.899	Total
Akumulasi Penyusutan						Accumulated Depreciation
Sarana						Railway
Perkeretaapian	20.957.027.332	6.617.321.305	-	-	27.574.348.637	Facilities
Prasarana						Railway
Perkeretaapian	5.400.468.612	1.785.140.110	-	-	7.185.608.722	Infrastructure
Renovasi						Building
Gedung	5.456.678.923	1.878.541.586	-	-	7.335.220.509	Renovation
Inventaris Kantor	9.705.203.788	739.098.182	-	-	10.444.301.970	Office Equipment
Jumlah	41.519.378.655	11.020.101.183	-	-	52.539.479.838	Total
Nilai Buku	180.554.354.151				170.711.656.061	Book Value
2025						
2024						
Alokasi beban penyusutan sebagai berikut:						Depreciation allocation as follows:
Beban Pokok Pendapatan (Catatan 24)						Cost of Revenues (Notes 24)
Sarana Perkeretaapian		6.397.468.397		6.617.321.305		Railway Facilities
Aset Fasilitas Operasi Perkeretaapian		568.980.170		1.400.915.779		Railway Operating Facility Assets
Aset Prasarana		199.487.725		383.799.444		Railway Infrastructure
Sub Jumlah		7.165.936.291		8.402.036.528		Sub Total
Beban Administrasi Umum (Catatan 26)						General and Administrative Expenses (Notes 26)
Renovasi Gedung		2.225.657.007		1.878.541.584		Renovation Office
Inventaris Kantor		966.082.194		739.523.071		Office Equipment
Sub Jumlah		3.191.739.201		2.618.064.655		Sub Total
Jumlah		10.357.675.492		11.020.101.183		Total

Total nilai aset tetap per 31 Desember 2025 sebesar Rp164.140.194.444 dengan nilai aset terbesar adalah sarana LRV yang diperoleh di November 2020 sebagai modal disetor (inbreng) sebesar Rp183.893.400.000.

The total value of fixed assets as of December 31, 2025 was Rp164,140,194,444, with the largest asset value being the LRV facility obtained in November 2020 as paid-in capital (inbreng) of Rp183,893,400,000.

14. ASET TAK BERWUJUD

14. INTANGIBLE ASSETS

2025				
	Saldo Awal/ Beginning Balance	Penambahan / Additions	Pengurangan / Deduction	Saldo Akhir/ Ending Balance
Harga				
Sistem dan Aplikasi	6.266.593.925	-	-	6.266.593.925
Sub Jumlah	6.266.593.925	-	-	6.266.593.925
Akumulasi Penyusutan				
Sistem dan Aplikasi	3.757.393.937	873.660.946	-	4.631.054.883
Sub Jumlah	3.757.393.937	873.660.946	-	4.631.054.883
Nilai Buku	2.509.199.988			1.635.539.042
2024				
	Saldo Awal/ Beginning Balance	Penambahan / Additions	Pengurangan / Deduction	Saldo Akhir/ Ending Balance
Harga				
Sistem dan Aplikasi	5.517.133.025	749.460.900	-	6.266.593.925
Sub Jumlah	5.517.133.025	749.460.900	-	6.266.593.925
Akumulasi Penyusutan				
Sistem dan Aplikasi	2.701.385.055	1.056.008.882	-	3.757.393.937
Sub Jumlah	2.701.385.055	1.056.008.882	-	3.757.393.937
Nilai Buku	2.815.747.970			2.509.199.988

	2025	2024	
Alokasi beban penyusutan sebagai berikut:			Depreciation allocation as follows:
Beban Administrasi Umum (Catatan 26)	873.660.945	1.056.008.881	General and Administrative Expenses (Note 26)
Jumlah	873.660.945	1.056.008.881	Total

Aset tidak berwujud merupakan perolehan atas implementasi sistem Enterprise Resource Planning (ERP), Aplikasi LRT Jakarta pada IOS dan Android, dan Intranet LRT Jakarta.

Intangible assets are acquisitions from the implementation of the Enterprise Resource Planning (ERP) system, the Jakarta LRT Application on IOS and Android, and the Jakarta LRT Intranet.

15. UTANG USAHA

15. TRADE PAYABLES

	2025	2024	
Akun ini terdiri dari:			This account consists of:
Pihak Berelasi			Related Parties
PT Jakarta Propertindo (Perseroda)	8.699.753.061	-	PT Jakarta Propertindo (Perseroda)
Sub Jumlah Pihak Berelasi	8.699.753.061	-	Sub Total Related Party

15. UTANG USAHA (LANJUTAN)

	2025
Pihak Ketiga	
Rotem SRS Co., LTD	4.240.857.680
PT Prima Maju Mapan	3.631.290.962
PT Len Rekaprima Semesta	2.821.484.004
PT Bumi Daya Plaza	2.280.329.635
Politeknik Perkeretaapian Indonesia Madiun	1.588.971.000
PT Havara Ruhama Ramadhani	1.523.308.317
PT Prima Karya Sarana Sejahtera	1.294.185.423
PT Trans Dana Profitri	1.275.840.182
PT Phoenix syams indonesia	1.246.989.944
PT Kharisna Abadi Utama	1.018.845.337
PT Citas Otis Elevator	1.013.926.364
PT Bringin Karya Sejahtera	983.354.411
PT Triton Kencana Tirta	867.999.204
PT Duta Fuji Electric	822.191.586
FT Universitas Gajah Mada	748.176.000
PT Anugerah Karya Perkasa	719.247.375
PT ISS Indonesia	707.466.598
PT Daeati Railway Indonesia	680.374.388
PT Putratama Satya Bhakti	642.659.702
PT Otomasi Solusi Inti	613.274.300
PT Defender Nusa Semesta	531.731.500
PT Alfa Metal Cemerlang	504.495.600
Daea TI Co., Ltd.	-
PT Inka Multi Solusi Trading	-
PT Spektra Solusindo	-
PT Kreatif Dinamika Integrasi	-
PT Dananjaya Sejuk Sejahtera	-
PT Cakra Satya Internusa	-
PT Natraco Tunas Citra	-
PT Dana Purna Investama	-
PT Proxsis Solusi Bisnis	-
PT Thamrin Citra Mulia	-
Neo Transco.,LTD	-
PT Mitra Integrasi Informatika	-
PT Panglima Siaga Bangsa	-
PT Samjin Indonesia ENC	-
PT Simoco Indonesia	-
Lain-lain (masing- masing dibawah Rp500 juta rupiah)	22.170.371.415
Sub Jumlah Pihak Ketiga	51.927.370.927
Jumlah	60.627.123.988

15. TRADE PAYABLES (CONTINUED)

	2024	
		Third Parties
	-	Rotem SRS Co., LTD
2.245.657.688		PT Prima Maju Mapan
1.439.720.898		PT Len Rekaprima Semesta
729.889.603		PT Bumi Daya Plaza
		Politeknik Perkeretaapian Indonesia Madiun
		PT Havara Ruhama Ramadhani
		PT Prima Karya Sarana Sejahtera
749.480.064		PT Trans Dana Profitri
894.344.460		PT Phoenix syams indonesia
534.727.666		PT Kharisna Abadi Utama
1.397.778.749		PT Citas Otis Elevator
1.585.741.535		PT Bringin Karya Sejahtera
-		PT Triton Kencana Tirta
-		PT Duta Fuji Electric
-		FT Universitas Gajah Mada
-		PT Anugerah Karya Perkasa
1.347.097.797		PT ISS Indonesia
-		PT Daeati Railway Indonesia
-		PT Putratama Satya Bhakti
548.213.750		PT Otomasi Solusi Inti
-		PT Defender Nusa Semesta
525.982.225		PT Alfa Metal Cemerlang
1.973.637.078		Daea TI Co., Ltd.
1.717.536.300		PT Inka Multi Solusi Trading
1.323.068.554		PT Spektra Solusindo
1.187.882.000		PT Kreatif Dinamika Integrasi
962.329.522		PT Dananjaya Sejuk Sejahtera
821.622.619		PT Cakra Satya Internusa
755.512.684		PT Natraco Tunas Citra
691.931.766		PT Dana Purna Investama
667.080.000		PT Proxsis Solusi Bisnis
588.923.428		PT Thamrin Citra Mulia
508.245.408		Neo Transco.,LTD
506.541.300		PT Mitra Integrasi Informatika
418.695.391		PT Panglima Siaga Bangsa
150.120.729		PT Samjin Indonesia ENC
70.850.000		PT Simoco Indonesia
		Other (each below to Rp500 Million)
15.069.935.284		
39.412.546.498		Sub Total Third Parties
39.412.546.498		Total

16. BEBAN AKRUAL

	2025
Akun ini terdiri dari:	
Tantiem dan	
Jasa Produksi	
Beban Pegawai Sarana	1.664.447.154
Beban Pegawai Prasarana	1.293.161.524
Beban Pegawai Non Farebox	187.740.158
Beban Pegawai Back Office	3.232.845.150
Sub Jumlah	6.378.193.986
Beban overhead non farebox	7.827.095.846
Beban Perawatan Sarana Perkeretaapian	2.419.921.490
Beban Umum	46.877.108
Lainnya	-
Sub Jumlah	10.293.894.444
Jumlah	16.672.088.430

16. ACCRUED EXPENSES

	2024	
		This account consists of:
		Bonuses and
		Service Production
579.034.170		Rolling-stock employee expenses
447.739.786		Infrastructure employee expenses
36.919.450		Non Farebox employee expense
1.031.610.449		Back Office Employee expense
2.095.303.855		Sub Total
1.301.731.648		Overhead Non Farebox Expense
		Railway Infrastructure
-		Maintenance Expenses
8.146.070		General Expenses
3.614.999		Others
1.313.492.717		Sub Total
3.408.796.572		Total

17. PENDAPATAN DITERIMA DIMUKA

	2025
Akun ini terdiri dari:	
Pihak Ketiga	
PT Summarecon	
Investment Property	4.000.000.000
PT Fatlanay Mulia Jaya	400.000.000
PT EPID Menara AssetCo	356.895.786
PT Nawasena Midas Capital	808.648.649
PT Warna Warni Media	712.962.962
PT Bank Nationalnobi Tbk	250.000.000
PT Mass Rapid Transit	
Jakarta	307.350.000
PT Solusi	
Kuliner Indonesia	166.666.667
PT Bank Pembangunan	
Daerah DKI Jakarta	590.469.073
Waskita - Nindya	
- LRS KSO	-
Lainnya	1.358.331
Jumlah	7.594.351.468

Pendapatan diterima dimuka merupakan penerimaan yang diterima dari pihak penyewa sehubungan dengan penyewaan aset yang nantinya akan diamortisasi sesuai dengan jangka waktu kontrak.

18. JAMINAN DAN UANG MUKA LAINNYA

	2025
Akun ini terdiri dari:	
Security Deposit	300.900.019
Jumlah	300.900.019

Jaminan dan uang muka lainnya adalah *security deposit* terkait sewa area di PT LRT Jakarta. Saldo jaminan dan uang muka lainnya merupakan pihak ketiga.

19. UTANG RETENSI

	2025
Akun ini terdiri dari:	
Utang Retensi	15.642.704
Jumlah	15.642.704

Utang retensi merupakan utang kepada kontraktor atas pekerjaan pengadaan pemasangan tangga akses jalur masinis stasiun dan pekerjaan jasa pengembangan aplikasi kedinasan operasi dan pelayanan. Saldo utang retensi merupakan pihak ketiga.

20. LIABILITAS IMBALAN PASCA KERJA

Perusahaan mengestimasi jumlah imbalan pasca kerja sesuai dengan undang-undang ketenagakerjaan. Perhitungan imbalan pasca kerja dilakukan oleh perusahaan konsultan aktuaria KKA Azwir Arifin & Rekan dengan nomor laporan aktuarial 260219/LAA-AAR/I/2026, laporan aktuarial diselesaikan pada 30 Januari 2026. Berikut adalah asumsi signifikan yang digunakan:

	2025
Jumlah Pegawai	306
Usia Pensiun	56
Tingkat Kenaikan Gaji	8,00%
Tingkat Bunga Diskonto	Multirate
Tabel Mortalitas	TMI IV - 2019

17. UNEARNED REVENUE

	2024
	4.000.000.000
	1.000.000.000
	493.054.536
	-
	-
	-
	-
	-
	-
	366.666.667
	222.319.800
	219.104.876
	76.811.831
Total	6.377.957.710

Unearned revenue represents receipts received from the lessee in connection with the rental of assets which will later be amortized over the term of the contract.

18. GUARANTEES AND OTHER ADVANCES

	2024
	234.175.518
Total	234.175.518

Guarantees and other advances are security deposits related to the rental of the area at PT LRT Jakarta. Guarantees balances and other advances are third parties.

19. RETENTION PAYABLES

	2024
	99.636.512
Total	99.636.512

Retention debt represents a debt owed to the contractor for installing station driver access ladders and service work for developing applications for operations and service. Retention debt balance is a third party.

20. POST - EMPLOYMENT BENEFITS LIABILITIES

The company estimates the amount of post-employment benefits in accordance with the labor law. The calculation of post-employment benefits is carried out by actuarial consulting firm KKA Azwir Arifin & Rekan with actuarial report number 260219/LAA-AAR/I/2026, actuarial report completed at January 30, 2026. The following are the significant assumptions used:

	2024	
	255	Number of employees
	56	Retirement age
	8,00%	Salary increase rate
	Multirate	Discount interest rate
	TMI IV - 2019	Mortality table

20. LIABILITAS IMBALAN PASCA KERJA (LANJUTAN)

Rekonsiliasi nilai liabilitas imbalan kerja pada posisi 31 Desember 2025 dan 2024 di laporan posisi keuangan adalah sebagai berikut:

	2025
Nilai Kini Kewajiban	
Imbalan Pasti	15.954.949.743
Nilai Wajar	
Aset Program	(4.184.958.575)
Liabilitas Imbalan Pasca Kerja	11.769.991.168

Mutasi nilai wajar aset program selama tahun berjalan sebagai berikut:

	2025
Saldo Awal	4.108.260.681
Penghasilan Bunga	277.510.809
Manfaat Dibayar Pihak Ke-3	(151.859.864)
Imbal Hasil atas Aset Program	(48.953.051)
Jumlah	4.184.958.575

Perusahaan menggunakan Dana Pensiun Lembaga Keuangan (DPLK) Manulife Indonesia. Berdasarkan Laporan DPLK Manulife Indonesia, nilai wajar aset program Perusahaan per 31 Desember 2025 sebesar Rp4.184.958.575.

21. MODAL SAHAM

Berdasarkan akta notaris Wiwik Condro, S.H No. 75 tanggal 26 Oktober 2020, mengenai susunan pemegang saham per 31 Desember 2025 dan 2024 sebagai berikut:

Pemegang Saham / Shareholders	Jumlah Saham / Number of shares
PT Jakarta	
Propertindo (Perseroda)	3.323.934
PT Jakarta	
Infrastruktur Propertindo	15.000
Jumlah / Total	3.338.934

22. SALDO LABA (RUGI)

	2025
Saldo awal	(1.778.506.318)
Laba (rugi) tahun berjalan	8.179.884.053
Saldo akhir	6.401.377.735

20. POST - EMPLOYMENT BENEFITS LIABILITIES (CONTINUED)

Reconciliation of the value of work imbalance liabilities as of December 31, 2025 and 2024 in the financial position is as follows:

	2024	
	11.661.442.875	Present Value of Obligation
	(4.108.260.681)	Fair Value of Plan Assets
Post - Employment Benefit Liabilities	7.553.182.194	

	2024	
Biaya		Current Service Expenses
Jasa Kini	2.874.376.497	Past Service Cost
Biaya Jasa Lalu	789.989.621	Nett Interest
Bunga Neto	391.089.774	(Gain) / Loss
(Keuntungan) / Kerugian	(2.367.641.534)	Actuarial
Aktuarial		Actuarial - Assets
Kewajiban Kini Peserta Mutasi	-	Post - Employee Benefits Expenses
Beban Imbalan Pasca Kerja	1.687.814.358	

The movement in the fair value of plan assets of the year is as follows:

	2024	
Saldo Awal	4.037.009.063	Beginning balance
Penghasilan Bunga	252.346.957	Interest Income
Manfaat Dibayar Pihak Ke-3	(151.019.323)	Benefit Paid by 3th Party
Imbal Hasil atas Aset Program	(30.076.016)	Return on Plan Assets
Jumlah	4.108.260.681	Total

The Company utilizes Manulife Indonesia's Financial Institution Pension Fund (DPLK). Based on Manulife Indonesia's DPLK Report, the fair value of the Company's program assets as of December 31, 2025, was Rp4,184,958,575.

21. SHARE CAPITAL

Based on notarial deed No. 41 of Wiwik Condro, S.H dated October 26, 2020, composition of shareholders as of 31 December 2025 and 2024 is as follows:

	Presentase Kepemilikan / Percentage of Ownership	Jumlah Nominal (Rp) / Amount (Rp)
PT Jakarta		
Propertindo (Perseroda)	99,55%	332.393.400.000
PT Jakarta		
Infrastruktur Propertindo	0,45%	1.500.000.000
Jumlah / Total	100%	333.893.400.000

22. RETAINED EARNINGS (DEFICIT)

	2024	
Saldo awal	(5.531.292.213)	Beginning balance
Laba (rugi) tahun berjalan	3.752.785.895	Profit (loss) for the year
Saldo akhir	(1.778.506.318)	Ending balance

22. SALDO LABA (RUGI) (LANJUTAN)

Pada 31 Desember 2023, Perusahaan menerapkan pertama kali kebijakan akuntansi terkait persediaan berdasarkan SOP Nomor LRTJ-PR-AKP-005. Kebijakan akuntansi tersebut merupakan kondisi yang tidak pernah terjadi sebelumnya, sehingga menurut PSAK 25 penerapan kebijakan akuntansi tersebut diterapkan secara prospektif (lihat catatan 11).

Dalam laporan keuangan per 31 Desember 2024, Perusahaan mengidentifikasi kesalahan mendasar dalam penerapan kebijakan akuntansi yang tidak dapat diterapkan secara retrospektif penuh karena ketidakpraktisan, terutama terkait dengan penentuan dampak spesifik periode atau dampak kumulatif atas saldo persediaan yang sebelumnya telah dibebankan ke beban pokok pendapatan. Oleh karena itu, Perusahaan melakukan penyesuaian saldo awal laba ditahan untuk mereklasifikasi saldo persediaan yang berasal dari beban pokok pendapatan tersebut. Akibat penyesuaian ini, saldo persediaan meningkat sebesar Rp10.284.411.177, sementara saldo akumulasi defisit berkurang dengan jumlah yang sama.

23. PENDAPATAN

	2025
Akun ini terdiri dari:	
Berasal dari subsidi:	
Sarana	145.779.616.188
Prasarana	129.241.681.818
Sub Jumlah	275.021.298.006
Non Subsidi:	
Farebox	
Tiket	5.422.604.796
Non - Farebox	
Jasa Teknis	17.805.986.122
Sewa	3.989.268.771
Perparkiran	822.670.751
Pendidikan dan Pelatihan	6.300.000
Periklanan	3.398.148.146
Sub Jumlah	31.444.978.586
Jumlah	306.466.276.592

Pendapatan Subsidi

Subsidi sarana merupakan alokasi anggaran Pemerintah Provinsi DKI Jakarta untuk penyelenggaraan sarana perkeretaapian dalam rangka kewajiban pelayanan publik agar tarif terjangkau oleh pelanggan.

Subsidi prasarana merupakan alokasi anggaran Pemerintah Provinsi DKI Jakarta untuk membayar biaya operasional dan perawatan prasarana perkeretaapian serta biaya modal fasilitas operasi.

Pendapatan subsidi merupakan pendapatan dari Pemerintah Provinsi DKI Jakarta kepada Badan Usaha Milik Daerah, PT LRT Jakarta merupakan anak Perusahaan dari PT Jakarta Propertindo (Persero) yang merupakan Badan Usaha Milik Daerah (BUMD) yang ditugaskan oleh Pemerintah Provinsi DKI Jakarta berdasarkan Peraturan Gubernur Nomor 154 tahun 2017 tentang Penugasan kepada PT Jakarta Propertindo dalam Penyelenggaraan Prasarana dan Sarana Kereta Api Ringan/Light Rail Transit sebagaimana telah diubah dengan Peraturan Gubernur DKI Jakarta Nomor 25 tahun 2020 (untuk selanjutnya disebut sebagai "Pergub Penugasan").

22. RETAINED EARNINGS (DEFICIT) (CONTINUED)

On December 31, 2023, the Company implemented accounting policies related to income for the first time based on SOP Number LRTJ-PR-AKP-005. This accounting policy is a condition that has never happened before, so according to PSAK 25 the application of this accounting policy is applied prospectively (see notes 11).

In the financial statements as of December 31, 2024, the Company identified a fundamental error in the application of its accounting policy that could not be fully retrospectively applied due to impracticability, particularly in determining the specific period impact or the cumulative effect on the inventory balance that was previously expensed as the cost of revenue. Accordingly, the Company adjusted the opening retained earnings balance to reclassify the inventory balance originating from the cost of revenue. As a result of this adjustment, the inventory balance increased by Rp10,284,411,177, while the accumulated deficit decreased by the same amount.

23. REVENUE

	2024	
		This account consist of:
		Sources from subsidies:
		Facilities
		Infrastructure
		Sub Total
		Non Subsidies:
		Farebox
		Ticket
		Non - Farebox
		Technical Services
		Lease
		Parking
		Education and Training
		Advertising
		Sub Total
		Total

Subsidies Income

Rolling Stock subsidies are the DKI Jakarta Provincial Government's budget allocation for the operation of railway facilities in the context of public service obligations so that fares are affordable for customers.

Infrastructure subsidies are the DKI Jakarta Provincial Government's budget allocation to pay for operational and maintenance costs for railway infrastructure as well as capital costs for operating facilities.

Subsidy revenue is income from the DKI Jakarta Provincial Government to Regional Owned Enterprises. PT LRT Jakarta is a subsidiary of PT Jakarta Propertindo (Persero) which is a Regional Owned Enterprise (BUMD) assigned by the DKI Jakarta Provincial Government based on Governor Regulation Number 154 of 2017 concerning Assignments to PT Jakarta Propertindo in the Implementation of Light Rail Infrastructure and Facilities /Light Rail Transit as amended by DKI Jakarta Governor Regulation Number 25 of 2020 (hereinafter referred to as "Assignment Gubernatorial Regulation").

23. PENDAPATAN (LANJUTAN)

Berdasarkan Perjanjian Kerjasama antara PT Jakarta Propertindo (Perseroda) dengan PT LRT Jakarta tentang Kerjasama Pengoperasian dan Perawatan Sarana dan Prasarana Kereta Api Ringan Koridor I Fase I Velodrome – Kelapa Gading No.009/UT2000/107/IX/2019 dan No.001/DRU/107/IX/2019, tanggal 20 September 2019 sebagai operator LRT Jakarta dengan ruang lingkup (a) pengoperasian, (b) perawatan dan (c) pengusaha. Dalam menjalankan operasional LRT Jakarta, Jakpro mendapatkan dukungan subsidi dari Pemerintah Provinsi DKI Jakarta melalui Dinas Perhubungan sesuai dengan Peraturan Gubernur Nomor 46 tahun 2022 tentang Subsidi Layanan Angkutan Umum Transjakarta, Moda Raya Terpadu dan Lintas Raya Terpadu (untuk selanjutnya disebut sebagai "Pergub Subsidi").

Berdasarkan peraturan di atas, Perusahaan telah menandatangani perjanjian dengan PT Jakarta Propertindo (Perseroda) Nomor.107/UT0000/V/2025/0008 dan 001/DRU/107/VI/2025 tanggal 5 Juni 2025 tentang Pemberian Subsidi untuk Pengoperasian dan Perawatan Sarana dan Prasarana Lintas Raya Terpadu Tahun Anggaran 2025.

Besaran pagu pemberian subsidi prasarana dan sarana Tahun 2025 senilai Rp513.025.754.522 dan akan dibayarkan Pemerintah Provinsi DKI Jakarta kepada PT Jakarta Propertindo (Perseroda) untuk kemudian dibayarkan kepada PT LRT Jakarta dalam beberapa tahapan pembayaran, yaitu:

- a. Pencairan uang muka sebesar Rp59.663.654.365 dari total nilai perjanjian senilai Rp298.318.271.823 yang dibayarkan dalam jangka waktu 14 hari kalender setelah diterimanya surat permohonan pencairan uang muka dan dokumen administrasi dinyatakan lengkap oleh PT Jakarta Propertindo (Perseroda).
- b. Pencairan subsidi periode 1 Januari sampai dengan 31 Desember 2025 dilakukan selambat-lambatnya 14 hari kalender sejak tanggal diterimanya surat permohonan pencairan subsidi dan dokumen dinyatakan lengkap oleh PT Jakarta Propertindo (Perseroda).

Perusahaan telah menandatangani addendum perjanjian dengan PT Jakarta Propertindo Nomor.107/UT0000/V/2025/0008 dan 001/DRU/107/VI/2025 tanggal 5 Juni 2025 tentang Pemberian Subsidi Lintas Raya Terpadu yang Bersumber dari Anggaran Pendapatan dan Belanja Daerah Tahun Anggaran 2025, dengan Penyesuaian terhadap Perjanjian sebagai berikut:

- a. Realokasi Biaya Penyelenggaraan Prasarana dan sarana
- b. Penyesuaian Target Pengguna Jasa
- c. Penyesuaian Tarif Penyelenggara (Tarif Keekonomian)
- d. Penyesuaian Nilai Kebutuhan Subsidi Prasarana dan Sarana
- e. Pembayaran Utang Subsidi Tahun 2024

Pada tahun 2025, Perusahaan telah menerima pencairan subsidi atas uang muka subsidi, subsidi bulan Januari – November 2025, 90% subsidi bulan Desember 2025 sebesar Rp283.721.051.065 setelah dikurangi denda atas ketidaktercapaian Standar Pelayanan Minimum (SPM), ketidaktercapaian pengguna jasa, kecelakaan dan aduan Masyarakat.

23. REVENUE (CONTINUED)

Based on the Cooperation Agreement between PT Jakarta Propertindo (Perseroda) and PT LRT Jakarta concerning Cooperation in the Operation and Maintenance of Light Railway Facilities and Infrastructure Corridor I Phase I Velodrome – Kelapa Gading No.009/UT2000/107/IX/2019 and No.001/DRU/107/IX/2019, dated 20 September 2019 as Jakarta LRT operator with the scope of (a) operation, (b) maintenance and (c) business. In carrying out Jakarta LRT operations, Jakpro receives subsidy support from the DKI Jakarta Provincial Government through the Transportation Service in accordance with Governor Regulation Number 46 of 2022 concerning Subsidy for Transjakarta Public Transport Services, Integrated Highways and Integrated Highways (hereinafter referred to as "Subsidized Gubernatorial Regulation").

Based on the above regulations, the Company has signed an agreement with PT Jakarta Propertindo (Perseroda) Number. 107/UT0000/V/2025/0008 and 001/DRU/107/VI/2025 dated 5 June 2025 concerning Providing Subsidies for the Operation and Maintenance of Facilities and Integrated Highway Infrastructure for Fiscal Year 2025.

The ceiling amount for subsidies for infrastructure and facilities in 2025 is Rp513.025.754.522 and will be paid by the DKI Jakarta Provincial Government to PT Jakarta Propertindo (Perseroda) to then be paid to PT LRT Jakarta in several stages of payment, namely:

- a. Disbursement of the down payment amounting to Rp50.123.746.762 from the total agreement value of Rp298.391.071.823 which was paid within 14 calendar days after receipt of the request letter for disbursement of the down payment and the administrative documents were declared complete by PT Jakarta Propertindo (Perseroda).
- b. Disbursement of subsidies for the period 1 January to 31 December 2024 will be carried out no later than 14 calendar days from the date of receipt of the request for subsidy disbursement and the documents are declared complete by PT Jakarta Propertindo (Perseroda).

The company has signed an addendum to the agreement with PT Jakarta Propertindo No.1107/UT0000/V/2025/0008 dan 001/DRU/107/VI/2025 dated 5 June 2025 concerning the Provision of Integrated Highway Subsidies Sourced from the Regional Revenue and Expenditure Budget for Fiscal Year 2025, with adjustments to the Agreement as follows:

- a. Reallocation of Costs for Providing Infrastructure and Facilities
- b. Adjustment of Service User Targets
- c. Organizer Tariff Adjustment (Economic Tariff)
- d. Adjustment of the Value of Infrastructure and Facilities Subsidy Requirements
- e. Subsidized Debt Payments in 2024

In 2025, the Company has received disbursement of subsidies for subsidy advances, subsidies for January – November 2025, 90% of subsidies for December 2025 amounting to Rp283.721.051.065 after deducting fines for non-achievement of Minimum Service Standards (SPM), non-attainment of service users, accidents and public complaint.

23. PENDAPATAN (LANJUTAN)

Pendapatan Subsidi (Lanjutan)

Pada bulan Februari tahun 2026, Perusahaan dan PT Jakarta Propertindo (Perseroda) telah menandatangani Berita Acara Verifikasi Selisih Kurang/Lebih Subsidi Prasarana dan Sarana LRT Jakarta Tahun 2025. Dimana dalam berita acara tersebut tercantum penerimaan subsidi PT LRT Jakarta sebesar Rp275.021.298.006 Namun yang diterima Perusahaan sebesar Rp283.721.051.065, Sehingga terjadi kekurangan sebesar Rp 8.699.753.059. Dengan demikian, Perseroan telah mengakui kekurangan ini sebagai utang pihak terkait kepada PT Jakarta Propertindo (Perseroda) (catatan 15).

Pendapatan Tiket

Pendapatan tiket merupakan pendapatan dari hasil penjualan tiket sesuai tarif angkutan penumpang yang ditetapkan dalam Peraturan Gubernur Provinsi Daerah Khusus Ibukota Jakarta No.34 Tahun 2019 tentang Tarif Angkutan Perkeretaapian Mass Rapid Transit dan Kereta Api Ringan/Light Rail Transit ("Peraturan Gubernur No. 34") yang telah diubah Peraturan Gubernur Provinsi Daerah Khusus Ibukota Jakarta No.46 Tahun 2022 tentang Subsidi Layanan Angkutan Umum Transjakarta, Moda Raya Terpadu dan Lintas Raya Terpadu. Berdasarkan Peraturan Gubernur No.46 tersebut, tarif angkutan perkeretaapian LRT Koridor Pegangsaan Dua sampai dengan Velodrome adalah sebesar Rp5.000 (Lima Ribu Rupiah).

Pendapatan Non - Farebox

Pendapatan Non - Farebox merupakan pendapatan dari jasa teknis, sewa menyewa, jasa pelatihan, parkir dan periklanan.

23. REVENUE (CONTINUED)

Subsidies Income (Continued)

In February 2026, the Company and PT Jakarta Propertindo (Perseroda) signed the Verification Report on the Shortfall/Excess of the Infrastructure and Facilities Subsidy for LRT Jakarta for the year 2025. The report states that PT LRT Jakarta was entitled to receive a subsidy of Rp275,021,298,006. However, the Company received Rp283,721,051,065, resulting in a shortfall of Rp8,699,753,059. Accordingly, the Company has recognized this shortfall as a related party debt to PT Jakarta Propertindo (Perseroda) (Notes 15).

Farebox Income

Farebox revenue is income from ticket sales in accordance with passenger transportation rates stipulated in the Governor of the Special Capital Region of Jakarta Province Regulation No. 34 of 2019 concerning Mass Rapid Transit and Light Rail Transit Railway Transportation Tariffs ("Governor Regulation No. 34") which has been amended by the Regulation of the Governor of the Special Capital Region of Jakarta Province No. 46 of 2022 concerning Subsidies for Transjakarta Public Transport Services, Integrated Highways and Integrated Highways. Based on Governor Regulation No. 46, the transportation fare for the Pegangsaan Dua Corridor LRT train to the Velodrome is Rp5.000 (Five Thousand Rupiah).

Non - Farebox Income

Non - farebox is income from technical services, Lease, training services, parking and advertising.

24. BEBAN POKOK PENDAPATAN

	2025
Akun ini terdiri dari:	
Beban Sarana Perkertaapian	
Beban Operasi Sarana	
Perkeretaapian	35.897.280.675
Beban Overhead	
Sarana	32.700.312.922
Beban Perawatan Sarana	
Perkeretaapian	15.337.472.202
Beban Penyusutan	
Sarana Perkeretaapian	6.397.468.397
Sub Jumlah	90.332.534.196

24. COST OF REVENUES

2024
41.652.652.516
26.455.143.667
12.497.238.753
6.617.321.304
87.222.356.240

This account consist of:
Cost of Rolling Stock
Operating Expenses
of Rolling Stock
Overhead Expenses
of Rolling Stock
Maintenance Expenses
of Rolling Stock
Depreciation Expenses
of Rolling Stock
Sub Total

24. BEBAN POKOK PENDAPATAN (LANJUTAN)

	2025	2024
Akun ini terdiri dari: (Lanjutan)		
Beban Prasarana Dan Fasilitas Operasi		
Beban Perawatan Prasarana	55.349.233.678	40.783.924.541
Beban Overhead Prasarana Dan Fasilitas Operasi	24.645.892.288	20.143.002.617
Beban Penyusutan Aset Fasilitas Operasi Perkeretaapian	568.980.170	1.433.833.659
Beban Penyusutan Aset Prasarana	199.487.725	383.799.444
Beban Perizinan	5.813.039.666	757.434.240
Sub Jumlah	86.576.633.527	63.501.994.501
Beban Pokok Non-Farebox		
Beban Operasi dan Perawatan Sarana APMS	13.544.700.582	6.318.555.627
Beban Pegawai Non Farebox	3.007.286.994	2.437.477.752
Beban Perawatan Optimalisasi Aset Properti	1.482.393.451	2.117.155.971
Beban Penyelenggaraan Perparkiran	443.613.169	271.770.274
Beban Umum Non Farebox	257.394.658	189.074.898
Beban Jasa Periklanan	72.019.870	--
Beban Jasa Pendidikan dan Pelatihan	--	6.316.442
Sub Jumlah	18.807.408.724	11.340.350.964
Jumlah	195.716.576.447	162.064.701.705

This account consist of: (Continued)
Cost of Infrastructure
Maintenance Expenses of Infrastructure
Overhead Expenses of Infrastructure
Depreciation Expenses of Operating Facility
Depreciation Expenses of Infrastructure
Licensing Expenses
Sub Jumlah
Non-Farebox Expenses
O&M Expenses of Rolling Stock - APMS
Employee's Non-Farebox Expenses
Maintenance Expenses of Property Assets
Parking Operation Expenses
General Non-Farebox Expenses
Advertising Expenses
Education & Training Expenses
Sub Total
Total

25. BEBAN PENJUALAN

	2025	2024
Akun ini terdiri dari:		
Beban Media (Iklan)	683.340.945	605.074.833
Beban Pameran	--	169.091.194
Beban Promosi	--	73.873.957
Jumlah	683.340.945	848.039.984

25. SALES EXPENSES
This Account Consist of:
Media Expenses (Advertising)
Exhibition Expenses
Promotional Expenses
Total

26. BEBAN UMUM DAN ADMINISTRASI

	2025	2024
Akun ini terdiri dari:		
Beban Pegawai	62.599.653.910	54.570.385.228
Beban Umum	32.012.642.302	31.499.156.954
Beban Jasa Profesional	5.828.707.245	4.737.464.932
Beban Penyusutan	4.065.400.146	3.674.073.536
Jumlah	104.506.403.603	94.481.080.650

26. GENERAL AND ADMINISTRATION EXPENSES
This Account Consist of:
Employee Expenses
General Expenses
Professional Service Expenses
Depreciation Expenses
Total

27. PENDAPATAN / (BEBAN) LAINNYA - BERSIH

27. OTHER INCOME / (EXPENSE) - NET

	2025	2024	
Akun ini terdiri dari :			This Account Consist of:
a. Pendapatan/ (Beban) Keuangan			a. Other Financial Income/ (Expense)
Pendapatan			Deposit
Bunga Deposito	4.162.043.631	4.522.753.552	Interest Income
Pendapatan Jasa Giro	257.345.473	162.365.348	Service Income
Beban Pajak Atas Bunga	(50.756.701)	(35.749.788)	Tax from interest
Biaya Administrasi Bank	(48.070.818)	(24.168.461)	Bank Administration
Jumlah			Total Other
Pendapatan Keuangan	4.320.561.585	4.625.200.651	Financial Income
b. Pendapatan/ (Beban) Lain-lain			b. Other Income/ (Expenses)
Pajak:			Tax:
Final	(145.547.066)	(244.482.091)	Final
Non Final	(140.366.914)	(127.541.948)	Non Final
Cadangan Kerugian			
Piutang Usaha	(5.764.171)	(4.430.794)	Bad Debt Expenses
Pendapatan Lainnya	349.564.596	478.194.968	Others Income
Beban Lainnya	(537.934.840)	(11.045.788)	Others Expense
Jumlah Pendapatan Lain-lain	(480.048.395)	90.694.347	Total Other Income

28. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI

28. TRANSACTION WITH RELATED PARTIES

a. Sifat hubungan dengan pihak berelasi adalah sebagai berikut:

a. Nature of relationship and transaction with related parties as follow:

No	Pihak berelasi/ Related parties	Sifat hubungan perusahaan/ Nature of company relations	Sifat transaksi/ Nature of transaction
1	PT Jakarta Propertindo (Perseroda)	Entitas induk/ Parent Pemegang saham/ Shareholders	Piutang usaha, utang usaha/ Account receivables, account
2	PT Jakarta Infrastruktur Propertindo	Pemegang saham/ Shareholders	Piutang usaha/ Account receivables

b. Saldo dan Transaksi Pihak Berelasi

b. Transactions Balance And Related Parties

	Presentase Terhadap Jumlah Aset/ Percentage of Total Assets	
Aset/ Assets	2025	2024
Piutang Usaha/ Account Receivables		
PT Jakarta Infrastruktur Propertindo	2.031.496.296	2.184.274.072
PT Jakarta Konsultindo	427.500.000	427.500.000
PT Jakarta Propertindo (Perseroda)	1.605.898.576	6.190.881
Jumlah/ Total	4.064.894.872	2.617.964.953
	0,46%	0,56%
	0,10%	0,11%
	0,37%	0,00%
	0,93%	0,67%
	Presentase Terhadap Jumlah Aset/ Percentage of Total Assets	
Liabilitas/Liabilities	2025	2024
Utang Usaha/ Account Payables		
PT Jakarta		
Propertindo (Perseroda)	8.699.753.061	--
Jumlah/ Total	8.699.753.061	--
	8,64%	0,00%

28. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (LANJUTAN)

b. Saldo dan Transaksi Pihak Berelasi (Lanjutan)

Pendapatan/Revenue	Presentase Terhadap Jumlah Aset/ Percentage of Total Assets			
	2025	2024	2024	2023
PT Jakarta				
Propertindo (Perseroda)	283.721.051.065	248.030.204.790	92,58%	93,52%
PT Jakarta OSES Energi	--	13.513.514	0,00%	0,01%
PT Jakarta Infrastruktur				
Propertindo	--	4.495.413	0,00%	0,00%
PT Jakarta Utilitas Propertindo	--	2.752.294	0,00%	0,00%
PT Jakarta Konsultindo	--	--	0,00%	0,00%
Jumlah/ Total	283.721.051.065	248.050.966.011	92,58%	93,52%

Beban/Expense	Presentase Terhadap Jumlah Aset/ Percentage of Total Assets			
	2025	2024	2024	2023
PT Jakarta				
Propertindo (Perseroda)	438.005.437	1.555.111.454	0,59%	0,37%
PT Jakarta Konsultindo	--	207.971.700	0,08%	0,00%
Jumlah/ Total	438.005.437	1.763.083.154	0,67%	0,37%

29. PERJANJIAN DAN PERIKATAN PENTING

a. PT Jakarta Propertindo (Perseroda)

Pada tanggal 5 Juni 2025, Perusahaan dan PT Jakarta Propertindo (Perseroda) menandatangani Perjanjian Kerja Sama Perihal Pemberian Subsidi untuk Pengoperasian dan Perawatan Sarana dan Prasarana Lintas Raya Terpadu Periode 1 Januari 2025 - 31 Desember 2025.

Jangka waktu pemberian subsidi berlaku dari tanggal 1 Januari 2025 sampai dengan tanggal 31 Desember 2025.

Pada akhir tahun berjalan, selisih kekurangan atau kelebihan pencairan Subsidi Sarana dan Subsidi Prasarana berdasarkan hasil perhitungan kembali maupun akibat adanya penundaan pencairan Subsidi Sarana dan Subsidi Prasarana pada tahun berjalan akan diperhitungkan di tahun berikutnya dengan ketentuan yang berlaku dan telah disepakati dalam Perjanjian Kerja Sama.

Hak dan kewajiban Perusahaan berdasarkan Perjanjian tersebut antara lain:

- Perusahaan berhak untuk:
 - Menerima pencairan subsidi sarana dan subsidi prasarana sebagaimana ketentuan perjanjian ini; dan
 - Menerima salinan Berita Acara Pencapaian SPM dan salinan Berita Acara Verifikasi Subsidi dari PT Jakarta Propertindo apabila telah menerimanya dari Dinas Perhubungan.
- Perusahaan berkewajiban untuk:
 - Menyampaikan Laporan Penyelenggaraan Subsidi kepada PT Jakarta Propertindo; dan
 - Menyampaikan dokumen administrasi untuk keperluan pencairan subsidi.

28. TRANSACTION WITH RELATED PARTIES (CONTINUED)

b. Transactions Balance And Related Parties (Continued)

29. SIGNIFICANT AGREEMENTS AND ENGAGEMENTS

a. PT Jakarta Propertindo (Perseroda)

On June 5, 2025, the Company and PT Jakarta Propertindo (Perseroda) signed a Cooperation Agreement Regarding the Provision of Subsidies for the Operation and Maintenance of Integrated Crossroad Facilities and Infrastructure for the Period January 1, 2025 - December 31, 2025.

The period for granting subsidies is from January 1, 2025 to December 31, 2025.

At the end of the current year, the difference in the shortage or excess of the disbursement of the Facilities Subsidy and Infrastructure Subsidy based on the results of the recalculation as well as the delay in the disbursement of the Facilities Subsidy and Infrastructure Subsidy in the current year will be calculated in the following year with the applicable provisions and has been agreed in the Cooperation Agreement.

The rights and obligations of the Company based on the Agreement include:

- The company has the right to:
 - Receive the disbursement of facilities subsidies and infrastructure subsidies as stipulated in this agreement; and
 - Receive a copy of the Minutes of Achievement of SPM and a copy of the Minutes of Subsidy Verification from PT Jakarta Propertindo if they have received them from the Department of Transportation.
- The company is obliged to:
 - Submit Subsidy Implementation Report to PT Jakarta Propertindo; and
 - Submit administrative documents for subsidy disbursement purposes.

29. PERJANJIAN DAN PERIKATAN PENTING (LANJUTAN)

a. PT Jakarta Propertindo (Perseroda) (Lanjutan)

Berdasarkan Peraturan Gubernur Daerah Khusus Ibukota Jakarta No. 107 Tahun 2019 tentang Subsidi Moda Raya Terpadu dan Lintas Raya Terpadu terhadap pasal 18 bahwa Pertanggungjawaban Badan Usaha Penyelenggara Lintas Raya Terpadu secara formal dan material atas penggunaan Subsidi Prasarana Perkeretaapian dan Subsidi Sarana Perkeretaapian yang diterima dan target kinerjanya sebagai obyek pemeriksaan Badan Pemeriksa Keuangan Republik Indonesia.

b. PT Summarecon Investment Property

Stasiun Boulevard Utara merupakan salah satu titik stasiun strategis milik LRT Jakarta, terletak tepat didepan Summarecon Mall Kelapa Gading. Kedua belah pihak antara LRT Jakarta dan PT Summarecon Investment Property sepakat menjalin kerjasama mutual benefit untuk penyelenggaraan hak penamaan atas stasiun Boulevard Utara dengan benefit salah satunya adalah connecting bridge dari Mall Kelapa Gading 1 menuju stasiun Boulevard Utara Summarecon Mall. Kerjasama berlangsung hingga 29 Desember 2029, dengan nilai kontrak kerjasama Rp 20.000.000.000 (Dua Puluh Milyar Rupiah). Dengan diberlakukannya kerjasama ini, maka saat ini penamaan stasiun Boulevard Utara secara resmi berubah menjadi stasiun Boulevard Utara Summarecon Mall. Adapun komponen penunjuk arah yang terdapat di stasiun juga menyesuaikan dengan adanya perubahan nama, seperti wayfindings signage, public announcement dan totem. Tidak hanya itu penyesuaian nama stasiun juga berubah pada official publicity milik LRT Jakarta seperti pada annual report, company profile, direktorat penamaan pada web searching serta peta digital google.

c. PT Angkasa Pura Indonesia

Stinger System adalah peralatan yang dipasang di area Depo APM Bandara Soekarno – Hatta dan berfungsi untuk menyuplai power listrik bagi sarana APMS selama pekerjaan pemeliharaan dan pemeriksaan elektrik sarana di area depo, baik harian, mingguan dan bulanan agar tidak terjadi gangguan selama beroperasi.

Berdasarkan kontrak No. PJJ.CGK.D.AF.0058/I/2025 Pengadaan dan Pemasangan Stinger System APMS Bandara Soekarno Hatta, tanggal 17 Desember 2024 dengan nilai kontrak Rp15.197.121.000 (termasuk PPN 11%) dimana PT LRT Jakarta sebagai Pelaksana Pekerjaan dengan durasi 12 (dua belas) bulan kalender.

1) Scope of Work Pekerjaan

i. Pengadaan dan Pemasangan Stinger System di Depo APM Bandara Soekarno – Hatta, meliputi:

- Panel Stinger System (1 unit)
- Stinger Strolley (2 unit per track)
- Control Box (1 unit)
- Stringer Plug (4 unit)
- Conductor Bar Power (60 meter)
- Conductor Bar Control (60 meter)
- Perangkat Pengaman/ Emergency (disesuaikan)

29. SIGNIFICANT AGREEMENTS AND ENGAGEMENTS (CONTINUED)

a. PT Jakarta Propertindo (Perseroda) (Continued)

Based on the Regulation of the Governor of the Special Capital Region of Jakarta No. 107 of 2019 concerning Integrated Highway and Integrated Highway Subsidies to article 18 that the responsibility Organizing of the Integrated Highway Business Entity is formally and materially for the use of Railway Infrastructure Subsidies and Railway Facilities Subsidies received and their performance targets as objects of examination by the Supreme Audit Agency of the Republic of Indonesia.

b. PT Summarecon Investment Property

Boulevard Utara Station is one of the strategic stations of the Jakarta LRT, located right in front of Summarecon Mall Kelapa Gading. Both parties, LRT Jakarta and PT Summarecon Investment Property, agreed to establish a mutual benefit collaboration to carry out naming rights for the Boulevard Utara Station, with one of the benefits being a connecting bridge from Kelapa Gading 1 Mall to Summarecon Mall Boulevard Utara Station. The collaboration lasts until December 29, 2029., with a collaboration contract value of Rp20,000,000,000 (Twenty Billion Rupiah). With the implementation of this collaboration, now the name of Boulevard Utara Station has officially changed to Summarecon Mall Boulevard Utara Station. The direction components at the station have also adjusted to the name change, such as wayfindings signage, public announcements and totems. Not only that, adjustments to station names have also changed in LRT Jakarta's official publicity, such as in the annual report, company profile, naming directorate in web searching and Google digital maps.

c. PT Angkasa Pura Indonesia

The Stinger System is equipment installed in the APM Depot area of Soekarno – Hatta Airport and functions to supply electrical power for APMS facilities during maintenance work and electrical inspection of facilities in the depot area, both daily, weekly and monthly so that there are no interruptions during operation.

Based on contract no. PJJ.CGK.D.AF.0058/I/2025 Procurement and Installation of Stinger System APMS at Soekarno Hatta Airport, December 17 2024 with a contract value of Rp15,197,121,000 (including 11% VAT) where PT LRT Jakarta is the Work Executor with a duration of 12 (twelve) calendar months.

1) Job Scope of Work

i. Procurement and Installation of the Stinger System at the APM Depot at Soekarno – Hatta Airport, including:

- Panel Stinger System (1 unit)
- Stinger Strolley (2 unit per track)
- Control Box (1 unit)
- Stringer Plug (4 unit)
- Conductor Bar Power (60 meters)
- Conductor Bar Control (60 meters)
- Safety Device/ Emergency (customized)

29. PERJANJIAN DAN PERIKATAN PENTING (LANJUTAN)

c. PT Angkasa Pura Indonesia (Lanjutan)

1) Scope of Work Pekerjaan (Lanjutan)

- ii. Pengadaan dan pemasangan *Disconnecting Switch* (DS) (1 unit).
- iii. Pengadaan dan pemasangan Struktur Baja *Stinger System*.
- iv. Penyediaan alat pendukung untuk loading/unloading dan instalasi.
- v. Pembuatan dokumen *Drawing/gambar*, metode pelaksanaan, *interface document*, pengurusan izin mobilisasi orang dan peralatan dan atau kendaraan /angkutan.
- vi. Menyerahkan struktur organisasi pekerjaan serta tugas dan tanggung jawab yang disahkan oleh pimpinan Perusahaan.
- vii. Melaksanakan *Factory Acceptance Test*, *Factory Training*, *Site Acceptance Test / Commissioning Test* dan *Site Training*.
- viii. Memberikan garansi peralatan *Stinger System* selama 1 tahun
- ix. Memberikan Surat Jaminan Ketersediaan Spare Part dan after sales service selama 10 tahun dari BAST.
- x. Menyerahkan *Time Schedule* yang berbentuk Kurva S dengan waktu pekerjaan 12 (dua belas) bulan hari kalender.
- xi. Melakukan meeting mingguan dan bulanan.
- xii. Membuat laporan harian, mingguan dan bulanan.

30. MANAJEMEN RESIKO KEUANGAN

a. Faktor dan Kebijakan Manajemen Risiko

Dalam menjalankan aktivitas operasi, investasi dan pendanaan, Perusahaan menghadapi risiko keuangan yaitu risiko kredit, risiko likuiditas, risiko mata uang, dan risiko suku bunga. Perusahaan mendefinisikan risiko-risiko tersebut sebagai berikut:

- i. Risiko kredit merupakan risiko yang muncul dikarenakan debitur tidak membayar semua atau sebagian piutang atau tidak membayar secara tepat waktu dan akan menyebabkan kerugian Perusahaan.
- ii. Risiko likuiditas merupakan risiko atas ketidakmampuan Perusahaan membayar liabilitasnya pada saat jatuh tempo. Saat ini Perusahaan berharap dapat membayar semua liabilitas pada saat jatuh tempo.
- iii. Risiko mata uang merupakan risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan nilai tukar mata uang asing.
- iv. Risiko suku bunga terdiri dari risiko suku bunga atas nilai wajar, yaitu risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan suku bunga pasar, dan risiko suku bunga atas arus kas, yaitu risiko arus kas di masa datang akan berfluktuasi karena perubahan suku bunga pasar.

Dalam rangka untuk mengelola risiko tersebut secara efektif, Direksi Perusahaan telah menyetujui beberapa strategi untuk pengelolaan risiko keuangan, yang sejalan dengan tujuan Perusahaan. Pedoman ini menetapkan tujuan dan tindakan yang harus diambil dalam rangka mengelola risiko keuangan yang dihadapi Perusahaan.

29. SIGNIFICANT AGREEMENTS AND ENGAGEMENTS (CONTINUED)

c. PT Angkasa Pura Indonesia (Continued)

1) Job Scope of Work (Lanjutan)

- ii. *Procurement and installation of Disconnecting Switch (DS) (1 unit).*
- iii. *Procurement and installation of Stinger System Steel Structures.*
- iv. *Provision of supporting tools for loading/unloading and installation.*
- v. *Creation of drawing documents, implementation methods, interface documents, processing permits for the mobilization of people and equipment and/or vehicles/transport.*
- vi. *Submit the work organizational structure as well as duties and responsibilities as approved by the Company leadership.*
- vii. *Carry out Factory Acceptance Test, Factory Training, Site Acceptance Test/Commissioning Test and Site Training.*
- viii. *Provides a guarantee for Stinger System equipment for 1 year.*
- ix. *Providing a Guarantee Letter for the Availability of Spare Parts and after sales service for 10 years from BAST.*
- x. *Submit a Time Schedule in the form of an S Curve with a work time of 12 (twelve) calendar months.*
- xi. *Conduct weekly and monthly meetings.*
- xii. *Create daily, weekly and monthly reports.*

30. FINANCIAL RISK MANAGEMENT

a. Financial Risk Management Factors and Policy

In conducting operating, investing and financing activities, the Company faces financial risks such as credit risk, liquidity risk, currency risk, and interest rate risk. The Company defines these risks as follows:

- i. *Credit risk represents risk due to the possibility that a customer will not repay all or a portion of a receivable or will not repay in a timely manner and therefore will cause a loss the Company.*
- ii. *Liquidity risk represents risk of the Company's inability to repay all their liabilities at maturity date. At present the Company does expect to pay all liabilities at their contractual maturity.*
- iii. *Foreign currency risk represents fluctuation of financial instrument caused by changes of foreign currency exchange.*
- iv. *Interest rate risk consists of fair value interest rate risk, which is the risk of fluctuation of financial instrument caused by changes in in market interest rate, and cash flow interest rate risk, which is the risk that the future cash flow of a financial instruments will fluctuate due to changes in market interest rate.*

In order to effectively manage those risks, the Board of Director of the Company has approved some strategies for the management of financial risks, which are in line with corporate objectives. These guidelines set up objectives and action to be taken in order to manage the financial risks that the Company faces.

30. MANAJEMEN RESIKO KEUANGAN (LANJUTAN)

a. Faktor dan Kebijakan Manajemen Risiko (Lanjutan)

Pedoman utama dari kebijakan ini adalah sebagai berikut:

- Meminimalkan dampak dari perubahan mata uang dan risiko pasar atas semua jenis transaksi dengan menyediakan cadangan mata uang yang cukup.
- Memaksimalkan penggunaan lindung nilai alamiah yang menguntungkan sebanyak mungkin *off-setting* alami antara pendapatan dan biaya dan hutang piutang dalam mata uang yang sama; dan
- Semua kegiatan manajemen risiko keuangan dilakukan secara bijaksana, konsisten, dan mengikuti praktik pasar terbaik.

Risiko Kredit

Perusahaan mengelola risiko kredit terkait dengan simpanan dana di bank dan penempatan deposito berjangka dengan hanya menggunakan bank-bank yang memiliki reputasi dan predikat yang baik untuk mengurangi kemungkinan kerugian akibat kebangkrutan bank.

Terkait dengan kredit yang diberikan kepada pelanggan, Perusahaan mengendalikan eksposur risiko kredit dengan menetapkan kebijakan atas persetujuan atau penolakan kontrak kredit baru. Kepatuhan atas kebijakan tersebut dipantau oleh Direksi. Sebagai bagian dari proses dalam persetujuan atau penolakan tersebut, reputasi dan jejak rekam pelanggan menjadi bahan pertimbangan. Saat ini, tidak terdapat risiko kredit yang terkonsentrasi secara signifikan.

Pada tanggal pelaporan, eksposur maksimum Perusahaan terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori aset keuangan yang disajikan pada laporan posisi keuangan.

	2025
Aset	
Kas pada Bank	202.510.841.206
Piutang Usaha	8.469.066.874
Pendapatan Yang Masih Harus Diterima	13.639.086.967
Biaya Dibayar Dimuka	5.182.013.491
Uang Muka	81.187.138
Jumlah	229.882.195.676

Risiko Likuiditas

Pada saat ini Perusahaan berharap dapat membayar semua liabilitas pada saat jatuh tempo. Perusahaan melakukan evaluasi dan pengawasan yang ketat atas arus kas masuk dan kas keluar untuk memastikan tersedianya dana untuk memenuhi kebutuhan pembayaran liabilitas yang jatuh tempo. Secara umum, kebutuhan dana untuk pelunasan liabilitas jangka pendek yang jatuh tempo diperoleh dari pelunasan piutang dari pelanggan yang memiliki jangka waktu kredit 1 bulan.

30. FINANCIAL RISK MANAGEMENT (CONTINUED)

a. Financial Risk Management Factors and Policy (Continued)

The major guidelines of this policy are as follows:

- Minimize effect of changes in foreign exchange and market risk for all kind of transactions by providing adequate foreign currencies reserve;
- Maximize the use of "natural hedge" favouring as much as possible the natural off-setting of revenue and costs and payables receivables denominated in the same currency; and
- All financial risk management activities carried out on a prudent, consistent basis, and following the best market practices.

Credit Risk

The Company manage credit risk exposed from its deposits in banks and time deposits by using banks with good reputation and ratings to mitigate financial loss through potential failure of the banks.

In respect of credit exposures given to customer, the Company controls its exposure to credit risk by setting its policy in approval or rejection of new credit contract. Compliance to the policy is monitored by the Board of Director. As part of the process in approval or rejection, the customer reputation and track record is taking into consideration. There are no significant concentrations of credit risk.

At the reporting date, the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented in the statements of financial position.

	2024	Assets
	120.641.665.365	Cash in Bank
	5.470.030.053	Trade Receivables
	2.473.679.351	Accrued Revenue
	3.122.035.680	Prepayments
	816.508.511	Advances
	132.523.918.960	Total

Liquidity Risk

At the moment the Company expects to pay all liabilities at maturity. The Company conducts a rigorous evaluation and supervision of cash inflows and cash outflows to ensure the availability of funds to meet the maturing liabilities payment requirement. In general, funding requirements for short-term maturity liabilities are obtained from the settlement of receivables from customers who have a credit term of 1 month.

30. MANAJEMEN RESIKO KEUANGAN (LANJUTAN)

a. Faktor dan Kebijakan Manajemen Risiko (Lanjutan)

Risiko Suku Bunga

Perusahaan terekspos risiko tingkat bunga terutama menyangkut liabilitas keuangan sehubungan dengan utang bank yang dimiliki. Perusahaan memiliki pinjaman yang bersifat jangka panjang kepada bank yang memiliki suku bunga mengambang sejalan dengan perubahan suku bunga yang relevan di pasar keuangan. Untuk meminimalkan risiko ini, Perusahaan mengadakan perjanjian dengan pihak bank agar dapat membayar bunga dengan tingkat bunga tetap untuk mengantisipasi apabila terdapat perubahan tingkat bunga pasar yang signifikan.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat pertukaran tingkat bunga pinjaman. Dengan asumsi variabel lain konstan, laba sebelum beban pajak dipengaruhi oleh tingkat suku bunga mengambang sebagai berikut:

	2025
Dampak Terhadap Laba	
Sebelum Beban Pajak :	
Kenaikan dalam Satuan	
Poin (+50)	4.941.376
Penurunan dalam Satuan	
Poin (-50)	(4.941.376)

a. Faktor dan Kebijakan Manajemen Risiko (Lanjutan)

Risiko Nilai Tukar Mata Uang Asing

Eksposur risiko nilai tukar mata uang asing Perusahaan timbul terutama dari volatilitas nilai tukar mata uang Rupiah terhadap mata uang asing lainnya. Perusahaan terekspos pengaruh fluktuasi nilai tukar mata uang asing terutama karena transaksi yang didenominasi dalam mata uang USD.

Kebijakan Perusahaan adalah melakukan penyeimbangan saldo kas setara kas terhadap liabilitas keuangan dalam mata uang asing, sehingga tidak terjadi risiko nilai tukar mata uang asing.

b. Manajemen Permodalan

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan terpeliharanya rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

Perusahaan mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Perusahaan dapat menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Kebijakan Perusahaan adalah untuk mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

31. KEBERLANGSUNGAN USAHA

Dalam Penyusunan laporan keuangan, Manajemen bertanggung jawab untuk menilai kemampuan Perusahaan dalam mempertahankan kelangsungan usahanya, dan menggunakan basis akuntansi kelangsungan usaha. Manajemen tidak memiliki intensi untuk melikuidasi Perusahaan atau menghentikan operasinya.

30. FINANCIAL RISK MANAGEMENT (CONTINUED)

a. Financial Risk Management Factors and Policy (Continued)

Interest Rate Risk

The Company is exposed to interest rate risk, especially concerning financial liabilities in relation to bank loan held. The Company has a long-term loan to a bank with a floating interest rate in line with the relevant interest rate changes in the financial market. To minimize this risk, the Company entered into an agreement with the bank in order to be able to pay interest at a fixed interest rate in anticipation of significant market interest rate changes.

The following table shows the sensitivity of the possibility of changes in the rate of exchange on the interest rate on the loan. Assuming other variables are constant, profit before tax expense is affected by floating interest rates as follows:

	2024	Impact on Profit Before Tax Expenses:
		Increase in Unit
	2.995.912	Poin (+50)
	(2.995.912)	Decrease in Unit Poin (-50)

a. Financial Risk Management Factors and Policy (Continued)

Foreign Exchange Risk

The foreign exchange risk exposure of the Company mainly arise from the volatility in Rupiah against the other the foreign currency. The company exposed by the the effect of fluctuations of the foreign exchange especially because the transactions that dominated on USD.

The Company's policy is to balance the cash and cash equivalents against financial liabilities denominated in foreign currencies, so that there is no risk of foreign exchange rates.

b. Capital Management

The main objective of the Company's capital management is to ensure the maintenance of a healthy capital ratio to support the business and maximize returns for shareholders.

The company manages the capital structure and makes adjustments, based on changes in economic conditions. To maintain and adjust the capital structure, the Company can issue new shares or seek funding through loans. The Company's policy is to maintain a sound capital structure to secure access to funding at a reasonable cost.

31. GOING CONCERN

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, and to use the basis of business continuity accounting. Management has no intention to liquidate the Company or stop its operations.

32. PERISTIWA SETELAH PERIODE PELAPORAN

Tidak terdapat peristiwa setelah periode pelaporan yang mempengaruhi laporan keuangan 31 Desember 2025.

32. EVENTS AFTER THE REPORTING PERIOD

There are no events after the reporting period that affect the financial statements as of December 31, 2025.

33. TANGGUNG JAWAB MANAJEMEN ATAS LAPORAN KEUANGAN

Manajemen Perusahaan bertanggung jawab atas penyusunan dan penyajian laporan keuangan yang diotorisasi untuk terbit pada tanggal 6 Maret 2026.

33. MANAGEMENT RESPONSIBILITY FOR FINANCIAL STATEMENTS

The management of the Company is responsible for the preparation and presentation of the financial statements which were authorized for issuance on March 6, 2026.



GEDUNG MCC - DEPO LRT JAKARTA

Jl. Raya Kelapa Nias, RW025,
Pegangsaan Dua, Kelapa Gading, Kota Jakarta
Utara Daerah Khusus Ibu Kota Jakarta, 14250
Tel. +6221 8061 7490