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LAPORAN TAHUNAN **2025** ANNUAL REPORT

MEMPERBARUI VISI KAMI UNTUK MERBERDAYAKAN MASA DEPAN



2025

RENEWING OUR VISION TO EMPOWER THE FUTURE

PT Energi Mega Persada Tbk



SANGGAHAN DAN TANGGUNG JAWAB
DISCLAIMER AND RESPONSIBILITIES

Laporan Tahunan 2025 PT Energi Mega Persada Tbk disusun untuk memenuhi ketentuan peraturan yang berlaku yang diterbitkan oleh Otoritas Jasa Keuangan, antara lain POJK No. 29/POJK.04/2016 dan SEOJK No. 16/SEOJK.04/2021 mengenai Laporan Tahunan Emiten atau Perusahaan Publik. Dokumen ini memuat informasi komprehensif terkait kinerja keuangan, operasional, tata kelola perusahaan, strategi usaha, serta arah dan rencana pengembangan Perseroan ke depan.

Kami menyampaikan bahwa informasi proyeksi dan pernyataan yang bersifat prospektif dalam laporan ini mengandung berbagai risiko dan ketidakpastian yang dapat menyebabkan hasil aktual berbeda secara material dari yang

The 2025 Annual Report of PT Energi Mega Persada Tbk has been prepared in compliance with the prevailing regulations issued by the Financial Services Authority (Otoritas Jasa Keuangan/OJK), including POJK No. 29/POJK.04/2016 and SEOJK No. 16/SEOJK.04/2021 concerning Annual Reports of Public Companies. This document provides a comprehensive overview of the Company's financial performance, operational achievements, corporate governance, business strategies, as well as its future plans and directions.

We would like to inform that the projections and forward-looking statements contained in this report involve risks and uncertainties that may cause actual results to differ materially from those anticipated. Such statements are



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diharapkan. Pernyataan tersebut didasarkan pada asumsi-asumsi mengenai kondisi terkini serta estimasi terhadap kondisi masa depan yang dipengaruhi oleh dinamika industri, regulasi, serta lingkungan bisnis di mana Perseroan beroperasi.

Perseroan tidak memberikan jaminan bahwa setiap asumsi, proyeksi, maupun dokumen yang dijadikan acuan dalam laporan ini akan sepenuhnya tercapai sesuai dengan harapan. Oleh karena itu, para pemangku kepentingan diharapkan dapat mempertimbangkan faktor risiko yang mungkin timbul dalam mengevaluasi informasi yang disajikan.

Dalam Laporan Tahunan ini, istilah "EMP" dan "Perseroan" mengacu pada PT Energi Mega Persada Tbk, yang menjalankan kegiatan usaha utama di sektor hulu minyak dan gas bumi, meliputi eksplorasi, pengembangan, dan produksi.

based on assumptions regarding current conditions and expectations of future developments, which are influenced by industry dynamics, regulatory changes, and the business environment in which the Company operates.

The Company does not guarantee that the assumptions, projections, or referenced documents presented in this report will result in outcomes consistent with expectations. Therefore, stakeholders are advised to carefully consider the potential risks and uncertainties when evaluating the information provided.

In this Annual Report, the terms "EMP" and the "Company" refer to PT Energi Mega Persada Tbk, whose core business activities are in the upstream oil and gas sector, including exploration, development, and production.

TENTANG LAPORAN TAHUNAN
ABOUT THE ANNUAL REPORT

Berikut ini adalah Laporan Tahunan 2025 PT Energi Mega Persada Tbk (EMP), dengan tema "MEMPERBARUI VISI KAMI UNTUK MEMBERDAYAKAN MASA DEPAN". Tema ini ditetapkan mengacu pada analisis dan kajian berdasarkan fakta dan perkembangan bisnis Perseroan pada 2025 yang dilakukan intensif dan mendalam, dan masa depan keberlanjutan bisnis Perseroan.

Laporan Tahunan 2025 EMP ini merupakan sumber dokumentasi yang komprehensif berupa materi informasi kinerja Perseroan. Informasi tersebut memuat profil Perseroan; kinerja pemasaran, operasional, dan keuangan; informasi tentang tugas, peran, dan fungsi struktural organisasi Perseroan yang menjalankan konsep *Best Practices* dari prinsip-prinsip *Good Corporate Governance* (GCG) atau Tata Kelola Perusahaan yang Baik.

Tujuan penyajian Laporan Tahunan ini untuk meningkatkan keterbukaan informasi Perseroan kepada regulator, otoritas dan pemangku kepentingan terkait serta menjadi buku tahunan untuk memperkuat solidaritas antara manajemen dan karyawan.

Informasi secara detil dan komprehensif bisa diketahui dengan mengunjungi website kami www.emp.id.

Following is the 2025 Annual Report of PT Energi Mega Persada Tbk (EMP), with the theme "RENEWING OUR VISION TO EMPOWER THE FUTURE." This theme was established based on in-depth and intensive analysis and review of factual business developments in 2025, as well as the future sustainability of the Company's business.

2025

The 2025 Annual Report of EMP serves as a comprehensive documentation source, providing detailed information on the Company's performance. This includes the Company's profile, marketing, operational, and financial performance, as well as information on the duties, roles, and structural functions of the Company's organization, which adheres to Best Practices under the principles of Good Corporate Governance (GCG).

The purpose of presenting this Annual Report is to increase the Company's information transparency to regulators, authorities and relevant stakeholders and to serve as an annual book to strengthen solidarity between management and employees.

For detailed and comprehensive information, please visit our website at www.emp.id.



TEMA DAN ARTI TEMA
THEME AND MEANING OF THEME





MEMPERBARUI VISI KAMI
RENEWING OUR VISION

Tahun pelaporan ini menjadi momentum penting bagi Perseroan dalam menegaskan arah pertumbuhan jangka panjang melalui pembaruan arah strategis yang selaras dengan dinamika industri energi global. Transformasi yang dijalankan tidak hanya berfokus pada penguatan bisnis inti hulu migas, tetapi juga kesiapan menghadapi transisi energi. Sejalan dengan itu, Perseroan menetapkan visi baru "Membentuk Masa Depan Berkelanjutan Melalui Keunggulan Energi dan Sumber Daya" serta misi "Setiap hari, menghasilkan energi yang aman dan andal dengan membangun kemitraan yang kuat bersama para pemangku kepentingan serta saling memberdayakan, sehingga dapat memimpin lintas generasi".

Kinerja operasional dan keuangan yang terus membaik menunjukkan bahwa strategi Perseroan berada pada jalur yang tepat. Efisiensi biaya dan disiplin operasional mendorong pertumbuhan pendapatan, EBITDA, dan laba bersih secara konsisten, didukung keberhasilan eksplorasi melalui penemuan gas baru di blok Sengkang serta minyak di blok Bentu yang memperkuat cadangan energi.

This reporting year marks an important milestone for the Company in reaffirming its long-term growth direction through the renewal of its strategic direction, aligned with the dynamics of the global energy industry. The transformation undertaken is not only focused on strengthening the core upstream oil and gas business, but also on preparing for the energy transition. In line with this, the Company has established a new vision: *"Shaping a Sustainable Future through Energy and Resource Excellence"* and a mission: *"Every day, delivering safe and reliable energy by building strong partnerships with stakeholders and empowering one another, enabling us to lead across generations."*

The continuously improving operational and financial performance demonstrates that the Company's strategy is on the right track. Cost efficiency and operational discipline have driven consistent growth in revenue, EBITDA, and net profit, supported by successful exploration through new gas discoveries in the Sengkang block and oil in the Bentu block, strengthening energy reserves.





MEMBERDAYAKAN MASA DEPAN
EMPOWERING THE FUTURE

Perseroan juga memperkuat pertumbuhan melalui kombinasi pengembangan organik dan akuisisi strategis, termasuk peningkatan kepemilikan di blok Kangean dan kerja sama pengembangan blok gas Gebang. Langkah ini diharapkan menjadi pendorong utama peningkatan produksi sekaligus mendukung ketahanan energi nasional.

Sejalan dengan tren global, Perseroan mulai membangun portofolio masa depan melalui inisiatif dekarbonisasi seperti pengembangan CCUS dan CCS, yang mendukung target net zero emission sekaligus membuka peluang bisnis baru di sektor energi rendah emisi.

Komitmen terhadap tata kelola dan keberlanjutan terus diperkuat melalui peningkatan kinerja ESG dan pengakuan eksternal yang solid. Dengan fondasi yang kuat dan strategi yang jelas, Perseroan optimistis melangkah ke fase pertumbuhan berikutnya. Oleh karena itu, kami menetapkan tema Laporan Tahunan 2025: "Memperbarui Visi Kami untuk Memberdayakan Masa Depan."

The Company has also reinforced growth through a combination of organic development and strategic acquisitions, including increased ownership in the Kangean block and collaboration in the development of the Gebang gas block. These initiatives are expected to be key drivers of production growth while supporting national energy security.

In line with global trends, the Company has begun building its future portfolio through decarbonization initiatives such as the development of CCUS and CCS, supporting net zero emission targets while opening new business opportunities in the low-emission energy sector.

The commitment to governance and sustainability continues to be strengthened through improved ESG performance and solid external recognition. With a strong foundation and a clear strategy, the Company is optimistic about moving into the next phase of growth. Therefore, we have established the theme of the 2025 Annual Report: "Renewing Our Vision to Empower the Future."

KEBERLANJUTAN TEMA
CONTINUITY OF THEME

2025



MEMPERBARUI VISI KAMI
UNTUK MEMBERDAYAKAN MASA DEPAN

RENEWING OUR VISION
TO EMPOWER THE FUTURE

"Memperbarui Visi Kami untuk Memberdayakan Masa Depan" mencerminkan langkah strategis PT Energi Mega Persada Tbk ("EMP") dalam menegaskan arah pertumbuhan jangka panjang di tengah dinamika industri energi. Pembaruan visi dilakukan seiring transformasi perusahaan yang berfokus pada penguatan bisnis inti hulu migas, peningkatan kinerja operasional dan keuangan, serta pengembangan portofolio melalui akuisisi strategis dan proyek pertumbuhan baru. Di saat yang sama, Perseroan mulai mempersiapkan masa depan energi yang lebih berkelanjutan melalui inisiatif dekarbonisasi seperti CCS/CCUS, sekaligus memperkuat penerapan ESG dan tata kelola perusahaan. Dengan fondasi yang semakin kokoh dan strategi yang adaptif, Perseroan berkomitmen menciptakan nilai berkelanjutan bagi pemegang saham, mendukung ketahanan energi nasional, serta memberikan dampak positif bagi masyarakat dan lingkungan

"Renewing Our Vision to Empower the Future" reflects PT Energi Mega Persada Tbk ("EMP") strategic step in reaffirming its long-term growth direction amid energy industry dynamics. The vision update aligns with corporate transformation focused on strengthening the core upstream oil and gas business, improving operational and financial performance, and developing the portfolio through strategic acquisitions and new growth projects. At the same time, the Company has begun preparing for a more sustainable energy future through decarbonization initiatives such as CCS/CCUS, while strengthening ESG implementation and corporate governance. With an increasingly solid foundation and adaptive strategy, the Company is committed to creating sustainable value for shareholders, supporting national energy security, and delivering positive impacts to society and the environment.

2024

MENINGKATKAN NILAI DAN KOMITMEN BERKELANJUTAN KAMI

ENHANCING OUR VALUE AND ONGOING COMMITMENTS TO SUSTAINABILITY



EMP terus memperkuat komitmennya terhadap pertumbuhan bisnis dan keberlanjutan. Dengan semangat untuk terus maju, EMP mengambil langkah strategis dalam memperluas portofolio energi dan berkontribusi terhadap masa depan yang lebih berkelanjutan. Perusahaan juga semakin aktif dalam melaksanakan praktik keberlanjutan dengan menerapkan kebijakan yang mendukung pelestarian lingkungan, peningkatan keselamatan kerja, serta keberagaman dan inklusivitas. Berbagai pencapaian dalam aspek lingkungan, sosial, dan tata kelola mencerminkan komitmen EMP untuk menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan. Ke depan, EMP akan terus berinovasi, berkolaborasi, dan berkontribusi dalam membangun masa depan yang lebih bersih, sehat dan berkelanjutan bagi semua.

EMP continues to strengthen its commitment to business growth and sustainability. With a forward-thinking spirit, EMP has taken strategic steps to expand its energy portfolio and contribute to a more sustainable future. The Company is also increasingly active in sustainability practices by implementing policies that support environmental conservation, workplace safety, diversity, and inclusion. Various achievements in environmental, social, and governance aspects reflect EMP's dedication to creating long-term value for all stakeholders. Moving forward, EMP will continue to innovate, collaborate, and contribute to building a cleaner, healthier, and more sustainable future for all.

2023

TERUS MELANGKAH MAJU

KEEP MOVING FORWARD

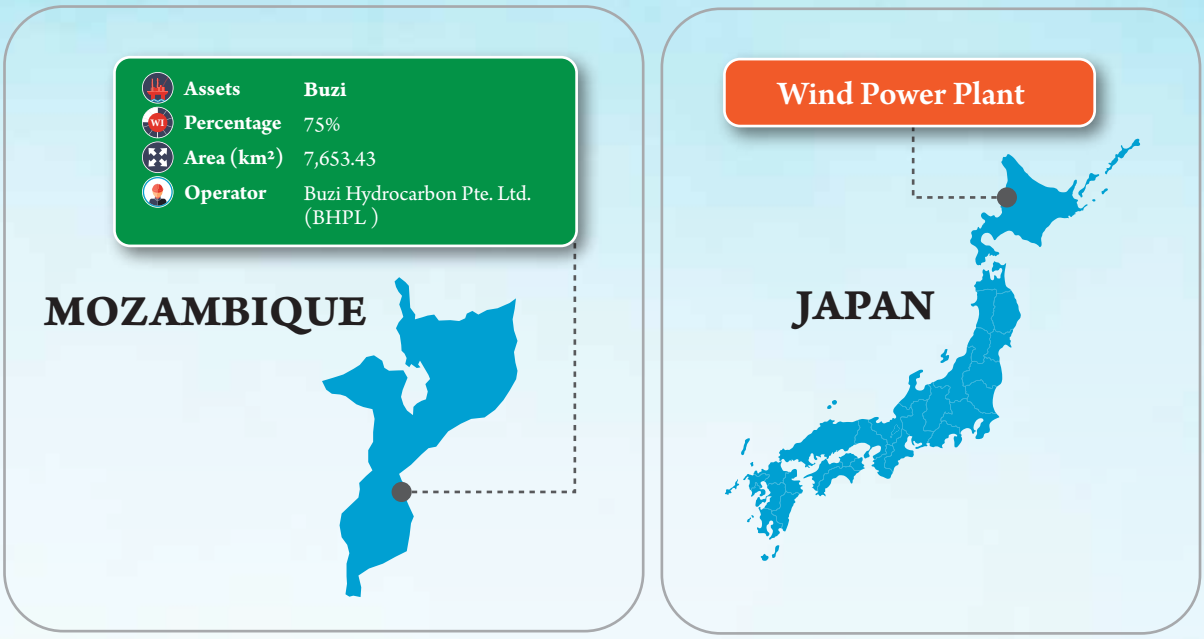


Di tengah gejolak energi global di tahun 2023, Perseroan meraih prestasi gemilang. Kinerja positif ini menjadi bukti komitmen dan kegigihan kami dalam menghadirkan energi bagi negeri, serta memberikan kontribusi terbaik kepada para pemangku kepentingan (stakeholder). Proyek-proyek Perseroan dan anak Perusahaan Perseroan di sektor minyak dan gas bumi (migas) bukan hanya sekadar pencapaian, melainkan cerminan dari dedikasi yang tangguh, unggul dan berkelanjutan.

In the midst of global energy turmoil in 2023, the Company made a brilliant achievement. This positive performance is a proof of our commitment and persistence in bringing energy to the country, as well as providing the best contribution to stakeholders. The Company and its subsidiaries' projects in the oil and gas sector are not just achievements, but a reflection of resilient, excellent and sustainable dedication.

PROYEK PERSEROAN
COMPANY'S PROJECTS







Hulu Minyak dan Gas / Upstream Oil and Gas

Infrastruktur Energi / Energy Infrastructure



KILAS KINERJA UTAMA
MAIN PERFORMANCE HIGHLIGHTS

KEUANGAN
FINANCIAL

Juta / million (USD)

Penjualan Neto
Net Sales



Total Aset
Total Assets



EBITDA
EBITDA



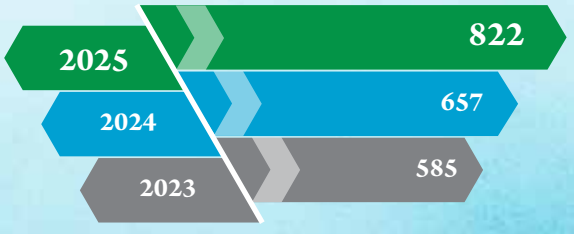
Total Liabilitas
Total Liabilities



Laba Bersih
Net Income



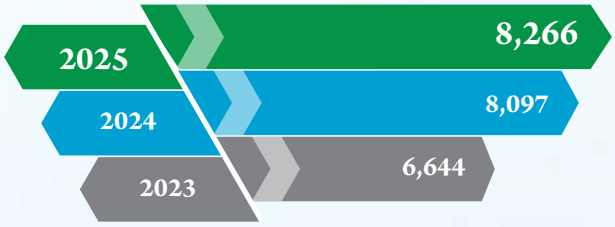
Total Ekuitas
Total Equity



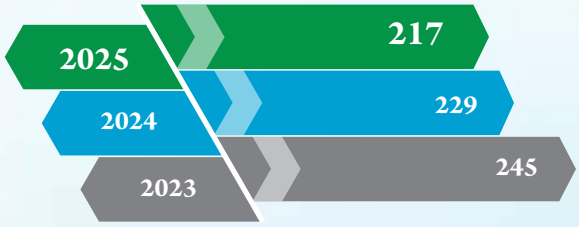


PRODUKSI
PRODUCTION

Produksi Minyak Gross Harian (Barel/Hari)
Daily Gross Oil Production (Barrel/Day)



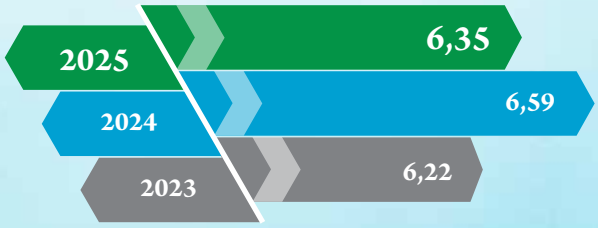
Produksi Gas Gross Harian (Juta Kaki Kubik/Hari)
Daily Gross Gas Production (Million Cubic Gas/Day)



Rata-Rata Harga Minyak (USD/BBL)
Average Oil Price (USD/BBL)



Rata-Rata Harga Gas (USD/MMBTU)
Average Gas Price (USD/MMBTU)



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2015

IKHTISAR PENTING
MAIN HIGHLIGHTS

IKHTISAR KEUANGAN
FINANCIAL HIGHLIGHTS

1



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IKHTISAR KEUANGAN PENTING
Key Financial Highlights

('000 USD)	2025	2024	2023	%
Penjualan Neto Net Sales	**498,127**	467,425	420,775	6.57%
EBITDA	**309,707**	278,856	265,709	11.06%
Beban Keuangan Financing Charges	**35,382**	38,210	22,395	(7.40%)
Laba Sebelum Hak Minoritas Profit Before Minority Rights	**91,613**	72,963	68,175	25.56%
Laba Bersih Net Profit	**91,532**	75,395	68,436	21.40%
Total Aset Total Assets	**1,822,321**	1,583,259	1,368,757	15.10%
Ekuitas Equity	**822,740**	657,141	585,105	25.20%
Kas dan Setara Kas, Kas yang Dibatasi Penggunaannya Cash and cash equivalents, restricted cash	**189,662**	148,615	149,582	27.62%
Pinjaman Loans	**319,972**	283,754	127,894	12.76%
Saham Biasa yang Beredar (Lembar) Outstanding Common Shares (Share)	**26,346,230,250**	24,821,230,250	24,821,230,250	6.14%
Laba Bersih Per Saham Net Earning per Share	**0.00359**	0.00304	0.00276	18.09%
Rasio Pinjaman Terhadap Ekuitas Debt to Equity Ratio	**0.39**	0.43	0.22	(9.56%)
Rasio Pinjaman Bersih Terhadap Ekuitas Net Debt to Equity Ratio	**0.31**	0.21	0.04	49.17%
Interest Coverage	**8.75**	7.30	11.8	19.91%
Rasio Pinjaman Terhadap EBITDA Loan to EBITDA Ratio	**1.03**	1.02	0.48	1.29%
Rasio Pinjaman Bersih Terhadap EBITDA Net Loan to EBITDA Ratio	**0.42**	0.48	0.08	(12.34%)
Jumlah Laba yang Diatribusikan Kepada: Total Profit Attributable to:				
Pemilik Entitas Induk Owners of the Parent	**91,533**	75,395	68,436	21.34%
Kepentingan Non Pengendali Non-controlling Interest	**79**	(2,432)	(260)	(103.25%)
Jumlah Laba Komprehensif yang Diatribusikan Kepada: Total Comprehensive Income Attributable to:				
Pemilik Entitas Induk Owners of the Parent	**90,612**	74,467	67,713	21.68%
Kepentingan Non Pengendali Non-controlling Interest	**79**	(2,432)	(260)	103.25%
Total Laba Komprehensif Total Comprehensive Income	**90,692**	72,036	67,453	25.90%

IKHTISAR KEUANGAN PENTING
Key Financial Highlights

('000 USD)	2025	2024	2023
Beban Pokok Penjualan Cost of Good Sold	(316,645)	(319,361)	(274,710)
Laba Bruto Gross profit	181,482	148,064	146,065
Laba Sebelum Beban Pajak Penghasilan Income Tax Expense-Net	128,099	94,903	101,298
Total Aset Lancar Total Current Assets	206,369	255,644	242,373
Total Aset Tidak Lancar Total Non Current Assets	1,615,953	1,327,614	1,126,384
Total Aset Total Assets	1,822,321	1,583,259	1,368,757
Total Liabilitas Jangka Pendek Total Short-Term Liabilities	474,233	434,811	363,545
Total Liabilitas Jangka Panjang Total Long-Term Liabilities	525,348	491,307	420,107
Total Liabilitas Total Liabilities	999,581	926,118	783,652
Ekuitas - Neto Equity - Net	822,740	657,141	585,105
Total Liabilitas dan Ekuitas Total Liabilities and Equity	1,822,321	1,583,259	1,368,757

RASIO KEUANGAN PENTING
Key Financial Ratios

		2025	2024	2023
1.	**Rasio Laba terhadap Jumlah Aset** Profit to Total Assets Ratio	4.98%	5.00%	5.58%
2.	**Rasio Laba terhadap Ekuitas** Profit to Equity Ratio	11.02%	11.70%	12.96%
3.	**Rasio Laba terhadap Pendapatan/Penjualan** Profit to Revenue/Sales Ratio	18.21%	16.26%	14.70%
4.	**Rasio Lancar** Current Ratio	0.44x	0.67x	0.53x
5.	**Rasio Liabilitas terhadap Jumlah Aset** Liabilities to Total Assets Ratio	54.85%	57.25%	56.89%
6.	**Rasio Liabilitas terhadap Ekuitas** Liabilities to Equity Ratio	121.49%	133.93%	131.94%

RASIO PERTUMBUHAN
Growth Ratios

		2025	2024	2023
1.	**Laba Bruto/Penjualan** Gross Profit/Revenues	36.43%	34.71%	40.60%
2.	**Laba Bersih/Penjualan** Net Profit/Revenues	18.39%	16.26%	14.70%
3.	**Laba Bersih/Total Ekuitas** Net Profit/Total Equity	11.13%	11.70%	12.90%
4.	**Laba Bersih/Total Aset** Net Profit/Total Assets	5.03%	5.00%	5.60%

RASIO KEUANGAN LAINNYA
Other Financial Ratios

		2025	2024	2023
1.	**Total Aset/Total Liabilitas** Total Assets/Total Liabilities	182%	175%	175%
2.	**Total Liabilitas/Total Ekuitas** Total Liabilities/Total Equity	122%	134%	132%
3.	**Total Liabilitas/Total Aset** Total Liabilities/Total Assets	55%	57%	56%
4.	**Laba Bersih/Pinjaman Jangka Pendek** Net Profit/Short-Term Loan	109%	213%	356%
5.	**Total Aset Lancar/Total Liabilitas Lancar** Total Current Assets/Total Short-Term Libilities	44%	67%	53%

(USD)	2025	2024	2023
Rata-rata Realisasi Harga Minyak (USD/ BBL) Average Oil Price Realization (USD/ BBL)	69,24	79.40	80.75
Rata-rata Realisasi Harga Gas (USD/ MMBTU) Average Gas Price Realization (USD/ MMBTU)	6,35	6.59	6.22

IKHTISAR OPERASIONAL
OPERATIONAL HIGHLIGHTS



emp

TOTAL PRODUKSI MINYAK DAN GAS HARIAN
Total Daily Oil and Gas Production

Produksi Production	2025		2024		2023	
	Gross	Net	Gross	Net	Gross	Net
Minyak (Barel/Hari) Oil (Barrel/Day)	**8,266**	**7,499**	8,097	7,403	6,644	5,755
Gas (Juta Kaki Kubik/Hari) Gas (Million Cubic Feet/Day)	**217**	**184**	229	174	245	165

PRODUKSI MINYAK (BOPD)
Oil Production (BOPD)

Blok Block	Partisipasi Interes Participating Interest	2025		2024		2023	
		Gross	Net	Gross	Net	Gross	Net
Malacca Strait	100%	**4,655**	**4,655**	5,296	5,296	5,729	5,729
Siak	90%	**1,663**	**1,496**	1,086	977	-	-
Kampar	90%	**882**	**794**	691	622	-	-
"B"	48%	**961**	**461**	973	467	880	-
Tonga	94.29%	**63**	**59**	14	13	-	-
Kangean	100%	**42**	**33**	36	27	35	26
Sengkang	100%	**1**	**1**	1	-	1	-
TOTAL		**8,266**	**7,499**	8,097	7,403	6,645	5,755

PRODUKSI GAS (BBTUD)
Gas Production (BBTUD)

Blok Block	Partisipasi Interes Participating Interest	2025		2024		2023	
		Gross	Net	Gross	Net	Gross	Net
Malacca Strait	100%	**2.34**	**2.34**	2.49	2.49	2.88	2.75
Bentu	100%	**76.98**	**76.98**	78.59	78.59	80.99	81.01
Korinci Baru	100%	**0.24**	**0.24**	0.44	0.44	1.01	1.00
"B"	48%	**39.57**	**18.99**	44.45	21.34	44.24	-
Kangean	100%	**58.20**	**45.07**	67.94	50.95	86.21	65.76
Sengkang	100%	**40.03**	**40.03**	34.70	19.83	29.71	14.99
TOTAL		**217.35**	**183.65**	228.61	173.64	245.05	165.51

CADANGAN
Reserves

(juta barel ekuivalen / million of barrel equivalent)

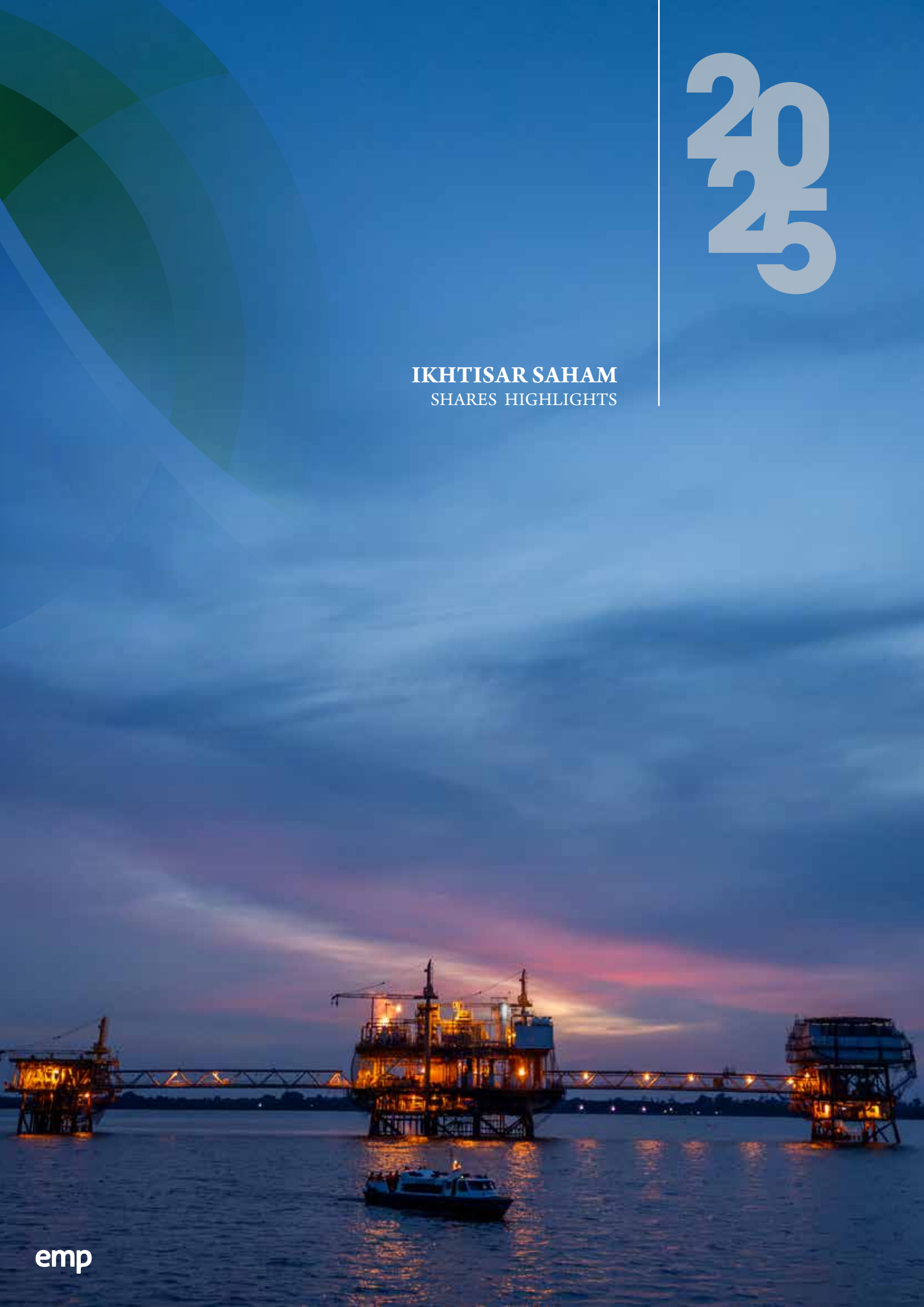
Wilayah Kerja Working Area	Partisipasi Interes Participating Interest	1P		2P		3P		2C	
Malacca Strait	100%								
Oil		18.3		23.6		30.9		4.6	
Gas		0.14		0.26		0.28		-	
Bentu	100%								
Oil		-		-		-		2.8	
Gas		45		61.5		76.7		-	
Korinci Baru	100%								
Oil		-		-		-		-	
Gas		0.6		0.9		1.2		1.3	
Kangean	100%								
Oil		-		-		-		-	
Gas		6.8		10.0		14.8		-	
Sengkang	100%								
Oil		-		-		-		-	
Gas		55.5		60.0		70.3		-	
		Gross	**Net**	**Gross**	**Net**	**Gross**	**Net**	**Gross**	**Net**
Siak	90%								
Oil		4.2	3.8	5.1	4.6	6.5	5.9	16.9	15.2
Gas		-	-	-	-	-	-	-	-
Kampar	90%								
Oil		4.3	3.9	4.7	4.2	5.1	4.6	-	-
Gas		-	-	-	-	-	-	0.12	0.11
WK 'B'	48%								
Oil		7.5	3.6	10.5	5	48.6	23.3	15.2	7.3
Gas		16.2	7.8	25.8	12.4	130.2	62.5	27.5	13.2
Gebang	50%								
Oil		-	-	-		-	-	-	-
Gas		15.5	7.8	20.8	10.4	23.0	11.5	124.8	62.44
Tonga	95%								
Oil		0.5	0.4	2.0	1.9	6.4	6.1	-	-
Gas		-	-	-	-	-	-	-	-
Buzi	75%								
Oil		-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	8.5	6.38
Total									
Oil		34.7	29.9	45.9	39.4	97.6	70.8	39.5	29.9
Gas		139.8	123.6	179.4	155.5	316.5	237.3	162.3	83.4
TOTAL		**174.5**	**153.5**	**225.3**	**194.9**	**414.1**	**308.1**	**201.7**	**113.3**

AKTIVITAS PENGEBORAN
Drilling Activities

Wilayah Kerja (Sumur) Working Area (Wells)	2025	2024	2023
Malacca Strait			
Pengembangan / Development	**1**	**4**	4
Eksplorasi / Exploration	**1**	-	1
Siak			
Pengembangan / Development	**6**	-	-
Eksplorasi / Exploration	-	-	-
Kampar			
Pengembangan / Development	**3**	-	-
Eksplorasi / Exploration	-	-	-
Bentu			
Pengembangan / Development	**4**	**2**	1
Eksplorasi / Exploration	**1**	-	2
Korinci Baru			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	-	-
Gebang			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	-	-
Tonga			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	-	1
South CPP			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	-	1
WK 'B'			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	**1**	-
Bireun Sigli			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	-	-
Kangean			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	**1**	-
Sengkang			
Pengembangan / Development	**1**	**1**	-
Eksplorasi / Exploration	**2**	-	-
Buzi			
Pengembangan / Development	-	-	-
Eksplorasi / Exploration	-	-	-
Total Total			
Pengembangan / Development	**15**	**7**	5
Eksplorasi / Exploration	**4**	**2**	5
Total	**19**	**9**	**10**

2025

IKHTISAR SAHAM
SHARES HIGHLIGHTS



emp

INFORMASI HARGA SAHAM
SHARE PRICE INFORMATION

PT Energi Mega Persada Tbk, yang memiliki kode saham "ENRG", menerima pernyataan efektif dari Bapepam-LK pada tanggal 26 Mei 2004 untuk melakukan Penawaran Umum Perdana Saham ENRG (IPO) kepada masyarakat sebanyak 2.847.433.500 saham dengan harga penawaran Rp160 per saham. Pada tanggal 7 Juni 2004, saham-saham ini mulai diperdagangkan di Bursa Efek Indonesia (BEI).

Informasi tentang aktivitas saham dan harga saham Perseroan untuk tahun buku 2025 (bulan dan triwulan) tersedia di sini:

PT Energi Mega Persada Tbk, with the stock code "ENRG," received an effective statement from Bapepam-LK on May 26, 2004, to conduct its Initial Public Offering (IPO) by offering 2,847,433,500 shares to the public at an offering price of Rp160 per share. On June 7, 2004, these shares began trading on the Indonesia Stock Exchange (IDX).

Information on the Company's stock activities and stock prices for the 2025 fiscal year (monthly and quarterly) is available here:



HARGA, VOLUME, DAN KAPITALISASI PASAR
PRICE , VOLUME AND MARKET CAPITALIZATION

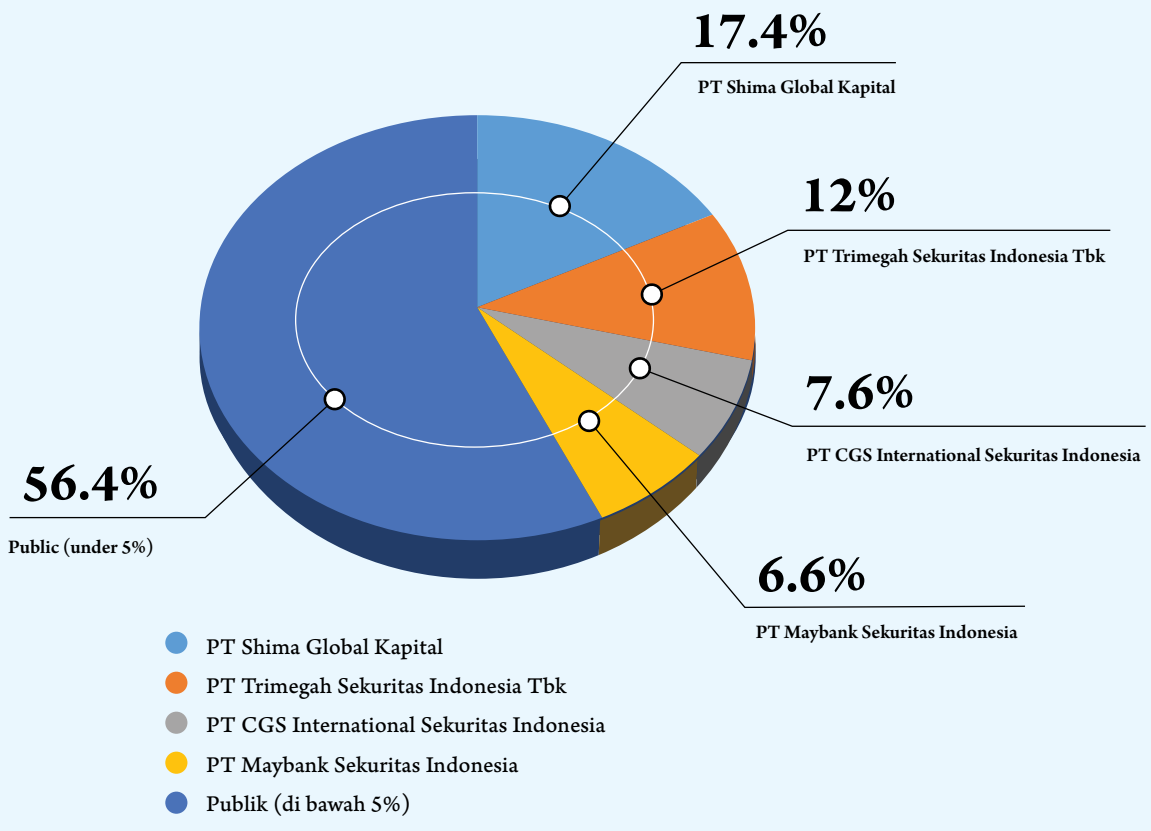
2025	Saham Beredar Outstanding Share	Harga Tertinggi Highest	Harga Terendah Lowest	Harga Penutupan Closing	Volume (lot) (Rata-rata Harian) Volume (lot) (Daily Average)	Kapitalisasi Pasar Market Capitalization
Triwulan 1 Quarter 1	24,821,230,250	Rp250	Rp161	Rp173	9,431,166	Rp4,294,072,833,250
Triwulan 2 Quarter 2	24,821,230,250	Rp386	Rp159	Rp328	180,237,802	Rp8,141,363,522,000
Triwulan 3 Quarter 3	25,996,230,250	Rp830	Rp330	Rp805	173,565,756	Rp20,926,965,351,250
Triwulan 4 Quarter 4	26,346,230,250	Rp1600	Rp820	Rp1600	149,252,368	Rp42,153,968,400,000

2024	Saham Beredar Outstanding Share	Harga Tertinggi Highest	Harga Terendah Lowest	Harga Penutupan Closing	Volume (lot) (Rata-rata Harian) Volume (lot) (Daily Average)	Kapitalisasi Pasar Market Capitalization
Triwulan 1 Quarter 1	24,821,230,250	Rp250	Rp197	Rp216	34,681,043	Rp5,361,385,734,000
Triwulan 2 Quarter 2	24,821,230,250	Rp234	Rp172	Rp191	37,428,473	Rp4,740,854,977,750
Triwulan 3 Quarter 3	24,821,230,250	Rp230	Rp194	Rp218	36,326,123	Rp5,411,028,194,500
Triwulan 4 Quarter 4	24,821,230,250	Rp304	Rp212	Rp230	152,062,147	Rp5,708,882,957,500



KOMPOSISI PEMEGANG SAHAM
SHAREHOLDERS COMPOSITION

Pemegang Saham Shareholders (**per 31 Desember 2025** / as of 31 December 2025)	**Jumlah Saham Ditempatkan dan Disetor** Total Issued and Paid Shares	**Persentase** Percentage
PT Shima Global Kapital	4,589,993,813	17.4%
PT Trimegah Sekuritas Indonesia Tbk	3,152,122,122	12.0
PT CGS International Sekuritas Indonesia	2,000,015,588	7.6%
PT Maybank Sekuritas Indonesia	1,739,204,100	6.6%
Publik (<5%)	14,864,894,627	56.4%
Total	**26,346,230,250**	**100%**



KRONOLOGI PENCATATAN SAHAM
SHARES LISTING CHRONOLOGY

Tanggal Pencatatan Listing Date	**Aksi Korporasi** Corporate Action	**Jumlah Saham Tambahan** Total Additional Shares	**Jumlah Saham Disetor** Total Paid-up Shares	**Modal Dasar** Authorized Capital
7 Juni 2004 June 7, 2004	Penawaran Saham Perdana Initial Public Offering	2,847,433,500	9,491,445,177	15,000,000,000
6 Januari 2006 January 6, 2006	Penawaran Umum Terbatas I Rights Issue I	4,909,368,195	14,400,813,372	15,000,000,000
15 Januari 2010 January 15,2010	Penawaran Umum Terbatas II Rights Issue II	26,183,297,040	40,584,110,412	55,000,000,000
Juli 2011 - Januari 2013 July 2011 - January 2013	Waran Seri I Series I Warrant	9,281	40,584,119,693	110,000,000,000
23 April 2013 April 23, 2013	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu I Non-Preemptive Rights I	4,058,411,000	44,642,530,693	110,000,000,000
7 Juli 2015 July 7, 2015	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu II Non-Preemptive Rights II	4,464,253,069	49,106,783,762	110,000,000,000
31 Juli 2017 July 31, 2017	Penggabungan Saham Reverse Stock Split	0	Seri A / Series A 6,138,347,970 Seri B / Series B 146,893,216,240	Seri A/Series A 6,138,347,970 Seri B / Series B 146,893,216,240
29 Januari 2018 January 29, 2018	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu III Non-Preemptive Rights III	4,203,831,300 (Saham Seri B/Series B Shares)	Seri A / Series A 6,138,347,970 Seri B / Series B 4,203,831,302	Seri A/Series A 6,138,347,970 Seri B / Series B 146,893,216,240
30 Juli 2021 July 30, 2021	Penawaran Umum Terbatas III Rights Issue III	14,479,050,978 (Saham Seri B/Series B Shares)	Seri A / Series A 6,138,347,970 Seri B / Series B 18,682,882,280	Seri A/Series A 6,138,347,970 Seri B / Series B 146,893,216,240
14 Juli 2025 July 14, 2025	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu IV Non-Preemptive Rights IV	1,175,000,000 (Saham Seri B/Series B Shares)	Seri A/Series A 6,138,347,970 Seri B/Series B 19,857,882,280	Seri A/Series A 6,138,347,970 Seri B/Series B 146,893,216,240
22 Oktober 2025 October 22, 2025	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu IV Non-Preemptive Rights IV	350,000,000 (Saham Seri B/Series B Shares)	Seri A/Series A 6,138,347,970 Seri B/Series B 20,207,882,280	Seri A/Series A 6,138,347,970 Seri B/Series B 146,893,216,240

Pemegang Saham Utama dan Pengendali

PT Shima Global Kapital dan PT Bakrie Kalila Investment merupakan Pemegang Saham Pengendali dengan total sebanyak 5.229.025.145 lembar saham atau setara 19,847% dari total 26.346.230.250 lembar saham (Seri A dan Seri B) yang ditempatkan dan disetor penuh.

Ultimate and Controlling Shareholders

PT Shima Global Kapital and PT Bakrie Kalila Investment are the Controlling Shareholders with a total of 5,229,025,145 shares, equivalent to 19.847% of the total 26,346,230,250 shares (Series A and Series B) that have been issued and fully paid.

Kronologi Pencatatan Efek Lainnya

Hingga 31 Desember 2025, Perseroan tidak melaksanakan pencatatan efek lainnya.

Chronology of Other Securities Listing

Up to 31 December 2025, the Company did not carry out any listing of other securities.

Kepemilikan Saham Dewan Komisaris & Direksi per 31 Desember 2025

Hingga 31 Desember 2025, anggota Dewan Komisaris dan anggota Direksi tidak memiliki saham di Perseroan. Direktur Utama dan salah satu Direktur Perseroan secara tidak langsung memiliki saham di Perseroan melalui Pemegang Saham Pengendali.

Share Ownership of the Board of Commissioners & the Board of Directors as of 31 December 2025

As of 31 December 2025, the members of the Board of Commissioners and the Board of Directors did not own any shares in the Company. The President Director and one of the Director indirectly owns shares in the Company through Controlling Shareholders.



Komposisi Pemegang Saham & Struktur Permodalan pada tanggal 31 Desember 2025
Composition of Shareholders & Capital Structure as of 31 December 2025

	Total Saham Total Shares	Persentase (%) Percentage (%)
Modal Dasar Authorized Capital		
Saham Seri A Series A Shares	6,138,347,970	
Saham Seri B Series B Shares	146,893,216,240	
Modal Ditempatkan dan Disetor Penuh Issued and Paid Capital		
PT Shima Global Kapital	4,589,993,813	17.4%
PT Trimegah Sekuritas Indonesia Tbk	3,152,122,122	12.0%
PT CGS International Sekuritas Indonesia	2,000,015,588	7.6%
PT Maybank Sekuritas Indonesia	1,739,204,100	6.6%
Publik (di bawah 5%)	14,864,894,627	56.4%
Total Modal Ditempatkan dan Disetor Penuh (Seri A dan Seri B) Total Issued and Paid-up Capital (Series A and Series B)	**26,346,230,250**	**100.0%**
Total Saham Portepel (Seri A dan Seri B) Number of Unissued Shares (Series A and Series B)	**128,210,333,960**	



Jumlah Pemegang Saham & Persentase Kepemilikan pada tanggal 31 Desember 2025
Number of Shareholders & Percentage of Ownership as of 31 December 2025

Status Pemegang Saham Shareholders Status	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	Persentase (%) Percentage (%)
Institusi Lokal Local Institutions	282	20,734,015,840	78.70%
Institusi Asing Foreign Institutions	148	3,631,700,223	13.79 %
Individu Lokal Local Individuals	46,255	1,965,842,447	7.46 %
Individu Asing Foreign Individuals	98	14,671,740	0.05 %
Total	**46,783**	**26,346,230,250**	**100.00%**

Status Kepemilikan Saham pada tanggal 31 Desember 2025
Shares Ownership Status as of 31 December 2025

Status Kepemilikan Ownership Status	Jumlah Total		
	Investor Investors	Efek Securities	%
Pemodal Nasional Local Investors			
Perorangan Individuals	46,225	1,965,842,447	7.46%
Perseroan Terbatas Limited Liability Companies	255	20,709,640,667	78.606%
Dana Pensiun Pension Funds	19	22,781,550	0.086%
Yayasan Foundations	5	906,065	0.003%
Koperasi Cooperatives	3	687,558	0.004%
Sub Total Pemodal Nasional Sub Total Local Investors	46,537	22,699,858,287	86.37%
Pemodal Asing Foreign Investors			
Perorangan Individuals	98	14,671,740	0.056%
Perseroan Terbatas Limited Liability Companies	148	3,631,700,223	13.785%
Sub Total Pemodal Asing Sub Total Foreign Investors	246	3,646,371,963	13.840%
TOTAL	**46,783**	**26,346,230,250**	**100.00%**

IKHTISAR KEBERLANJUTAN
SUSTAINABILITY HIGHLIGHTS

2015



emp

EMP sebagai perusahaan hulu minyak dan gas di Indonesia terus menunjukkan komitmen kuat terhadap keberlanjutan melalui berbagai inisiatif strategis yang terintegrasi dengan arah transformasi energi global. Salah satu langkah utama yang direncanakan adalah pengembangan fasilitas *Carbon Capture and Storage* (CCS) serta *Carbon Capture, Utilization and Storage* (CCUS) di Lapangan Arun, Aceh, sebagai bagian dari upaya mendukung transisi menuju energi yang lebih bersih serta mengurangi emisi karbon. Selain itu, EMP juga berpartisipasi dalam UN Global Compact dan secara aktif mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB), yang mencerminkan keselarasan strategi perusahaan dengan standar dan praktik keberlanjutan internasional.

EMP as an upstream oil and gas company in Indonesia continues to demonstrate a strong commitment to sustainability through various strategic initiatives aligned with the direction of global energy transformation. One of the key planned steps is the development of Carbon Capture and Storage (CCS) and Carbon Capture, Utilization and Storage (CCUS) facilities at the Arun Field in Aceh, as part of efforts to support the transition toward cleaner energy and reduce carbon emissions. In addition, EMP participates in the UN Global Compact and actively supports the achievement of the Sustainable Development Goals (SDGs), reflecting the company's alignment with international sustainability standards and practices.

Di sisi operasional, EMP berhasil menjaga kinerja keselamatan kerja yang unggul dengan tren penurunan angka Cidera yang Mengakibatkan Hilangnya Waktu Kerja *Lost Time Injury* serta pencapaian tingkat fatalitas 0 (*zero fatality rate*). Komitmen terhadap tata kelola dan manajemen risiko juga tercermin dari peringkat medium risk yang diperoleh dari Sustainalytics serta skor "good" dari Dun & Bradstreet, yang menunjukkan profil risiko bisnis yang sangat rendah. Seluruh capaian ini menegaskan upaya berkelanjutan EMP dalam menyeimbangkan pertumbuhan bisnis dengan tanggung jawab terhadap aspek lingkungan, sosial, dan keselamatan kerja.

On the operational side, EMP has successfully maintained excellent occupational safety performance, with a declining trend in Lost Time Injury (LTI) rates and the achievement of a zero fatality rate. Its commitment to governance and risk management is also reflected in a medium risk rating from Sustainalytics and a "good" score from Dun & Bradstreet, indicating a very low business risk profile. All of these achievements reaffirm EMP's ongoing efforts to balance business growth with responsibility toward environmental, social, and occupational safety aspects.



PENGHARGAAN DAN SERTIFIKASI
AWARDS AND CERTIFICATIONS



EMP BENTU LIMITED - EMP KORINCI BARU LIMITED
ISO 14001



PT IMBANG TATA ALAM
ISO 14001



KANGEAN ENERGY INDONESIA LTD
ISO 14001



EMP BENTU LIMITED - EMP KORINCI BARU LIMITED
ISO 45001



PT IMBANG TATA ALAM
ISO 45001



KANGEAN ENERGY INDONESIA LTD
ISO 45001



KANGEAN ENERGY INDONESIA LTD
Patra Nirbhaya Karya Utama



ENERGY EQUITY EPIC (SENGKANG) PTY LTD
Patra Nirbhaya Karya Madya



ENERGY EQUITY EPIC (SENGKANG) PTY LTD
ISO 14001



KANGEAN ENERGY INDONESIA LTD
Zero Accident Award



PT IMBANG TATA ALAM
OHSAS Certificate



PT ENERGI MEGA PERSADA TBK
Rank 'A' for Sustainability Award



PT ENERGI MEGA PERSADA TBK
ISO 37001 Certificate



ENERGY EQUITY EPIC (SENGKANG) PTY LTD
PROPER Hijau
Green PROPER



PT EMP ENERGI RIAU
PROPER Hijau
Green PROPER



EMP BENTU LIMITED
PROPER Hijau
Green PROPER



KANGEAN ENERGY INDONESIA LTD
PROPER Hijau
Green PROPER

PERISTIWA PENTING
IMPORTANT EVENTS

19 | Februari



PT Energi Mega Persada Tbk (EMP) resmi meluncurkan KARTINI EMP, sebagai komunitas pekerja perempuan. Program ini bertujuan mendorong kesetaraan gender dan menciptakan lingkungan kerja yang inklusif.

PT Energi Mega Persada Tbk (EMP) officially launched KARTINI EMP, as women employees' community. This program aims to promote gender equality and create an inclusive work environment.

03 | Maret



Perahu Bapilin Tigo EMP Bentu Limited Raih Juara III di Festival Balimau Kasai Langgam.

The Bapilin Tigo Boat of EMP Bentu Limited Wins Third Place at the Balimau Kasai Langgam Festival.

05 | Mei



PT Imbang Tata Alam (ITA) telah menyelesaikan audit stage II sebagai bagian dari proses sertifikasi ISO 14001:2015 (Sistem Manajemen Lingkungan) dan ISO 45001:2018 (Sistem Manajemen Kesehatan dan Keselamatan Kerja). Audit ini dilaksanakan oleh TÜV Rheinland selama lima hari, 28 April - 2 Mei 2025.

PT Imbang Tata Alam (ITA) has completed the Stage II audit as part of the certification process for ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health and Safety Management System). The audit was conducted by TÜV Rheinland over five days, from April 28 to May 2, 2025.

06 | Mei



Paparkan Program Kerja, Direksi EMP kunjungi Gubernur dan Bupati di provinsi Riau.

Presenting the Work Program, EMP Directors visit the Governor and Regents in Riau Province.

26 | Mei



Sebagai bagian dari IPA Convention & Exhibition 2025, tim Geoscience EMP mengadakan presentasi teknikal di booth perusahaan. Presentasi oleh Rubi Dwi Sagara menjelaskan penggunaan teknologi pemrosesan data seismik untuk mengatasi tantangan akuisisi data di lapangan, khususnya dengan metode vibroseis di EMP Group.

As part of the IPA Convention & Exhibition 2025, EMP's Geoscience team held a technical presentation at the company's booth. The presentation by Rubi Dwi Sagara explained the use of seismic data processing technology to address field data acquisition challenges, particularly using the vibroseis method within EMP Group.

02 | Juni



EMP Group bersama SKK Migas Sumbagut melaksanakan program penanaman pohon bertema Green Restoration of Our World (GROW) di tujuh kabupaten/kota di Provinsi Riau. Total 7.500 bibit pohon ditanam sejak 22 April hingga 27 Mei 2025.

The EMP Group, together with SKK Migas Sumbagut, carried out a tree-planting program themed Green Restoration of Our World (GROW) across seven regencies/cities in Riau. A total of 7,500 tree seedlings were planted from 22 April to 27 May 2025.

02 | Juni



EMP Group raih Penghargaan CSR di Musrenbang RKPD Kabupaten Pelalawan.

EMP Group receives CSR Award at the RKPD Musrenbang of Pelalawan Regency.

PERISTIWA PENTING
IMPORTANT EVENTS

16 | Juni



EMP Group meraih dua PROPER peringkat hijau dan tiga peringkat biru untuk periode 2023–2024. Penghargaan ini diserahkan oleh Gubernur Riau, Abdul Wahid, di Gedung Daerah Balai Serindit.

EMP Group received two green and three blue PROPER ratings for the 2023–2024 period. The awards were presented by the Governor of Riau, Abdul Wahid, at the Balai Serindit Regional Building.

07 | Juli



BPMA – PGE Operasikan Kembali Penerbangan dan Bandara Khusus Point A, Dorong Pertumbuhan Ekonomi Aceh.

BPMA – PGE Resume Flight Operations and Reactivate the Special Airport at Point A Airport, Boosting Aceh's Economic Growth.

10 | Juli



Dua anak usaha EMP menandatangani Nota Kesepahaman dengan PT Pupuk Indonesia (Persero) untuk pengembangan fasilitas CCUS & CCS di Wilayah Kerja 'B' (mencakup lapangan gas Arun) di Aceh, dan untuk penjualan gas dari blok Gebang di Sumatera Utara.

Two of EMP's subsidiaries signed MoUs with PT Pupuk Indonesia (Persero) to develop CCUS or CCS facility in the WK 'B' (includes the Arun gas field) in Aceh, and to potentially sell gas from the Gebang block in North Sumatera.

27 | Agustus



EMP Bentu meraih penghargaan Best of Sponsorship dalam ajang Tribun Pekanbaru Award 2025.

EMP Bentu wins Best of Sponsorship Award at the Tribun Pekanbaru Award 2025.

15 | September

MORNINGSTAR | SUSTAINALYTICS

PEFINDO

idA+
(Single A Plus)

emp

EMP mendapatkan peringkat A+ dari PEFINDO dan mencapai nilai MEDIUM dalam kinerja ESG yang diterbitkan oleh MORNINGSTAR SUSTAINALYTICS.

EMP secured A+ rating from PEFINDO and the Company also achieved a MEDIUM score in its ESG performance, published by the MORNINGSTAR SUSTAINALYTICS.

23 | September



Menyelesaikan Pengeboran Sumur Kayuara-20, Produksi Blok Kampar Tembus 1.000 Barel per Hari.

Complete Drilling of Kayuara-20 Well, Production of Kampar Block Achieved over 1,000 Barrels per Day.

14 | Oktober



EMP Energi Riau Awali Pengeboran Sumur Merbau 48 & 49 dengan Santuni Anak Yatim.

EMP Energi Riau Commences Drilling of Merbau 48 & 49 Wells with Donations to Orphans.

PERISTIWA PENTING
IMPORTANT EVENTS

31 | Oktober



EMP Bentu meraih penghargaan sebagai "Sahabat Media" dalam Anugerah Media Siber yang digelar Serikat Media Siber Indonesia (SMSI) Riau di Hotel Mutiara Merdeka, Pekanbaru.

EMP Bentu received the "Sahabat Media" award at the Anugerah Media Siber, organized by Serikat Media Siber Indonesia (SMSI) Riau, held at Hotel Mutiara Merdeka.

14 | November



EMP Bentu – Korinci Baru raih dua Penghargaan Patra Nirbhaya Karya Utama di Forum Keselamatan Migas 2025.

EMP Bentu – Korinci Baru wins two Patra Nirbhaya Karya Utama Awards at the Forum Keselamatan Migas 2025.

21 | November



EMP Bentu meraih penghargaan Responden Terbaik II kategori pertambangan dan energi dari BPS Provinsi Riau. Penghargaan diserahkan oleh Pj Gubernur Riau, SF Haryanto, pada acara sosialisasi Sensus Ekonomi 2026 di Pekanbaru.

EMP Bentu received the Second Best Respondent award in the mining and energy category from BPS Riau Province. The award was presented by Acting Governor of Riau, SF Haryanto, during the 2026 Economic Census socialization event in Pekanbaru.

25 | November



EMP menjadi pengendali tunggal di Blok KKS Kangean melalui akuisisi atas 25% kepemilikan JAPEX.

EMP becomes fully control of the Kangean PSC Block through the acquisition of JAPEX's 25% stake.

6 | Desember



EMP Bentu dan ITA raih Penghargaan Pariwisata Berkelanjutan di Subayang Festival 2025.

EMP Bentu and ITA received Sustainable Tourism Award at the Subayang Festival 2025.

16 | Desember



EMP mendapatkan penghargaan Laporan Keberlanjutan Terbaik tahun 2024 dengan nilai "A" dari Foundation for International Human Rights Reporting Standards (FIHRRST).

EMP received the Best Sustainability Report award in 2024 with an "A" grade from the Foundation for International Human Rights Reporting Standards (FIHRRST).

25 | Desember



EMP Bentu menerima apresiasi dari Institut Teknologi Perkebunan Pelalawan Indonesia (ITP2I) atas kontribusi perusahaan dalam mendukung pengembangan pendidikan di Kabupaten Pelalawan.

EMP Bentu received an appreciation award from Institut Teknologi Perkebunan Pelalawan Indonesia (ITP2I) for the company's contribution in supporting educational development in Kabupaten Pelalawan.

LAPORAN MANAJEMEN
MANAGEMENT REPORT

2



Para Pemegang Saham dan Pemangku Kepentingan yang terhormat, puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas segala rahmat dan karunia-Nya sehingga PT Energi Mega Persada Tbk ("Perseroan" atau "EMP") dapat melalui tahun buku 2025 dengan kinerja yang baik di tengah industri energi global yang penuh dengan dinamika dan tantangan.

Atas nama Dewan Komisaris, kami menyampaikan laporan pelaksanaan tugas pengawasan terhadap kebijakan pengurusan Perseroan yang dilakukan oleh Direksi selama tahun 2025, termasuk pengawasan terhadap implementasi strategi, kinerja operasional dan keuangan, serta penerapan tata kelola perusahaan yang baik (Good Corporate Governance/GCG). Laporan ini disusun sebagai bentuk pertanggungjawaban Dewan Komisaris kepada para pemegang saham sesuai dengan ketentuan peraturan perundang-undangan yang berlaku serta pedoman penyusunan laporan tahunan emiten atau perusahaan publik.

Dear Shareholders and Stakeholders, we express our gratitude to God Almighty for His blessings and grace that enabled PT Energi Mega Persada Tbk ("the Company" or "EMP") to successfully go through the 2025 financial year with solid performance amid the dynamic and challenging global energy industry.

On behalf of the Board of Commissioners, we present the report on the implementation of supervisory duties over the Company's management policies carried out by the Board of Directors throughout 2025. This includes oversight of the implementation of strategies, operational and financial performance, as well as the application of Good Corporate Governance (GCG). This report is prepared as a form of accountability by the Board of Commissioners to the shareholders in accordance with applicable laws and regulations as well as the guidelines for preparing annual reports of issuers or public companies.

LAPORAN DEWAN KOMISARIS
BOARD OF COMMISSIONERS REPORT



Rudianto Rimbono
Komisaris Utama
President Commissioner

Tahun 2025 merupakan periode penting bagi Perseroan dalam melanjutkan transformasi strategis yang berfokus pada penguatan bisnis inti hulu minyak dan gas bumi sekaligus mempersiapkan portofolio energi masa depan yang berkelanjutan. Dewan Komisaris menilai bahwa arah strategis yang diambil Perseroan telah sejalan dengan visi baru perusahaan untuk membangun masa depan berkelanjutan melalui keunggulan energi dan sumber daya.

Penilaian terhadap Kinerja Direksi

Dewan Komisaris melakukan pengawasan secara aktif melalui rapat Dewan Komisaris, rapat gabungan dengan Direksi, serta melalui komite-komite di bawah Dewan Komisaris sepanjang tahun 2025. Berdasarkan hasil pengawasan tersebut, Dewan Komisaris menilai bahwa Direksi telah menjalankan fungsi pengurusan Perseroan dengan baik dan profesional sesuai dengan kepentingan Perseroan dan para pemegang saham.

The year 2025 was an important period for the Company in continuing its strategic transformation, focusing on strengthening its core upstream oil and gas business while also preparing a sustainable future energy portfolio. The Board of Commissioners believes that the strategic direction taken by the Company aligns with its new vision to build a sustainable future through excellence in energy and resources.

Performance Evaluation of the Board of Directors

The Board of Commissioners conducted active supervision through meetings of the Board of Commissioners, joint meetings with the Board of Directors, and through committees under the Board of Commissioners throughout 2025. Based on the results of this supervision, the Board of Commissioners considers that the Board of Directors has performed the management function of the Company properly and professionally in accordance with the interests of the Company and its shareholders.

Kinerja Perseroan selama tahun 2025 menunjukkan perkembangan yang positif, yang tercermin dari upaya Direksi dalam menjaga stabilitas produksi, meningkatkan efisiensi operasional, serta mengoptimalkan struktur permodalan. Direksi juga berhasil menjaga kesinambungan kegiatan usaha melalui pengelolaan portofolio aset yang disiplin, peningkatan efektivitas biaya, serta pelaksanaan proyek strategis secara terukur.

Sepanjang tahun 2025, Direksi juga mengambil langkah strategis dalam pengelolaan portofolio aset hulu migas Perseroan. Salah satu langkah penting adalah keberhasilan Perseroan dalam melakukan akuisisi tambahan sebesar 25% kepemilikan pada aset Kangean, yang memperkuat posisi Perseroan dalam portofolio aset gas serta membuka peluang peningkatan kontribusi produksi dan cadangan di masa mendatang. Akuisisi ini mencerminkan komitmen Direksi untuk terus memperkuat portofolio aset berkualitas yang memberikan nilai tambah bagi Perseroan.

Di sisi lain, Direksi juga melakukan langkah strategis melalui divestasi 50% kepemilikan pada blok Gebang kepada Japan Petroleum Exploration Co., Ltd. (JAPEX), sebagai bagian dari upaya optimalisasi portofolio dan percepatan monetisasi aset. Langkah ini dinilai tepat untuk mempercepat realisasi nilai ekonomi dari proyek tersebut sekaligus membuka peluang sinergi dengan mitra strategis dalam pengembangan lapangan ke depan.

Dewan Komisaris menilai bahwa strategi Direksi dalam memperkuat bisnis inti hulu migas merupakan langkah yang tepat mengingat sektor ini masih menjadi kontributor utama pendapatan Perseroan. Fokus pada peningkatan produksi, optimalisasi aset yang ada, serta peluang akuisisi yang selektif menjadi faktor penting dalam menjaga pertumbuhan Perseroan di tengah ketidakpastian pasar energi global.

Dalam rangka memperkuat pengembangan portofolio bisnis yang terintegrasi, Dewan Komisaris turut mencermati peran strategis entitas anak Perseroan di sektor infrastruktur energi, yaitu PT EMP Daya Nusantara (EDN). Melalui pengoperasian fasilitas Floating Storage & Regasification Unit (FSRU) EDN 1, Perseroan berkontribusi dalam penyediaan gas bagi pembangkit listrik di kawasan Sulawesi Tenggara, Sulawesi Utara, dan Gorontalo (SULUTENGGO). Selain itu, EDN juga memiliki dan mengoperasikan fasilitas Floating Storage Offloading (FSO) melalui entitas anaknya, PT Bangun Sarana Samudra Laut (BSSL).

The Company's performance during 2025 showed positive progress, reflected in the Board of Directors' efforts to maintain production stability, improve operational efficiency, and optimize the capital structure. The Board of Directors also succeeded in maintaining business continuity through disciplined asset portfolio management, increased cost effectiveness, and the measured execution of strategic projects.

Throughout 2025, the Board of Directors also took strategic steps in managing the Company's upstream oil and gas asset portfolio. One important step was the successful acquisition of an additional 25% ownership stake in the Kangean asset, strengthening the Company's position in its gas asset portfolio and opening opportunities to increase production and reserves contribution in the future. This acquisition reflects the Board of Directors' commitment to continuously strengthen high-quality asset portfolios that provide added value to the Company.

On the other hand, the Board of Directors also carried out a strategic move through the divestment of 50% ownership in the Gebang block to Japan Petroleum Exploration Co., Ltd. (JAPEX), as part of efforts to optimize the portfolio and accelerate asset monetization. This step is considered appropriate to accelerate the realization of economic value from the project while also opening opportunities for synergy with strategic partners in the future development of the field.

The Board of Commissioners believes that the Board of Directors' strategy to strengthen the core upstream oil and gas business is appropriate, considering that this sector remains the main contributor to the Company's revenue. The focus on increasing production, optimizing existing assets, and pursuing selective acquisition opportunities are important factors in maintaining the Company's growth amid uncertainty in the global energy market.

In an effort to strengthen the development of an integrated business portfolio, the Board of Commissioners has also taken note of the strategic role of the Company's subsidiary in the energy infrastructure sector, namely PT EMP Daya Nusantara (EDN). Through the operation of the Floating Storage & Regasification Unit (FSRU) EDN 1 facility, the Company contributes to the supply of gas for power plants in the Southeast Sulawesi, North Sulawesi, and Gorontalo regions (SULUTENGGO). In addition, EDN owns and operates a Floating Storage Offloading (FSO) facility through its subsidiary, PT Bangun Sarana Samudra Laut (BSSL).

Lebih lanjut, EDN turut memiliki EDN Jaya Marine (EJM) yang bergerak di bidang manajemen kapal. Keberadaan EDN beserta entitas anaknya mencerminkan langkah strategis Perseroan dalam melakukan diversifikasi usaha ke sektor midstream, yang memiliki potensi pertumbuhan berkelanjutan sekaligus mendukung ketahanan energi nasional.

Furthermore, EDN also owns EDN Jaya Marine (EJM), which is engaged in vessel management. The presence of EDN and its subsidiaries reflects the Company's strategic initiative to diversify its business into the midstream sector, which offers sustainable growth potential while supporting national energy security.

Dewan Komisaris juga mencermati langkah Perseroan dalam mengembangkan portofolio energi baru dan terbarukan melalui proyek pembangkit listrik tenaga angin (wind power plant) di Hokkaido, Jepang. Inisiatif ini mencerminkan komitmen Perseroan dalam merespons transisi energi global serta memperluas eksposur pada energi rendah karbon. Dewan Komisaris menilai bahwa pengembangan energi terbarukan tersebut merupakan langkah strategis jangka panjang untuk memperkuat keberlanjutan usaha serta mendorong pertumbuhan melalui portofolio energi yang lebih beragam dan berkelanjutan.

The Board of Commissioners also observes the Company's initiatives in developing a new and renewable energy portfolio through a wind power plant project in Hokkaido, Japan. This initiative reflects the Company's commitment to responding to the global energy transition while expanding its exposure to low-carbon energy. The Board of Commissioners views the development of renewable energy as a long-term strategic step to strengthen business sustainability and drive growth through a more diversified and sustainable energy portfolio.

Selain itu, Dewan Komisaris juga mengapresiasi upaya Direksi dalam memperkuat aspek keberlanjutan dan kesiapan menghadapi transisi energi. Direksi telah mulai mempersiapkan strategi jangka panjang melalui pengembangan portofolio yang mempertimbangkan aspek lingkungan, sosial, dan tata kelola (ESG), sehingga Perseroan tetap relevan dalam lanskap energi masa depan.

In addition, the Board of Commissioners appreciates the efforts of the Board of Directors in strengthening sustainability aspects and preparing for the energy transition. The Board of Directors has begun preparing long-term strategies through the development of portfolios that consider environmental, social, and governance (ESG) aspects, ensuring that the Company remains relevant in the future energy landscape.

Dalam aspek manajemen risiko, Dewan Komisaris menilai Direksi telah menerapkan pengelolaan risiko yang memadai dengan memperhatikan risiko operasional, risiko keuangan, risiko kepatuhan, serta risiko strategis yang berkaitan dengan perubahan kebijakan energi dan kondisi ekonomi global.

From a risk management perspective, the Board of Commissioners believes that the Board of Directors has implemented adequate risk management by taking into account operational risks, financial risks, compliance risks, and strategic risks related to changes in energy policies and global economic conditions.

Secara keseluruhan, Dewan Komisaris memberikan penilaian bahwa kinerja Direksi selama tahun 2025 berada pada kategori yang sangat baik, dengan tetap memberikan sejumlah rekomendasi strategis guna meningkatkan kinerja Perseroan di masa mendatang.

Overall, the Board of Commissioners concludes that the performance of the Board of Directors during 2025 falls into a very good category, while also providing several strategic recommendations to further improve the Company's performance in the future.

Pengawasan terhadap Perumusan dan Implementasi Strategi

Dewan Komisaris secara konsisten melakukan pengawasan secara berkala terhadap perkembangan dan kondisi Perseroan. Dalam rangka menjaga kualitas tata kelola serta kinerja perusahaan, Dewan Komisaris memberikan saran dan nasihat kepada Direksi melalui mekanisme rapat. Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan 6 (enam)

Formulation of Strategy Implementation Supervision

The Board of Commissioners consistently conducted periodic supervision of the Company's development and condition. In order to maintain governance quality and corporate performance, the Board of Commissioners provided advice and recommendations to the Board of Directors through meeting mechanisms. Throughout 2025,

kali rapat internal serta 3 (tiga) kali rapat gabungan bersama Direksi.

Berdasarkan hasil pengawasan selama tahun 2025, Dewan Komisaris menilai bahwa Direksi telah merumuskan strategi yang tepat serta mengimplementasikannya secara efektif dalam menjaga keberlangsungan bisnis Perseroan. Dewan Komisaris juga merekomendasikan agar Direksi terus memperkuat kerja sama, meningkatkan sinergi, serta memperdalam kolaborasi guna menjaga kualitas pertumbuhan perusahaan di tengah proses transformasi yang sedang berlangsung serta dinamika global yang terus berkembang.

Dewan Komisaris menilai bahwa Direksi telah mampu mengimplementasikan strategi tersebut secara konsisten dengan tetap memperhatikan prinsip kehati-hatian serta penerapan manajemen risiko yang baik.

Dalam proses transformasi perusahaan, Dewan Komisaris juga memberikan dukungan terhadap pembaruan visi dan misi Perseroan yang mencerminkan arah strategis baru menuju pertumbuhan yang berkelanjutan. Visi tersebut menegaskan komitmen Perseroan dalam menciptakan nilai jangka panjang melalui keunggulan di bidang energi dan sumber daya, sekaligus memberikan kontribusi terhadap ketahanan energi nasional.

Pandangan atas Prospek Usaha

Dewan Komisaris memandang prospek usaha Perseroan ke depan tetap memiliki potensi pertumbuhan yang baik, didukung oleh beberapa faktor utama, antara lain permintaan energi minyak dan gas bumi yang masih relatif tinggi baik di tingkat nasional maupun global, serta komposisi produksi Perseroan yang didominasi oleh gas bumi yang cenderung memiliki tingkat stabilitas harga yang lebih baik dibandingkan minyak. Selain itu, peluang optimalisasi portofolio aset, peningkatan efisiensi operasional, serta pengembangan inisiatif bisnis baru turut menjadi faktor yang memperkuat prospek pertumbuhan Perseroan ke depan.

Namun demikian, Dewan Komisaris juga mencermati sejumlah tantangan yang perlu diantisipasi, antara lain volatilitas harga minyak dan gas, perubahan regulasi energi, tekanan transisi menuju energi rendah karbon, serta dinamika geopolitik global.

the Board of Commissioners held six (6) internal meetings and three (3) joint meetings with the Board of Directors.

Based on the results of supervision throughout 2025, the Board of Commissioners believes that the Board of Directors has formulated appropriate strategies and implemented them effectively to maintain the Company's business sustainability. The Board of Commissioners also recommends that the Board of Directors continue to strengthen cooperation, enhance synergy, and deepen collaboration in order to maintain the quality of the Company's growth amid the ongoing transformation process and continuously evolving global dynamics.

The Board of Commissioners believes that the Board of Directors has been able to implement these strategies consistently while maintaining prudence and applying sound risk management practices.

In the Company's transformation process, the Board of Commissioners also supports the renewal of the Company's vision and mission, which reflect a new strategic direction toward sustainable growth. The vision reaffirms the Company's commitment to creating long-term value through excellence in energy and resources, while also contributing to national energy resilience.

Outlook on Business Prospects

The Board of Commissioners believes that the Company's future business prospects remain promising, supported by several key factors, including relatively strong demand for oil and gas energy both nationally and globally, as well as the Company's production composition which is dominated by natural gas that tends to have better price stability compared to oil. In addition, opportunities for asset portfolio optimization, improved operational efficiency, and the development of new business initiatives further strengthen the Company's future growth prospects.

However, the Board of Commissioners also recognizes several challenges that need to be anticipated, including volatility in oil and gas prices, changes in energy regulations, pressures from the transition toward low-carbon energy, and global geopolitical dynamics.

Untuk menghadapi tantangan tersebut, Dewan Komisaris mendorong Direksi untuk terus meningkatkan efisiensi operasional, memperkuat struktur permodalan, mengembangkan inovasi teknologi, serta memperluas peluang bisnis yang berkelanjutan.

Dewan Komisaris optimistis bahwa dengan strategi yang tepat dan pengelolaan yang disiplin yang dijalankan oleh Direksi saat ini, Perseroan akan mampu mempertahankan pertumbuhan kinerja dan meningkatkan nilai perusahaan secara berkelanjutan.

Pandangan atas Penerapan Tata Kelola Perusahaan

Dewan Komisaris menempatkan penerapan Good Corporate Governance sebagai prioritas utama dalam menjaga keberlangsungan usaha Perseroan. Perseroan telah berkomitmen untuk menerapkan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, serta kewajaran dalam seluruh kegiatan operasionalnya.

Selama tahun 2025, Dewan Komisaris menilai bahwa praktik GCG Perseroan telah berjalan dengan baik dan terus mengalami peningkatan. Penguatan struktur tata kelola, peningkatan sistem pengendalian internal, serta kepatuhan terhadap peraturan perundang-undangan menjadi fokus utama dalam mendukung keberlanjutan bisnis Perseroan.

Dewan Komisaris juga didukung oleh berbagai komite di bawah Dewan Komisaris dalam menjalankan fungsi pengawasan, termasuk Komite Audit, Komite Nominasi dan Remunerasi, serta komite lainnya yang berperan dalam memastikan efektivitas pengawasan dan kualitas pengambilan keputusan.

Dalam aspek kepatuhan, Dewan Komisaris menilai bahwa Perseroan telah memenuhi ketentuan regulator, termasuk Otoritas Jasa Keuangan dan Bursa Efek Indonesia, serta regulasi sektor minyak dan gas bumi yang berlaku.Dewan Komisaris akan terus mendorong peningkatan kualitas tata kelola perusahaan sebagai bagian dari upaya menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

To address these challenges, the Board of Commissioners encourages the Board of Directors to continue improving operational efficiency, strengthening the capital structure, developing technological innovation, and expanding sustainable business opportunities.

The Board of Commissioners is optimistic that with the right strategies and disciplined management currently implemented by the Board of Directors, the Company will be able to sustain performance growth and enhance corporate value on a sustainable basis.

Outlook on the Implementation of Good Corporate Governance (GCG)

The Board of Commissioners places the implementation of Good Corporate Governance (GCG) as a top priority in maintaining the sustainability of the Company's business. The Company is committed to applying the principles of transparency, accountability, responsibility, independence, and fairness in all of its operational activities.

During 2025, the Board of Commissioners assessed that the Company's GCG practices have been implemented well and continue to show improvement. Strengthening the governance structure, improving the internal control system, and ensuring compliance with applicable laws and regulations have become key focuses in supporting the sustainability of the Company's business.

The Board of Commissioners is also supported by various committees under the Board of Commissioners in carrying out its supervisory function, including the Audit Committee, the Nomination and Remuneration Committee, and other committees that play a role in ensuring the effectiveness of supervision and the quality of decision-making.

In terms of compliance, the Board of Commissioners considers that the Company has complied with the requirements of regulators, including the Financial Services Authority (Otoritas Jasa Keuangan/OJK) and the Indonesia Stock Exchange (Bursa Efek Indonesia/IDX), as well as applicable regulations in the oil and gas sector.The Board of Commissioners will continue to encourage improvements in the quality of corporate governance as part of efforts to create long-term value for all stakeholders.

Pelaksanaan Tugas Dewan Komisaris

Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Dewan Komisaris menyelenggarakan rapat secara berkala baik internal maupun bersama Direksi untuk membahas kinerja perusahaan, strategi bisnis, manajemen risiko, serta isu-isu strategis lainnya.

Kehadiran anggota Dewan Komisaris dalam rapat dan kegiatan perusahaan menunjukkan komitmen yang tinggi dalam menjalankan fungsi pengawasan secara efektif. Dewan Komisaris juga mengikuti perkembangan industri energi serta dinamika ekonomi global sebagai dasar dalam memberikan nasihat strategis kepada Direksi.

Penilaian Komite di Bawah Dewan Komisaris

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris didukung oleh 4 (empat) komite, yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite Tata Kelola Perusahaan, serta Komite Afiliasi dan Benturan Kepentingan. Penilaian kinerja komite-komite tersebut dilakukan melalui mekanisme self appraisal, di mana masing-masing komite secara mandiri mengevaluasi efektivitas pelaksanaan tugas dan tanggung jawabnya, serta kontribusinya dalam mendukung pelaksanaan fungsi pengawasan oleh Dewan Komisaris.

Berdasarkan hasil penilaian tersebut, Dewan Komisaris menilai bahwa seluruh komite telah menjalankan perannya secara efektif dan memberikan dukungan yang optimal sepanjang tahun 2025.

Komposisi Dewan Komisaris

Dewan Komisaris PT Energi Mega Persada Tbk terdiri dari 5 (lima) orang per 31 Desember 2025, dan sesuai peraturan yang berlaku, khususnya POJK No. 33 Tahun 2014. Komposisi anggota Dewan Komisaris terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris dan 2 (dua) orang Komisaris Independen.

Pada tahun buku 2025 komposisi dan susunan Anggota Dewan Komisaris, yang diputuskan melalui RUPS Tahunan No. 117 Tanggal 23 Oktober 2025 adalah sebagai berikut:

Implementation of the Board of Commissioners Duties

Throughout 2025, the Board of Commissioners carried out its duties and responsibilities in accordance with the Company's Articles of Association and applicable laws and regulations. The Board of Commissioners held periodic meetings, both internal meetings and meetings with the Board of Directors, to discuss the Company's performance, business strategy, risk management, and other strategic issues.

The attendance of members of the Board of Commissioners at meetings and corporate activities demonstrates a strong commitment to carrying out the supervisory function effectively. The Board of Commissioners also monitored developments in the energy industry and global economic dynamics as a basis for providing strategic advice to the Board of Directors.

Assessment of Committees Under the Board of Commissioners

In carrying out its supervisory function, the Board of Commissioners is supported by four committees, namely the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, and the Affiliated and Conflict of Interest Committee. The performance evaluation of these committees is conducted through a self-appraisal mechanism, whereby each committee independently assesses the effectiveness of the execution of its duties and responsibilities, as well as its contribution in supporting the Board of Commissioners' supervisory function.

Based on the results of this assessment, the Board of Commissioners concluded that all committees have performed their roles effectively and provided optimal support throughout 2025.

Composition of the Board of Commissioners

As of 31 December 2025, the Board of Commissioners of PT Energi Mega Persada Tbk consists of five (5) members, in accordance with prevailing regulations, particularly POJK No. 33 of 2014. The composition of the Board of Commissioners comprises one (1) President Commissioner, two (2) Commissioners, and two (2) Independent Commissioners.

During the 2025 financial year, the composition and structure of the Board of Commissioners, as resolved through the Annual General Meeting of Shareholders (AGMS) No. 117 dated 23 October 2025, are as follows:

KOMPOSISI DEWAN KOMISARIS PER 31 DESEMBER 2025
Composition of the Board of Commissioners as per 31 December 2025

Nama Name	Jabatan Position	Akta Penunjukkan Deed of Appointment	Periode Period
Rudianto Rimbono	Komisaris Utama President Commissioner	Akta Berita Acara RUPSLB No. 117 tanggal 23 Oktober 2025/ Deed No. 117 dated October 23th 2025	Ke-1 First
Suyitno Patmosukismo	Komisaris Commissioner	Akta Berita Acara RUPS Tahunan No. 222 tanggal 26 Juni 2024/ Deed No. 222 dated June 26th 2024	Ke-2 Second
Gita R. Sjahrir	Komisaris Independen Independent Commissioner	Akta Berita Acara RUPS Tahunan No. 222 tanggal 26 Juni 2024/ Deed No. 222 dated June 26th 2024	Ke-2 Second
Syamsu Alam	Komisaris Independen Independent Commissioner	Akta Berita Acara RUPS Tahunan No. 222 tanggal 26 Juni 2024/ Deed No. 222 dated June 26th 2024	Ke-2 Second
Rizal Malarangeng	Komisaris Commissioner	Akta Berita Acara RUPS Tahunan No. 222 tanggal 26 Juni 2024/ Deed No. 222 dated June 26th 2024	Ke-2 Second

Frekuensi dan Tata Cara Pemberian Nasihat kepada Direksi
Sebagai organ pengawas strategis, Dewan Komisaris menjalankan peran pengawasan dan pembinaan terhadap Direksi dalam mengelola operasional Perseroan sesuai mandat korporat. Pada tahun buku 2025, Dewan Komisaris telah secara proaktif memberikan arahan, evaluasi, dan rekomendasi strategis kepada Direksi melalui rapat gabungan yang diselenggarakan secara berkala. Forum kolaboratif ini menjadi wadah sinergi untuk menyelaraskan langkah penguatan kinerja di tengah pemulihan ekonomi global serta penguatan ekonomi nasional, peningkatan efisiensi keuangan- operasional, hingga penguatan system manajemen risiko dan tata kelola perusahaan (*Good Corporate Governance*/GCG).

Di tengah dinamika transisi energi global dan tekanan ekonomi tahun 2025, Dewan Komisaris fokus pada pendampingan Direksi dalam menjawab tantangan strategis Perseroan. Rekomendasi yang diberikan antara lain memperkuat efisiensi operasional dan produktivitas aset, menjaga disiplin keuangan dan struktur permodalan yang sehat, mengembangkan strategi energi berkelanjutan jangka panjang, meningkatkan implementasi ESG dalam kegiatan usaha dan memperkuat manajemen risiko dan tata kelola perusahaan. Hal ini sejalan dengan komitmen Perseroan dalam memperkuat daya saing melalui transformasi bisnis yang adaptif dan berorientasi jangka panjang.

Frequency and Procedure for Providing Advice to the Board of Directors
As a strategic supervisory organ, the Board of Commissioners carries out its role in overseeing and providing guidance to the Board of Directors in managing the Company's operations in accordance with its corporate mandate. During the 2025 financial year, the Board of Commissioners proactively provided direction, evaluations, and strategic recommendations to the Board of Directors through joint meetings held periodically. This collaborative forum served as a platform for synergy to align efforts to strengthen performance amid the global economic recovery and the strengthening of the national economy, improvements in financial and operational efficiency, as well as the strengthening of the risk management system and corporate governance (Good Corporate Governance/GCG).

Amid the dynamics of the global energy transition and economic pressures in 2025, the Board of Commissioners focused on supporting the Board of Directors in addressing the Company's strategic challenges. The recommendations provided included strengthening operational efficiency and asset productivity, maintaining financial discipline and a healthy capital structure, developing long-term sustainable energy strategies, enhancing the implementation of ESG in business activities, and strengthening risk management and corporate governance. This is in line with the Company's commitment to strengthening competitiveness through adaptive and long-term oriented business transformation.

Melalui pendekatan kolaboratif ini, Dewan Komisaris berperan sebagai mitra strategis Direksi dalam memastikan keputusan korporat berdampak pada peningkatan nilai pemegang saham, pertumbuhan bisnis yang inklusif, serta kesiapan Perseroan menghadapi regulasi energi terbarukan dan volatilitas pasar serta optimalisasi tata kelola risiko dalam menghadapi ketidakpastian geopolitik global.

Apresiasi kepada Direksi dan Karyawan

Dewan Komisaris menyampaikan apresiasi kepada Direksi atas kepemimpinan dan kerja keras dalam mengelola Perseroan sepanjang tahun 2025. Dewan Komisaris juga mengucapkan terima kasih kepada seluruh karyawan Perseroan atas dedikasi, profesionalisme, dan kontribusi yang telah diberikan dalam mendukung pencapaian kinerja Perusahaan.

Ucapan terima kasih juga kami sampaikan kepada para pemegang saham, mitra usaha, Pemerintah, dan seluruh pemangku kepentingan atas kepercayaan dan dukungan yang terus diberikan kepada Perseroan.

Ke depan, Dewan Komisaris meyakini bahwa Perseroan memiliki fondasi yang kuat untuk melanjutkan pertumbuhan usaha secara berkelanjutan. Dengan strategi yang jelas, tata kelola yang baik, serta komitmen seluruh insan Perusahaan, Perseroan diharapkan mampu terus menciptakan nilai bagi pemegang saham dan memberikan kontribusi positif bagi pembangunan nasional.

Atas nama Dewan Komisaris, kami menyampaikan terima kasih atas kepercayaan yang diberikan kepada kami untuk menjalankan fungsi pengawasan Perseroan. Kami akan terus berkomitmen untuk melaksanakan tugas secara profesional, independen, dan bertanggung jawab demi kemajuan Perseroan.

Through this collaborative approach, the Board of Commissioners acts as a strategic partner to the Board of Directors in ensuring that corporate decisions contribute to enhancing shareholder value, inclusive business growth, as well as the Company's readiness to face renewable energy regulations, market volatility, and the optimization of risk governance in responding to global geopolitical uncertainties.

Appreciation to the Board of Directors & Employees

The Board of Commissioners would like to express its appreciation to the Board of Directors for their leadership and hard work in managing the Company throughout 2025. The Board of Commissioners also extends its gratitude to all employees of the Company for their dedication, professionalism, and contributions in supporting the achievement of the Company's performance.

We would also like to extend our appreciation to the shareholders, business partners, the Government, and all stakeholders for their continued trust and support for the Company.

Looking ahead, the Board of Commissioners believes that the Company has a strong foundation to continue achieving sustainable business growth. With a clear strategy, sound governance, and the commitment of all members of the Company, the Company is expected to continue creating value for shareholders and making a positive contribution to national development.

On behalf of the Board of Commissioners, we would like to express our gratitude for the trust placed in us to carry out the Company's supervisory function. We remain committed to performing our duties professionally, independently, and responsibly for the continued progress of the Company.

Jakarta, 30 April 2026
Atas Nama Dewan Komisaris
On Behalf of the Board of Commissioners
PT Energi Mega Persada Tbk



RUDIANTO RIMBONO
Komisaris Utama
President Commisioner

LAPORAN DIREKSI
BOARD OF DIRECTORS REPORT



Syailendra S. Bakrie
Direktur Utama
President Director

Para Pemegang Saham dan Pemangku Kepentingan yang kami hormati, kami dengan bangga menyampaikan kinerja PT Energi Mega Persada Tbk (EMP) sepanjang tahun 2025 yang mencerminkan komitmen Perseroan dalam menciptakan nilai berkelanjutan bagi seluruh pemangku kepentingan di tengah dinamika industri energi global. Tahun ini diwarnai oleh berbagai tantangan eksternal, termasuk volatilitas harga energi dunia serta ketidakpastian geopolitik global yang turut memengaruhi stabilitas pasar energi dan pergerakan nilai tukar.

Di tengah kondisi tersebut, EMP terus menunjukkan ketangguhan melalui optimalisasi produksi, penguatan portofolio aset, serta pengelolaan operasional yang efisien. Perseroan juga melanjutkan strategi pertumbuhan melalui eksplorasi dan pengembangan cadangan, akuisisi aset yang telah berproduksi, serta penguatan kemitraan strategis dengan berbagai pemangku kepentingan. Upaya

Dear Shareholders and Stakeholders, we are proud to present the performance of PT Energi Mega Persada Tbk (EMP) throughout 2025, which reflects the Company's commitment to creating sustainable value for all stakeholders amid the dynamics of the global energy industry. This year was marked by various external challenges, including volatility in global energy prices and global geopolitical uncertainties that also affected the stability of the energy market and exchange rate movements.

Amid these conditions, EMP continued to demonstrate resilience through production optimization, strengthening of its asset portfolio, and efficient operational management. The Company also continued its growth strategy through exploration and reserve development, acquisitions of producing assets, and strengthening strategic partnerships with various stakeholders. These efforts were supported

ini didukung oleh disiplin keuangan berbasis operational excellence, penerapan manajemen risiko yang terintegrasi, serta tata kelola perusahaan yang kuat.

Berkat berbagai inisiatif strategis tersebut, Perseroan berhasil mencatatkan peningkatan kinerja keuangan pada tahun 2025. Penjualan neto meningkat menjadi USD498,1 juta, sementara EBITDA mencapai USD309,7 juta. Laba neto Perseroan juga meningkat menjadi USD91,5 juta, atau tumbuh sekitar 21% dibandingkan tahun sebelumnya.

Kinerja positif ini dicapai di tengah dinamika harga energi global, di mana rata-rata harga minyak dan gas mengalami penurunan dibandingkan tahun sebelumnya, namun Perseroan tetap mampu menjaga pertumbuhan melalui efisiensi operasional dan optimalisasi portofolio aset.

Selain kinerja finansial, Perseroan juga terus memperkuat komitmennya terhadap praktik keberlanjutan. Berbagai inisiatif di bidang lingkungan, sosial, dan tata kelola (ESG) terus dikembangkan melalui penyempurnaan kebijakan perusahaan, termasuk kebijakan anti-penyuapan dan anti-korupsi, mekanisme pelaporan pelanggaran, penguatan program keterlibatan masyarakat dan tanggung jawab sosial perusahaan, serta komitmen terhadap keberagaman dan penghormatan terhadap hak asasi manusia.

Upaya tersebut mendapatkan pengakuan dari lembaga pemeringkat independen. Pada tahun 2025, Perseroan berhasil memperoleh peringkat "Medium Risk" dalam ESG Risk Rating dari Sustainalytics, yang mencerminkan komitmen EMP dalam mengelola risiko keberlanjutan secara terukur dan terintegrasi.

Selaras dengan target nasional menuju Net Zero Emission (NZE) pada tahun 2060, EMP berkomitmen untuk menurunkan emisi karbon sebesar 20% pada tahun 2030 melalui berbagai inisiatif, antara lain optimalisasi penggunaan energi, pemanfaatan energi terbarukan seperti pemasangan panel surya, penggunaan kendaraan listrik secara bertahap, serta program penanaman mangrove dan pohon di berbagai wilayah operasi Perseroan.

Ke depan, EMP akan terus memperkuat integrasi prinsip ESG dalam strategi bisnis serta memanfaatkan momentum transisi energi untuk menciptakan nilai tambah bagi pemegang saham dan seluruh pemangku kepentingan. Dengan fondasi operasional yang kuat, portofolio aset yang terdiversifikasi, serta komitmen terhadap keberlanjutan,

by financial discipline based on operational excellence, the implementation of integrated risk management, and strong corporate governance.

Through these strategic initiatives, the Company successfully recorded improved financial performance in 2025. Net sales increased to USD498.1 million, while EBITDA reached USD309.7 million. The Company's net profit also increased to USD91.5 million, representing growth of approximately 21% compared to the previous year.

This positive performance was achieved amid fluctuations in global energy prices, where the average prices of oil and gas declined compared to the previous year, yet the Company was able to maintain growth through operational efficiency and optimization of its asset portfolio.

In addition to financial performance, the Company also continued to strengthen its commitment to sustainability practices. Various initiatives in the areas of environmental, social, and governance (ESG) continued to be developed through improvements in corporate policies, including anti-bribery and anti-corruption policies, whistleblowing mechanisms, strengthening community engagement and corporate social responsibility programs, as well as commitments to diversity and respect for human rights.

These efforts received recognition from independent rating agencies. In 2025, the Company obtained a "Medium Risk" ESG Risk Rating from Sustainalytics, reflecting EMP's commitment to managing sustainability risks in a measurable and integrated manner.

In line with the national target of achieving Net Zero Emission (NZE) by 2060, EMP is committed to reducing carbon emissions by 20% by 2030 through various initiatives, including optimizing energy use, utilizing renewable energy such as solar rooftop installations, gradually adopting electric vehicles, as well as implementing mangrove and tree planting programs across the Company's operational areas.

Going forward, EMP will continue to strengthen the integration of ESG principles into its business strategy while leveraging the momentum of the energy transition to create added value for shareholders and all stakeholders. With a strong operational foundation, a diversified asset portfolio, and a commitment to sustainability, the Company

Perseroan optimistis dapat terus tumbuh secara berkelanjutan sekaligus berkontribusi pada ketahanan energi nasional dan agenda iklim global.

is optimistic that it can continue to grow sustainably while contributing to national energy security and the global climate agenda.

KINERJA PERSEROAN 2025
COMPANY PERFORMANCE IN 2025

Kinerja Keuangan

Kinerja keuangan Perseroan pada tahun buku 2025 menunjukkan pertumbuhan yang positif. Perseroan berhasil mencatat peningkatan pada penjualan, EBITDA, dan laba bersih dibandingkan dengan tahun sebelumnya.

EMP membukukan penjualan sebesar USD498,1 juta, meningkat 7% dibandingkan tahun 2024 yang sebesar USD467,4 juta. EBITDA juga meningkat 11% menjadi USD309,7 juta dari sebelumnya USD278,9 juta, sementara laba bersih Perseroan tumbuh 21% menjadi USD91,5 juta dibandingkan tahun sebelumnya yang sebesar USD75,4 juta. Peningkatan ini mencerminkan keberhasilan Perseroan dalam menjaga kinerja operasional yang efisien serta memanfaatkan momentum pertumbuhan di sektor energi.

Dari sisi neraca keuangan, total aset Perseroan meningkat 15% dari USD1,58 miliar pada Desember 2024 menjadi USD1,82 miliar pada Desember 2025. Total liabilitas tercatat sebesar USD999,6 juta, sementara ekuitas bersih meningkat signifikan 25% menjadi USD822,7 juta. Kinerja ini mencerminkan fundamental keuangan Perseroan yang semakin kuat serta kemampuan Perseroan dalam menciptakan nilai bagi pemegang saham melalui pengelolaan aset dan struktur permodalan yang prudent.

Selain mencatat pertumbuhan pendapatan dan profitabilitas, Perseroan juga terus memperkuat efisiensi dan tata kelola fungsi keuangannya. Pada tahun 2025, Perseroan memulai program transformasi fungsi keuangan bekerja sama dengan Boston Consulting Group (BCG) yang bertujuan meningkatkan efisiensi proses keuangan melalui standardisasi proses, penguatan tata kelola data, serta pemanfaatan teknologi digital dan kecerdasan buatan (AI/GenAI). Program ini mencakup penyederhanaan proses keuangan utama, pembangunan platform data yang lebih terintegrasi, serta otomatisasi sejumlah proses seperti pengolahan invoice dan pelaporan keuangan. Transformasi ini diharapkan dapat meningkatkan kecepatan dan akurasi

Financial Performance

The Company's financial performance in the 2025 fiscal year showed positive growth. The Company successfully recorded increases in sales, EBITDA, and net profit compared to the previous year.

EMP recorded sales of USD498.1 million, an increase of 7% compared to USD467.4 million in 2024. EBITDA also increased by 11% to USD309.7 million from USD278.9 million, while the Company's net profit grew by 21% to USD91.5 million compared to USD75.4 million in the previous year. This increase reflects the Company's success in maintaining efficient operational performance while leveraging growth momentum in the energy sector.

From a balance sheet perspective, the Company's total assets increased by 15%, from USD1.58 billion in December 2024 to USD1.82 billion in December 2025. Total liabilities were recorded at USD999.6 million, while net equity increased significantly by 25% to USD822.7 million. This performance reflects the Company's increasingly strong financial fundamentals and its ability to create value for shareholders through prudent asset management and capital structure.

In addition to recording growth in revenue and profitability, the Company also continued to strengthen the efficiency and governance of its finance function. In 2025, the Company initiated a finance function transformation program in collaboration with Boston Consulting Group (BCG), aimed at improving financial process efficiency through process standardization, stronger data governance, and the utilization of digital technology and artificial intelligence (AI/GenAI). The program includes simplifying key financial processes, building a more integrated data platform, and automating several processes such as invoice processing and financial reporting. This transformation is expected to improve the speed and accuracy of reporting processes and support the

proses pelaporan serta mendukung kesiapan sistem keuangan Perseroan dalam mendukung target pertumbuhan produksi yang lebih tinggi di masa depan.

Dengan fondasi keuangan yang semakin kuat serta inisiatif transformasi yang berkelanjutan, EMP berkomitmen untuk terus meningkatkan kinerja operasional, memperkuat efisiensi organisasi, serta memperluas portofolio bisnisnya guna menjaga pertumbuhan yang berkelanjutan di industri minyak dan gas.

Kinerja Operasional

Pada tahun buku 2025, EMP melaporkan portofolio sebanyak 13 Wilayah Kerja ("WK"), dengan 9 blok telah berproduksi. WK tersebut meliputi:

- **Sumatra**
  1. Blok Malacca Strait
  2. Blok Bentu
  3. Blok Korinci Baru
  4. Blok Siak
  5. Blok Kampar
  6. Blok Tonga
  7. Blok Gebang
  8. Blok "B"
  9. Blok South CPP
  10. Blok Bireun Sigli
- **Jawa Timur**
  11. Blok Kangean
- **Sulawesi Selatan**
  12. Blok Sengkang
- **Mozambik**
  13. Blok Buzi

Sepanjang tahun 2025, EMP terus memperkuat portofolio aset migasnya melalui kombinasi strategi pengembangan organik dan anorganik. Salah satu langkah strategis yang dilakukan Perseroan adalah meningkatkan 25% kepemilikan di KKS Blok Kangean di Jawa Timur melalui akuisisi dari JAPEX. Dengan selesainya transaksi ini, EMP kini menjadi pemilik tunggal dan operator KKS Blok Kangean melalui entitas anak usahanya.

Selain itu, EMP juga memperkuat kemitraan strategisnya dengan JAPEX melalui divestasi 50% kepemilikan di KKS Gebang di Sumatera Utara. Kerja sama ini diharapkan dapat mempercepat pengembangan Lapangan Secanggang di Blok Gebang, yang ditargetkan mulai berproduksi pada tahun

readiness of the Company's financial systems to achieve higher production growth targets in the future.

With an increasingly strong financial foundation and ongoing transformation initiatives, EMP remains committed to continuously improving operational performance, strengthening organizational efficiency, and expanding its business portfolio to maintain sustainable growth in the oil and gas industry.

Operational Performance

In the 2025 fiscal year, EMP reported a portfolio of 13 Working Areas, with 9 blocks in production. These Working Areas include:

- **Sumatra**
  1. Malacca Strait Block
  2. Bentu Block
  3. Korinci Baru Block
  4. Siak Block
  5. Kampar Block
  6. Tonga Block
  7. Gebang Block
  8. "B" Block
  9. South CPP Block
  10. Bireun Sigli Block
- **East Java**
  11. Kangean Block
- **South Sulawesi**
  12. Sengkang Block
- **Mozambique**
  13. Buzi Block

Throughout 2025, EMP continued to strengthen its oil and gas asset portfolio through a combination of organic and inorganic development strategies. One of the Company's strategic initiatives was increasing 25% its ownership in the Kangean Block PSC in East Java through the acquisition from Japan Petroleum Exploration Co., Ltd. (JAPEX). With the completion of this transaction, EMP has become the sole owner and operator of the Kangean Block PSC through its subsidiary.

In addition, EMP also strengthened its strategic partnership with JAPEX through the divestment of a 50% ownership in the Gebang PSC in North Sumatra. This collaboration is expected to accelerate the development of the Secanggang Field in the Gebang Block, which is targeted to commence production

2027 dengan tingkat produksi awal sekitar 40 juta kaki kubik gas per hari.

Dari sisi eksplorasi, EMP berhasil mencatatkan sejumlah capaian penting sepanjang tahun 2025. Perseroan menemukan kandungan minyak bumi di Lapangan Central East Napuh (CEN) Deep South di Wilayah Kerja Bentu, Riau. Temuan ini berasal dari Sumur Eksplorasi CEN-02 yang menunjukkan potensi awal minyak di tempat (oil in place) sekitar 20 juta barel. Penemuan tersebut berpotensi menambah produksi sekitar 1.500 hingga 2.500 barel minyak per hari melalui pengembangan lapangan secara menyeluruh.

Selain itu, EMP juga mencatat temuan gas baru di KKS Sengkang, Sulawesi Selatan, melalui Sumur Eksplorasi East Walanga-1 (EWL-1). Hasil pengujian menunjukkan laju aliran gas sebesar 25 hingga 36 juta kaki kubik per hari dengan potensi Absolute Open Flow mencapai 120 juta kaki kubik gas per hari. Evaluasi awal mengindikasikan adanya potensi sumber daya sekitar 0,2 triliun kaki kubik gas, yang berpotensi meningkat hingga 0,5 triliun kaki kubik melalui kegiatan eksplorasi lanjutan.

Dalam kegiatan pengembangan lapangan, EMP melalui anak usahanya juga berhasil menyelesaikan pengeboran sumur Kayuara-20 di Blok Kampar, Riau. Sumur ini diharapkan dapat memberikan tambahan kontribusi produksi sekitar 200 barel minyak per hari serta meningkatkan total produksi blok tersebut menjadi lebih dari 1.000 barel minyak per hari sejak minggu ketiga September 2025.

Selain kegiatan eksplorasi dan pengeboran, EMP juga terus melaksanakan berbagai program survei seismik guna mengidentifikasi potensi cadangan migas baru. Sepanjang tahun 2025, Perseroan telah menyelesaikan survei seismik 3D seluas 242 km^2 di Blok Kangean serta 120 km^2 di Blok WK 'B', sementara survei seismik 3D seluas 112 km^2 di Blok Sengkang masih berlangsung. Perseroan juga melanjutkan kegiatan survei seismik 2D sepanjang 1.050 km di wilayah Buzi, Mozambik.

Di sisi pengembangan bisnis dan keberlanjutan, anak usaha EMP juga menandatangani Nota Kesepahaman dengan PT Pupuk Indonesia (Persero) untuk pengembangan fasilitas *Carbon Capture, Utilization and Storage* (CCUS) dan *Carbon Capture Storage* (CCS) di Wilayah Kerja B yang mencakup Lapangan Gas Arun di Aceh. Selain itu, kerja sama tersebut juga mencakup rencana penjualan gas dari Blok Gebang kepada Pupuk Indonesia guna mendukung kebutuhan energi sektor industri nasional.

in 2027 with an initial production level of approximately 40 million cubic feet of gas per day.

From an exploration perspective, EMP achieved several important milestones throughout 2025. The Company discovered oil reserves in the Central East Napuh (CEN) Deep South Field within the Bentu Working Area in Riau. This discovery originated from the CEN-02 Exploration Well, which indicates an initial oil in place potential of approximately 20 million barrels. The discovery has the potential to add around 1,500 to 2,500 barrels of oil per day through full field development.

EMP also recorded a new gas discovery in the Sengkang PSC in South Sulawesi through the East Walanga-1 (EWL-1) Exploration Well. Test results showed a gas flow rate of 25 to 36 million cubic feet per day with an Absolute Open Flow potential reaching 120 million cubic feet of gas per day. Preliminary evaluation indicates a resource potential of approximately 0.2 trillion cubic feet of gas, which could increase to 0.5 trillion cubic feet through further exploration activities.

In terms of field development activities, EMP through its subsidiary also successfully completed the drilling of the Kayuara-20 well in the Kampar Block, Riau. This well is expected to contribute an additional production of approximately 200 barrels of oil per day and increase the block's total production to more than 1,000 barrels of oil per day since the third week of September 2025.

In addition to exploration and drilling activities, EMP continued to carry out various seismic survey programs to identify potential new oil and gas reserves. Throughout 2025, the Company completed 3D seismic surveys covering 242 km^2 at Kangean Block and 120 km^2 at 'B' Block, while a 3D seismic survey covering 112 km^2 in the Sengkang Block is still ongoing. The Company also continued a 2D seismic survey program spanning 1,050 km in the Buzi area, Mozambique.

On the business development and sustainability front, an EMP subsidiary also signed a Memorandum of Understanding with PT Pupuk Indonesia (Persero) for the development of Carbon Capture, Utilization and Storage (CCUS) and Carbon Capture Storage (CCS) facilities in Working Area B, which includes the Arun Gas Field in Aceh. The cooperation also includes plans for gas sales from the Gebang Block to Pupuk Indonesia to support the energy needs of the national industrial sector.

Ke depan, EMP akan terus fokus pada peningkatan produksi migas melalui pengembangan lapangan yang ada, kegiatan eksplorasi untuk menemukan cadangan baru, serta penguatan kemitraan strategis dalam rangka mendukung pertumbuhan berkelanjutan Perseroan dan kontribusinya terhadap ketahanan energi nasional.

Kinerja Saham

Sepanjang tahun 2025, saham EMP menunjukkan kinerja yang sangat positif di Bursa Efek Indonesia. Kenaikan harga saham Perseroan didorong oleh meningkatnya kepercayaan investor terhadap fundamental bisnis Perseroan, yang tercermin dari pertumbuhan kinerja operasional dan keuangan serta berbagai langkah strategis yang dilakukan untuk memperkuat portofolio aset minyak dan gas. Sentimen positif terhadap sektor energi serta ekspektasi pertumbuhan produksi juga turut mendorong peningkatan aktivitas perdagangan saham EMP sepanjang tahun berjalan.

Pada penutupan perdagangan 30 Desember 2024, harga saham EMP tercatat sekitar Rp250 per saham, sementara pada 30 Desember 2025 harga saham Perseroan meningkat signifikan menjadi sekitar Rp1.600 per saham. Dengan demikian, harga saham EMP mencatat kenaikan lebih dari 500% secara tahunan, yang juga diikuti oleh peningkatan kapitalisasi pasar Perseroan sepanjang tahun 2025. Peningkatan ini mencerminkan persepsi positif pasar terhadap strategi pertumbuhan Perseroan dan prospek jangka panjang bisnisnya.

Seiring dengan kinerja saham yang menunjukkan tren positif, sejumlah lembaga riset pasar modal juga menyampaikan pandangan konstruktif terhadap prospek Perseroan. Optimisme ini didorong oleh potensi pertumbuhan produksi, peningkatan efisiensi operasional, temuan cadangan gas baru di Sengkang, serta rencana investasi untuk meningkatkan produksi migas. Faktor-faktor tersebut diperkirakan akan menjadi pendorong utama pertumbuhan Perseroan dalam jangka menengah hingga panjang.

Kinerja saham yang kuat ini mencerminkan keyakinan investor terhadap strategi pertumbuhan Perseroan, termasuk penguatan portofolio aset, peningkatan produksi minyak dan gas, serta komitmen Perseroan dalam menjalankan tata kelola perusahaan yang baik. Ke depan, Perseroan akan terus berupaya menjaga kinerja operasional dan keuangan yang berkelanjutan guna menciptakan nilai tambah bagi pemegang saham serta memperkuat posisi EMP sebagai salah satu perusahaan energi yang berkembang di Indonesia.

Going forward, EMP will continue to focus on increasing oil and gas production through the development of existing fields, exploration activities to discover new reserves, and strengthening strategic partnerships to support the Company's sustainable growth and its contribution to national energy security.

Stock Performance

Throughout 2025, the shares of EMP demonstrated very strong performance on the Indonesia Stock Exchange. The increase in the Company's share price was driven by growing investor confidence in the Company's business fundamentals, reflected in the growth of its operational and financial performance as well as various strategic initiatives undertaken to strengthen its oil and gas asset portfolio. Positive sentiment toward the energy sector and expectations of production growth also contributed to the increase in EMP's shares trading activity throughout the year.

At the close of trading on December 30, 2024, EMP's share price was recorded at approximately Rp250 per share, while on December 30, 2025, the Company's share price had increased significantly to around Rp1,600 per share. As a result, EMP's share price recorded an annual increase of more than 500%, which was also accompanied by an increase in the Company's market capitalization throughout 2025. This increase reflects the market's positive perception of the Company's growth strategy and the long-term prospects of its business.

In line with its positive share performance, several capital market research institutions have expressed a constructive outlook on the Company's prospects. This optimism is driven by potential production growth, improved operational efficiency, the discovery of new gas reserves in Sengkang, and planned investments to increase oil and gas output. These factors are expected to serve as key drivers of the Company's growth over the medium to long term.

This strong share performance reflects investor confidence in the Company's growth strategy, including the strengthening of its asset portfolio, increased oil and gas production, and the Company's commitment to implementing good corporate governance. Going forward, the Company will continue to strive to maintain sustainable operational and financial performance in order to create added value for shareholders and further strengthen EMP's position as one of Indonesia's growing energy companies.

Kebijakan Strategi Perseroan

EMP menetapkan strategi yang berfokus pada peningkatan produksi, ekspansi portofolio aset, efisiensi operasional, serta penguatan kinerja keuangan sepanjang tahun 2025. Untuk mendukung strategi tersebut, Perseroan mempercepat kegiatan eksplorasi dan pengembangan melalui pengeboran sumur eksplorasi dan pengembangan, serta pelaksanaan survei seismik guna mengidentifikasi potensi cadangan baru dan mengoptimalkan potensi sumber daya yang telah ada.

Sepanjang tahun 2025, EMP telah melakukan pengeboran 3 sumur eksplorasi dan 15 sumur pengembangan di berbagai wilayah kerjanya. Perseroan juga menginvestasikan lebih dari USD250 juta untuk mendukung program eksplorasi dan pengembangan di seluruh aset produksi. Investasi tersebut berkontribusi pada peningkatan keandalan operasi lapangan sekaligus memperluas kapasitas produksi aset Perseroan di masa mendatang.

Sejalan dengan komitmen terhadap keberlanjutan, EMP juga terus memperkuat implementasi prinsip *Environmental, Social, and Governance* (ESG) dalam operasional dan strategi bisnisnya. Pada tahun 2025, Perseroan berhasil meningkatkan peringkat ESG Risk Rating menjadi "*Medium Risk*" dari Sustainalytics serta memperoleh peringkat "*Good*" dari Dun & Bradstreet. Pencapaian ini mencerminkan komitmen Perseroan dalam meningkatkan praktik keberlanjutan dan tata kelola perusahaan yang baik, sekaligus memperkuat posisi EMP di pasar global dengan memenuhi standar keberlanjutan yang semakin tinggi.

Company Strategy Policy

EMP implemented a strategy focused on increasing production, expanding its asset portfolio, improving operational efficiency, and strengthening financial performance throughout 2025. To support this strategy, the Company accelerated exploration and development activities through the drilling of exploration and development wells, as well as the execution of seismic surveys to identify potential new reserves and optimize existing resource potential.

Throughout 2025, EMP drilled 3 exploration wells and 15 development wells across its various working areas. The Company also invested more than USD250 million to support exploration and development programs across all producing assets. This investment contributed to improving the reliability of field operations while also expanding the future production capacity of the Company's assets.

In line with its commitment to sustainability, EMP continued to strengthen the implementation of Environmental, Social, and Governance (ESG) principles in its operations and business strategy. In 2025, the Company improved its ESG Risk Rating to "Medium Risk" from Sustainalytics and also obtained a "Good" rating from Dun & Bradstreet. These achievements reflect the Company's commitment to improving sustainability practices and good corporate governance, while strengthening EMP's position in the global market by meeting increasingly higher sustainability standards.

Visi dan Misi Perseroan

Dalam rangka mendukung arah transformasi bisnis dan memperkuat posisi Perseroan dalam industri energi yang terus berkembang, EMP melakukan pembaruan visi dan misi perusahaan pada tahun 2025. Proses pembaruan ini dilakukan melalui kajian strategis yang melibatkan manajemen Perseroan serta didukung oleh konsultan global, BCG.

Pembaharuan visi dan misi tersebut dilatarbelakangi oleh dinamika industri energi global, termasuk meningkatnya perhatian terhadap transisi energi, tuntutan penerapan praktik keberlanjutan, serta kebutuhan untuk memperkuat daya saing Perseroan dalam jangka panjang. Seiring dengan proses transformasi yang tengah dijalankan, Perseroan tetap menempatkan bisnis hulu minyak dan gas sebagai inti kegiatan usaha sekaligus mempersiapkan langkah menuju portofolio energi yang lebih berkelanjutan di masa depan.

Vision and Mission of the Company

In order to support the direction of its business transformation and strengthen the Company's position within the evolving energy industry, EMP updated its corporate vision and mission in 2025. This update process was carried out through a strategic review involving the Company's management and supported by the global consulting firm, BCG.

The revision of the vision and mission was driven by the dynamics of the global energy industry, including increasing attention to the energy transition, growing demands for the implementation of sustainability practices, and the need to strengthen the Company's long-term competitiveness. In line with the ongoing transformation process, the Company continues to position its upstream oil and gas business as the core of its operations while preparing for a more sustainable energy portfolio in the future.

Dalam proses perumusannya, Perseroan juga menghimpun berbagai masukan dari pimpinan dan karyawan melalui diskusi kelompok, wawancara, serta analisis berbagai dokumen internal perusahaan. Pendekatan partisipatif ini bertujuan memastikan bahwa visi dan misi yang dihasilkan mampu mencerminkan aspirasi organisasi sekaligus memberikan arah strategis yang jelas bagi pengembangan Perseroan ke depan.

Berdasarkan proses tersebut, Perseroan menetapkan visi baru sebagai berikut:

Visi

"Membentuk masa depan berkelanjutan melalui keunggulan energi dan sumber daya."

Visi ini mencerminkan komitmen Perseroan untuk menciptakan nilai jangka panjang melalui pengelolaan sumber daya energi secara bertanggung jawab, sekaligus memberikan kontribusi nyata terhadap ketahanan energi nasional serta pembangunan yang berkelanjutan.

Sejalan dengan visi tersebut, Perseroan menetapkan misi sebagai landasan utama dalam menjalankan kegiatan usaha, yaitu:

Misi

"Setiap hari, menghasilkan energi yang aman dan andal dengan membangun kemitraan yang kuat bersama para pemangku kepentingan serta saling memberdayakan, sehingga dapat memimpin dengan lebih tangguh dari satu generasi ke generasi berikutnya."

Misi ini menegaskan komitmen Perseroan dalam menjaga keandalan operasional, memperkuat kolaborasi dengan seluruh pemangku kepentingan, serta menciptakan budaya kerja yang saling memberdayakan guna memastikan keberlanjutan bisnis dalam jangka panjang.

Dengan visi dan misi yang diperbarui ini, Perseroan optimistis dapat terus meningkatkan kinerja, memperluas kontribusi terhadap industri energi nasional, serta menciptakan nilai berkelanjutan bagi para pemegang saham dan seluruh pemangku kepentingan.

Kontribusi pada Program Pemerintah

Sebagai perusahaan energi yang beroperasi di sektor minyak dan gas bumi, EMP berkomitmen untuk mendukung program Pemerintah Indonesia dalam meningkatkan produksi minyak dan gas nasional guna memperkuat

During the formulation process, the Company also gathered input from leaders and employees through group discussions, interviews, and reviews of various internal company documents. This participatory approach was intended to ensure that the resulting vision and mission reflect the organization's aspirations while providing a clear strategic direction for the Company's future development.

Based on this process, the Company has established the following new vision:

Vision

"Shape a sustainable future through energy and resource excellence"

This vision reflects the Company's commitment to creating long-term value through responsible management of energy resources, while also making a tangible contribution to national energy security and sustainable development.

In line with this vision, the Company has defined its mission as the primary foundation for conducting its business activities, as follows:

Mission

"Every day, delivering safe and reliable energy by building strong partnerships with stakeholders and empowering one another, enabling us to lead with greater resilience from one generation to the next."

This mission emphasizes the Company's commitment to maintaining operational reliability, strengthening collaboration with all stakeholders, and fostering an empowering work culture to ensure long-term business sustainability.

With this updated vision and mission, the Company is optimistic that it can continue to improve performance, expand its contribution to the national energy industry, and create sustainable value for shareholders and all stakeholders.

Contribution to Government Programs

As an energy company operating in the oil and gas sector, EMP is committed to supporting the Government of Indonesia's program to increase national oil and gas production in order to strengthen energy security. The Government has set a

ketahanan energi. Pemerintah menargetkan produksi minyak mentah mencapai 1 juta barel per hari (BOPD) dan produksi gas bumi sebesar 12 miliar standar kaki kubik per hari (BSCFD) pada tahun 2030.

target for crude oil production to reach 1 million barrels per day (BOPD) and natural gas production to reach 12 billion standard cubic feet per day (BSCFD) by 2030.

Dalam mendukung pencapaian target tersebut, Perseroan secara aktif melaksanakan kegiatan eksplorasi, pengembangan, dan optimalisasi produksi di berbagai wilayah kerja migas yang dikelola Perseroan di Indonesia. Hingga kini, EMP mengelola portofolio aset yang tersebar di sejumlah wilayah strategis, dengan sebagian besar blok telah berproduksi dan menjadi kontributor penting bagi pasokan energi nasional. Melalui pendekatan pengelolaan aset yang disiplin, peningkatan efisiensi operasional, serta investasi yang berkelanjutan, Perseroan terus berupaya meningkatkan produksi serta memperkuat cadangan migas domestik.

To support the achievement of these targets, the Company actively conducts exploration, development, and production optimization activities across various oil and gas working areas managed by the Company in Indonesia. To date, EMP manages a portfolio of assets spread across several strategic regions, with most blocks already in production and serving as important contributors to the national energy supply. Through disciplined asset management, improved operational efficiency, and sustained investment, the Company continues to enhance production while strengthening domestic oil and gas reserves.

Perseroan juga mencatat pencapaian penting dalam kegiatan eksplorasi. Pada tahun 2025, EMP mengumumkan temuan gas baru di Struktur East Walanga pada KKS Sengkang di Sulawesi Selatan melalui Sumur Eksplorasi EWL-1. Hasil pengujian menunjukkan potensi produksi gas dengan laju aliran sekitar 25 hingga 36 juta kaki kubik gas per hari, dengan potensi Absolute Open Flow mencapai sekitar 120 juta kaki kubik gas per hari, yang mengindikasikan potensi komersial yang signifikan untuk mendukung peningkatan produksi gas nasional di masa mendatang.

The Company also achieved significant milestones in its exploration activities. In 2025, EMP announced a new gas discovery at the East Walanga Structure within the Sengkang PSC in South Sulawesi through the EWL-1 Exploration Well. Test results indicated potential gas production with a flow rate of approximately 25 to 36 million cubic feet per day, with an Absolute Open Flow potential of around 120 million cubic feet per day, indicating significant commercial potential to support future increases in national gas production.

Melalui kegiatan eksplorasi dan pengembangan tersebut, Perseroan terus berkoordinasi secara intensif dengan SKK Migas dalam rangka memastikan bahwa seluruh program pengembangan dapat berjalan sesuai dengan rencana kerja dan memberikan kontribusi optimal terhadap peningkatan produksi migas nasional.

Through these exploration and development activities, the Company continues to coordinate closely with SKK Migas to ensure that all development programs are implemented in accordance with the approved work plans and contribute optimally to increasing national oil and gas production.

Di sisi lain, EMP juga mendukung agenda pemerintah dalam mendorong pemanfaatan gas bumi sebagai bagian dari strategi transisi energi menuju sistem energi yang lebih bersih dan berkelanjutan. Gas bumi memiliki tingkat emisi karbon yang lebih rendah dibandingkan bahan bakar fosil lainnya, sehingga berperan penting sebagai energi transisi dalam upaya menurunkan intensitas emisi karbon nasional.

On the other hand, EMP also supports the government's agenda to promote the utilization of natural gas as part of the energy transition strategy toward a cleaner and more sustainable energy system. Natural gas has lower carbon emissions compared to other fossil fuels and therefore plays an important role as a transition energy source in efforts to reduce the nation's carbon emission intensity.

Sejalan dengan komitmen Pemerintah Indonesia untuk mencapai *Net Zero Emission* (NZE) pada tahun 2060, Perseroan terus mengembangkan berbagai inisiatif yang mendukung dekarbonisasi sektor energi. Upaya tersebut meliputi peningkatan pemanfaatan gas bumi sebagai sumber energi yang lebih bersih, optimalisasi efisiensi energi dalam kegiatan operasi, serta pengembangan berbagai inisiatif

In line with the commitment of the Government of Indonesia to achieve Net Zero Emissions (NZE) by 2060, the Company continues to develop various initiatives that support the decarbonization of the energy sector. These efforts include increasing the utilization of natural gas as a cleaner energy source, optimizing energy efficiency in operational activities, and developing various sustainability

keberlanjutan yang terintegrasi dengan strategi bisnis Perseroan.

Melalui langkah-langkah strategis tersebut, EMP berkomitmen untuk terus berperan aktif dalam mendukung ketahanan energi nasional, meningkatkan produksi migas domestik, serta berkontribusi pada agenda transisi energi dan pembangunan berkelanjutan di Indonesia.

Tantangan dan Kendala Serta Mitigasinya

Sepanjang tahun 2025, EMP menghadapi sejumlah tantangan yang umum dialami oleh industri minyak dan gas bumi, antara lain volatilitas harga minyak dan gas global, dinamika geopolitik internasional, serta penurunan produksi alami (*natural decline*) pada beberapa lapangan yang telah memasuki tahap produksi matang (*mature fields*). Selain itu, industri migas juga menghadapi tekanan untuk meningkatkan efisiensi operasional di tengah kebutuhan investasi yang besar guna mempertahankan tingkat produksi dan menemukan cadangan baru. Kondisi tersebut menuntut Perseroan untuk terus memperkuat strategi operasional dan investasi secara disiplin agar dapat menjaga stabilitas kinerja serta keberlanjutan produksi.

Untuk mengatasi tantangan tersebut, Perseroan melakukan berbagai langkah strategis yang berfokus pada optimalisasi aset yang telah berproduksi serta peningkatan kegiatan eksplorasi dan pengembangan. EMP secara aktif melaksanakan program survei seismik 2D dan 3D untuk mengidentifikasi potensi cadangan baru, serta melakukan pengeboran sumur eksplorasi dan sumur pengembangan guna meningkatkan produksi dari cadangan yang telah ditemukan. Selain itu, Perseroan juga menjalankan berbagai inisiatif peningkatan efisiensi operasional dan penerapan teknologi guna memaksimalkan kinerja lapangan, memperpanjang umur produksi aset, serta meningkatkan perolehan cadangan.

Di samping optimalisasi aset yang ada, Perseroan juga terus mengevaluasi peluang ekspansi melalui akuisisi aset-aset migas yang memiliki potensi cadangan dan produksi yang menarik. Strategi ini dilakukan secara selektif dengan mempertimbangkan aspek keekonomian proyek, sinergi dengan portofolio aset yang dimiliki Perseroan, serta prospek pengembangan jangka panjang. Melalui kombinasi strategi optimalisasi aset, peningkatan kegiatan eksplorasi, serta ekspansi portofolio yang terukur, EMP berkomitmen untuk menjaga keberlanjutan pertumbuhan produksi sekaligus

initiatives integrated with the Company's overall business strategy.

Through these strategic initiatives, EMP remains committed to playing an active role in supporting national energy security, increasing domestic oil and gas production, and contributing to the energy transition agenda and sustainable development in Indonesia.

Challenges and Mitigation Strategies

Throughout 2025, EMP faced several challenges commonly experienced by the oil and gas industry, including volatility in global oil and gas prices, international geopolitical dynamics, and natural production decline in several fields that have entered the mature production stage. In addition, the oil and gas industry continues to face pressure to improve operational efficiency amid significant investment requirements needed to sustain production levels and discover new reserves. These conditions require the Company to continuously strengthen its operational and investment strategies in a disciplined manner to maintain performance stability and production sustainability.

To address these challenges, the Company implemented various strategic initiatives focused on optimizing existing producing assets while increasing exploration and development activities. EMP actively carried out 2D and 3D seismic survey programs to identify potential new reserves, as well as drilling exploration and development wells to increase production from discovered reserves. In addition, the Company implemented various operational efficiency initiatives and technology applications aimed at maximizing field performance, extending asset production life, and improving reserve recovery.

In addition to optimizing existing assets, the Company also continues to evaluate expansion opportunities through the acquisition of oil and gas assets with attractive reserve and production potential. This strategy is carried out selectively by considering project economics, synergies with the Company's existing asset portfolio, and long-term development prospects. Through a combination of asset optimization, enhanced exploration activities, and measured portfolio expansion, EMP remains committed to sustaining production growth while increasing long-term value for

meningkatkan nilai jangka panjang bagi para pemegang saham di tengah dinamika industri energi global.

Perbandingan Target dan Realisasi

Setiap awal tahun, Perseroan secara konsisten menyusun dan merancang Rencana Kerja dan Anggaran Perusahaan (RKAP) sebagai landasan dalam menjalankan operasional dan mencapai target yang telah ditetapkan. Pada tahun 2025, Perseroan berhasil mencapai kinerja yang selaras dengan target RKAP, termasuk pencapaian dalam operasional, penjualan neto, laba bersih, serta struktur modal.

Sepanjang tahun, Perseroan telah melakukan analisis dan evaluasi menyeluruh terhadap berbagai faktor yang mempengaruhi pencapaian target yang ditetapkan di awal tahun. Hasil evaluasi ini menjadi dasar dalam merumuskan target operasional dan keuangan untuk tahun 2026, dengan fokus pada peningkatan penjualan neto, laba bersih, dan optimalisasi struktur modal.

Penerapan Tata Kelola Perusahaan

Sebagai pilar utama dalam menjalankan bisnis berkelanjutan, EMP konsisten menjadikan Tata Kelola Perusahaan yang Baik (GCG) sebagai fondasi strategis operasional dan pengambilan keputusan korporat. Sepanjang 2025, implementasi GCG diperkuat melalui evaluasi holistik yang mencakup kebijakan strategis, manajemen risiko terintegrasi, pengendalian internal berbasis teknologi, serta pengawasan terhadap mekanisme pelaporan pelanggaran (Whistleblowing System) dan kepatuhan terhadap kode etik. Hal ini sejalan dengan dinamika industri energi yang menuntut respons cepat terhadap regulasi lingkungan, transisi energi global, dan kompleksitas tata kelola ESG (Lingkungan, Sosial, Tata Kelola).

EMP secara proaktif melakukan penyempurnaan berkelanjutan terhadap praktik GCG dengan mengadopsi standar global. Salah satu langkah penting adalah EMP juga telah mengeluarkan kebijakan Anti Penyuapan dan Korupsi untuk memastikan integritas dan kepatuhan pada prinsip anti-suap dan korupsi di seluruh tingkatan perusahaan. Sosialisasi prinsip GCG tidak hanya difokuskan pada internal karyawan, tetapi juga diperluas kepada pemangku kepentingan eksternal. Inisiatif penandatanganan pakta integritas diperkuat dengan integrasi sistem pemantauan real-time, mencerminkan komitmen Perseroan dalam membangun budaya korporat yang akuntabel dan responsif terhadap tantangan era *low-carbon economy*.

shareholders amid the dynamics of the global energy industry.

Comparison of Objective and Realization

At the beginning of each year, the Company consistently prepares and designs the Corporate Work Plan and Budget (RKAP) as the foundation for carrying out operations and achieving its predetermined targets. In 2025, the Company successfully delivered performance that was aligned with the RKAP targets, including achievements in operations, net sales, net profit, and capital structure.

Throughout the year, the Company conducted comprehensive analyses and evaluations of various factors affecting the achievement of the targets set at the beginning of the year. The results of this evaluation serve as the basis for formulating the Company's operational and financial targets for 2026, with a focus on increasing net sales, improving net profit, and optimizing the Company's capital structure.

Implementation of Good Corporate Governance

As a key pillar in running a sustainable business, EMP consistently upholds Good Corporate Governance (GCG) as a strategic foundation for operational and corporate decision-making. Throughout 2025, GCG implementation was strengthened through a holistic evaluation covering strategic policies, integrated risk management, technology-based internal controls, as well as oversight of the whistleblowing system and compliance with the code of ethics. This aligns with the dynamic energy industry, which demands swift responses to environmental regulations, global energy transitions, and the complexities of ESG frameworks.

EMP proactively enhances its GCG practices by adopting global standards. A significant step includes the introduction of an Anti-Bribery and Corruption policy to ensure integrity and compliance with Anti-Bribery and Corruption principles at all company levels. The dissemination of GCG principles is not only focused internally but is also extended to external stakeholders. The integrity pact initiative has been reinforced with a real-time monitoring system, reflecting EMP's commitment to fostering a corporate culture that is accountable and responsive towards the challenging low-carbon economy era.

Melalui pendekatan ini, EMP memperkuat posisinya sebagai pelaku energi yang tak hanya berfokus pada kinerja finansial, tetapi juga pada penciptaan nilai jangka panjang bagi pemegang saham dan ekosistem global.

Penilaian Komite di Bawah Direksi

Direksi melakukan penilaian terhadap kinerja komite-komite yang membantunya sebagai bagian dari penerapan tata kelola perusahaan yang baik. Penilaian ini dilaksanakan melalui mekanisme self appraisal, di mana masing-masing komite secara mandiri mengevaluasi efektivitas pelaksanaan tugas dan tanggung jawabnya, serta kontribusinya dalam mendukung kinerja Direksi. Hasil evaluasi tersebut disampaikan kepada Direksi sebagai dasar untuk perbaikan berkelanjutan, guna memastikan setiap komite dapat berfungsi secara optimal dan selaras dengan tujuan strategis Perseroan.

Direksi didukung oleh 3 (tiga) komite, yaitu Komite Manajemen Risiko, Komite Pengawasan dan Kepatuhan, serta Komite Lingkungan, Sosial, dan Tata Kelola. Berdasarkan hasil penilaian, Direksi menilai bahwa ketiga komite tersebut telah menjalankan perannya dengan baik sepanjang tahun 2025 dalam mendukung pertumbuhan bisnis Perseroan.

Pencapaian, Penghargaan dan Sertifikasi 2025

Di tahun 2025, EMP terus menunjukkan komitmennya dalam menjalankan operasional yang aman, bertanggung jawab terhadap lingkungan, serta memberikan kontribusi positif bagi masyarakat di sekitar wilayah operasional. Berbagai upaya yang dilakukan Perseroan dalam aspek keselamatan kerja, pengelolaan lingkungan, dan pemberdayaan masyarakat telah menghasilkan sejumlah pencapaian dan pengakuan dari berbagai pihak. Berikut beberapa capaian yang diperoleh Perseroan sepanjang tahun 2025:

- EMP Bentu menerima Penghargaan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dari Kementerian Ketenagakerjaan Republik Indonesia sebagai pengakuan atas penerapan sistem manajemen keselamatan dan kesehatan kerja yang efektif di lingkungan operasional perusahaan.

Through this approach, EMP strengthens its position as an energy player that prioritizes not only financial performance but also long-term value creation for shareholders and the global ecosystem.

Assessment of Committees Under the Board of Directors

The Board of Directors conducts an evaluation of the performance of the committees supporting it as part of the implementation of good corporate governance. This evaluation is carried out through a self-appraisal mechanism, whereby each committee independently assesses the effectiveness of the execution of its duties and responsibilities, as well as its contribution in supporting the performance of the Board of Directors. The results of this evaluation are submitted to the Board of Directors as a basis for continuous improvement, to ensure that each committee functions optimally and remains aligned with the Company's strategic objectives.

The Board of Directors is supported by three committees, namely the Risk Management Committee, the Supervisory and Compliance Committee, and the Environmental, Social, and Governance Committee. Based on the evaluation results, the Board of Directors concluded that all three committees have performed their roles effectively throughout 2025 in supporting the Company's business growth.

Achievements, Awards and Certifications in 2025

In 2025, EMP continued to demonstrate its commitment to conducting operations safely, responsibly managing environmental impacts, and making positive contributions to communities surrounding its operational areas. The Company's various efforts in occupational safety, environmental management, and community empowerment have resulted in a number of achievements and recognitions from various stakeholders. The following are some of the key accomplishments achieved by the Company throughout 2025:

- EMP Bentu received the Occupational Health and Safety Management System (SMK3) Award from the Ministry of Manpower of the Republic of Indonesia in recognition of the effective implementation of occupational health and safety management systems within the company's operational environment.

- EMP Bentu juga memperoleh Zero Accident Award dari Kementerian Ketenagakerjaan Republik Indonesia sebagai bentuk apresiasi atas keberhasilan perusahaan dalam menjaga kinerja keselamatan kerja dengan nihil kecelakaan kerja di lingkungan operasionalnya.

- EMP Bentu meraih Penghargaan Patra Nirbaya Karya Utama Adi Nugraha dalam kategori Perusahaan Besar dari Direktorat Jenderal Minyak dan Gas Bumi, Kementerian Energi dan Sumber Daya Mineral, atas komitmen dan kinerja unggul dalam penerapan keselamatan kerja di sektor minyak dan gas bumi.

- EMP Bentu memperoleh Penghargaan Emas dalam Kategori Inovasi Eko-Siklus melalui program pemanfaatan tandan buah kosong kelapa sawit sebagai media perbaikan tanah di Basecamp Lubuk Ogong, yang menunjukkan inovasi perusahaan dalam mendukung pengelolaan lingkungan berkelanjutan.

- Perseroan berhasil mempertahankan sertifikasi ISO 14001 untuk beberapa wilayah operasional seperti Bentu, Kangean, dan Sengkang sebagai bukti penerapan sistem manajemen lingkungan yang selaras dengan standar internasional.

- Perseroan juga meraih peringkat PROPER HIJAU untuk lapangan blok KKS Bentu, KKS Kampar, dan KKS Kangean sebagai pengakuan atas kinerja pengelolaan lingkungan yang melampaui kepatuhan terhadap peraturan yang berlaku.

- Selain itu, beberapa wilayah operasional Perseroan seperti KKS Malacca Strait, KKS Korinci Baru, KKS Sengkang, dan KKS Siak memperoleh kategori PROPER Calon Kandidat Hijau sebagai bentuk kepatuhan terhadap pengelolaan lingkungan hidup.

Dalam aspek pemberdayaan masyarakat, ITA memperoleh penghargaan dari Generasi Pesona Indonesia (GenPI) Riau atas konsistensinya dalam mendukung pengembangan wisata berbasis alam dan pemberdayaan masyarakat di wilayah operasional.

- EMP Bentu also received the Zero Accident Award from the Ministry of Manpower of the Republic of Indonesia as an appreciation for the company's success in maintaining excellent safety performance with zero workplace accidents within its operations.

- EMP Bentu was awarded the Patra Nirbaya Karya Utama Adi Nugraha Award in the Large Company category from the Directorate General of Oil and Gas, Ministry of Energy and Mineral Resources of Indonesia for its commitment and outstanding performance in implementing occupational safety practices in the oil and gas sector.

- EMP Bentu received a Gold Award in the Inovasi Eko-Siklus Category through a program utilizing empty fruit bunches of palm oil as a soil improvement medium at the Lubuk Ogong Basecamp, demonstrating the company's innovation in supporting sustainable environmental management.

- The Company successfully maintained ISO 14001 certification in several operational areas, including Bentu, Kangean, and Sengkang, as evidence of the implementation of environmental management systems aligned with international standards.

- The Company also received a PROPER Green rating for the Bentu PSC, Kampar PSC, and Kangean PSC fields, recognizing environmental management performance that exceeds regulatory compliance.

- In addition, several of the Company's operational areas, including Malacca Strait PSC, Korinci Baru PSC, Sengkang PSC, and Siak PSC, received PROPER Green Candidate status as recognition of their compliance with environmental management standards.

In terms of community empowerment, ITA received an award from Generasi Pesona Indonesia (GenPI) Riau for its consistency in supporting nature-based tourism development and community empowerment within its operational areas.

Dengan berbagai capaian tersebut, EMP terus memperkuat komitmennya untuk menjalankan operasional yang aman, bertanggung jawab terhadap lingkungan, serta memberikan manfaat berkelanjutan bagi masyarakat, sekaligus meningkatkan nilai tambah bagi pemegang saham dan seluruh pemangku kepentingan.

Prospek Usaha di 2026

Pada tahun 2026, EMP memandang prospek usaha yang positif seiring dengan meningkatnya kebutuhan energi nasional serta peluang pengembangan sektor hulu minyak dan gas bumi di Indonesia. Perseroan terus berupaya mengoptimalkan kinerja operasional melalui peningkatan produksi dari aset yang telah beroperasi, efisiensi operasional, serta penguatan sistem manajemen keselamatan dan lingkungan. Dengan pengalaman operasional yang kuat dan portofolio wilayah kerja yang tersebar di berbagai daerah, EMP memiliki posisi yang strategis untuk memaksimalkan potensi cadangan migas yang dimiliki.

Selain itu, Perseroan juga akan terus mengeksplorasi peluang pertumbuhan melalui optimalisasi aset yang ada, pengembangan lapangan baru, serta potensi akuisisi aset strategis yang dapat memberikan nilai tambah bagi perusahaan. Didukung oleh penerapan teknologi, inovasi operasional, serta komitmen terhadap praktik bisnis yang berkelanjutan, EMP optimis dapat menjaga pertumbuhan produksi dan kinerja keuangan yang berkelanjutan. Dengan strategi yang terarah dan dukungan para pemangku kepentingan, Perseroan percaya dapat memperkuat posisinya sebagai perusahaan energi nasional yang kompetitif dan berkelanjutan.

Komposisi dan Susunan Direksi

Pada periode tahun buku 2025 terdapat perubahan anggota Direksi, yang diputuskan melalui RUPSLB yang diselenggarakan pada tanggal 20 Agustus 2025, serta dicatat dalam Akta RUPSLB No. 123, tanggal 20 Agustus 2025 yang dibuat dihadapan Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta.

With these achievements, EMP continues to strengthen its commitment to conducting operations safely, responsibly managing environmental impacts, and delivering sustainable benefits to surrounding communities, while also enhancing value for shareholders and all stakeholders.

Business Outlook for 2026

In 2026, EMP sees a positive business outlook in line with the growing national energy demand and the development opportunities within Indonesia's upstream oil and gas sector. The Company continues to optimize its operational performance through increased production from existing operating assets, improved operational efficiency, and strengthened safety and environmental management systems. With strong operational experience and a portfolio of working areas spread across various regions, EMP is strategically positioned to maximize the potential of its oil and gas reserves.

In addition, the Company will continue to explore growth opportunities through the optimization of existing assets, the development of new fields, as well as potential acquisitions of strategic assets that can generate added value for the Company. Supported by the implementation of technology, operational innovation, and a commitment to sustainable business practices, EMP remains optimistic about maintaining sustainable production growth and financial performance. With a clear strategy and the support of its stakeholders, the Company believes it can further strengthen its position as a competitive and sustainable national energy company.

Composition and Structure of the Board of Directors

During the 2025 financial year, there were changes in the composition of the Board of Directors. The Composition of the Board of Directors is based on the Extraordinary General Meeting of Shareholders (EGMS) held on August 20th 2025, and recorded in EGMS Deed No. 123 dated August 20th, 2025, before Notary Jose Dima Satria, S.H., M.Kn., in Jakarta.

KOMPOSISI DIREKSI PERIODE PADA TANGGAL 31 DESEMBER 2025
Composition of the Board of Directors as of 31 December 2025

Nama Name	Jabatan Position	Akta Penunjukkan Deed of Appointment	Periode Period
Syailendra S. Bakrie	Direktur Utama President Director	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024	Ke-2 Second
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024	Ke-2 Second
Adinda A. Bakrie	Direktur Director	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024	Ke-1 First
Edi Sutriono	Direktur Director	Akta Berita Acara RUPS Luar Biasa No. 124 Tanggal 20 Agustus 2025 Deed of Minutes of EGMS No. 124 dated August 20th, 2025.	Ke-2 Second
Tri Firmanto	Direktur Director	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024	Ke-2 Second
Kelik Rudi Suharya	Direktur Director	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024	Ke-2 Second
Riri H. Harahap	Direktur Director	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024	Ke-2 Second

Pemberdayaan Sumber Daya Manusia

Dalam menghadapi dinamika industri minyak dan gas bumi yang terus berkembang, EMP terus memperkuat strategi pengelolaan sumber daya manusia untuk menciptakan organisasi yang inovatif, adaptif, dan responsif terhadap perubahan bisnis. Perseroan menerapkan berbagai pendekatan strategis dalam pengelolaan SDM, mulai dari perencanaan kebutuhan tenaga kerja, proses rekrutmen yang selektif, pengembangan kaderisasi kepemimpinan, hingga peningkatan kesejahteraan karyawan. Selain itu, EMP juga mendorong peningkatan kompetensi melalui program pelatihan dan pengembangan, penugasan serta rotasi pekerjaan, pembinaan hubungan industrial yang harmonis, serta penciptaan lingkungan kerja yang aman, sehat, dan produktif. Penguatan sistem informasi sumber daya manusia juga terus dilakukan guna mendukung pengambilan keputusan yang lebih efektif dan terintegrasi.

Perseroan juga terus mendorong terciptanya lingkungan kerja yang inklusif dan beragam sebagai bagian dari komitmen terhadap prinsip keberlanjutan dan praktik ESG. EMP menargetkan peningkatan representasi perempuan dalam tenaga kerja hingga mencapai 30% pada tahun 2033 sebagai wujud dukungan terhadap kesetaraan gender di sektor energi.

Empowerment of Human Resources

In responding to the evolving dynamics of the oil and gas industry, EMP continues to strengthen its human capital management strategy to build an innovative, adaptive, and responsive organization capable of addressing changing business conditions. The Company implements various strategic approaches in human resource management, ranging from workforce planning and selective recruitment processes to leadership succession development and the enhancement of employee welfare. In addition, EMP promotes competency development through training and development programs, job assignments and rotations, the fostering of harmonious industrial relations, and the creation of a safe, healthy, and productive work environment. The Company also continues to strengthen its human resource information systems to support more effective and integrated decision making.

The Company also continues to promote an inclusive and diverse workplace environment as part of its commitment to sustainability principles and ESG practices. EMP aims to increase the representation of women in its workforce to 30% by 2033 as part of its support for gender equality in the energy sector. As a follow-up to this commitment,

Sebagai tindak lanjut dari komitmen tersebut, pada tahun 2025 Perseroan terus memperkuat peran Kelompok Pekerja Wanita EMP (KARTINI EMP) yang telah dibentuk pada tahun sebelumnya sebagai wadah pemberdayaan dan pengembangan potensi perempuan di lingkungan kerja. Selain itu, EMP juga melanjutkan implementasi sistem umpan balik terbuka untuk mendorong komunikasi yang lebih transparan, memperkuat keterlibatan karyawan, serta membangun budaya kerja yang berorientasi pada perbaikan berkelanjutan.

Penerapan Asas Transparansi & Pelaporan Pelanggaran

EMP mengungkapkan serangkaian inisiatif transformatif sebagai komitmen mendalam terhadap transparansi, keberagaman, keberlanjutan, dan pelestarian lingkungan. Langkah-langkah inovatif ini menegaskan dedikasi Perseroan untuk membangun budaya akuntabilitas dan tanggung jawab dalam industri.

Perseroan telah meluncurkan sistem pelaporan pelanggaran (*Whistleblowing system*) yang komprehensif untuk mendorong integritas dan perilaku etis di seluruh organisasi. Untuk menunjang penguatan sistem pelaporan pelanggaran yang komprehensif, EMP mempercayakan Deloitte sebagai konsultan pelaporan pelanggaran independen, demi memastikan keadilan dan kerahasiaan bagi karyawan yang mengajukan kekhawatiran.

Penerapan Asas Keberlanjutan (*Sustainability*)

EMP menyadari bahwa keberhasilan usaha tidak hanya diukur dari kinerja operasional dan finansial, tetapi juga dari kemampuan perusahaan dalam menjaga keseimbangan antara kegiatan bisnis, lingkungan hidup, dan kesejahteraan masyarakat. Oleh karena itu, Perseroan terus memperkuat hubungan yang harmonis dengan para pemangku kepentingan serta masyarakat di sekitar wilayah operasional sebagai bagian dari upaya menciptakan nilai jangka panjang yang berkelanjutan. Pendekatan ini menjadi landasan penting bagi EMP dalam memastikan bahwa pertumbuhan perusahaan berjalan seiring dengan kontribusi positif terhadap lingkungan dan pembangunan sosial.

Sebagai wujud komitmen terhadap keberlanjutan lingkungan, Perseroan menetapkan berbagai target strategis yang berfokus pada pengurangan dampak lingkungan dari kegiatan operasional. Target tersebut meliputi pengurangan emisi karbon sebesar 20% pada tahun 2030, pengurangan limbah berbahaya dan beracun sebesar 5% setiap tahun, serta komitmen untuk mencegah insiden pencemaran air

in 2025 the Company further strengthened the role of the EMP Women's Working Group (KARTINI EMP), which was established in the previous year as a platform for empowering and developing the potential of women within the workplace. In addition, EMP continued the implementation of an open feedback system to encourage more transparent communication, strengthen employee engagement, and foster a work culture oriented toward continuous improvement.

Implementation of Transparency Principles & Whistleblowing Reporting

EMP has introduced a series of transformative initiatives reflecting its strong commitment to transparency, diversity, sustainability, and environmental stewardship. These innovative measures reaffirm the Company's dedication to fostering a culture of accountability and responsibility within the industry.

The Company has launched a comprehensive whistleblowing system to promote integrity and ethical conduct across the organization. To further strengthen this comprehensive reporting system, EMP has appointed Deloitte as an independent whistleblowing consultant to ensure fairness and confidentiality for employees who raise concerns.

Implementation of Sustainability Principles

EMP recognizes that business success is not measured solely by operational and financial performance, but also by the Company's ability to maintain a balance between business activities, environmental stewardship, and community welfare. Therefore, the Company continues to strengthen harmonious relationships with stakeholders and communities surrounding its operational areas as part of its efforts to create sustainable long-term value. This approach forms an important foundation for EMP in ensuring that the Company's growth goes hand in hand with positive contributions to the environment and social development.

As part of its commitment to environmental sustainability, the Company has established several strategic targets focused on reducing the environmental impact of its operational activities. These targets include reducing carbon emissions by 20% by 2030, reducing hazardous and toxic waste by 5% annually, and maintaining a commitment to preventing water pollution incidents across all operational

di seluruh wilayah operasi. Selain itu, Perseroan juga terus memperkuat upaya perlindungan keanekaragaman hayati melalui program konservasi dan pengelolaan lingkungan yang bertanggung jawab guna menjaga keseimbangan ekosistem di sekitar area operasional.

areas. In addition, the Company continues to strengthen biodiversity protection efforts through conservation programs and responsible environmental management to preserve ecosystem balance around its operational areas.

Dalam rangka memperkuat implementasi praktik bisnis yang bertanggung jawab di tingkat global, pada tahun 2025 EMP melanjutkan komitmennya sebagai anggota United Nations Global Compact (UNGC) yang telah diikuti sejak 1 November 2024. Melalui partisipasi ini, Perseroan terus mengintegrasikan sepuluh prinsip UNGC yang mencakup aspek hak asasi manusia, ketenagakerjaan, lingkungan, dan antikorupsi ke dalam strategi serta operasional perusahaan. Komitmen ini menjadi bagian penting dari upaya Perseroan dalam menyelaraskan kegiatan bisnis dengan standar keberlanjutan internasional.

To strengthen the implementation of responsible business practices at the global level, in 2025 EMP continued its commitment as a member of the United Nations Global Compact (UNGC), which the Company joined on November 1, 2024. Through this participation, the Company continues to integrate the ten principles of the UNGC, covering human rights, labor, environment, and anti-corruption—into its corporate strategy and operations. This commitment forms an important part of the Company's efforts to align its business activities with international sustainability standards.

Untuk mendukung transparansi dan akuntabilitas kepada seluruh pemangku kepentingan, Perseroan secara konsisten menyusun dan menerbitkan Laporan Keberlanjutan (Sustainability Report) setiap tahun. Laporan ini memuat informasi yang komprehensif mengenai strategi, program, kinerja, serta capaian EMP dalam menerapkan prinsip-prinsip keberlanjutan. Melalui pelaporan yang transparan dan berkelanjutan, EMP berharap dapat memperkuat kepercayaan pemangku kepentingan serta mendorong terciptanya pembangunan yang lebih inklusif dan berkelanjutan di masa mendatang.

To support transparency and accountability to all stakeholders, the Company consistently prepares and publishes a Sustainability Report every year. This report contains comprehensive information regarding EMP's strategies, programs, performance, and achievements in implementing sustainability principles. Through transparent and continuous reporting, EMP aims to strengthen stakeholder trust and encourage more inclusive and sustainable development in the future.

Apresiasi

Dengan penuh rasa syukur, Direksi EMP menyampaikan apresiasi yang setinggi-tingginya kepada para pemegang saham, investor, dan Dewan Komisaris atas kepercayaan, dukungan, serta arahan strategis yang terus diberikan kepada Perseroan. Dukungan dan pengawasan yang konstruktif dari Dewan Komisaris telah menjadi landasan penting dalam memastikan pengelolaan perusahaan berjalan secara efektif, transparan, dan selaras dengan tujuan jangka panjang Perseroan.

Appreciation

With deep gratitude, the Board of Directors of EMP would like to express its highest appreciation to the shareholders, investors, and the Board of Commissioners for their trust, support, and strategic guidance continuously extended to the Company. The constructive support and oversight provided by the Board of Commissioners have served as an important foundation in ensuring that the Company is managed effectively, transparently, and in alignment with its long-term objectives.

Direksi juga menyampaikan terima kasih kepada para regulator, pelanggan, pemasok, serta seluruh mitra bisnis yang telah menjadi bagian penting dalam perjalanan dan pertumbuhan EMP sepanjang tahun 2025. Sinergi dan kerja sama yang terjalin dengan baik telah berkontribusi besar dalam mendukung kelancaran operasional serta pencapaian berbagai target strategis Perseroan. Ucapan penghargaan yang mendalam juga kami sampaikan kepada seluruh

The Board of Directors also extends its sincere appreciation to regulators, customers, suppliers, and all business partners who have been an integral part of EMP's journey and growth throughout 2025. The strong synergy and collaboration established with these stakeholders have contributed significantly to supporting smooth operations and the achievement of the Company's various strategic targets. Our deepest appreciation is also extended to all EMP employees

karyawan EMP atas dedikasi, profesionalisme, dan semangat kerja yang luar biasa dalam menghadapi berbagai tantangan serta mendorong kemajuan perusahaan.

Pencapaian yang diraih sepanjang tahun 2025 menjadi dorongan bagi Perseroan untuk terus memperkuat kinerja operasional, meningkatkan efisiensi, serta menghadirkan inovasi yang mendukung keberlanjutan usaha di masa mendatang. Perseroan tetap berkomitmen untuk menjalankan kegiatan usaha secara bertanggung jawab dengan menjunjung tinggi prinsip keberlanjutan, pengelolaan lingkungan yang baik, praktik bisnis yang transparan, serta penguatan program tanggung jawab sosial bagi masyarakat di sekitar wilayah operasional.

for their dedication, professionalism, and exceptional commitment in facing various challenges and driving the Company's progress.

The achievements realized throughout 2025 serve as motivation for the Company to continue strengthening its operational performance, improving efficiency, and delivering innovations that support sustainable business growth in the future. The Company remains committed to conducting its business activities responsibly by upholding sustainability principles, sound environmental management, transparent business practices, and strengthening social responsibility programs for communities surrounding its operational areas.

Jakarta, 30 April 2026
Atas Nama Direksi
On Behalf of the Board of Directors
PT Energi Mega Persada Tbk

SYAILENDRA S. BAKRIE
Direktur Utama
President Director

PERTANGGUNG JAWABAN LAPORAN TAHUNAN 2025
RESPONSIBILITY FOR THE ANNUAL REPORT 2025

Surat Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2025 PT Energi Mega Persada Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Energi Mega Persada Tbk tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan. Demikian Pernyataan ini dibuat dengan sebenarnya.

Statement of Member of The Board of Commissioners and the Board of Directors on Responsibility for the Annual Report 2025 of PT Energi Mega Persada Tbk

We, the undersigned, testify that all information in the 2025 Annual Report of PT Energi Mega Persada Tbk is presented in its entirety and we are fully responsible for the correctness of the contents in this Annual Report of the Company. This Statement is hereby made in all truthfulness.

Jakarta, 30 April 2026
Jakarta, 30 April 2026

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

RUDIANTO RIMBONO
KOMISARIS UTAMA
PRESIDENT COMMISSIONER

SUYITNO PATMOSUKISMO
KOMISARIS
COMMISSIONER

GITA R. SJAHRIR
KOMISARIS INDEPENDEN
INDEPENDENT COMMISSIONER

SYAMSU ALAM
KOMISARIS INDEPENDEN
INDEPENDENT COMMISSIONER

RIZAL MALARANGENG
KOMISARIS
COMMISSIONER

DIREKSI
BOARD OF DIRECTORS

SYAILENDRA S. BAKRIE
DIREKTUR UTAMA
PRESIDENT DIRECTOR

EDOARDUS ARDIANTO
WAKIL DIREKTUR UTAMA
VICE PRESIDENT DIRECTOR

ADINDA A. BAKRIE
DIREKTUR
DIRECTOR

EDI SUTRIONO
DIREKTUR
DIRECTOR

TRI FIRMANTO
DIREKTUR
DIRECTOR

KELIK R. SUHARYA
DIREKTUR
DIRECTOR

RIRI H. HARAHAP
DIREKTUR
DIRECTOR

2025

PROFIL PERUSAHAAN
COMPANY'S PROFILE

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PROFIL PERUSAHAAN
COMPANY'S PROFILE



Nama Perusahaan Company Name	**PT Energi Mega Persada Tbk**
Kode Saham Ticker	ENRG
Pencatatan Saham Share Listing	Bursa Efek Indonesia Indonesia Stock Exchange
Bidang Usaha Line of Business	Aktivitas kantor pusat dan bergerak dalam bidang usaha eksplorasi, pengembangan dan produksi minyak dan gas bumi di darat (*onshore*) dan lepas pantai (*offshore*) serta infrastruktur minyak dan gas bumi melalui Perusahaan Anak Head office activities and engaged in the exploration, development, and production of oil and gas, both onshore and offshore, as well as oil and gas infrastructure through its subsidiaries.
Produk Product	Minyak dan Gas Bumi Natural Oil and Gas
Status Perusahaan Company Status	Perseroan Terbatas Limited Liability Company
Tanggal Pendirian Date of Establishment	16 Oktober 2001 16 October 2001
Dasar Hukum Pendirian Legal Basis of Company Establishment	• Akta Pendirian Perseroan Terbatas No. 16 tanggal 16 Oktober 2001 dari H. Rakhmat Syamsul Rizal, S.H. / Deed of Incorporation No. 16 dated October 16, 2001 from H. Rakhmat Syamsul Rizal, S.H. • Surat Keputusan Menteri Kehakiman dan Hak Asasi Manusia No. C-14507.HT.01.01. TH.2001 tanggal 29 November 2001 / Decree of the Minister of Justice and Human Rights No. C-14507.HT.01.01.TH.2001 dated November 29, 2001.
Pemegang Saham Shareholders	• PT Shima Global Kapital (17.4%) • PT Trimegah Sekuritas Indonesia Tbk (12%) • PT CGS International Sekuritas Indonesia (7.6%) • PT Maybank Sekuritas Indonesia (6.6%) • Publik / Public (56.4%)
Modal Dasar Authorized Capital	Rp19,600,000,000,000
Modal Ditempatkan dan Disetor Penuh Issued and Paid-up Capital	Rp6,931,466,604,000
Jumlah Karyawan Total Employees	943 karyawan tetap dan kontrak langsung / 943 permanent and direct contract employees 1.127 karyawan pihak ketiga / 1,127 third party employees
Kantor Pusat Head Office	Bakrie Tower, 32nd Floor Rasuna Epicentrum, Jl. HR Rasuna Said Jakarta Selatan, DKI Jakarta, 12940 Nomor telepon: / Telephone: (+62-21) 2994 1500 Fax: (+62-21) 2994 1247
Email Perusahaan Corporate Email	corsec@emp.id
Situs Web Perusahaan Corporate Website	https://www.emp.id/





SEKILAS PERUSAHAAN
COMPANY'S OVERVIEW

Perseroan didirikan berdasarkan Akta Notaris No. 16 tanggal 16 Oktober 2001 dan disahkan oleh Menteri Hak Asasi Manusia Republik Indonesia pada 29 November 2001. Perseroan mulai beroperasi secara komersial pada Februari 2003, dengan fokus pada perdagangan minyak mentah dan gas bumi.

Perseroan merupakan bagian dari Kelompok Usaha Bakrie. Kantor pusat berlokasi di Bakrie Tower, Jakarta, sementara anak perusahaan menjalankan kegiatan usahanya di Aceh, Sumatera Utara, Riau, Jawa Timur, Sulawesi Selatan, Gorontalo, Jepang dan Mozambik.

Perseroan mencatatkan sahamnya di Bursa Efek Indonesia (BEI) pada 7 Juni 2004 setelah menggelar Penawaran Umum Perdana. Sejak itu, berbagai aksi korporasi telah dilakukan, termasuk beberapa kali Penawaran Umum Terbatas (PUT), penerbitan saham baru, dan *reverse stock split.*

Perseroan melakukan diversifikasi bisnis secara berkelanjutan melalui anak perusahaannya, EDN, yang bergerak di sektor infrastruktur dan energi, yang mulai beroperasi secara komersial pada tahun 2022.

The Company was established based on Notarial Deed No. 16 dated 16 October 2001, and was approved by the Minister of Human Rights of the Republic of Indonesia on 29 November 2001. The Company began commercial operations in February 2003, focusing on crude oil and natural gas trading.

The Company is part of the Bakrie Group. Its headquarters is located in Bakrie Tower, Jakarta, while its subsidiaries conduct its business activities in Aceh, North Sumatra, Riau, East Java, South Sulawesi, Gorontalo, Japan and Mozambique.

The Company listed its shares on the Indonesia Stock Exchange (IDX) on June 7, 2004, following an Initial Public Offering. Since then, various corporate actions have been carried out, including several Limited Public Offerings, new share issuances, and a reverse stock split.

The Company is diversifying its business through its subsidiary, EDN, which operates in the infrastructure and energy sector and commenced commercial operations in 2022.





KEGIATAN USAHA
BUSINESS ACTIVITIES

Berdasarkan Anggaran Dasar Perseroan, ruang lingkup kegiatan Perseroan adalah menjalankan aktivitas kantor pusat, aktivitas konsultasi manajemen lainnya, usaha dalam bidang perdagangan serta pertambangan minyak dan gas bumi.

Pada tahun 2025, Perseroan melalui anak usahanya saat ini melakukan eksplorasi dan eksploitasi minyak dan gas bumi yang berlokasi di:

- **Sumatra**
  1. Blok Malacca Strait
  2. Blok Bentu
  3. Blok Korinci Baru
  4. Blok Siak
  5. Blok Kampar
  6. Blok Tonga
  7. Blok Gebang
  8. Blok "B"
  9. Blok South CPP
  10. Blok Bireun Sigli
- **Jawa Timur**
  11. Blok Kangean
- **Sulawesi Selatan**
  12. Blok Sengkang
- **Mozambik**
  13. Blok Buzi

Based on the Company's Articles of Association, the scope of the Company's activities includes carrying out head office activities, other management consulting activities, business in the trade sector, and oil and gas exploration and production.

In 2025, through its subsidiaries, the Company is engaged in the exploration and exploitation of oil and gas in:

- **Sumatra**
  1. Malacca Strait Block
  2. Bentu Block
  3. Korinci Baru Block
  4. Siak Block
  5. Kampar Block
  6. Tonga Block
  7. Gebang Block
  8. "B" Block
  9. South CPP Block
  10. Bireun Sigli Block
- **East Java**
  11. Kangean Block
- **South Sulawesi**
  12. Sengkang Block
- **Mozambique**
  13. Buzi Block



JEJAK LANGKAH
MILESTONE

2001
- PT Energi Mega Persada didirikan dan dikenal sebagai perusahaan eksplorasi dan eksploitasi minyak dan gas bumi / PT Energi Mega Persada was established and known as an oil and gas exploration and exploitation company.

2003
- Mengakuisisi RHI Corporation (RHI) yang merupakan pemegang saham dari Kondur Petroleum S.A. / Acquired RHI Corporation (RHI), shareholder of Kondur Petroleum S.A.

2004
- Mengakuisisi PT Imbang Tata Alam / Acquired PT Imbang Tata Alam.
- Mengakuisisi Kalila Energy Ltd. (KEL) sekaligus Pan Asia Enterprise Ltd. (PAN) yang menjadi pemilik 100% dari Lapindo Brantas Inc (Lapindo) / Acquired Kalila Energy Ltd. (KEL) and Pan Asia Enterprise Ltd. (PAN) which 100% owned Lapindo Brantas Inc (Lapindo).
- Mencatatkan sahamnya di Bursa Efek Jakarta -sekarang Bursa Efek Indonesia- dengan kode 'ENRG' / listed in the Jakarta Stock Exchange -now known as the Indonesia Stock Exchange- with 'ENRG' as the ticker code.
- Mengakuisisi 100% *working interest* KKS Kangean melalui EMP Exploration (Kangean) Limited dan EMP Kangean Ltd. / Acquired 100% working interest of Kangean PSC through EMP Exploration (Kangean) Limited and EMP Kangean Ltd.
- Mengakuisisi RHI Corporation (RHI) yang merupakan pemegang saham dari Kondur Petroleum S.A. / Acquired RHI Corporation (RHI), shareholder of Kondur Petroleum S.A.

2006
- Pelaksanaan PUT I menghasilkan dana Rp3,78 triliun untuk pembelian aset PT Tunas Harapan Perkasa ("THP") / Completed RI I raising Rp3.78 trillion to fund the purchase of assets of PT Tunas Harapan Perkasa ("THP")
- Mengakuisisi THP dengan sebesar USD308,6 juta yang memiliki 5 Kontrak Kerja Sama terpisah melalui 5 anak perusahaan / Acquired THP for USD308.6 million, which holds 5 separate Production Sharing Contracts through 5 subsidiaries.

2007
- Menyelesaikan transaksi dengan Mitsubishi dan Japan Petroleum Exploration Co. Ltd. (JAPEX) sebagai mitra strategis melalui penjualan saham baru pada anak usaha, Energi Mega Pratama Inc., sehingga kedua mitra memperoleh total 50% *working interest* tak langsung di KKS Kangean, sementara EMP mempertahankan 50% / Completed a strategic transaction with Mitsubishi and Japan Petroleum Exploration Co. Ltd. (JAPEX) through the issuance of new shares in its subsidiary, Energi Mega Pratama Inc., resulting in the partners acquiring a combined 50% indirect working interest in KKS Kangean, while EMP retains 50%.
- Melakukan dekonsolidasi Lapindo Brantas, Inc., KEL dan PAN dari laporan keuangan konsolidasi (sesuai dengan Standar Akuntansi Indonesia) / Deconsolidation of Lapindo Brantas, Inc., KEL and PAN from EMP's consolidated financial statements (in line with the Indonesian Accounting Standards).

2008
- Melakukan konversi pinjaman dari Minarak Labuan Co. (L) Ltd. kepada KEL dan PAN. / Converted a loan from Minarak Labuan Co. (L) Ltd. to KEL and PAN
- Mengakuisisi 53,4375% WI di KKS Tonga senilai USD11,8 juta / Acquired 53.4375% WI in Tonga PSC for USD11.8 million.

2009
- Memperoleh 2 KKS Gas Metana Batubara (GMB) di Kalimantan (Sangatta II dan Tabulako) / Obtained 2 new Coal Bed Methane PSC (Sangatta II and Tabulako) in Kalimantan.
- Menandatangani perjanjian dengan INPEX Masela Ltd. (INPEX) untuk mengakuisisi 10% WI di KKS Masela / Signed an agreement with INPEX Masela Ltd. ("INPEX") to acquire 10% WI in Masela PSC

2010
- Melaksanakan PUT II yang menghasilkan Rp4,84 triliun (USD519 juta) / Completed the RI II, raising Rp4.84 trillion (USD519 million)

2011
- Menyelesaikan akuisisi 10% WI di KKS Masela dari INPEX / Completed 10% WI acquisition of Masela PSC from INPEX.
- Mengakuisisi 18,73% WI pada KKS ONWJ senilai USD2,4/barel / Acquired 18.73% effective shares in ONWJ PSC for USD2.4/BOE.



25 tahun dan terus bertumbuh....

25 years and keep growing...

2013

- Mengakuisisi 41% tambahan WI di blok KKS Tonga dari PT Capitalinc Investment Tbk dan PT Capital Petroline sebesar USD41,7 juta, sehingga kepemilikan Perseroan di KKS Tonga meningkat menjadi 94,3% / Acquired additional 41% WI in Tonga PSC from PT Capitalinc Investment Tbk and PT Capital Petroline for USD41.7 million. EMP's stake in Tonga PSC went up to 94.3%.
- Melepas 10% WI di KKS Masela. / Divested 10% WI in Masela PSC.
- Mengakuisisi 75% kepemilikan Blok Buzi EPCC di Mozambik, Afrika / Acquired 75% shares in the Buzi EPCC block in Mozambique, Africa. Standards).

2014

- Meluncurkan new brand identity atau logo baru / Launched a new brand identity or new logo.

2015

- EMP Gebang Limited menandatangani Perpanjangan Kontrak Blok Gebang di Sumatera Utara untuk periode 20 tahun dan memiliki 100% WI di blok ini / EMP Gebang Limited signed a Contract Extension on the Gebang Block in North Sumatera for 20 years period, with 100% WI in the block.

2017

- Menyelesaikan transaksi Reverse Stock Split dengan perbandingan 8:1 / Completed the Reverse Stock Split transaction with a ratio of 8:1

2018

- Melaksanakan PMT-HMETD III untuk merestrukturisasi hutang Perseroan / Completed the third Non Pre-emptive Rights III

2019

- Perseroan melalui anak perusahaannya PT EMP Energi Terbarukan, memulai usahanya di bidang energi terbarukan / The Company, through its subsidiary PT EMP Energi Terbarukan, starts its business in the field of renewable energy.

2020

- Peningkatan partisipasi interes di EMP Malacca Strait S.A. dan ITA di blok Malacca Strait menjadi 100% / Increased participating interest in EMP Malacca Strait S.A. and ITA in the Malacca Strait block to 100%.

2021

- Mengakuisisi tambahan 25% saham di Energi Mega Pratama Inc. menjadikan Saham Perseroan di Energi Mega Pratama Inc. menjadi 75% dari 50% / Acquired an additional 25% stake in Energi Mega Pratama Inc. make the Company's Shares in Energi Mega Pratama Inc. to 75% from 50%
- PT EMP Tunas Energi menandatangani KKS dengan SKK Migas dan Kementerian ESDM untuk mengoperasikan Blok South CPP di Riau dengan Skema cost recovery dan berakhir di tahun 2051 / PT EMP Tunas Energi signed a PSC with SKK Migas and MEMR to operate the South CPP Block in Riau with a cost recovery scheme and expires in 2051.
- Melaksanakan PUT III yang menghasilkan Rp1,8 triliun (sekitar USD125 juta) / Carrying out PUT III which generated IDR 1.8 trillion (around USD125 million)

2022

- Mengakuisisi 49% WI di blok KKS Sengkang, Sulawesi Selatan / Acquired 49% working interest in Sengkang PSC Block in South Sulawesi

2023

- Mengakuisisi 64% efektif WI di Blok KKS Bireun Sigli, Aceh / Acquired 64% effective WI in Bireun Sigli PSC Block in Aceh Province.
- Mengakuisisi 100% kepemilikan di PT Sulawesi Regas Satu / Acquired 100% ownership in PT Sulawesi Regas Satu

2024

- PT EMP Energi Gandewa dan PT EMP Energi Riau, mengakuisisi masing-masing 90% Participating Interest di Blok KKS Siak dan Blok KKS Kampar / PT EMP Energi Gandewa and PT EMP Energi Riau, acquired a 90% Participating Interest each in the Siak PSC Block and the Kampar PSC Block.
- Perseroan melalui anak usahanya PT Bangun Sarana Samudra Laut mengakuisisi kepemilikan kapal Floating Storage & Off-loading Unit / The Company, through its subsidiary PT Bangun Sarana Samudra Laut, acquired ownership of the Floating Storage & Offloading (FSO) Unit.
- Mengakuisisi tambahan kepemilikan sebesar 51% WI di blok KKS Sengkang, sehingga kepemilikannya meningkat menjadi 100%/ Acquired an additional 51% Working Interest (WI) in the Sengkang PSC Block, increasing its ownership to 100%.

2025

- Meningkatkan 25% kepemilikan di KKS Blok Kangean di Jawa Timur melalui akuisisi dari JAPEX / Increased a 25% ownership stake in the Kangean PSC Block in East Java through an acquisition from JAPEX.
- Menyelesaikan divestasi 50% kepemilikan di KKS Blok Gebang di Sumatera Utara kepada JAPEX / Complete the divestment of 50% ownership stake in the Gebang PSC Block in North Sumatera to JAPEX.

emp

VISION

Arah tujuan kita
where we're headed

MISSION

Langkah yang kita lakukan setiap hari untuk mencapai tujuan tersebut
what we do each day to get there

BAKRIE PEOPLE'S ESSENTIAL VALUES

Jati diri kita dalam versi terbaik
who we are at our best



VISI, MISI, NILAI
VISION, MISSION, VALUE

“

Membentuk masa depan berkelanjutan melalui keunggulan energi dan sumber daya

Shape a sustainable future through energy and resource excellence

Setiap hari, menghasilkan energi yang aman dan andal dengan membangun kemitraan yang kuat bersama para pemangku kepentingan serta saling memberdayakan, sehingga dapat memimpin dengan lebih tangguh dari satu generasi ke generasi berikutnya

Every day, we produce safe and reliable energy by building strong partnership with our stakeholders and empowering each other so EMP can lead stronger from one generation to the next

Ke-Indonesiaan, Kebersamaan, dan Kemanfaatan

Indonesian-ness, Togetherness, and Usefulness



NILAI DAN BUDAYA PERUSAHAAN
CORPORATE VALUES AND CULTURE



EMP menempatkan budaya perusahaan sebagai fondasi utama dalam mendukung pencapaian visi dan misi yang baru. Perseroan meyakini bahwa terdapat hubungan yang erat antara struktur organisasi dan budaya perusahaan, di mana struktur yang dibangun akan membentuk pola perilaku, nilai, serta cara kerja di dalam organisasi. Sebaliknya, budaya yang kuat dan relevan juga menjadi faktor penentu dalam merancang struktur perusahaan yang adaptif dan efektif. Oleh karena itu, EMP secara konsisten mengembangkan budaya kerja yang selaras dengan strategi bisnis, guna menciptakan organisasi yang tangguh, kolaboratif, dan berorientasi pada kinerja berkelanjutan.

Sejalan dengan arah transformasi tersebut, EMP telah mengintegrasikan nilai-nilai yang tertanam dalam Trimatra Bakrie ke dalam budaya perusahaan, yang mencakup Keindonesiaan, Kebersamaan, dan Kemanfaatan.

EMP places corporate culture as a fundamental foundation in supporting the achievement of its renewed vision and mission. The Company believes that there is a close relationship between organizational structure and corporate culture, where the structure that is built will shape behavior patterns, values, and ways of working within the organization. Conversely, a strong and relevant culture is also a determining factor in designing an adaptive and effective organizational structure. Therefore, EMP consistently develops a work culture that aligns with its business strategy, in order to create a resilient, collaborative organization that is oriented toward sustainable performance.

In line with this transformation, EMP has integrated the values embedded in Trimatra Bakrie into its corporate culture, which include Indonesian-ness, Togetherness, and Usefulness.



PROFIL
DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILES

(kiri ke kanan / left to right)

Syamsu Alam
Komisaris Independen
Independent Commissioner

Gita R. Sjahrir
Komisaris Independen
Independent Commissioner

Rudianto Rimbono
Komisaris Utama
President Commissioner

Suyitno Patmosukismo
Komisaris
Commissioner

Rizal Malarangeng
Komisaris
Commissioner



RUDIANTO RIMBONO

Komisaris Utama
President Commissioner



Usia Age	61 tahun 61 years old	
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen	
Riwayat Pendidikan Educational Background	**1989**	Sarjana Teknik Sipil dari Institut Teknologi Bandung / Bachelor Degree in Civil Engineering from Bandung Institute of Technology
	2009	Pasca Sarjana Manajemen Proyek, Universitas Indonesia / Master of Science – Project Management, Universitas Indonesia
	2025	Doktor Ilmu Lingkungan / Doctor of Environmental Science, Universitas Indonesia
Riwayat Jabatan Work Experience	**1989 -1990**	Structural Engineer di PT Dirgantara Indonesia / Structural Engineer at PT Dirgantara Indonesia
	1990 - 1993	Senior Structural Engineer, Tripatra Engineers and Construction
	1993 - 2004	Senior Project Engineer di British Petroleum
	2010 - 2013	Kepala Kantor Perwakilan Sumbagsel BPMIGAS / SKK Migas / Head of Sumbagsel Representative Office BPMIGAS / SKK Migas
	2013 - 2014	VP Projects dan Maintenance BPMIGAS / SKK Migas
	2014 - 2015	VP External Affairs BPMIGAS / SKK Migas
	2015 - 2017	Deputy Chairman for Business Support Management
	2018 - 2025	Komisaris / Commissioner, PT Energi Mega Persada Tbk
	2025 - Present	Komisaris Utama / President Commissioner, PT Energi Mega Persada Tbk
Rangkap Jabatan Concurrent Position	• Ketua Yayasan G-83 (bukan perusahaan publik) / Chairman of G-83 Foundation (non-public company) • Ketua Yayasan YSBS (bukan perusahaan publik) / Chairman of YSBS Foundation (non-public company)	
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Komisaris PT Energi Mega Persada Tbk untuk pertama kalinya pada berdasarkan Akta Berita Acara RUPST No. 133 tanggal 26 September 2018 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 178 tanggal 30 Juli 2019 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024, dan telah diangkat sebagai Komisaris Utama berdasarkan Akta Berita Acara RUPSLB No. 117 tanggal 23 Oktober 2025 / Appointed as Commissioner of PT Energi Mega Persada Tbk for the first time based on the Deed of Minutes of the AGMS No. 133 dated September 26, 2018 and reappointed based on the Deed of Minutes of the AGMS No. 178 dated July 30, 2019 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024, and appointed as President Commissioner based on the Deed of Minutes of the EGMS No. 117 dated October 23, 2025.	
Periode & Masa Jabatan Period & Length of Service	Pertama, 23 Oktober 2025 - sekarang / First, 23 October 2025 - present	
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders	
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company	
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Dewan Komisaris pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report	



SUYITNO PATMOSUKISMO

Komisaris
Commissioner

Usia Age	88 tahun 88 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Background	**1963** Sarjana Geologi dari Institut Teknologi Bandung / Bachelor Degree in Geology from Bandung Institute of Technology **2006** Magister Hukum dari Universitas Padjajaran / Master Degree in Law from Universitas Padjajaran **2011** Doktor Hukum dari Universitas Padjajaran / Doctoral Degree in Law from Universitas Padjajaran
Riwayat Jabatan Work Experience	**1984 -1985** Manajer Eksplorasi Pertamina Unit 1 / Exploration Manager of Pertamina Unit 1 **1985-1986** Pimpinan Umum Daerah Pertamina Sumatera Bagian Utara / General Manager of Northern Sumatera Pertamina **1986-1988** Direktur Eksplorasi & Produksi Pertamina Pusat / Director of Exploration and Production of Pertamina **1988-1996** Direktur Jenderal MIGAS Republik Indonesia / Director General of Oil and Gas of the Republic of Indonesia **1988-1996** Gubernur OPEC / Governor of OPEC **2000-2009** Direktur Eksekutif Indonesian Petroleum Association / Executive Director of Indonesian Petroleum Association
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain / Does not have concurrent positions in other companies or institutions
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Komisaris Utama PT Energi Mega Persada Tbk berdasarkan Akta Pernyataan Keputusan Rapat No. 37 tanggal 25 Maret 2004, sebagai Komisaris berdasarkan Akta Risalah RUPST No. 36 tanggal 11 Mei 2007 dan sebagai Komisaris Utama berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 27 September 2019, sebagai Komisaris berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 8 Desember 2023 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024, and reappointed as Commissioner based on the Deed of Minutes of EGMS No. 117 dated October 23, 2025 / Appointed as President Commissioner of PT Energi Mega Persada Tbk based on the Deed of Meeting Resolution No. 37 dated March 25, 2004, as Commissioner based on the Deed of AGMS Minutes No. 36 dated 11 May 2007 and as President Commissioner based on the Deed of Minutes of EGMS No. 86 dated 27 September 2019, as Commissioner based on the Deed of EMGS Minutes No. 86 dated December 8, 2023 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024, and reappointed as Commissioner based on the Deed of Minutes of EGMS No. 117 dated October 23, 2025.
Periode & Masa Jabatan Period & Length of Service	Ketiga, 23 Oktober 2025 - sekarang / Third, 23 October 2025 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders
Penghargaan Award	**1984** Bintang Wibawa Seroja Nugraha dari Gubernur Lemhannas / Bintang Wibawa Seroja Nugraha from Governor of Lemhanas **1999** Bintang Mahaputera Utama dari Presiden Republik Indonesia / Bintang Mahaputera Utama from President of Republic of Indonesia
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Dewan Komisaris pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report



GITA R. SJAHRIR

Komisaris Independen
Independent Commissioner

Usia Age	44 tahun 44 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Asing (WNA) Jakarta and Foreign Citizen
Riwayat Pendidikan Educational Background	**2004** Sarjana Ilmu Politik dari Universitas Chicago / Bachelor of Arts in Political Science from University of Chicago **2010** MBA dari the Wharton School, University of Pennsylvania / MBA Degree from the Wharton School, University of Pennsylvania
Riwayat Jabatan Work Experience	**2006** Regional Manager, AES Transpower **2009** Retail Analyst, Matlin Patterson L.L.P **2010 - 2013** Independent Consultant **2013 - 2014** Manager, PT Mitra Adi Perkasa Tbk
Rangkap Jabatan Concurrent Position	Head of Operation & Co-Founder RIDE (non-public company)
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Komisaris Independen PT Energi Mega Persada Tbk untuk pertama kalinya berdasarkan Akta Berita Acara RUPST Kedua No. 83 tanggal 18 Oktober 2017 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Independent Commissioner of PT Energi Mega Persada Tbk for the first time based on the Deed of Minutes of the Second AGMS No. 83 dated October 18, 2017 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024
Periode Menjabat & Masa Jabatan Position period and Length of Service	Ketiga, 26 Juni 2024 - sekarang / Third, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Dewan Komisaris pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report



SYAMSU ALAM

Komisaris Independen
Independent Commissioner

Usia Age	62 tahun 62 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Background	**1988** Sarjana Geologi dari Institut Teknologi Bandung / Bachelor Degree in Geology from Bandung Institute of Technology **1994** Master of Science, Geofisika dari Institut Teknologi Bandung / Master of Science, Geophysics from Bandung Institute of Technology **2001** Doktor Geofisika dari Texas A&M University / Doctor of Geophysics from Texas A&M University
Riwayat Jabatan Work Experience	**1989** Spesialis Direktorat Eksplorasi Produksi di Pertamina / Specialist in the Directorate of Exploration and Production at Pertamina **2005–2006** Manager Eksplorasi Daerah Operasi Hulu (DOH) Sumatera bagian Selatan di Pertamina / Exploration Manager of Upstream Operations for South Sumatera at Pertamina **2006–2007** Manager Regional & Cekungan di Pertamina / Regional & Basin Manager at Pertamina **2007–2008** General Manager JOB Pertamina-Medco Tomori / General Manager JOB Pertamina-Medco Tomori **2008–2011** Direktur Eksplorasi & Pengembangan PT Pertamina EP / Exploration & Business Development Director PT Pertamina EP **2011–2013** Direktur Utama PT Pertamina EP / President Director PT Pertamina EP **2013–2014** SVP Exploration Direktorat Hulu PT Pertamina (Persero) / SVP of Exploration in Upstream Directorate PT Pertamina (Persero) **2014–2018** Direktur Hulu PT Pertamina (Persero) / Upstream Director PT Pertamina (Persero) **2010–2019** Ketua Ikatan Alumni Geologi ITB / Chairman of Association of ITB Geology Alumnus
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain Does not have concurrent positions in other companies or institutions
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Komisaris Independen PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 27 September 2019 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Independent Commissioner of PT Energi Mega Persada Tbk based on the Deed of Minutes of the EGMS No. 86 dated September 27, 2019 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024
Periode Menjabat & Masa Jabatan Position period and Length of Service	Ketiga, 26 Juni 2024 - sekarang / Third, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders.
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Dewan Komisaris pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report

RIZAL MALARANGENG

Komisaris
Commissioner



Usia Age	60 tahun 60 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Background	**1990** Sarjana Ilmu Komunikasi dari Universitas Gadjah Mada, Yogyakarta / Bachelor Degree in Communication from Gadjah Mada University **1994** Magister bidang Comparative Politics dari Ohio State University, Columbus, Amerika Serikat / Master of Arts in Comparative Politics from Ohio State University, Columbus, USA **2000** Ph.D bidang Comparative Politics dari Ohio State University, Columbus, Amerika Serikat / Ph.D in Comparative Politics from Ohio State University, Columbus, USA
Riwayat Jabatan Work Experience	**2001- Present** Direktur Eksekutif Freedom Institute, Jakarta / Executive Director of Freedom Institute, Jakarta **2004** Staff Khusus Menteri Koordinator Perekonomian RI / Special Staff to Coordinating Minister for Economic Affairs of RI **2006** Staff Khusus Menteri Koordinator Kesejahteraan Rakyat Republik Indonesia / Special Staff to Coordinating Minister for People Welfare of Republic Indonesia **2020 - 2021** Komisaris PT EMP Daya Nusantara / Commissioner at PT EMP Daya Nusantara **2020 - Present** Komisaris PT Telkom Indonesia (Persero) Tbk / Commissioner at PT Telkom Indonesia (Persero) Tbk
Rangkap Jabatan Concurrent Position	Komisaris PT Telkom Indonesia (Persero) Tbk dan Direktur Eksekutif Freedom Institute, Jakarta / Commissioner PT Telkom Indonesia (Persero) Tbk and Executive Director Freedom Institute, Jakarta
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Komisaris PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPSLB No. 356 tanggal 25 Februari 2021 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Commissioner of PT Energi Mega Persada Tbk based on the Deed of Minutes of the EGMS No. 356 dated February 25, 2021 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024.
Periode Menjabat & Masa Jabatan Position period and Length of Service	Ketiga, 26 Juni 2024 - sekarang / Third, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Dewan Komisaris pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report

PROFIL
DIREKSI

BOARD OF DIRECTORS PROFILE

(kiri ke kanan / left to right)

Tri Firmanto
Direktur / Director

Kelik R. Suharya
Direktur / Director

Edoardus Ardianto
Wakil Direktur Utama / Vice President Director

Syailendra S. Bakrie
Direktur Utama / President Director

Adinda A. Bakrie
Direktur / Director

Edi Sutriono
Direktur / Director

Riri H. Harahap
Direktur / Director





SYAILENDRA S. BAKRIE

Direktur Utama
President Director

Usia Age	45 tahun 45 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Background	Sarjana dari Babson College, Boston, Amerika Serikat (2003) / Bachelor Degree from Babson College, Boston, United States (2003)
Riwayat Jabatan Work Experience	**2003-2005** Junior Analyst Crosby Management, Singapore **2005-2008** Direktur/ Director PT MRE Utama **2008-2010** Chief Investment Officer Bakrie Kalila Investment **2008-2013** Vice President – Special Office, PT Bakrie & Brothers Tbk **2010-2011** Direktur Utama / President Director, PT Bakrie Kalila Investment **2011-2020** Direktur / Director, PT Energi Mega Persada Tbk **2013** Chief Financial Officer, PT Energi Mega Persada Tbk **2018** CEO & Managing Director, PT Energi Mega Persada Tbk **2020 - Present** CEO & Direktur Utama, PT Energi Mega Persada Tbk
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain / Does not have concurrent positions in other companies or institutions
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPST No. 205 tanggal 31 Mei 2011 dan diangkat sebagai Direktur Utama berdasarkan Akta Berita Acara RUPST No. 27 tanggal 8 Juli 2020 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / He was appointed as Director of PT Energi Mega Persada Tbk based on the Deed of Minutes of the AGMS No. 205 dated May 31, 2011 and was subsequently appointed as President Director based on the Deed of Minutes of the AGMS No. 27 dated July 8, 2020 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024
Periode Menjabat & Masa Jabatan Position period and Length of Service	Kedua, 26 Juni 2024 - sekarang / Second, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Berafiliasi dengan pemegang saham pengendali Kelompok Usaha Bakrie / Affiliated with the controlling shareholders of the Bakrie Group of Companies
Kepemilikan Saham Shares Ownership	Secara tidak langsung memiliki saham di Perseroan melalui PT Bakrie Kalila Investment dan PT Shima Global Kapital / Indirectly owns shares in the Company through PT Bakrie Kalila Investment and PT Shima Global Kapital
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report



EDOARDUS ARDIANTO

Wakil Direktur Utama
Vice President Director

Usia Age	45 tahun 45 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Backgroutnd	Sarjana Akuntansi di Universitas Katolik Atma Jaya (2005) / Bachelor Degree in Accounting from Universitas Katolik Atma Jaya (2005)
Riwayat Jabatan Work Experience	**2004** Analyst, PT Energi Timur Jauh **2005** VP Finance & Administration, PT MRE Utama **2008 - 2013** Direktur / CFO, PT Bakrie Kalila Investment **2009 - 2013** Direktur / CFO, PT MRE Utama **2013 - 2014** Associate Director Investment Bank, PT Madani Securities **2014 - 2015** Assistant VP Corporate Finance, PT Energi Mega Persada Tbk **2015 - 2017** VP Economic Planning and Treasury, PT Energi Mega Persada Tbk **2017 - Present** Chief Financial Officer, PT Energi Mega Persada Tbk
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain / He does not have concurrent positions in other companies or institutions
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur PT Energi Mega Persada Tbk untuk pertama kalinya berdasarkan Akta Berita Acara RUPS Tahunan No. 133 tanggal 26 September 2018 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 178 tanggal 30 Juli 2019. Diangkat sebagai Wakil Direktur Utama berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 8 Desember 2023 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Director of PT Energi Mega Persada Tbk for the first time based on the Deed of Minutes of the AGMS No. 133 dated September 26, 2018 and reappointed based on the Deed of Minutes of the AGMS No. 178 dated July 30, 2019. Appointed as Vice President Director based on the Deed of MInutes of the EGMS No. 86 Dated December 8, 2023 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024
Periode Menjabat & Masa Jabatan Position period and Length of Service	Kedua, 26 Juni 2024 - sekarang / Second, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / He has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report

ADINDA A. BAKRIE

Direktur
Director



Usia Age	43 tahun 43 years old	
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen	
Riwayat Pendidikan Educational Background	**2004**	Bachelor of Science in Business Management, Babson College, Boston, US
	2019	Master of Art in Psychology, Pepperdine University, Los Angeles, US
Riwayat Jabatan Work Experience	**2009 - present**	Executive Director, Bakrie Untuk Negeri
	2010 - present	Pembina, Bakrie Center Foundation
	2021 - present	Chief Executive Officer, PT Bakrie Kalila Investment
	2022 - present	Business Development Director, EMP Renewables International Pte. Ltd.
	2024 - present	Founder, Adinda Bakrie Foundation
	2025 - present	Direktur / Director, PT Energi Mega Persada Tbk
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain / Does not have concurrent positions in other companies or institutions	
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur berdasarkan Akta Berita Acara RUPS Luar Biasa No. 124 Tanggal 20 Agustus 2025. Appointed as Director based on the Deed of Minutes of EGMS No. 124 dated August 20th, 2025.	
Periode Menjabat & Masa Jabatan Position period and Length of Service	Pertama, 20 Agustus 2025 - Sekarang / First, 20 August 2025 - present	
Hubungan Afiliasi Affiliation	Berafiliasi dengan pemegang saham pengendali Kelompok Usaha Bakrie / Affiliated with the controlling shareholders of the Bakrie Group of Companies	
Kepemilikan Saham Shares Ownership	Secara tidak langsung memiliki saham di Perseroan melalui PT Bakrie Kalila Investment / Indirectly owns shares in the Company through PT Bakrie Kalila Investment	
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report	



EDI SUTRIONO

Direktur
Director

Usia Age	57 tahun 57 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Background	Sarjana Teknik Perminyakan dari Institut Teknologi Bandung (1991) / Bachelor's Degree in Petroleum Engineering from Institut Teknologi Bandung in (1991)
Riwayat Jabatan Work Experience	**1991-1995** Petrocorp Exploration Indonesia **1995-1999** California Energy Intl Ltd **1999-2001** Talisman Energy **Mar 2001-Jun 2001** Repsol-YPF-Maxus **2001-2006** Santos Asia Pacific Pty. Ltd **2006-2007** Sr Drilling Manager EMP **2007 - 2010** Vice President Drilling EMP **2010 - 2018** Head of drilling and workover EMP **2018 - 2023** Chief Technical Integrity EMP **2023 - Present** Chief Operating Officer EMP
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain / Does not have concurrent positions in other companies or institutions
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 8 Desember 2023 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / He was appointed as Director of PT Energi Mega Persada Tbk based on the Deed of Minutes of the EGMS No. 86 dated December 8, 2023 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024
Periode Menjabat & Masa Jabatan Position period and Length of Service	Kedua, 26 Juni 2024 - sekarang / Second, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report

TRI FIRMANTO

Direktur
Director



Usia Age	46 tahun 46 years old	
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen	
Riwayat Pendidikan Educational Background	**2002**	Sarjana Teknik Kimia dari Universitas Indonesia / Bachelor Degree in Technical Engineering from University of Indonesia
	2018	Magister Teknik Perminyakan dari Universitas Trisakti / Master of Petroleum Engineering from Universitas Trisakti
Riwayat Jabatan Work Experience	**2002-2008**	Petroleum (RE & PE) Engineer at EMP
	2008 - 2017	Petroleum Engineering at EMP
	2016-2017	Senior Reservoir Engineer at KEIL
	2017-2020	Reservoir and Production Engineer Manager at KEIL
	2020-2025	General Manager EMP Bentu Limted dan EMP Korinci Baru Limited
	2023 - present	Chief Operation Asset B
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain / Does not have concurrent positions in other companies or institutions	
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 8 Desember 2023 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Director of PT Energi Mega Persada Tbk based on the Deed of Minutes of the EGMS No. 86 dated December 8, 2023 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024	
Periode Menjabat & Masa Jabatan Position period and Length of Service	Kedua, 26 Juni 2024 - sekarang / Second, 26 June 2024 - present	
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders	
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company	
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report	



KELIK R. SUHARYA

Direktur
Director

Usia Age	42 tahun 42 years old	
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen	
Riwayat Pendidikan Educational Background	**2008**	Sarjana Teknik Elektro dari Universitas Gadjah Mada / Bachelor Degree in Electrical Engineering from Gadjah Mada University
	2015	Magister Teknik Perminyakan Universitas Trisakti / Magister Degree in Petroleum Engineering from Trisakti University
Riwayat Jabatan Work Experience	**2014 - 2017**	Petroleum Engineer, EMP Malacca Strait
	2017 - 2018	Engineering Manager, EMP Malacca Strait
	2018 - 2019	Manajer Departemen Teknik, PT Energi Mega Persada Tbk
	2019 - 2025	General Manager PT Imbang Tata Alam (Malacca Strait PSC)
	2023 - present	Chief Operation Asset A
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain Does not have concurrent positions in other companies or institutions	
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPST No. 86 tanggal 8 Desember 2023 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Director of PT Energi Mega Persada Tbk based on the Deed of Minutes of the AGMS No. 86 dated December 8, 2023 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024	
Periode Menjabat & Masa Jabatan Position period and Length of Service	Kedua, 26 Juni 2024 - sekarang / Second, 26 June 2024 - present	
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / He has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders	
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company	
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report	



RIRI H. HARAHAP

Direktur
Director

Usia Age	58 tahun 58 years old
Domisili & Kewarganegaraan Domicile and Citizenship	Jakarta dan Warga Negara Indonesia (WNI) Jakarta and Indonesian Citizen
Riwayat Pendidikan Educational Background	Sarjana Hukum dari Universitas Indonesia (1991) Bachelor Law Degree from the University of Indonesia (1991)
Riwayat Jabatan Work Experience	**1993** Legal Counsel, PT Mitraguna Tribhakti **1999** Legal Manager, PT Energi Timur Jauh **2003 – 2009** Legal Manager, PT Energi Mega Persada Tbk **2005 – Present** Corporate Secretary, PT Energi Mega Persada Tbk **2009 – 2018** VP Legal & Compliance, PT Energi Mega Persada Tbk **2018 – 2023** Chief Legal and Compliance, PT Energi Mega Persada Tbk **2023 – Present** Chief Legal, Compliance, HCS & GPA, PT Energi Mega Persada Tbk
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain Does not have concurrent positions in other companies or institutions
Dasar Hukum Penunjukan Legal Basis of Appointment	Diangkat sebagai Direktur PT Energi Mega Persada Tbk berdasarkan Akta Berita Acara RUPSLB No. 86 tanggal 8 Desember 2023 dan telah diangkat kembali berdasarkan Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024 / Appointed as Director of PT Energi Mega Persada Tbk based on the Deed of Minutes of the EGMS No. 86 dated December 8, 2023 and reappointed based on the Deed of Minutes of the AGMS No. 222 dated June 26, 2024
Periode Menjabat & Masa Jabatan Position period and Length of Service	Kedua, 26 Juni 2024 - sekarang / Second, 26 June 2024 - present
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya dan pemegang saham utama / Has no affiliation with members of the Board of Commissioners, other members of the Board of Directors and principal shareholders
Kepemilikan Saham Shares Ownership	Tidak memiliki saham di Perusahaan / Does not own shares in the Company
Pendidikan pada Tahun Buku Education in the Fiscal Year	Dapat dilihat di bagian Pelatihan Anggota Direksi pada Bab Tata Kelola Perusahaan di Laporan Tahunan ini / Can be seen in the Training for Members of the Board of Directors in the Corporate Governance Chapter of this Annual Report



emp

MANAJEMEN SENIOR
SENIOR MANAGEMENT



SYAILENDRA S. BAKRIE
Chief Executive Officer



ADINDA A. BAKRIE
Chief Business Development



EDOARDUS ARDIANTO
Chief Financial Officer



EDI SUTRIONO
Chief Operation Officer



KELIK R. SUHARYA
Chief Operation Asset A



TRI FIRMANTO
Chief Operation Asset B



RIRI H. HARAHAP
Chief Legal, Compliance, HCS & GPA, Corporate Secretary



ACHMAD BADRUN
Deputy CFO &
VP Investor Relations



KIN TJENDRASA
VP Finance Strategic & Planning



SUTEDJA E. SAPUTRA
VP Safety Health Environment



EDDY WARNOV
Head of Internal Audit Unit

MANAJEMEN SENIOR
SENIOR MANAGEMENT



HENDARMAN
VP Geoscience



KUSNU BUDI HARTANTO
VP Facilities & Project



JUWARGITO
VP Drilling & Workover



YUSNI A. RAHMAN
VP Petroleum Engineering



RENO RANENDRA
SVP HCS & GPA



IWAN KRISTIANTONO
VP Supply Chain Management



JAKA ERICHMA
VP Accounting & Tax



RIDA HANDAYANI
VP Corporate Legal



NARUMALIA ULFA
VP Business Development



RISAL ARIFIN
VP Commercial



MINDY TJENDRASA
VP Corporate Finance

MANAJEMEN SENIOR
SENIOR MANAGEMENT



EPPY GUSTIAWAN
GM Malacca Strait



FARID GAFFAR
GM Sengkang



DIDI BASUKI
President KEIL



MELVINA S. SEMBIRING
GM Bentu & Korinci Baru



RESHA RAMADIAN
GM Gebang &
Act. GM WK 'B'



CHAIRUL ACHSAN
GM Siak



SUHAIMI O. BANY
GM Bireun Sigli



FACHRIZAL
GM Buzi



HERMAN DAHLINA
GM South CPP



NITA APRIYANI
GM Tonga

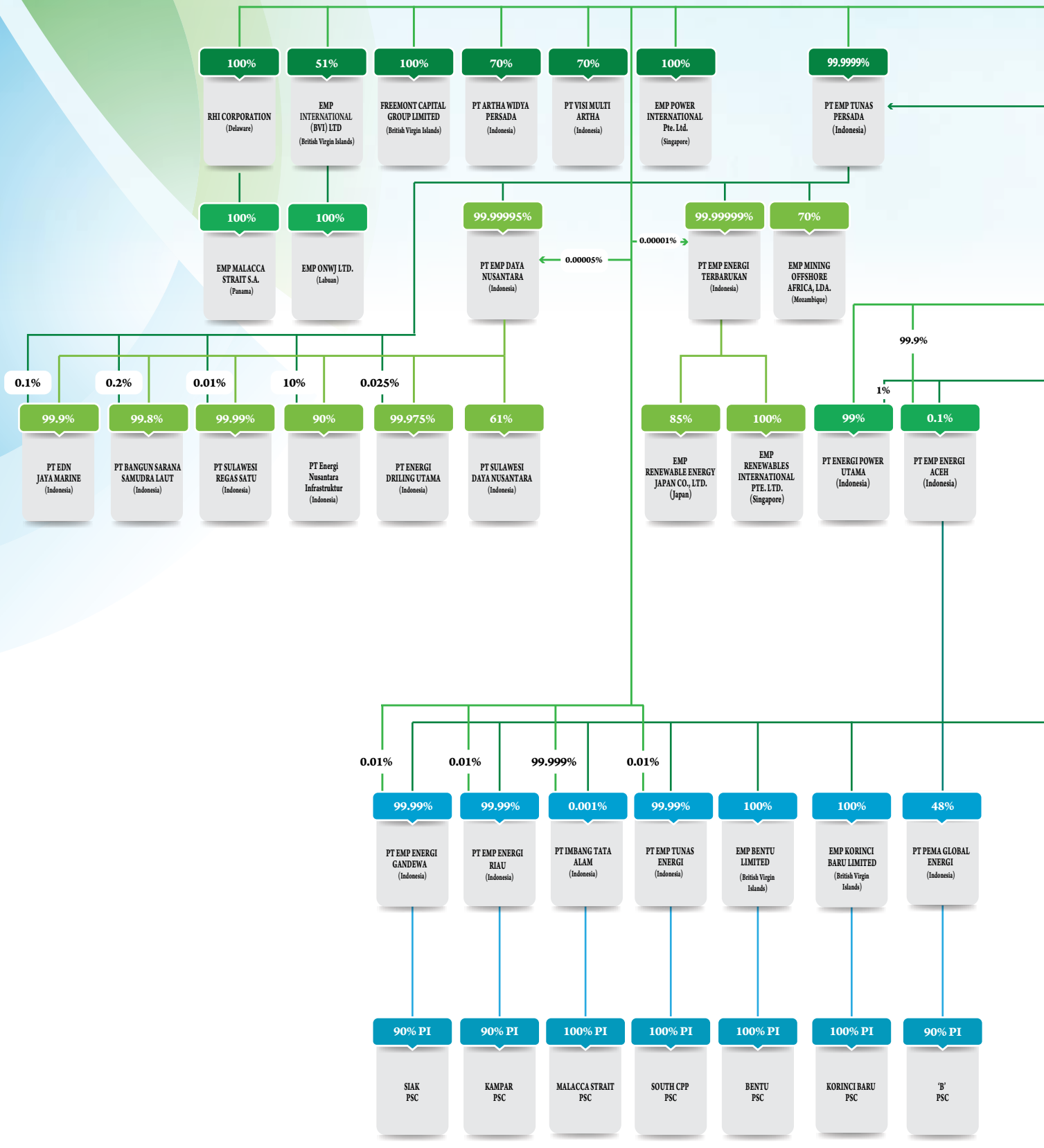


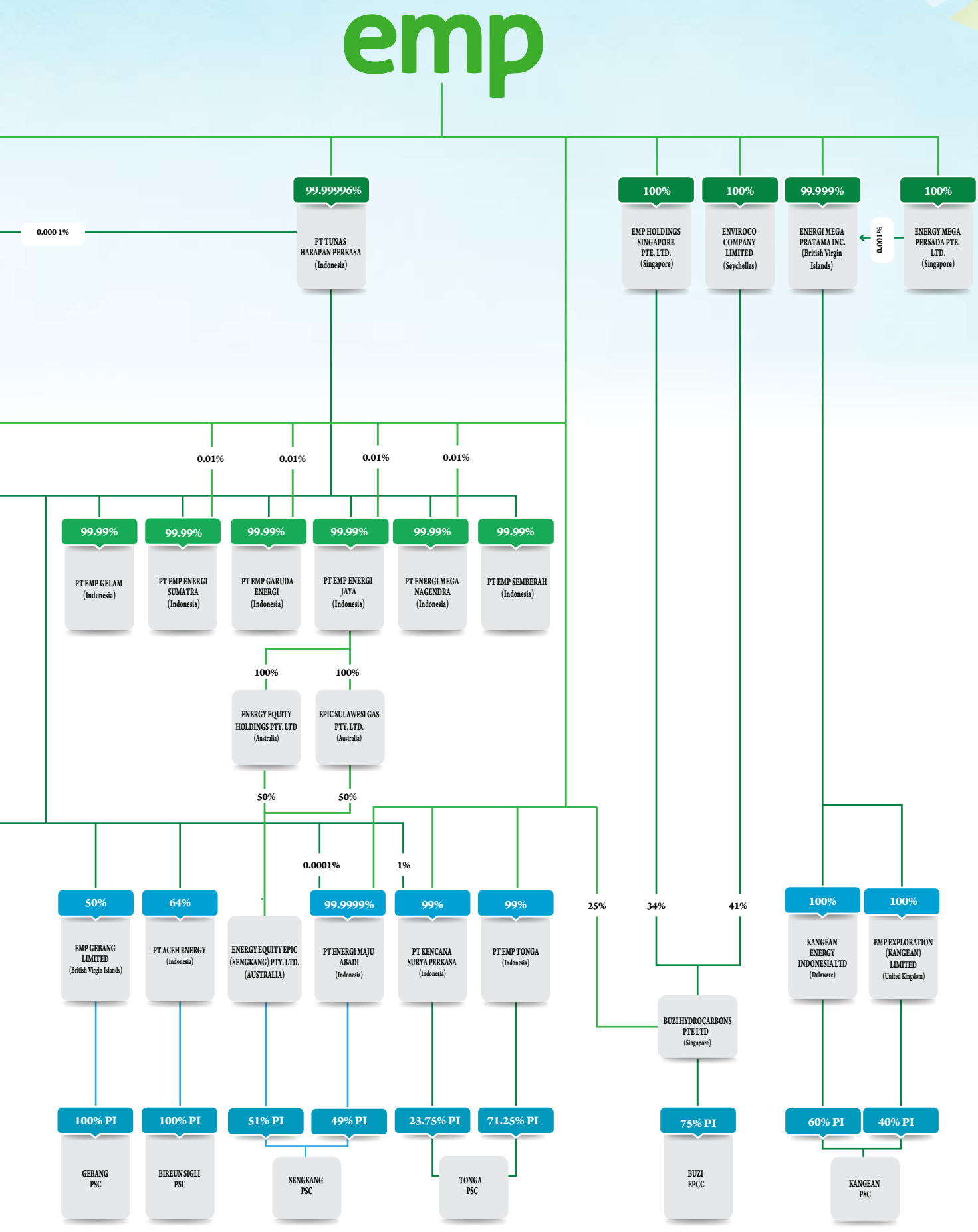
ANDIKO A. PURNOMO
EVP KEIL



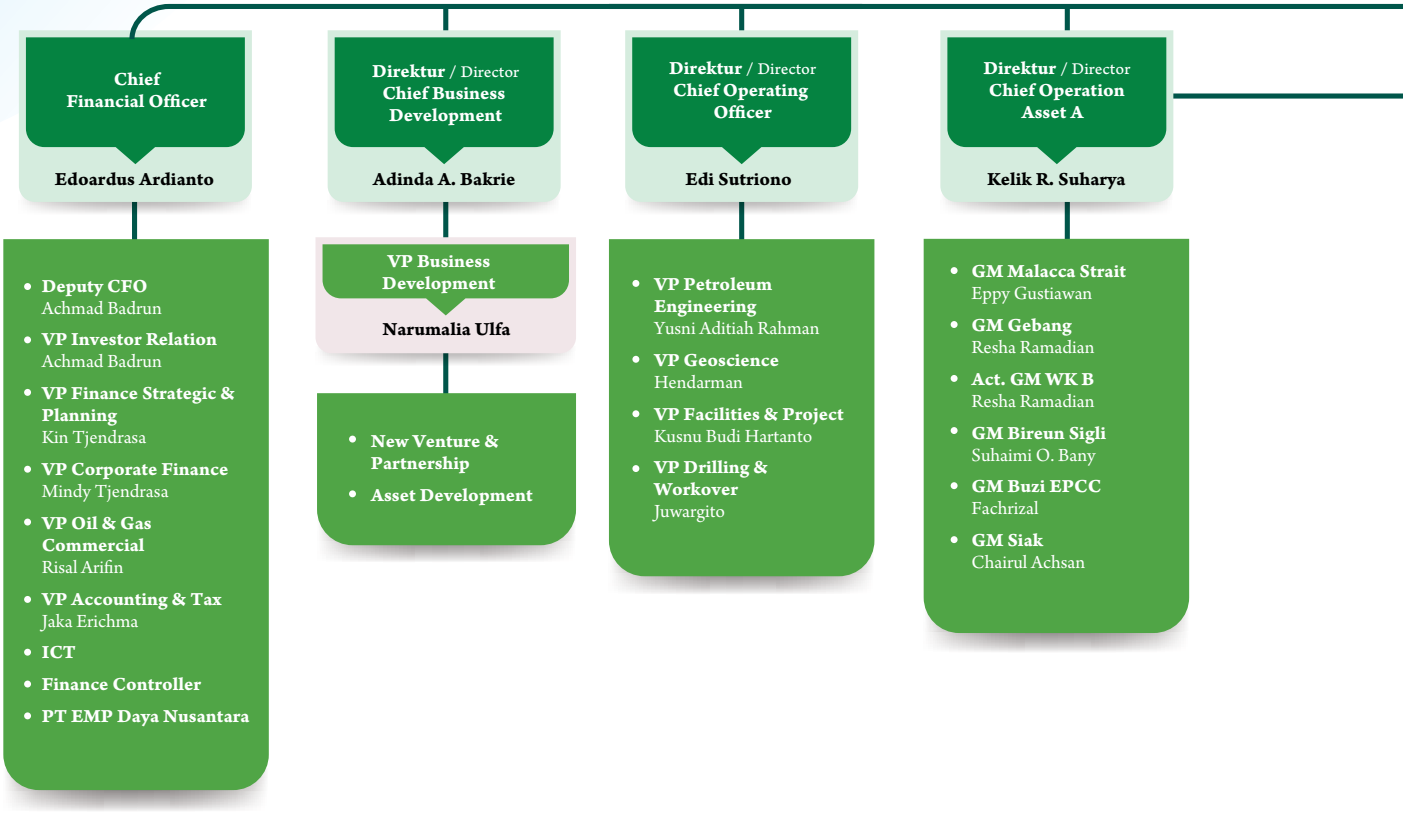
YOYOK S. PURWANTO
GM Kampar & VP Operation
Sumatra

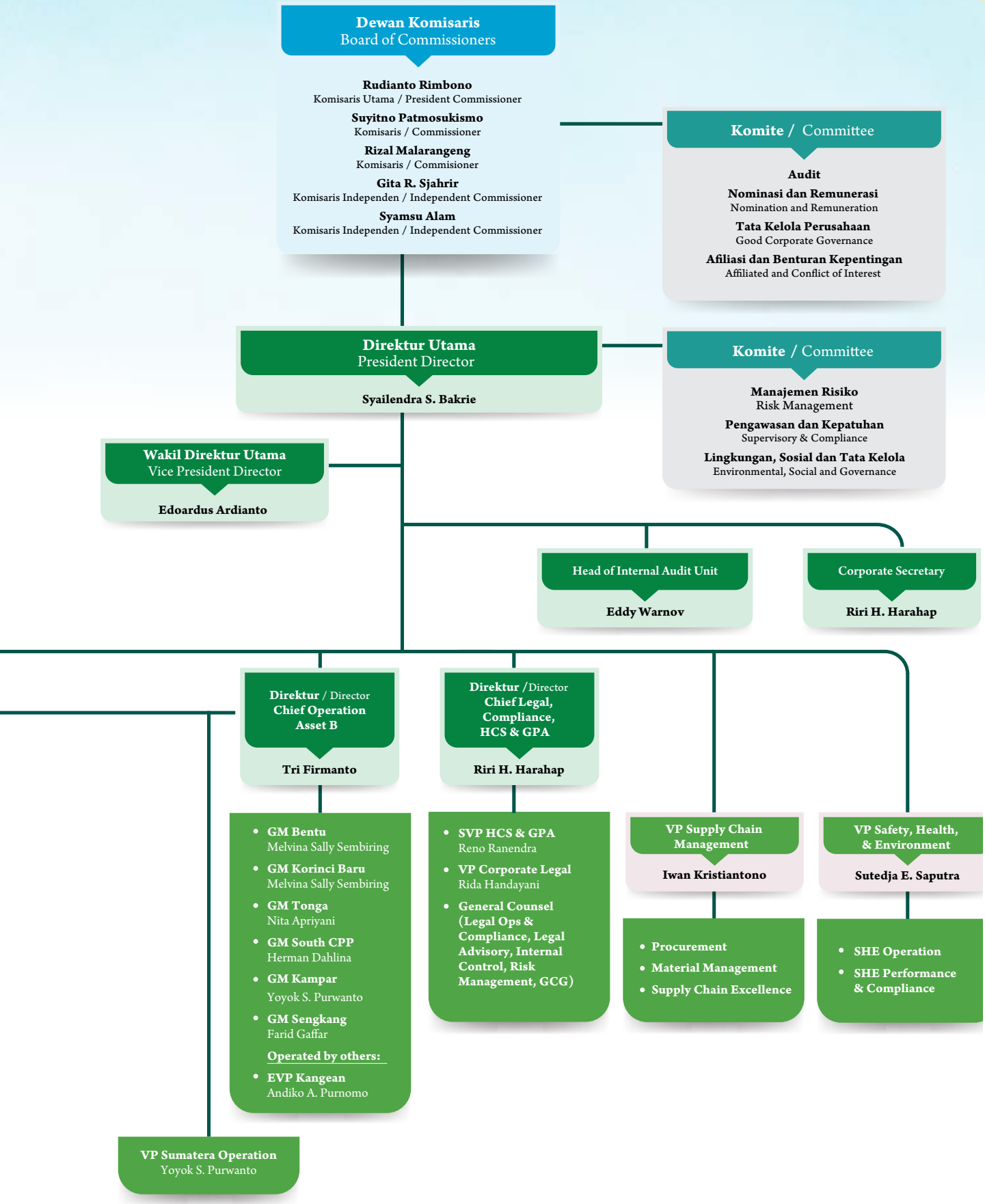
STRUKTUR KEPEMILIKAN DAN PENGENDALI PERUSAHAAN
OWNERSHIP AND CONTROLLING STRUCTURE OF THE COMPANY




emp
99.99996%
0.000 1%
PT TUNAS HARAPAN PERKASA (Indonesia)
100%
EMP HOLDINGS SINGAPORE PTE. LTD. (Singapore)
100%
ENVIROCO COMPANY LIMITED (Seychelles)
99.999%
ENERGI MEGA PRATAMA INC. (British Virgin Islands)
0.001%
100%
ENERGY MEGA PERSADA PTE. LTD. (Singapore)
0.01%
0.01%
0.01%
0.01%
99.99%
PT EMP GELAM (Indonesia)
99.99%
PT EMP ENERGI SUMATRA (Indonesia)
99.99%
PT EMP GARUDA ENERGI (Indonesia)
99.99%
PT EMP ENERGI JAYA (Indonesia)
99.99%
PT ENERGI MEGA NAGENDRA (Indonesia)
99.99%
PT EMP SEMBERAH (Indonesia)
100%
100%
ENERGY EQUITY HOLDINGS PTY. LTD (Australia)
EPIC SULAWESI GAS PTY. LTD. (Australia)
50%
50%
0.0001%
1%
25%
34%
41%
50%
EMP GEBANG LIMITED (British Virgin Islands)
64%
PT ACEH ENERGY (Indonesia)
ENERGY EQUITY EPIC (SENGKANG) PTY. LTD. (AUSTRALIA)
99.9999%
PT ENERGI MAJU ABADI (Indonesia)
99%
PT KENCANA SURYA PERKASA (Indonesia)
99%
PT EMP TONGA (Indonesia)
BUZI HYDROCARBONS PTE LTD (Singapore)
100%
KANGEAN ENERGY INDONESIA LTD (Delaware)
100%
EMP EXPLORATION (KANGEAN) LIMITED (United Kingdom)
100% PI
GEBANG PSC
100% PI
BIREUN SIGLI PSC
51% PI
49% PI
SENGKANG PSC
23.75% PI
71.25% PI
TONGA PSC
75% PI
BUZI EPCC
60% PI
40% PI
KANGEAN PSC

STRUKTUR ORGANISASI
ORGANIZATIONAL STRUCTURE




Dewan Komisaris
Board of Commissioners
Rudianto Rimbono
Komisaris Utama / President Commissioner
Suyitno Patmosukismo
Komisaris / Commissioner
Rizal Malarangeng
Komisaris / Commisioner
Gita R. Sjahrir
Komisaris Independen / Independent Commissioner
Syamsu Alam
Komisaris Independen / Independent Commissioner
Komite / Committee
Audit
Nominasi dan Remunerasi
Nomination and Remuneration
Tata Kelola Perusahaan
Good Corporate Governance
Afiliasi dan Benturan Kepentingan
Affiliated and Conflict of Interest
Direktur Utama
President Director
Syailendra S. Bakrie
Komite / Committee
Manajemen Risiko
Risk Management
Pengawasan dan Kepatuhan
Supervisory & Compliance
Lingkungan, Sosial dan Tata Kelola
Environmental, Social and Governance
Wakil Direktur Utama
Vice President Director
Edoardus Ardianto
Head of Internal Audit Unit
Eddy Warnov
Corporate Secretary
Riri H. Harahap
Direktur / Director
Chief Operation Asset B
Tri Firmanto
Direktur /Director
Chief Legal, Compliance, HCS & GPA
Riri H. Harahap
VP Supply Chain Management
Iwan Kristiantono
VP Safety, Health, & Environment
Sutedja E. Saputra
GM Bentu
Melvina Sally Sembiring
GM Korinci Baru
Melvina Sally Sembiring
GM Tonga
Nita Apriyani
GM South CPP
Herman Dahlina
GM Kampar
Yoyok S. Purwanto
GM Sengkang
Farid Gaffar
Operated by others:
EVP Kangean
Andiko A. Purnomo
SVP HCS & GPA
Reno Ranendra
VP Corporate Legal
Rida Handayani
General Counsel (Legal Ops & Compliance, Legal Advisory, Internal Control, Risk Management, GCG)
Procurement
Material Management
Supply Chain Excellence
SHE Operation
SHE Performance & Compliance
VP Sumatera Operation
Yoyok S. Purwanto

AKSI KORPORASI
CORPORATE ACTION

Selama tahun 2025, Perseroan tidak melakukan tindakan korporasi yang bersinggungan dengan kinerja saham Perseroan.

Aksi Penghentian Sementara Perdagangan Saham dan/atau Penghapusan Pencatatan Saham

Selama tahun 2025, Perseroan tidak ada penghentian sementara dan/atau penghapusan pencatatan saham.

Informasi Obligasi

Selama tahun 2025, Perseroan tidak menerbitkan Obligasi.

Informasi Pencatatan Efek Lainnnya

Selama tahun 2025, Perseroan tidak memiliki pencatatan efek lainnya. Oleh karenanya informasi mengenai hal ini tidak disajikan.

During 2025, the Company did not take any corporate actions that intersect with the performance of the Company's shares.

Suspension of Shares Trading and/or Delisting of Shares

During 2025, there were no trading suspension and/or delisting of shares.

Securities Bonds Information

During 2025, the Company does not issue Securities Bonds.

Other Securities-Listing Information

During of 2025, the Company has no other securities listing. Therefore, information regarding this matter is not presented.



LEMBAGA PENUNJANG PASAR MODAL
CAPITAL MARKET SUPPORTING INSTITUTIONS

	Nama Lembaga Institution Name	Alamat Address	Jasa yang Diberikan Services Provided	Biaya Cost
Kustodian Efek Securities Custodian	PT Kustodian Sentral Efek Indonesia	Gedung Bursa Efek Indonesia, Tower 1, Lantai 5, Jl. Jend. Sudirman Kav 52 - 53, Jakarta Selatan 12190, Indonesia Telp: (+62-21) 5152855, (+62-21) 52991199 Email: helpdesk@ksei.co.id Web: www.ksei.co.id	Jasa Pengelolaan Administrasi Efek Securities Administration Management	Rp84,387,750
Kantor Akuntan Publik Public Accounting Firm	Kantor Akuntan Publik Y. Santosa dan Rekan	Jl. Let. Jend. S. Parman Kav. 28, Jakarta 11470	Jasa Audit Laporan Keuangan Tahunan di Tahun 2024 Financial Report Audit for the Year 2024	Rp5,550,000,000
Lembaga Pencatatan Saham Stock Listing Institution	PT Bursa Efek Indonesia	Gedung Bursa Efek Indonesia, Tower 1, Lantai 6, Jl. Jend. Sudirman Kav 52 - 53, Jakarta Selatan 12190, Indonesia Telp: (+62-21) 5150515, (+62-21) 5154153 Email: callcenter@idx.co.id Web: www.idx.co.id	Jasa Pencatatan Tahunan Saham Annual Stock Listing Services	Rp635,500,000
Biro Administrasi Efek Securities Administration Bureau	PT Ficomindo Buana Registrar	Jl. Kyai Caringin No. 2-A RT 11/RW 4 Kel. Cideng, Kec Gambir, Jakarta Pusat 10150 Telp: (+62-21) 22638327, (+62-21) 22639048 Email: corporate@ficomindo.com helpdesk.ficomindo@gmail.com Web: www.ficomindo.com	Jasa Administrasi Saham Pasar Sekunder dan RUPS Secondary Market Stock Administration Service and General Meeting of Shareholders	Rp168,100,000



ENTITAS ANAK PERUSAHAAN
SUBSIDIARIES

ALAMAT KANTOR PUSAT
HEAD OFFICE ADDRESS

1. PT IMBANG TATA ALAM
Bakrie Tower Lantai 31
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

2. EMP BENTU LIMITED
Bakrie Tower Lantai 31
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

3. EMP KORINCI BARU LIMITED
Bakrie Tower Lantai 31
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

4. PT EMP TONGA
Bakrie Tower Lantai 30
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

5. EMP GEBANG LIMITED
Bakrie Tower Lantai 30
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

6. KANGEAN ENERGY INDONESIA LTD
The Convergence Indonesia Lantai 29
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

7. PT EMP ENERGI GANDEWA
Bakrie Tower Lantai 32
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

8. PT EMP ENERGI RIAU
Bakrie Tower Lantai 32
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

9. PT EMP TUNAS ENERGI
Bakrie Tower Lantai 32
Rasuna Epicentrum
Jl. HR. Rasuna Said, Kuningan, Jakarta 12940

10. PT ACEH ENERGY
Jalan Patimura No. 89
Sukaramai, Baiturrahman,
Banda Aceh 23243



11. ENERGY EQUITY EPIC (SENGKANG) PTY LTD.
Gedung Menara 165 Lantai 20
Jl. TB. Simatupang Kav. 1, Cilandak, Pasar Minggu
Jakarta 12560

12. PT PEMA GLOBAL ENERGI
Jl. Jenderal Sudirman No. 59, Geuceu Iniem,
Banda Raya,
Banda Aceh 23239

13. BUZI HYDROCARBONS PTE. LTD.
Av. Para o Palmar
Rua 1430 N.49, Sommerchield
Maputo, Mozambique

ALAMAT DI AREA KERJA
ADDRESS IN WORKING AREA

1. PT IMBANG TATA ALAM
Komplek Perkantoran Grand Sudirman
Jl. Setya Maharja / Jl. Parit Indah Blok. D No. 3
Pekanbaru 28111

2. EMP BENTU LIMITED & EMP KORINCI BARU LIMITED
Gedung Surya Dumai Lantai 8
Jl. Jend. Sudirman No. 395, Pekanbaru,
Riau, 28116

3. PT EMP TONGA
Desa Siboris Dolok, Napasimin,
Barumun Tengah, Padang Lawas,
Sumatra Utara 22755

4. EMP GEBANG LIMITED
Jl. Samudra, Komplek Pertamina,
Pangkalan Susu, Stabat,
Sumatra Utara 20858

5. KANGEAN ENERGY INDONESIA LTD.
Gas Plant Kangean Energy Indonesia
Desa Pagerungan Besar
Kec. Sapeken, Kab Sumenep, Jawa Timur

6. ENERGY EQUITY EPIC (SENGKANG) PTY. LTD.
Jln. Poros Palopo KM.13 Ds. Poleonro
Kec. Gilireng, Kab. Wajo,
Sulawesi Selatan 90954



2025

PROYEK PERSEROAN
COMPANY'S PROJECT

HULU MINYAK DAN GAS BUMI
UPSTREAM OIL AND GAS



emp

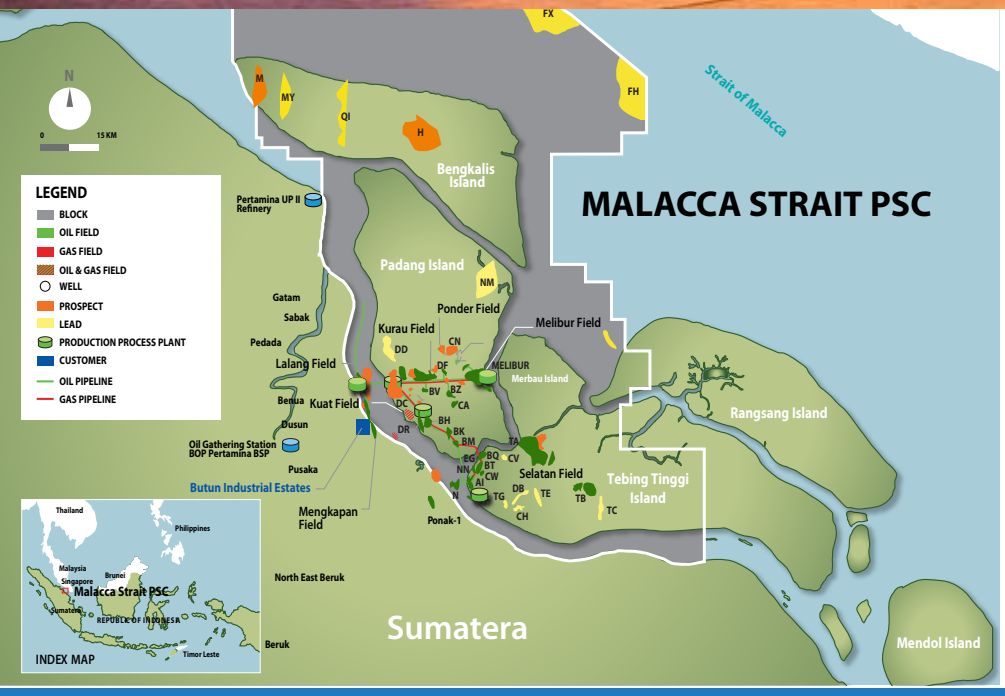
Aset Assets	**Jenis Kontrak** Type of Contract	**Area** Area (Km^2)	**Masa Berakhir** Expiration	**Keterangan** Desctiption	**Status**
Malacca Strait	PSC (*gross split*)	7,031.30	2040	PT Imbang Tata Alam (100%) (Operator)	Produksi Production
Bentu	PSC	1,039.02	2041	EMP Bentu Limited (100%) (Operator)	Produksi Production
Korinci Baru	PSC	252.5	2027	EMP Korinci Baru Limited (100%) (Operator)	Produksi Production
Sengkang	PSC (*gross split*)	2,925.23	2042	• Energy Equity Epic Sengkang (51%) (Operator) • PT Energi Maju Abadi (49%)	Produksi Production
Kangean	PSC	3,470.58	2030	• Kangean Energy Indonesia Ltd. (60%) (Operator) - EMP Inc (100%) • EMP Exploration (Kangean) Ltd. (40%) - EMP Inc (100%)	Produksi Production
'B'	PSC	1,326.62	2041	• PT Pema Global Energi (90%) (Operator) - PT Pembangunan Aceh (51%) - PT Pembangunan Lhokseumawe (1%) - PT EMP Energi Aceh (48%) • PT Pase Energi NSB (10%)	Produksi Production
Siak	PSC	2,541.91	2034	• PT EMP Energi Gandewa (90%) (Operator) • PT Riau Petroleum Siak (10%)	Produksi Production
Kampar	PSC	421.91	2035	• PT EMP Energi Riau (90%) (Operator) • PT Riau Petroleum Kampar (10%)	Produksi Production
Tonga	PSC	521.44	2037	• PT EMP Tonga (95%) (Operator) - EMP (99%) - Rahina Dewayani (1%) • PT Petross EP (5%)	Produksi Production
Gebang	PSC	879.61	2035	EMP Gebang Limited (100%) (Operator) - PT Tunas Harapan Perkasa (50%) - JAPEX (50%)	Eksplorasi Exploration
South CPP	PSC	5,447.14	2051	PT EMP Tunas Energi (100%) (Operator)	Eksplorasi Exploration
Bireun Sigli	PSC	4,845.02	2053	PT Aceh Energy (100%) (Operator) - PT Tunas Harapan Perkasa (64%) - PT Pembangunan Aceh (20%) - PT Khazanah Inti Petroleum (16%)	Eksplorasi Exploration
Buzi	EPCC	7,653.43	-	Buzi Hydrocarbon Pte.Ltd (BHPL – subsidiary of EMP) (75%) (Operator) Empressa Nacional de Hidrocarbonetos EP (ENH) (25%)	Eksplorasi Exploration

MALACCA STRAIT

1



Kurau Processing Plant



LOCATION

Riau

WORKING INTEREST

WI 100%

AREA

7,031.3 km^2

OPERATOR

PT Imbang Tata Alam

KKS Blok Malacca Strait terletak di wilayah darat (onshore) dan lepas pantai (offshore) Provinsi Riau, Sumatera, dengan total luas wilayah kerja sebesar 7.031,3 km^2. KKS ini beroperasi di bawah skema Gross Split, dengan masa kontrak yang berlaku hingga tahun 2040.

Lapangan utama yang saat ini berproduksi adalah Melibur, Kurau, dan TB. Selama beberapa tahun terakhir, kami berhasil mempertahankan tingkat produksi dan rasio penggantian cadangan (reserve replacement ratio) melalui kegiatan pengembangan dan eksplorasi, serta workover dan berbagai upaya peningkatan produksi.

Selain itu, terdapat sejumlah peluang eksplorasi dan pengembangan di dalam blok yang menjanjikan dan dapat semakin meningkatkan potensi jangka panjang dari KKS Blok Malacca Strait.

The Malacca Strait PSC Block is located both onshore and offshore in Riau Province, Sumatra, covering a total working area of approximately 7,031.3 km^2. This PSC operates under the Gross Split scheme, with a contract period valid until 2040.

The main producing fields currently include Melibur, Kurau, and TB. Over the past several years, the Company has successfully maintained production levels and the reserve replacement ratio through ongoing development and exploration activities, as well as workover programs and various production enhancement efforts.

In addition, there are several promising exploration and development opportunities within the block that have the potential to further enhance the long-term value of the Malacca Strait PSC Block.

BENTU & KORINCI BARU

2,3



Segat Gas Plant 2

LOCATION

Riau

WORKING INTEREST

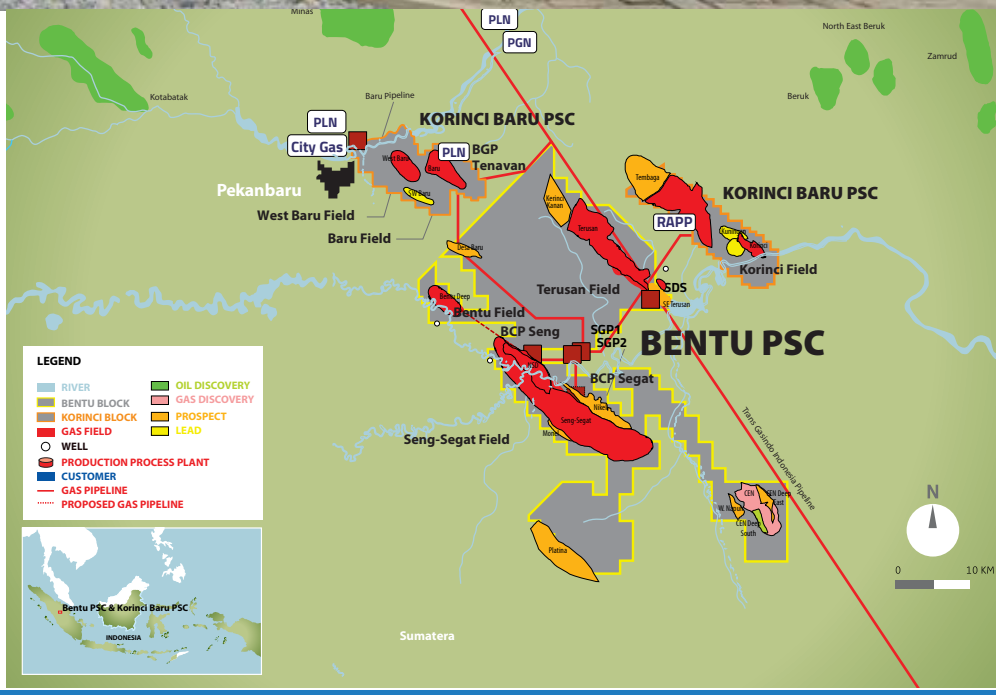
WI 100%

AREA

1,039.02 km²
252.5 km²

OPERATOR

EMP Bentu Limited
EMP Korinci Baru Limited



KKS Blok Bentu dan KKS Blok Korinci Baru merupakan dua wilayah kerja Migas yang saling berdekatan dengan total luas sekitar 1.300 km², terletak di sekitar wilayah Pekanbaru, Provinsi Riau, Sumatera. Kedua blok ini beroperasi di bawah skema Cost Recovery, dengan masa kontrak KKS Bentu berlaku dari Mei 2021 hingga Mei 2041, dan KKS Korinci Baru dari Mei 1997 hingga Mei 2027. Untuk KKS Korinci Baru, sedang dilaksanakan pengajuan perpanjangan periode kontrak 2027 – 2047.

Per Desember 2025, kedua KKS ini mencatat produksi harian sebesar 77 MMSCFD, yang disuplai kepada PT Perusahaan Listrik Negara (PLN), PT Kilang Pertamina Internasional (KPI), PT Riau Andalan Pulp & Paper (RAPP), dan PT Perusahaan Gas Negara Tbk (PGN). Kegiatan terbaru meliputi pengeboran dan eksplorasi.

Rencana pengembangan ke depan akan difokuskan pada pengembangan temuan Lapangan CEN serta pelaksanaan program eksplorasi untuk meningkatkan rasio penggantian cadangan (reserve replacement ratio). Selain memproduksikan gas, dalam waktu dekat akan dilakukan Put on Production (POP) sumur minyak dari lapangan CEN Deep South sebagai tindak lanjut temuan eksplorasi tahun 2025.

The Bentu PSC Block and Korinci Baru PSC Block are two oil and gas working areas that are geographically adjacent, covering a total area of approximately 1,300 km², located around Pekanbaru, Riau Province, Sumatra. Both blocks operate under the Cost Recovery scheme, with the Bentu PSC contract valid from May 2021 to May 2041, and the Korinci Baru PSC from May 1997 to May 2027. For the Korinci Baru PSC, an application is currently underway to extend the contract period from 2027 to 2047.

As of December 2025, these two PSCs recorded a combined daily production of 77 MMSCFD, which is supplied to PT Perusahaan Listrik Negara (PLN), PT Kilang Pertamina Internasional, PT Riau Andalan Pulp & Paper, and PT Perusahaan Gas Negara Tbk. Recent activities include drilling and exploration programs.

Future development plans will focus on the development of the CEN Field discovery as well as the execution of exploration programs aimed at improving the reserve replacement ratio. In addition to gas production, the Company plans to carry out the Put on Production (POP) of oil wells from the CEN Deep South field in the near term, as a follow-up to the exploration discoveries made in 2025.

4 SENGKANG



Kampung Baru Plant



LOCATION

South Sulawesi

WORKING INTEREST

WI 100%

AREA

2,925.23 km²

OPERATOR

Energy Equity Epic (Sengkang) Pty. Ltd.

KKS Blok Sengkang terletak di wilayah darat (onshore) Sulawesi Selatan, dengan luas wilayah kerja mencapai 2.925 km² dan masa kontrak dari Oktober 2022 hingga Oktober 2042. Blok ini beroperasi di bawah skema Gross Split, dan dimiliki oleh Energy Equity Epic Sengkang (51%) sebagai operator, serta PT Energi Maju Abadi (49%). Kedua entitas tersebut merupakan anak perusahaan dari EMP.

Lapangan utama yang berproduksi adalah Lapangan Kampung Baru, dengan tingkat produksi harian sebesar 40 MMSCFD. Untuk meningkatkan produksi lebih lanjut, saat ini tengah dilakukan upaya komersialisasi terhadap POD Wasambo serta kegiatan eksplorasi guna membuka potensi gas tambahan di dalam blok.

The Sengkang PSC Block is located onshore in South Sulawesi, covering a total working area of approximately 2,925 km², with a contract period from October 2022 to October 2042. The block operates under the Gross Split scheme and is owned by Energy Equity Epic Sengkang (51%) as the operator and PT Energi Maju Abadi (49%), both of which are subsidiaries of PT Energi Mega Persada Tbk (EMP).

The main producing field is the Kampung Baru Field, with a daily production rate of approximately 40 MMSCFD. To further enhance production, efforts are currently underway to commercialize the Wasambo Plan of Development (POD), along with ongoing exploration activities aimed at unlocking additional gas potential within the block.

5 KANGEAN



Pagerungan Processing Plant

LOCATION

East Java

WORKING INTEREST

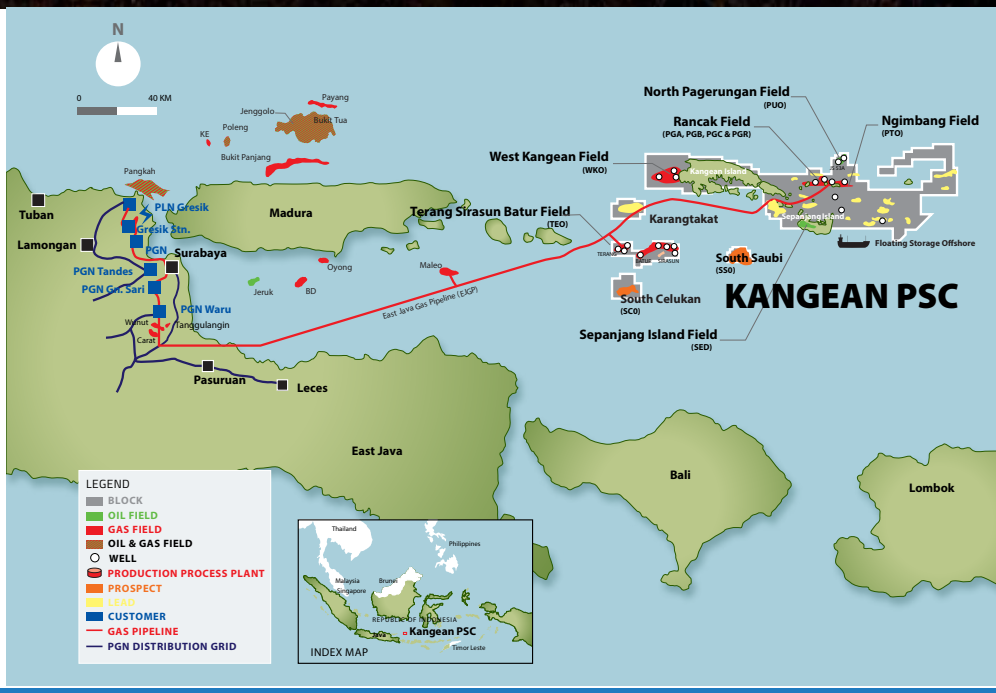
WI 100%

AREA

3,470.58 km²

OPERATOR

Kangean Energy Indonesia Ltd.



KKS Blok Kangean beroperasi di bawah skema Cost Recovery dan mencakup wilayah kepulauan Kangean, yang terletak di sebelah timur Pulau Madura dan utara Pulau Bali, dengan luas wilayah kerja mencapai 3.470 km². Blok ini mencakup beberapa penemuan gas komersial, termasuk Lapangan Pagerungan, Terang, Sirasun, dan Batur.

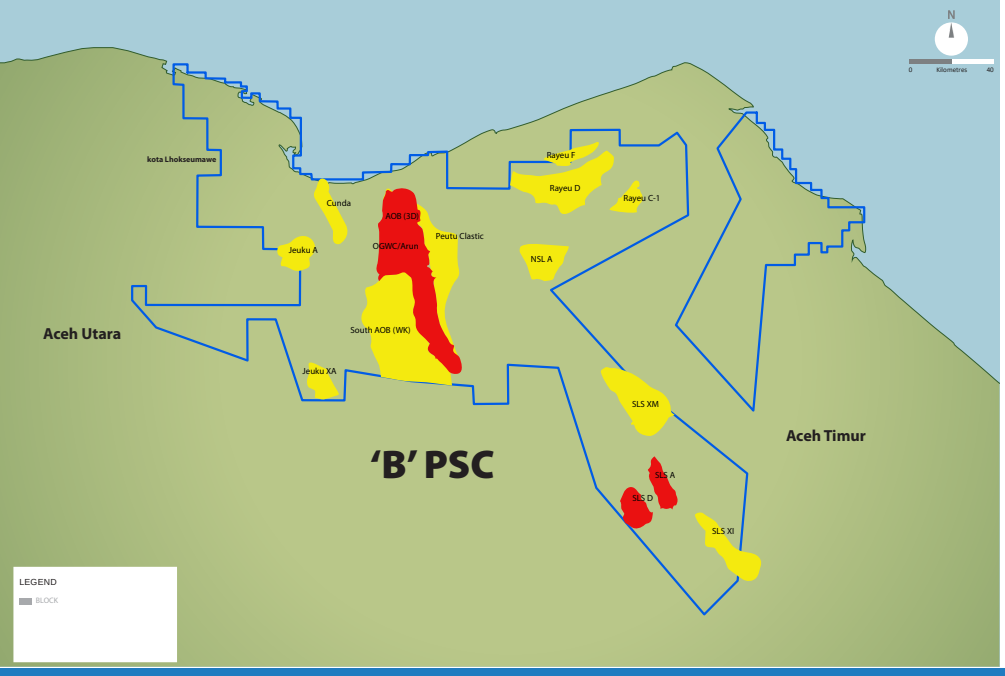
Gas dari Lapangan Pagerungan pertama kali disalurkan pada tahun 1994 ke Surabaya, Jawa Timur. Pengembangan tahap kedua dimulai pada tahun 2012 dengan produksi perdana gas dari Lapangan Terang. Pada November 2025, EMP meningkatkan kepemilikan sahamnya di KKS Kangean menjadi 100%.

The Kangean PSC Block operates under the Cost Recovery scheme and covers the Kangean Islands area, located east of Madura Island and north of Bali Island, with a total working area of approximately 3,470 km². The block includes several commercial gas discoveries, including the Pagerungan, Terang, Sirasun, and Batur Fields.

Gas from the Pagerungan Field was first delivered in 1994 to Surabaya, East Java. The second phase of development commenced in 2012, marked by the first gas production from the Terang Field. In November 2025, EMP increased its ownership interest in the Kangean PSC to 100%.

6 ‘B’





LOCATION

Aceh

WORKING INTEREST

WI 48%

AREA

1,326.62 km²

OPERATOR

PT Pema Global Energi

KKS Blok “B” merupakan wilayah kerja Migas darat (onshore) yang terletak di Provinsi Aceh, dan beroperasi di bawah skema Kontrak Bagi Hasil (KKS) dengan mekanisme Cost Recovery sejak Mei 2021 hingga Mei 2041. Blok ini dioperasikan oleh PT Pema Global Energi, yang menjalankan kegiatan eksplorasi, pengembangan, dan produksi, termasuk pengelolaan Lapangan Gas Arun yang sebelumnya dioperasikan oleh ExxonMobil. Gas yang dihasilkan dialirkan ke pasar domestik untuk memenuhi kebutuhan energi wilayah Aceh.

Rencana ke depan mencakup pengembangan Lapangan Rayeu dan AOB guna meningkatkan produksi serta menambah cadangan Migas. Dengan komitmen terhadap aspek keselamatan, keberlanjutan lingkungan, dan pengembangan masyarakat, KKS Blok “B” terus memainkan peran penting dalam sektor energi di Aceh.

The “B” PSC Block is an onshore oil and gas working area located in Aceh Province and operates under a Production Sharing Contract (PSC) with a Cost Recovery mechanism from May 2021 to May 2041. The block is operated by PT Pema Global Energi, which carries out exploration, development, and production activities, including the management of the Arun Gas Field, previously operated by ExxonMobil. The gas produced is supplied to the domestic market to meet the energy needs of the Aceh region.

Future plans include the development of the Rayeu and AOB Fields to increase production and expand oil and gas reserves. With a strong commitment to safety, environmental sustainability, and community development, the “B” PSC Block continues to play an important role in the energy sector in Aceh.

7 TONGA



LOCATION

North Sumatra

WORKING INTEREST

95%

AREA

521.44 km²

OPERATOR

PT EMP Tonga



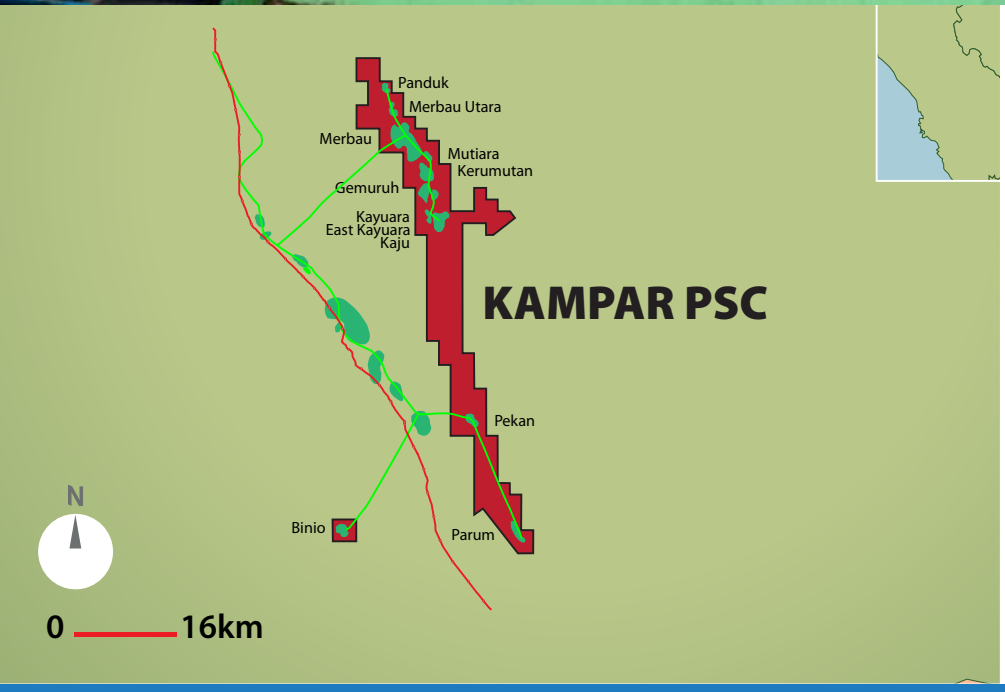
KKS Blok Tonga adalah blok Migas darat (onshore) yang terletak di Padang Lawas, Sumatera Utara. Blok ini beroperasi di bawah skema Kontrak Kerja Sama (KKS) dengan mekanisme Cost Recovery dan berlaku hingga tahun 2037. Saat ini, lapangan tersebut telah berhasil melakukan reaktivasi dan kembali beroperasi sejak Oktober 2024. Rencana ke depan mencakup kegiatan eksplorasi untuk mengidentifikasi dan mengembangkan potensi cadangan hidrokarbon tambahan.

The Tonga PSC Block is an onshore oil and gas working area located in Padang Lawas, North Sumatra. The block operates under a Production Sharing Contract (PSC) with a Cost Recovery mechanism, with a contract valid until 2037. The field has successfully undergone reactivation and resumed operations since October 2024. Going forward, planned activities include exploration programs aimed at identifying and developing additional hydrocarbon reserves within the block.

8 KAMPAR



Merbau Gathering Station



LOCATION

Riau

WORKING INTEREST

WI 90%

AREA

421.87 km²

OPERATOR

PT EMP Energi Riau

KKS Blok Kampar terletak di wilayah darat (onshore) Provinsi Riau dan beroperasi di bawah skema Cost Recovery, dengan masa kontrak berlangsung sejak Januari 2016 hingga Desember 2035. Blok ini telah mengalami beberapa kali perubahan kepemilikan sebelum akhirnya dialihkan kepada PT EMP Energi Riau pada tahun 2024.

Lapangan utama yang saat ini berproduksi meliputi Lapangan Merbau, East Kayu Ara, Kerumutan dan Pekan. Fokus utama KKS ini adalah memaksimalkan produksi melalui kegiatan pengeboran, workover, peningkatan produksi, serta optimalisasi biaya operasional. Selain itu, kegiatan eksplorasi juga tengah dievaluasi untuk membuka potensi hidrokarbon baru di dalam blok, guna mendukung pertumbuhan jangka panjang dan penggantian cadangan.

The Kampar PSC Block is located onshore in Riau Province and operates under the Cost Recovery scheme, with a contract period from January 2016 to December 2035. The block has undergone several ownership changes before ultimately being transferred to PT EMP Energi Riau in 2024.

The main producing fields currently include Merbau, East Kayu Ara, Kerumutan, and Pekan. The primary focus of this PSC is to maximize production through drilling activities, workovers, production enhancement initiatives, and operational cost optimization. In addition, exploration activities are being evaluated to unlock new hydrocarbon potential within the block, supporting long-term growth and reserve replacement.

9 SIAK



Lindai Gathering Station

LOCATION

Riau

WORKING INTEREST

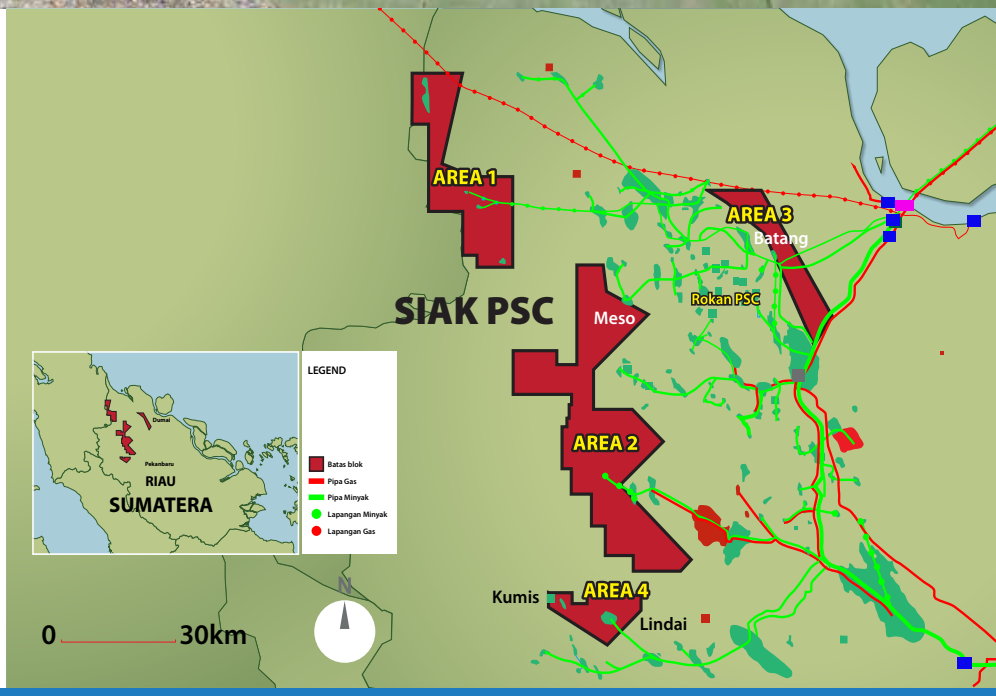
WI 90%

AREA

2.287 km²

OPERATOR

PT EMP Energi Gandewa



KKS Blok Siak terletak di wilayah darat (onshore) Provinsi Riau dan beroperasi di bawah skema Cost Recovery, dengan masa kontrak berlangsung dari Mei 2014 hingga Mei 2034. Luas wilayah kerja mencapai 2.287 km², mencakup lapangan-lapangan utama yang berproduksi seperti Batang, Lindai, dan Menggala South.

Fokus utama KKS ini adalah memaksimalkan produksi eksisting melalui kegiatan pengeboran, workover dan well service. Selain itu dalam menambah Produksi, Cadangan dan keekonomian Blok, KKS ini juga terus melakukan kegiatan untuk mengoptimalkan potensi eksplorasi dalam mendukung keberlanjutan operasi di masa mendatang.

The Siak PSC Block is located onshore in Riau Province and operates under the Cost Recovery scheme, with a contract period from May 2014 to May 2034. The working area covers approximately 2,287 km², including key producing fields such as Batang, Lindai, and Menggala South.

The primary focus of this PSC is to maximize existing production through drilling activities, workovers, and well services. In addition, to enhance production, reserves, and the overall economic value of the block, the PSC continues to carry out activities aimed at optimizing exploration potential to support the sustainability of future operations.

GEBANG

10





LOCATION

North Sumatra

WORKING INTEREST

WI 50%

AREA

879.61 km²

OPERATOR

EMP Gebang Limited

KKS Blok Gebang terletak di wilayah darat (onshore) dan lepas pantai (offshore) di pesisir timur Sumatera Utara. Wilayah kerja KKS ini berada di kawasan yang kaya akan minyak dan gas bumi, sekitar 50 km di utara Kota Medan, dengan luas area mencapai 879,61 km², mencakup Lapangan Angor, Arbei, dan Secanggang. Blok ini dioperasikan oleh EMP Gebang Limited dengan kepemilikan partisipasi sebesar 100%, dan berada di bawah skema Cost Recovery. Kegiatan sebelumnya mencakup survei seismik 3D, sementara saat ini tengah dilakukan persiapan pengeboran di Lapangan Secanggang yang direncanakan pada tahun 2025, dengan target komersialisasi gas pada tahun 2027.

The Gebang PSC Block is located both onshore and offshore along the eastern coast of North Sumatra. The working area is situated in a hydrocarbon-rich region, approximately 50 km north of Medan, covering a total area of 879.61 km², including the Angor, Arbei, and Secanggang Fields. The block is operated by EMP Gebang Limited with a 100% participating interest, under the Cost Recovery scheme. Previous activities included 3D seismic surveys, while current activities involve preparations for drilling in the Secanggang Field, planned for 2025, with a target for gas commercialization in 2027.

11 BIREUN-SIGLI



LOCATION

Aceh

WORKING INTEREST

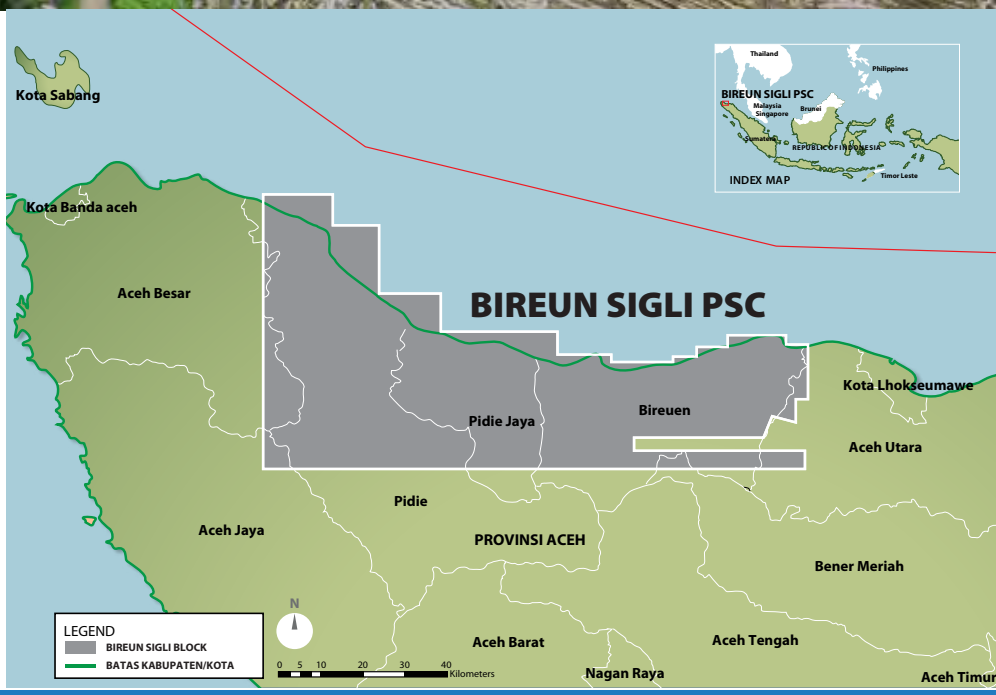
WI 64%

AREA

4,845.02 km²

OPERATOR

PT Aceh Energy



KKS Blok Bireun Sigli terletak di wilayah darat (onshore) pesisir utara Aceh dengan luas area mencapai 4.845,02 km², dan masa kontrak berlangsung sejak Juli 2023 hingga Juli 2053. Wilayah kerja KKS ini berdekatan dengan lapangan raksasa Arun, yang menjadikannya memiliki potensi prospek Migas yang menjanjikan. Program eksplorasi yang sedang berjalan saat ini mencakup kegiatan studi geologi dan geofisika (G&G), survei seismik, serta pengeboran eksplorasi guna membuka potensi cadangan baru di wilayah tersebut.

The Bireun Sigli PSC Block is located onshore along the northern coastal area of Aceh, covering a total area of approximately 4,845.02 km², with a contract period from July 2023 to July 2053. The block is located near the giant Arun Field, which gives it promising oil and gas prospectivity. Ongoing exploration programs include geological and geophysical (G&G) studies, seismic surveys, and exploration drilling aimed at unlocking new reserve potential within the block.

12 SOUTH CPP





LOCATION

Riau

WORKING INTEREST

WI 100%

AREA

5,447.14 km²

OPERATOR

EMP Tunas Energi

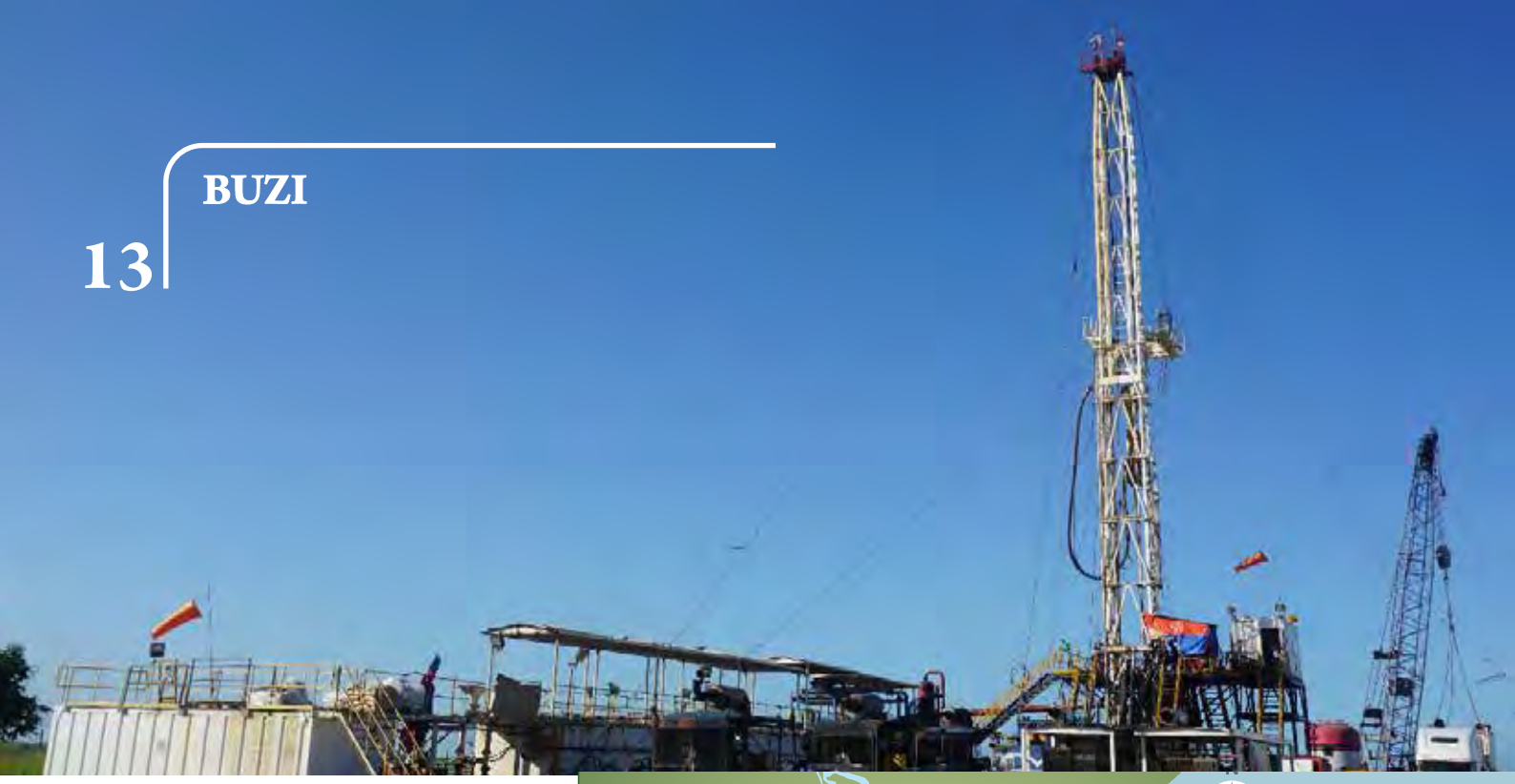
KKS Blok South CPP merupakan wilayah eksplorasi dengan potensi hidrokarbon yang signifikan, terletak di wilayah darat (onshore) Provinsi Riau. Wilayah kerjanya mencakup Kota Pekanbaru, Pelalawan, Kuantan Singingi, Kampar, dan Indragiri Hulu, dengan total luas mencapai 5.447 km².

KKS ini beroperasi di bawah skema cost recovery, dengan masa kontrak dari Desember 2021 hingga Desember 2051. Blok ini berada di kawasan yang kaya hidrokarbon, dikelilingi oleh beberapa blok produksi aktif. Saat ini, program eksplorasi yang tengah dijalankan mencakup studi geologi dan geofisika (G&G), survei seismik, serta pengeboran eksplorasi untuk membuka potensi penemuan cadangan baru.

The South CPP PSC Block is an exploration area with significant hydrocarbon potential, located onshore in Riau Province. Its working area covers Pekanbaru City, Pelalawan, Kuantan Singingi, Kampar, and Indragiri Hulu, with a total area of approximately 5,447 km². The PSC operates under the Cost Recovery scheme, with a contract period from December 2021 to December 2051.

The block is situated in a hydrocarbon-rich region, surrounded by several active producing blocks. Current exploration programs include geological and geophysical (G&G) studies, seismic surveys, and exploration drilling aimed at unlocking new reserve discoveries within the block.

13 BUZI



LOCATION

Mozambique

WORKING INTEREST

75%

AREA

7,653.43 km²

OPERATOR

Buzi Hydrocarbon Pte.Ltd (BHPL)



EMP melalui anak perusahaannya, Buzi Hydrocarbons Pte. Ltd., memiliki kepemilikan sebesar 75% di Blok Buzi EPCC yang terletak di Mozambik, Afrika. Blok ini berada di wilayah darat (onshore) dengan luas area kerja mencapai 7.653 km². EPCC ini merupakan blok eksplorasi yang berdekatan dengan lapangan Migas Buzi yang telah ditemukan dan mendekati tahap produksi.

Saat ini, terdapat rencana untuk mengkomersialisasikan Lapangan Buzi kepada Independent Power Producer (IPP) yang berada di wilayah tersebut. Selain itu, kegiatan yang tengah berjalan meliputi survei seismik dan pengeboran eksplorasi guna membuka potensi sumber daya sebesar 11,6 TCF.

Through its subsidiary, Buzi Hydrocarbons Pte. Ltd., EMP holds a 75% participating interest in the Buzi EPCC Block, located in Mozambique, Africa. The block is situated onshore and covers a working area of approximately 7,653 km². This EPCC is an exploration block located near the Buzi oil and gas field, which has already been discovered and is approaching the production stage.

Currently, there are plans to commercialize the Buzi Field for supply to Independent Power Producers (IPPs) in the region. Ongoing activities include seismic surveys and exploration drilling aimed at unlocking resource potential of approximately 11.6 TCF.

PT EMP DAYA NUSANTARA

PT EMP Daya Nusantara (EDN) merupakan anak perusahaan PT Energi Mega Persada Tbk yang bergerak di sektor infrastruktur dan energi Migas yang berkantor pusat di Jakarta.

PT EMP Daya Nusantara (EDN) is a subsidiary of PT Energi Mega Persada Tbk, engaged in the infrastructure and energy sector based in Jakarta.



LIQUEFIED NATURAL GAS (LNG) FACILITIES

PT Sulawesi Regas Satu (SRGS) menyediakan fasilitas penyimpanan dan regasifikasi LNG untuk pembangkit listrik PLTG Maleo 100 MW di Marisa, Gorontalo yang dimiliki oleh PT PLN. SRGS memiliki kontrak selama 15 tahun dengan PLN Energi Gas (PLNEG) untuk penyediaan fasilitas kapal *Floating Storage & Regasification Unit* (FSRU) atau yang dikenal dengan FSRU EDN 1 berikut fasilitas pendukung seperti *tugboat, floating hose, mooring system* dan lain-lain. Fasilitas ini telah beroperasi untuk mendukung kebutuhan energi yang handal dan efisien di wilayah tersebut sejak tahun 2020. FSRU EDN 1 memiliki kapasitas penyimpanan 14.000 – 15.000 m^3, regasifikasi sebesar 24 MMSCFD. Proyek ini berkontribusi signifikan dalam mendukung penyediaan listrik yang berkelanjutan di kawasan Sulawesi Tenggara, Utara dan Gorontalo (SULUTENGGO).

PT Sulawesi Regas Satu (SRGS) provides LNG storage and regasification facilities for the 100 MW Maleo gas turbine power plant (PLTG Maleo) in Marisa, Gorontalo, owned by PT PLN. SRGS has a 15-year contract with PLN Energi Gas (PLNEG) to supply a Floating Storage & Regasification Unit (FSRU), known as FSRU EDN 1, along with supporting facilities such as tugboats, floating hoses, mooring systems, and others. This facility has been in operation since 2020 to support reliable and efficient energy needs in the region. FSRU EDN 1 has a storage capacity of 14,000–15,000 m^3 and a regasification capacity of 24 MMSCFD. This project makes a significant contribution to supporting sustainable electricity in Southeast Sulawesi, North and Gorontalo (SULUTENGGO) region.



FLOATING STORAGE OFFLOADING (FSO) FACILITIES



EDN, melalui anak perusahaannya PT Bangun Sarana Samudra Laut (BSSL), memiliki dan mengoperasikan *Floating Storage Offloading* (FSO), yang memiliki kapasitas penyimpanan minyak mentah sebesar 250.000 barel. Kapal ini dilengkapi dengan fasilitas pendukung seperti kapal tunda dan infrastruktur lainnya dan berlokasi di Provinsi Riau, Sumatera.

EDN, through its subsidiary PT Bangun Sarana Samudra Laut ("BSSL"), owns and operates the Floating Storage Offloading ("FSO"), which has a crude oil storage capacity of 250,000 barrels. The vessel is equipped with supporting facilities such as tugboats and other infrastructure and is located in Riau Province, Sumatera.

SHIP MANAGEMENT COMPANY



EDN melalui anak usahanya PT EDN Jaya Marine (EJM), telah melebarkan sayap bisnisnya ke bidang Manajemen Kapal. EJM didirikan pada tahun 2024 sebagai bagian dari rencana pengembangan EDN di industri maritim, khususnya manajemen kapal.

EDN, through its subsidiary PT EDN Jaya Marine (EJM), has expanded its business into Ship Management. EJM was established in 2024 as part of EDN's development plan in the marine industry, specifically in vessel management.

WELL SERVICES



PT Energi Drilling Utama (EDU) merupakan anak perusahaan EDN yang bergerak di bidang pengeboran dan well services. Saat ini, EDU beroperasi di Sumatera untuk mendukung pengembangan dan optimalisasi produksi minyak dan gas.

PT Energi Drilling Utama (EDU) is a subsidiary of EDN, specializing in drilling, and well services. Currently, EDU is operating in Sumatera to support the development and optimization of oil and gas production.

WIND POWER PLANT



EMP Renewable Energy Japan Co., Ltd membentuk usaha patungan dengan Hokkaido Electric Power Company (HEPCO) di Hokkaido, Jepang. HEPCO juga bertindak sebagai offtaker untuk tenaga angin sejak tahun 2022. Pembangkit Listrik Tenaga Angin Hokkaido, yang berlokasi di Hokkaido, Jepang, merupakan proyek percontohan yang mewakili ekspansi bisnis EMP Group ke sektor energi terbarukan, yang sejalan dengan inisiatif global pengurangan emisi karbon.

EMP Renewable Energy Japan Co., Ltd formed a joint venture with Hokkaido Electric Power Company (HEPCO) in Hokkaido, Japan. HEPCO also serves as the offtaker for wind power since 2022. The Hokkaido Wind Power Plant, located in Hokkaido, Japan, is a pilot project representing EMP Group's business expansion into the renewable energy sector, aligning with the global initiative of carbon emission reduction.

2015

FUNGSI PENUNJANG BISNIS
BUSINESS SUPPORT FUNCTION

4





SUMBER DAYA MANUSIA
HUMAN CAPITAL

Komitmen Pengelolaan Sumber Daya Manusia (SDM)

PT Energi Mega Persada Tbk (EMP) menempatkan sumber daya manusia sebagai fondasi utama dalam mewujudkan visi dan misi baru Perusahaan. Sejalan dengan perjalanan transformasi EMP untuk memperkuat bisnis inti hulu minyak dan gas sekaligus menyiapkan transisi energi jangka panjang, peran SDM menjadi semakin strategis dalam menjaga ketahanan operasional, keunggulan kinerja, dan keberlanjutan bisnis.

Sejalan dengan perjalanan transformasi Perusahaan, EMP telah menetapkan visi dan misi baru yang mencerminkan arah strategis serta aspirasi jangka panjang Perusahaan. Pembaruan visi dan misi ini dilakukan untuk memastikan keselarasan antara strategi bisnis, dinamika industri energi, dan upaya penciptaan nilai berkelanjutan bagi seluruh pemangku kepentingan.

Visi dan misi baru EMP menjadi landasan utama dalam perumusan kebijakan serta pengelolaan SDM. SDM

Human Resources (HR) Management Commitment

PT Energi Mega Persada Tbk (EMP) places human resources as the main foundation in realizing the Company's new vision and mission. In line with EMP's transformation journey to strengthen its core upstream oil and gas business while preparing for a long-term energy transition, the role of HR has become increasingly strategic in maintaining operational resilience, performance excellence, and business sustainability.

Along with the Company's transformation journey, EMP has established a new vision and mission that reflect the Company's strategic direction and long-term aspirations. The update of this vision and mission was carried out to ensure alignment between business strategy, energy industry dynamics, and efforts to create sustainable value for all stakeholders.

EMP's new vision and mission serve as the main foundation for formulating policies and managing HR. HR are

diposisikan sebagai hal strategis dalam mewujudkan keunggulan operasional, keselamatan kerja, pengembangan kapabilitas, serta kesiapan organisasi dalam menghadapi tantangan dan peluang di masa depan.

Sesuai dengan visi baru EMP, yaitu *"Membentuk masa depan berkelanjutan melalui keunggulan energi dan sumber daya"*, menegaskan komitmen Perusahaan untuk menciptakan nilai jangka panjang melalui operasi yang andal, efisien, dan bertanggung jawab. Dalam konteks ini, SDM dipandang sebagai penggerak utama keunggulan energi dan pengelolaan sumber daya yang unggul.

Sedangkan misi baru EMP, yaitu *"Setiap hari, menghasilkan energi yang aman dan andal dengan membangun kemitraan yang kuat bersama para pemangku kepentingan serta saling memberdayakan, sehingga dapat memimpin dengan lebih tangguh dari satu generasi ke generasi berikutnya"*, menjadi landasan dalam perumusan kebijakan dan praktik pengelolaan SDM. EMP berkomitmen membangun tenaga kerja yang profesional, berintegritas, adaptif, dan berorientasi masa depan, selaras dengan nilai-nilai dasar Perusahaan yang menjunjung keindonesiaan, kebersamaan, dan kemanfaatan.

Melalui pengelolaan SDM yang terintegrasi, EMP berupaya menumbuhkan budaya kerja yang gesit, berani, dan inovatif, sekaligus memastikan keselamatan, kinerja, dan pengembangan kompetensi karyawan sebagai bagian dari upaya berkelanjutan untuk menciptakan dampak positif bagi Perusahaan dan pemangku kepentingan.

Sejalan dengan visi Perusahaan untuk membangun SDM yang andal dan berkinerja tinggi, untuk mendukung hal tersebut EMP menerapkan kebijakan pengelolaan SDM yang terintegrasi, efektif, dan berkelanjutan.

Strategi Pengelolaan dan Pengembangan SDM

EMP menetapkan strategi pengelolaan dan pengembangan SDM guna memastikan tersedianya tenaga kerja dengan jumlah, kompetensi, dan kualitas yang sesuai dengan kebutuhan bisnis. Strategi ini dirancang untuk mendukung peningkatan kompetensi, motivasi, serta kinerja karyawan secara berkelanjutan.

Secara umum, strategi pengelolaan SDM EMP mencakup:

- Perencanaan kebutuhan dan pemanfaatan tenaga kerja;
- Proses rekrutmen yang selektif dan transparan;
- Perencanaan kaderisasi untuk posisi-posisi kunci;
- Pengelolaan kompensasi dan kesejahteraan;

positioned as a strategic element in achieving operational excellence, workplace safety, capability development, and organizational readiness to face future challenges and opportunities.

In accordance with EMP's new vision, "*Shape a sustainable future through energy and resource excellence*," the Company affirms its commitment to creating long-term value through reliable, efficient, and responsible operations. In this context, HR are viewed as the key driver of excellence in energy and resource management.

Meanwhile, EMP's new mission, "*Every day, we produce safe and reliable energy by building strong partnerships with our stakeholders and empowering each other so EMP can lead stronger from one generation to the next,*" serves as the foundation for formulating HR policies and management practices. EMP is committed to build a workforce that is professional, ethical, adaptive, and future-oriented, aligned with the Company's core values that uphold Indonesian-ness, togetherness, and usefulness.

Through integrated HR management, EMP strives to foster an agile, courageous, and innovative work culture, while ensuring employee safety, performance, and competency development as part of continuous efforts to create positive impacts for the Company and its stakeholders.

In line with the Company's vision to build reliable and high-performing HR, EMP implements integrated, effective, and sustainable HR management policies to support this objective.

HR Management and Development Strategy

EMP establishes HR management and development strategies to ensure the availability of a workforce with the appropriate number, competencies, and quality in line with business needs. These strategies are designed to support the continuous improvement of employee competence, motivation, and performance.

In general, EMP's HR management strategy includes:

- Workforce planning and utilization;
- Selective and transparent recruitment processes;
- Succession planning for key positions;
- Compensation and employee welfare management;

- Penugasan dan rotasi kerja yang disertai evaluasi kinerja;
- Pelaksanaan program pelatihan dan pengembangan;
- Pembinaan hubungan industrial yang harmonis;
- Pengembangan sistem dan teknologi informasi SDM.

- Job assignments and rotations accompanied by performance evaluation;
- Implementation of training and development programs;
- Development of harmonious industrial relations;
- Development of HR systems and information technology.

Melalui strategi tersebut, EMP berupaya menciptakan lingkungan kerja yang kondusif, kolaboratif, dan aspiratif, sehingga mampu mendorong peningkatan kinerja individu maupun organisasi secara keseluruhan.

Through these strategies, EMP strives to create a conducive, collaborative, and aspirational work environment that encourages improved overall individual and organizational performance.

Fokus Pengembangan SDM

Fokus dan target pengembangan SDM EMP diarahkan pada optimalisasi pemanfaatan pekerja internal, penguatan sistem kaderisasi, serta peningkatan kapabilitas karyawan dengan investasi yang efisien. Perusahaan juga berkomitmen untuk mempertahankan personel kunci dan merancang struktur organisasi yang efektif dan adaptif terhadap kebutuhan bisnis.

Seluruh inisiatif pengembangan SDM tersebut ditujukan untuk membangun tenaga kerja yang kompeten, berdaya saing, dan siap mendukung pertumbuhan Perusahaan di masa depan.

HR Development Focus

EMP's HR development focus and targets are directed toward optimizing the utilization of internal employees, strengthening succession systems, and enhancing employee capabilities through efficient investment. The Company is also committed to retaining key personnel and designing an organizational structure that is effective and adaptable to business needs.

All of these HR development initiatives are intended to build a competent, competitive workforce that is ready to support the Company's growth in the future.

Roadmap Pengelolaan Pengembangan Sumber Daya Manusia
Development Management Roadmap



Roadmap Pengelolaan Pengembangan SDM

Dalam mendukung visi jangka panjang Perusahaan, EMP menyusun Roadmap Pengelolaan Pengembangan SDM yang mencakup empat pilar utama, yaitu:

- Membangun fondasi pengelolaan SDM yang kuat.
- Meningkatkan kompetensi dan keahlian karyawan.
- Memperkuat ketahanan dan daya saing organisasi.
- Menciptakan SDM yang memiliki wawasan global.

Roadmap ini menjadi panduan bagi Perusahaan dalam mengembangkan SDM secara terstruktur dan berkelanjutan, sejalan dengan perkembangan industri migas di tingkat nasional maupun global.

Pencapaian Pengelolaan SDM

EMP secara konsisten melakukan penataan organisasi untuk memastikan efektivitas dan efisiensi operasional. Penataan ini bertujuan meningkatkan responsivitas organisasi terhadap dinamika bisnis serta memperkuat rentang kendali yang proporsional di setiap lini operasi.

Perusahaan juga berupaya menyediakan lingkungan kerja yang aman dan nyaman guna mendukung pengembangan kompetensi serta produktivitas karyawan. Hingga akhir tahun pelaporan, EMP dan anak perusahaannya didukung oleh tenaga kerja yang tersebar di berbagai wilayah operasi dengan latar belakang pendidikan, jabatan, dan keahlian yang beragam.

HR Development Management Roadmap

To support the Company's long-term vision, EMP has developed a HR Development Management Roadmap consisting of four main pillars:

- Build a strong foundation of HR.
- Increase ability and expertise of employee.
- Building resilience and competitiveness.
- Creating HR with a global perspective.

This roadmap serves as a guideline for the Company in developing its HR in a structured and sustainable manner, in line with developments in the oil and gas industry at both the national and global levels.

HR Management Achievements

EMP consistently undertakes organizational restructuring to ensure operational effectiveness and efficiency. This restructuring aims to improve the organization's responsiveness to business dynamics while strengthening a proportional span of control across all operation lines.

The Company also strives to provide a safe and comfortable work environment to support employee competency development and productivity. As of the end of the reporting year, EMP and its subsidiaries are supported by a workforce distributed across various operational areas with diverse educational backgrounds, positions, and expertise.





PROFIL KARYAWAN
EMPLOYEE PROFILES

Komposisi karyawan EMP mencerminkan kebutuhan kompetensi yang beragam guna mendukung kegiatan operasional di berbagai wilayah kerja. Keberagaman latar belakang pendidikan, jenjang jabatan, serta fungsi kerja menjadi pondasi penting dalam menjaga keandalan operasi dan kinerja Perusahaan secara berkelanjutan.

Hingga 31 Desember 2025, Perseroan dan entitas anak didukung oleh 943 karyawan, yang terdiri atas 790 karyawan tetap (PKWTT) dan 153 karyawan kontrak langsung (PKWT). Selain itu, terdapat 1.127 tenaga kerja pihak ketiga (TPC) yang bertugas di berbagai wilayah operasi.

Profil karyawan ini disusun berdasarkan laporan Divisi Human Capital Perseroan per 31 Desember 2025, dengan perbandingan terhadap tahun 2024 dan 2023. Data karyawan yang disajikan dalam Laporan Tahunan ini mencakup karyawan PT Energi Mega Persada Tbk beserta 13 unit bisnis (BU) dan EDN, yang terdiri atas karyawan permanen dan PKWT, serta tidak termasuk tenaga kerja pihak ketiga (TPC), sebagaimana disajikan pada tabel berikut.

EMP's employee composition reflects diverse competency requirements to support operational activities across various working areas. The diversity of educational backgrounds, job levels, and functional roles forms an important foundation in maintaining operational reliability and the Company's sustainable performance.

As of 31 December 2025, the Company and its subsidiaries were supported by 943 employees, consisting of 790 permanent employees (PKWTT) and 153 direct contract employees (PKWT). In addition, there were 1,127 third-party contract workers (TPC) assigned across various operational areas.

This employee profile is prepared based on reports from the Company's Human Capital Division as of 31 December 2025, with comparisons to 2024 and 2023. The employee data presented in this Annual Report covers employees of PT Energi Mega Persada Tbk, along with 13 business units (BU) and EDN, consisting of permanent employees and PKWT employees, and excludes third-party contract workers (TPC), as presented in the following table.

Komposisi Karyawan Berdasarkan Tingkat Pendidikan
Employee Composition by Education Level

Pendidikan Education	2025		2024		2023	
	Perseroan Holding	Anak Perusahaan Subsidiaries	Perseroan Holding	Anak Perusahaan Subsidiaries	Perseroan Holding	Anak Perusahaan Subsidiaries
>S1 / Graduate	8	98	9	97	7	88
S1 / Under Graduate	110	544	92	524	66	464
Diploma	8	72	6	79	9	77
SMA/SMK / High School	8	95	8	100	8	100
Total	**134**	**809**	**115**	**800**	**90**	**729**



Jumlah Karyawan Tetap Dan Tidak Tetap Berdasarkan Jenis Kelamin Dan Wilayah Kerja
Permanent and Non-Permanent Employee Numbers by Gender and Work Region

Jenis Kelamin & Wilayah Kerja Gender & Operating Area	2025		2024		2023	
	Tetap Permanent	Tidak tetap Temporary	Tetap Permanent	Tidak tetap Temporary	Tetap Permanent	Tidak tetap Temporary
Perusahaan Holding						
Laki-laki / Male	47	30	42	25	33	23
Wanita / Female	43	14	29	19	26	8
Anak Perusahaan Subsidiaries						
Laki-laki / Male	585	83	567	99	521	90
Wanita / Female	115	26	104	30	100	18
Total						
Laki-laki / Male	**632**	**113**	**609**	**124**	**554**	**113**
Wanita / Female	**158**	**40**	**133**	**49**	**126**	**26**

Komposisi Karyawan Berdasarkan Jabatan
Employee Composition by Job Position

Jabatan Position	2025		2024		2023	
	Perseroan Holding	Anak Perusahaan Subsidiaries	Perseroan Holding	Anak Perusahaan Subsidiaries	Perseroan Holding	Anak Perusahaan Subsidiaries
Manager	22	107	21	103	14	94
Supervisor	20	215	19	228	17	210
Staf	83	344	66	320	50	271
Non Staf	9	143	9	149	9	153
Total	**134**	**809**	**115**	**800**	**90**	**729**

Tabel Komposisi Karyawan Berdasarkan Divisi
Employee Composition by Division

Divisi Division	2025		2024		2023	
	Perseroan Holding	Anak Perusahaan Subsidiaries	Perseroan Holding	Anak Perusahaan Subsidiaries	Perseroan Holding	Anak Perusahaan Subsidiaries
Legal Compliance	9	16	8	17	7	16
Oil & Gas Commercial	2	6	1	4	1	4
Internal Audit	2	0	2	0	1	0
Finance	50	70	41	73	32	54
HCS & GPA	10	76	8	73	9	83
Investor Relations	2	7	2	5	2	6
SCM	4	69	4	59	0	51
Business Development	5	3	2	5	2	5
Project	0	33	1	31	2	23
SHE	4	39	1	31	0	26
Executive Support	19	0	20	0	19	0
Management	22	86	21	83	14	75
Operations	5	261	4	278	0	260
Technical Integrity	0	0	0	0	0	0
Drilling Subsurface	0	40	0	31	0	27
Facilities Engineering	0	16	0	14	0	13
Engineering & Planning	0	36	0	45	0	42
Exploration	0	51	0	51	1	44
Total	**134**	**809**	**115**	**800**	**90**	**729**

Komposisi Karyawan Berdasarkan Lokasi Kerja
Employee Composition by Work Location

Lokasi Location	2025		2024		2023	
	Perseroan Holding	**Anak Perusahaan** Subsidiaries	**Perseroan** Holding	**Anak Perusahaan** Subsidiaries	**Perseroan** Holding	**Anak Perusahaan** Subsidiaries
Jakarta	134	426	115	421	90	382
Aceh	0	89	0	90	0	91
Riau	0	182	0	185	0	159
Jawa Timur	0	31	0	30	0	30
Sulawesi	0	75	0	68	0	64
Sumatera Utara	0	6	0	6	0	3
Total	**134**	**809**	**115**	**800**	**900**	**729**



Rekrutmen Pegawai
Rekrutmen pegawai merupakan salah satu elemen penting dalam strategi pengelolaan SDM EMP. Perusahaan menerapkan proses rekrutmen yang adil, transparan, dan bebas diskriminasi untuk memastikan diperolehnya talenta terbaik sesuai dengan kebutuhan organisasi.

Setiap kandidat dinilai berdasarkan kualifikasi, kompetensi, dan kesesuaian dengan nilai-nilai Perusahaan. EMP memastikan bahwa seluruh proses rekrutmen memberikan kesempatan yang setara bagi setiap individu.

Talenta yang bergabung pada Perusahaan kemudian dikembangkan melalui berbagai program pelatihan dan pengembangan, serta didukung oleh sistem remunerasi dan penilaian kinerja yang kompetitif. Seluruh praktik ketenagakerjaan EMP dilaksanakan sesuai dengan peraturan perundang-undangan yang berlaku, termasuk komitmen untuk tidak mempekerjakan pekerja anak maupun kerja paksa.

Employee Recruitment
Employee recruitment is one of the key elements in EMP's HR management strategy. The Company implements a recruitment process that is fair, transparent, and free from discrimination to ensure the acquisition of the best talent in accordance with organizational needs.

Each candidate is assessed based on qualifications, competencies, and alignment with the Company's values. EMP ensures that the entire recruitment process provides equal opportunities for every individual.

The talents who join the Company are then developed through various training and development programs, supported by a competitive remuneration system and performance evaluation framework. All EMP employment practices are carried out in accordance with applicable laws and regulations, including the Company's commitment not to employ child labor or forced labor.

Berikut ini adalah beberapa informasi terkait dengan rekrutmen karyawan selama tahun 2025:

The following table presents several key data related to employee recruitment during 2025:

Tabel Jumlah Rekrutmen Karyawan Berdasarkan Usia dan Wilayah Kerja
Employee Recruitment Numbers by Age and Work Region

	Usia / Ages		
	<30 Tahun Years	30-50 Tahun Years	>50 Tahun Years
Perusahaan Holding	11	12	5
Anak Perusahaan Subsidiaries	27	48	5
Total	**38**	**60**	**10**

Jumlah Rekrutmen Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja
Number of Employee Recruitments by Gender and Work Region

Wilayah Kerja Operating Area	Laki-laki Male	Wanita Female
Perusahaan Holding	19	9
Anak Perusahaan Subsidiaries	61	19
Total	**80**	**28**



Pelatihan dan Pengembangan Karyawan

Program pelatihan dan pengembangan di EMP merupakan perwujudan filosofi Perusahaan dalam memberikan kesempatan kepada setiap karyawan untuk tumbuh dan berkembang bersama organisasi. Seluruh program dirancang dan dilaksanakan dengan menjunjung tinggi prinsip efisiensi dan efektivitas, serta diselaraskan dengan kebutuhan bisnis

Employee Development and Training

Training and development programs at EMP reflect the Company's philosophy of providing opportunities for every employee to grow and develop alongside the organization. All programs are designed and implemented with strong adherence to the principles of efficiency and effectiveness, and are aligned with business needs and the quality standards

dan standar kualitas yang telah ditetapkan Perusahaan. Pendekatan ini memastikan pelaksanaan pelatihan yang berkualitas dan mendukung peningkatan berkelanjutan dalam kinerja karyawan.

established by the Company. This approach ensures the delivery of high quality training programs and support continuous improvement in employee performance.

Pelaksanaan pelatihan dan pengembangan karyawan di EMP mengacu pada kebijakan dan prosedur yang terstruktur, dimulai dari proses identifikasi kebutuhan pelatihan (*Training Needs Analysis*) hingga evaluasi pasca pelatihan. Program pelatihan dirancang untuk menjembatani kesenjangan kompetensi, meningkatkan kinerja dan perilaku kerja, serta mendukung pengembangan karir karyawan secara berkelanjutan. Evaluasi efektivitas pelatihan dilakukan melalui penilaian hasil pembelajaran dan umpan balik kinerja, guna memastikan bahwa setiap program memberikan dampak positif bagi individu maupun organisasi.

The implementation of employee training and development at EMP follows structured policies and procedures, starting from the training needs indentification process (Training Needs Analysis / TNA) process through to post-training evaluation. Training programs are designed to bridge competency gaps, improve work performance and behavior, and support employees' ongoing career development. The effectiveness of training is evaluated through assessments of learning outcomes and performance feedback to ensure that each program provides positive impact for both individuals and the organization.

Melalui investasi yang konsisten dalam pengembangan SDM, EMP berupaya mempersiapkan karyawan agar mampu menghadapi perubahan, tantangan, serta peluang di industri migas.

Through consistent investment in HR development, EMP strives to prepare its employees to face changes, challenges, and opportunities in the oil and gas industry.

Sepanjang periode tahun 2025, EMP telah menyelenggarakan pelatihan sebanyak 199 pelatihan, terdiri 61 pelatihan *in-house* (internal di Perusahaan) dan 138 pelatihan eksternal. Seluruh pelatihan ini diikuti oleh 1.415 peserta. EMP beserta anak Perusahaannya menyediakan anggaran sebesar USD606.786,91 untuk Program Pelatihan dan Pengembangan Karyawan pada periode tahun 2025.

Throughout 2025 period, EMP conducted a total of 199 training programs, consisting of 61 in-house training sessions (internally in the Company) and 138 external training programs. These training activities were attended by 1,415 participants. EMP and its subsidiaries allocated a budget of USD606,786.91 for Employee Training and Development Programs of 2025 period.

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Pemilihan program pelatihan dan pengembangan di EMP dilakukan secara selektif dengan mempertimbangkan kualitas, ketepatan waktu, serta efektivitas pelaksanaan untuk memastikan manfaat optimal bagi karyawan dan Perusahaan. Program pelatihan diutamakan untuk dilaksanakan secara internal oleh sumber daya ahli yang dimiliki Perusahaan, dan apabila kompetensi internal belum tersedia, pelatihan dapat diselenggarakan dengan melibatkan konsultan atau tenaga ahli eksternal, baik di dalam maupun di luar negeri. Pendekatan ini diterapkan untuk memastikan bahwa setiap program pelatihan yang diikuti relevan dengan kebutuhan bisnis dan memenuhi standar kualitas yang telah ditetapkan Perusahaan.

Implementation of Education and Training Programs in 2025

The selection of training and development programs at EMP is carried out selectively by considering quality, timeliness, and effectiveness to ensure optimal benefits for both employees and the Company. Training programs are prioritized to be conducted internally by the Company's own experts. When internal expertise is not available, training may be delivered with the involvement of external consultants or specialists, either domestically or internationally. This approach ensures that every training program undertaken remains relevant to business needs and meets the Company's established quality standards.

Di tengah lanskap bisnis yang dinamis dan penuh tantangan, Perseroan berkomitmen untuk membangun SDM yang unggul melalui program pendidikan dan pelatihan yang terstruktur dan komprehensif.

Berikut adalah program pendidikan dan pelatihan yang dilaksanakan oleh Perusahaan di tahun 2025:

Amid a dynamic and challenging business landscape, the Company remains committed to building superior human resources through structured and comprehensive education and training programs.

The following are the education and training programs implemented by the Company in 2025:



Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025
Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
1	4	Konferensi Nasional IIA Indonesia tahun 2025 / 2025 IIA Indonesia National Conference	Meningkatkan kapabilitas audit internal strategis / Enhancing strategic internal audit capabilities	Tata kelola, risiko modern, dan teknologi audit / Governance, modern risk, and audit technology.	Institute of Internal Auditors Indonesia
2	1	Manajemen Account Payable / Account Payable Management	Mengelola hutang dagang secara akurat & efisien / Managing accounts payable accurately and efficiently	Siklus AP, kontrol internal, dan manajemen kas / AP cycle, internal controls, and cash management.	Powerindo NS
3	2	Ahli K3 Umum Kemnaker-Perpanjangan / General Occupational Health and Safety Expert – Ministry of Manpower (Renewal)	Memperbarui lisensi kewenangan pengawasan K3 / Renewing the license for occupational health and safety (OHS) supervisory authority	Regulasi K3 terbaru dan evaluasi implementasi / Latest OHS regulations and evaluation of implementation.	Phitagoras Global Duta
4	1	Auditor Energi / Energy Auditor	Mengidentifikasi peluang penghematan energy / Identifying energy-saving opportunities	Audit sistem energi dan teknik konservasi / Energy system audits and conservation techniques.	Benefita
5	4	Konferensi Human Capital Grup Bakrie tahun 2025 / Bakrie Group Human Capital Conference 2025	Penyelarasan strategi SDM grup perusahaan / Alignment of the group company's HR strategy	Transformasi digital SDM dan manajemen talenta / HR digital transformation and talent management	PT Bakrie & Brothers Tbk

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
6	168	Pelatihan Dasar Pemadaman Kebakaran, Pertolongan Pertama, dan Keselamatan Kerja / Basic Fire Fighting, First Aid, & Safety Training	Kemampuan dasar penanganan darurat & K3 / Basic emergency response and occupational health & safety (OHS) skills.	Pemadam api, P3K dasar, dan kesadaran safety / Firefighting, basic first aid, and safety awareness.	Indonesia Professional Development Center (IPDC)
7	7	Pelatihan Dasar Bertahan Hidup di Laut / Basic Sea Survival Training	Keterampilan bertahan hidup di laut saat darurat / Sea survival skills in emergency situations.	Teknik bertahan di air dan prosedur evakuasi / Water survival techniques and evacuation procedures.	PT Omega Safety Indonesia
8	1	Akuisisi dan Pengolahan Seismik Dasar / Basic Seismic Acquisition and Processing	Memahami pengumpulan & pengolahan data seismic / Understanding seismic data acquisition and processing.	Teori gelombang dan pemrosesan data / Wave theory and data processing	HAGI
9	1	Wawancara Berbasis Perilaku / Behavior Event Interview	Akurasi seleksi karyawan berbasis perilaku / Accuracy in behavior-based employee selection.	Teknik STAR dan analisis kompetensi / STAR technique and competency analysis	Kelas HR
10	4	Keselamatan Berbasis Perilaku / Behaviour Based Safety	Membangun budaya K3 melalui perubahan perilaku / Building an OHS culture through behavioral change.	Observasi perilaku dan feedback keselamatan / Behavioral observation and safety feedback	EMP
11	1	Bimtek & Ujian Verificator TKDN / Technical Training & Certification Exam for TKDN Verifier	Mencetak ahli perhitungan kandungan local / Developing experts in local content calculation	Regulasi P3DN dan pedoman perhitungan TKDN / P3DN regulations and TKDN calculation guidelines	Ditjen Migas - KPDM
12	3	Log Citra Lubang Bor / Borehole Image Log	Analisis citra lubang bor untuk geologi / Borehole image analysis for geology.	Interpretasi struktur dan analisis fasies / Structural interpretation and facies analysis.	PT Olinesia Energi Sejati
13	3	Profesional Sumber Daya Manusia Bersertifikat (CHRP) / Certified Human Resources Professional (CHRP)	Sertifikasi profesional manajemen SDM / Professional certification in HR management.	Strategi SDM, rekrutmen, dan kinerja / HR strategy, recruitment, and performance management.	Atmajaya Catholic University
14	1	Praktisi Hubungan Industrial Bersertifikat (CIRP) / Certified Industrial Relation Practitioner (CIRP)	Menguasai praktik hubungan industrial harmonis / Mastering harmonious industrial relations practices.	Hukum ketenagakerjaan dan sengketa / Labor law and dispute resolution.	PT Win Talent Center
15	2	Petugas Keamanan Perusahaan (CSO) / Company Security Officer (CSO)	Keamanan kapal dan pelabuhan sesuai kode internasional / Ship and port security in accordance with international codes.	Penilaian keamanan dan rencana keamanan / Security assessment and security planning.	Biro Klasifikasi Indonesia
16	1	Estimasi Biaya dalam Proyek EPC / Cost Estimation in EPC Project	Akurasi estimasi biaya proyek konstruksi besar / Accuracy of cost estimation for large-scale construction project.	Breakdown biaya dan analisis harga satuan / Cost breakdown and unit price analysis.	PT Alpha Petroleum Indonesia
17	33	DEI (Keberagaman, Kesetaraan, dan Inklusi) & Workshop Bahasa Isyarat / DEI & Workshop Bahasa Isyarat	Menciptakan lingkungan kerja inklusif tuli / Creating a deaf-inclusive work environment.	Dasar BISINDO dan etika keberagaman / Basic BISINDO (Indonesian Sign Language) and diversity ethics.	PT Lestari Dua Alam (Daun +)

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
18	1	Personel yang Ditunjuk di Darat (DPA) / Designated Person Ashore (DPA)	Tanggung jawab keselamatan kapal dari darat / Shore-based ship safety responsibilities.	Manajemen keselamatan maritim dan audit / Maritime safety management and auditing.	Pertamina Marine Training Centre (Pmtc)
19	18	Executive Briefing Manajemen HSE (K3L) / Executive Briefing of HSE Management	Pemahaman strategis HSE bagi pimpinan / Strategic understanding of HSE for leaders.	Integrasi ISO ke strategi bisnis / Integration of ISO standards into business strategy.	PT TUV Rheinland Indonesia
20	2	Investigasi Kebakaran dan Ledakan / Fire & Explosion Investigation	Investigasi penyebab kebakaran secara forensic / Forensic investigation of fire causes.	Analisis pola api dan pengumpulan bukti / Fire pattern analysis and evidence collection.	Persatuan Insinyur Indonesia
21	3	Pemadaman Kebakaran / Fire Fighting	Keterampilan teknis pemadaman api lanjut / Advanced technical firefighting skills.	Penggunaan alat pemadam dan koordinasi tim / Use of fire extinguishers and team coordination.	EMP
22	2	Implementasi GRC / Implementing GRC	Memperkuat tata kelola, risiko, dan kepatuhan / Strengthening governance, risk, and compliance.	Kerangka kerja GRC dan budaya risiko / GRC framework and risk culture.	Center For Risk Management Studies (CRMS) PT Cipta Raya Mekar Sahitya
23	1	Forum Sekretaris Indonesia 2025 / Indonesia Secretary Forum 2025	Profesionalisme dan jejaring sekretaris / Professionalism and networking for secretaries.	Komunikasi bisnis dan teknologi kantor / Business communication and office technology.	Sekretaris Pro
24	5	Konferensi Tingkat Tinggi (KTT) Human Capital Indonesia / Indonesian Human Capital Summit	Update tren global manajemen manusia / Updates on global human capital management trends..	Agile HR dan kesejahteraan karyawan / Agile HR and employee well-being.	PT Qubisa Anugerah Indonesia
25	21	Pemodelan Reservoir 3D Terintegrasi / Integrated 3D Reservoir Modeling	Membuat model reservoir untuk estimasi produksi / Developing reservoir models for production estimation.	Geostatistik dan simulasi aliran fluida / Geostatistics and fluid flow simulation.	Universitas Padjadjaran
26	24	Konvensi & Pameran IPA ke-49 / IPA 49th Convention & Exhibition	Mengikuti update industri hulu migas nasional / Keeping up with updates in the national upstream oil and gas industry.	Kebijakan migas dan teknologi baru / Oil and gas policies and new technologies.	Dyandra Promosindo
27	3	Kursus Singkat IPA – Reservoir/ Produksi / IPA Short Course - Reservoir/ Production	Memperdalam teknis reservoir dan produksi / Deepening technical knowledge in reservoir and production.	Surveillance produksi dan optimasi sumur / Production surveillance and well optimization.	Indonesian Petroleum Association (IPA)
28	2	Dasar Manajer Layanan TI (ITSM) / IT Service Manager Foundation (ITSM)	Mengelola layanan IT organisasi yang efektif / Managing organizational IT services effectively.	Kerangka *Information Technology Infrastructure Library* (ITIL) dan performa IT / ITIL framework and IT performance.	PT Inixindo Widya Iswara Nusantara (Inixindo Jogja)
29	7	Konvensi Bersama Energi Berkelanjutan / Join Convention Sustainable Energy	Diskusi kemandirian energi berkelanjutan / Discussion on sustainable energy independence.	Energi terbarukan dan dekarbonisasi / Renewable energy and decarbonization.	HAGI-Iagi-Iafmi-Iatmi

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
30	1	Perjanjian Operasi Bersama (JOA) dalam PSC / Joint Operating Agreement (JOA) in PSC	Memahami kontrak kerjasama operasional migas / Understanding oil and gas operational cooperation contracts.	Hak/kewajiban partner dan aspek hukum / Partners' rights/obligations and legal aspects.	PT Radian Teknologi Global
31	5	Pelatihan Kepemimpinan untuk Supervisor / Leadership Training for Supervisor	Meningkatkan kepemimpinan level pengawas / Enhancing supervisory-level leadership.	Teknik delegasi dan komunikasi tim / Delegation techniques and team communication.	Dale Carnegie System
32	1	Penilaian Daur Hidup (LCA) / Life Cycle Assessment (LCA)	Menilai dampak lingkungan siklus produk / Assessing the environmental impact of product life cycles.	Metodologi LCA dan interpretasi dampak / LCA methodology and impact interpretation.	Adhiwiyata Bina Bestari
33	5	Pengangkatan dan Rigging / Lifting and Rigging	Keamanan operasi pengangkatan beban berat / Safety in heavy lifting operations.	Pemilihan sling dan teknik rigging aman / Sling selection and safe rigging techniques.	EMP
34	1	Insinyur Pengangkatan / Lifting Engineer	Keahlian merancang operasi pengangkatan / Expertise in designing lifting operations.	Perencanaan pengangkatan dan standar teknik. / Lifting planning and technical standards.	Mairodi Mandiri Sejahtera
35	3	Manajemen Logistik & Pergudangan / Logistic & Warehousing Management	Efisiensi arus barang dan pengelolaan gudang / Efficiency in goods flow and warehouse management.	Manajemen stok dan strategi distribusi / Inventory management and distribution strategies.	Indocita Karya Global
36	1	Manajer Penilaian Daur Hidup (LCA) / Manager Life Cycle Assessment (LCA)	Mengelola proyek penilaian siklus hidup produk / Managing product life cycle assessment projects.	Strategi keberlanjutan dan manajemen data / Sustainability strategy and data management.	Patrarijaya Consultant
37	28	Intelijen Pasar & Manajemen Kontrak / Market Intelligent & Manajemen Kontrak	Mengoptimalkan proses pengadaan barang/jasa / Optimizing goods and services procurement processes.	Riset pasar dan strategi negosiasi / Market research and negotiation strategies.	Global Asia Energindo (Gb Empowering)
38	4	Masa Persiapan Pensiun / Pre-Retirement Preparation Period	Kesiapan mental & finansial pasca kerja / Mental and financial readiness for post-retirement.	Manajemen keuangan dan psikologi pension / Financial management and retirement psychology.	Indonesia Professional Development Center (IPDC)
39	3	Kursus Medical Review Officer (MRO) / Medical Review Officer (MRO) Course	Sertifikasi dokter uji penyalahgunaan zat / Certification for substance abuse testing physicians.	Prosedur tes narkoba dan etika medis / Drug testing procedures and medical ethics.	Perdoki (Perhimpunan Spesialis Kedokteran Okupasi)
40	1	Metalurgi & Korosi untuk AIM/RBI / Metallurgy & Corrosion for AIM/RBI	Pencegahan korosi pada aset industry / Corrosion prevention for industrial assets.	Karakteristik material dan inspeksi risiko / Material characteristics and risk inspection.	Udemy
41	1	OPPLB3 (Limbah B3) / Hazardous Waste Management Officer (B3 Waste)	Mengelola penyimpanan limbah berbahaya / Manage hazardous waste storage.	Simbol B3 dan prosedur penyimpanan / Hazardous and toxic materials symbols and storage procedures.	Wahanatama Hijau Mutiara Mandiri
42	1	Pengolahan Sampah Non B3 / Non-Hazardous Waste Management	Mengelola sampah domestik/industri efektif / Effectively manage domestic/industrial waste.	Pemilahan sampah dan teknik 3R / Waste sorting and 3R techniques (Reduce, Reuse, Recycle).	Powerindo NS

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
43	2	Oracle OWDP APEX / Oracle OWDP APEX	Keahlian pengembangan aplikasi Oracle APEX / Expertise in Oracle APEX application development.	Low-code development dan SQL / Low-code development and SQL.	CV. Gemilang Abadi Semesta (Gemilang Training)
44	11	Bimtek Perizinan Migas (OSS RBA) / Technical Guidance on Oil & Gas Licensing (OSS RBA)	Memahami izin berbasis risiko di migas / Understand risk-based licensing in the oil and gas sector.	Mekanisme OSS RBA dan regulasi / OSS RBA mechanism and regulations.	Indonesia Professional Development Center (IPDC)
45	10	Juru Ikat Beban / Rigger / Rigger / Load Rigger	Lisensi keahlian petugas pengikat beban / Professional certification for load rigging personnel.	Alat bantu angkat dan kode isyarat / Lifting aids and signal codes.	PT Omega Safety Indonesia
46	4	Lab Pengujian Minyak & Gas Bumi / Oil & Gas Testing Laboratory	Menjamin akurasi pengujian lab migas / Ensure accuracy in oil and gas laboratory testing.	Metode standar dan manajemen mutu lab / Standard methods and laboratory quality management.	Powerindo NS
47	25	Awareness ISO 14001/45001 & Auditor / ISO 14001/45001 Awareness & Auditor	Kemampuan audit internal sistem manajemen / Capability to conduct internal audits of management systems.	Persyaratan ISO dan teknik audit / ISO requirements and auditing techniques.	Sucofindo Advisory Utama
48	3	Ahli K3 Listrik / Electrical OHS Expert	Keamanan instalasi dan operasional listrik / Safety of electrical installations and operations.	Proteksi petir dan audit kelistrikan / Lightning protection and electrical audits.	Powerindo NS
49	1	Authorized Gas Tester / Authorized Gas Tester	Melatih petugas penguji atmosfer kerja / Train workplace atmosphere testing personnel.	Alat deteksi gas dan prosedur izin kerja / Gas detection equipment and work permit procedures.	Powerindo NS
50	2	Manager Energi di Industri / Industrial Energy Manager	Mengelola program efisiensi energi manajerial / Manage managerial energy efficiency programs.	Kebijakan energi dan analisis finansial / Energy policies and financial analysis.	Powerindo NS
51	9	Pekerja Operasi Produksi (OPK) / Production Operations Worker (OPK)	Sertifikasi kompetensi operator kepala / Head operator competency certification.	Teori produksi dan pengoperasian alat / Production theory and equipment operation.	Blud Solo Techno Park Sinergi Solusi Pratama
52	3	Pekerja Operasi Produksi (POP) / Production Operations Worker (POP)	Sertifikasi kompetensi pengawas produksi / Production supervisor competency certification.	Pengawasan lapangan dan K3 produksi / Field supervision and production HSE (Health, Safety, Environment).	Blud Solo Techno Park Sinergi Solusi Pratama
53	7	Pekerja Operasi Produksi (PUP) / Production Operations Worker (PUP)	Sertifikasi kompetensi pengawas utama / Senior supervisor competency certification.	Strategi produksi dan audit system / Production strategy and system audits.	Blud Solo Techno Park Sinergi Solusi Pratama
54	3	POPAL (Air Limbah) / Wastewater Pollution Control Officer (POPAL)	Mengelola instalasi air limbah sesuai standar / Manage wastewater installations in accordance with standards.	Proses pengolahan dan parameter mutu / Processing procedures and quality parameters.	Powerindo NS
55	5	PPPA (Pencemaran Air) / Water Pollution Control Supervisor (PPPA)	Mengawasi pencegahan pencemaran air / Supervise water pollution prevention.	Teknik pengendalian dan regulasi air / Control techniques and water regulations.	Powerindo NS
56	1	PPPU (Pencemaran Udara) / Air Pollution Control Supervisor (PPPU)	Mengelola sistem pengendalian emisi udara / Manage air emission control systems.	Sumber emisi dan alat pengendali udara / Emission sources and air control equipment.	Powerindo NS

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
57	1	Pengawas K3 Migas / Oil & Gas OHS Supervisor	Melatih pengawas keselamatan sektor migas / Train safety supervisors in the oil and gas sector.	Manajemen risiko dan investigasi / Risk management and investigations.	Sinergi Solusi Pratama
58	7	Pengawas Utama K3 Migas / Senior Oil & Gas OHS Supervisor	Sertifikasi tinggi pengawasan K3 migas / Advanced certification in oil and gas OHS supervision.	Strategi K3 dan kepemimpinan / HSE strategies and leadership.	PT Kualifikasi Migas Indonesia,
59	2	Ahli Pengendali Perawatan Sumur (APS) / Well Intervention Control Specialist (APS)	Sertifikasi pimpinan pemeliharaan sumur / Well maintenance leadership certification.	Well service dan kontrol tekanan / Well services and pressure control.	Powerindo NS
60	6	Operator Perawatan Sumur (OUPS) / Well Intervention Operator (OUPS)	Sertifikasi petugas operasional sumur / Well operations personnel certification.	Pengoperasian unit dan teknis sumur / Unit operations and well technical operations.	Powerindo NS
61	4	Petugas Gas H2S / H_2S Gas Officer	Keterampilan menghadapi gas beracun H2S / Skills in handling toxic H_2S gas	Karakteristik gas dan alat bantu napas / Gas characteristics and breathing apparatus.	Powerindo NS
62	3	Petugas K3 Kimia / Chemical HSE Officer	Penanganan bahan kimia aman di kantor/ Safe chemical handling in the office.	MSDS dan prosedur darurat kimia / MSDS and chemical emergency procedures.	Akualita
63	2	Petugas Pengukur Tangki / Tank Measurement Officer	Ketelitian mengukur volume cairan tangka / Accuracy in measuring tank liquid volumes.	Teknik sounding dan tabel tangka / Sounding techniques and tank tables.	Powerindo NS
64	9	Teknisi K3 Listrik / Electrical HSE Technician	Keahlian praktis pemeliharaan listrik aman / Practical skills in safe electrical maintenance.	Instalasi dan penanganan gangguan / Installation and troubleshooting.	Powerindo NS
65	1	TKBT (Tenaga Kerja Bangunan Tinggi) Tingkat 2 / High Building (TKBT) Level 2	Keselamatan bekerja di ketinggian (alat) / Safety working at heights (equipment).	Penggunaan harness dan rescue / Use of harness and rescue techniques.	AKAOGAS
66	51	Pengadaan Barang/ Jasa PTK 007 / Goods/Services Procurement PTK 007	Sertifikasi pengadaan hulu migas / Upstream oil & gas procurement certification.	Pedoman tender dan evaluasi PTK 007 / Tender guidelines and PTK 007 evaluation.	Bangun Insan Trengginas
67	1	Legal Drafting & Sertifikasi Ahli / Legal Drafting & Expert Certification	Menyusun kontrak hukum yang kuat / Drafting strong legal contracts.	Struktur kontrak dan klausul proteksi / Contract structure and protective clauses.	Jimly School of Law and Government
68	4	Bahaya Api & Capit Ular / Fire & Snake Bite Hazards	Kesiagaan kebakaran dan satwa liar / Fire and wildlife readiness.	Operasi APAR dan evakuasi ular / Fire extinguisher operation and snake evacuation.	EMP
69	1	Refreshment Juru Ledak Handak / Explosives/Blasting Refresher Training	Memperbarui keahlian bahan peledak / Refresher training on explosives handling.	Teknik peledakan dan regulasi handak / Blasting techniques and explosives regulations.	Mentari Sakti Sejahtera
70	1	Pelatihan PTK BPMA / PTK BPMA Training	Pelatihan pengadaan wilayah Aceh / Procurement training for the Aceh region.	Regulasi BPMA dan teknis lelang / BPMA regulations and auction procedures.	Kompetensi Profesional Migas Indonesia
71	4	Sucker Rod Pump & Dynagraph / Sucker Rod Pump & Dynagraph	Optimasi pompa angguk pada sumur minyak / Optimization of sucker rod pumps in oil wells.	Analisis dynagraph dan perawatan / Dynagraph analysis and maintenance.	Powerindo NS

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
72	2	Ahli K3 Umum Kemnaker / General HSE Expert (Kemnaker)	Membentuk pengawas K3 berlisensi / Developing licensed HSE supervisors.	UU K3 dan implementasi SMK3 / Occupational Safety & Health Law and SMK3 implementation.	Nadi Samudra Indonesia
73	12	Keselamatan Pengelolaan Handak / Explosives Handling Safety	Keamanan penyimpanan & distribusi handak / Safety in explosives storage & distribution.	Standar gudang dan pencegahan insiden/ Warehouse standards and incident prevention.	DITJEN Migas - KPDM
74	16	Norma K3 Konstruksi & Alat / Construction & Equipment HSE Standards	Memastikan kelaikan alat & konstruksi / Ensuring equipment & construction compliance.	Inspeksi alat berat dan regulasi / Heavy equipment inspection and regulations.	EMP
75	2	Kinerja Audit / Performance Auditing	Meningkatkan efektivitas audit kinerja / Enhancing the effectiveness of performance audits.	Analisis efisiensi dan rekomendasi / Efficiency analysis and recommendations.	Yayasan SDM Syaikh Abdul Qodir
76	16	Plan of Development (POD) / Plan of Development (POD)	Perencanaan pengembangan lapangan migas / Oil & gas field development planning.	Evaluasi geologi dan keekonomian / Geological and economic evaluation.	Geodwipa Teknika Nusantara
77	1	Kontrak Kerja Sama (KKS) / Production Sharing Contract (PSC)	Model bagi hasil negara & kontraktor migas / Production sharing models for state & contractor.	Fiskal migas dan manajemen biaya / Oil & gas fiscal policy and cost management.	Koperasi Bina Petro Mandiri
78	14	Program Sekretaris Profesional / Professional Secretary Program	Kompetensi sekretaris professional / Professional secretary competencies.	Manajemen kantor dan etika bisnis / Office management and business ethics.	Indonesia Professional Development Center (IPDC)
79	1	Dasar-dasar Pengendalian Dokumen Profesional / Professional Document Control 101	Administrasi dokumen proyek sistematis / Systematic project document administration.	Alur dokumen dan pengendalian revisi / Document flow and revision control.	Perkumpulan Profesi Pengelola Rekod Indonesia (P3RI)
80	9	Refreshment Regu Evakuasi Banjir / Flood Evacuation Team Refresher	Kesiapan regu penolong bencana banjir / Flood disaster rescue team readiness.	Teknik penyelamatan air dan evakuasi / Water rescue and evacuation techniques.	EMP
81	2	Analisis Akar Penyebab Kegagalan (RCFA) / Root Cause Failure Analysis (RCFA)	Menemukan akar penyebab kegagalan / Identifying root causes of failure.	Metodologi 5-Whys dan Ishikawa / 5-Whys and Ishikawa methodology.	Sinergi Solusi Pratama,
82	1	Seminar Nasional Konsultan Pajak / National Seminar for Tax Consultants	Update regulasi perpajakan terbaru / Updates on the latest tax regulations.	Kebijakan pajak baru dan kepatuhan / New tax policies and compliance.	Ikatan Konsultan Pajak Indonesia (IKPI)
83	2	Ahli Pengendali Bor (APB) / Drill Control Expert (APB)	Sertifikasi pimpinan operasional pemboran / Certification for drilling operations leadership.	Kontrol tekanan dan keselamatan rig / Rig pressure control and safety.	Powerindo NS
84	2	Operator Mesin Bubut & Perkakas / Lathe Machine & Tool Operator	Keahlian teknis operasional mesin / Technical skills in machine operations.	Teknik bubut dan keselamatan mesin / Lathe techniques and machine safety.	Patrarijaya Consultant

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
85	4	SHE Awarness / SHE Awareness	Kesadaran dasar keselamatan & lingkungan / Basic safety and environmental awareness.	Budaya selamat dan identifikasi bahaya / Safety culture and hazard identification.	EMP
86	1	ISO 14001:2015 Awareness / ISO 14001:2015 Awareness	Standar internasional manajemen lingkungan / International environmental management standards.	Kebijakan lingkungan dan aspek-dampak Environmental / policies and aspects-impacts Lightning arrester and grounding design.	PT Sinergi Enviro Nusantara
87	3	Proteksi Petir dan Grounding / Lightning Protection and Grounding	Keamanan aset dari sambaran petir / Asset protection from lightning strikes.	Desain penangkal dan pembumian / Health impacts and office policies.	Mega Buwana Elektrindo
88	23	Sosialisasi Bahaya NAPZA / Awareness on NAPZA (Drugs & Narcotics) Hazards	Mencegah penyalahgunaan narkoba di kantor / Preventing drug abuse in the workplace.	Dampak kesehatan dan kebijakan kantor / Right to stop work and 12 LSR rules.	EMP
89	30	Sosialisasi SWA & LSR / SWA & LSR Awareness	Menanamkan aturan keselamatan mutlak / Enforcing absolute safety rules.	Hak stop kerja dan 12 aturan LSR / Transfer pricing and tax treaties.	EMP
90	1	Tax Avoidance & Cross-Border / Tax Avoidance & Cross-Border Issues	Strategi pajak internasional legal / Legal international tax strategies.	Transfer pricing dan tax treaty/ Transfer pricing and tax treaties	Ikatan Konsultan Pajak Indonesia (IKPI)
91	11	Pelatihan Komunikasi Efektif & CSR / Effective Comm & CSR Training	Memperkuat hubungan perusahaan & warga / Strengthening relationships between the company and the community.	Komunikasi publik dan program CSR / Public communication and CSR programs.	PT Dampak Sosial Indonesia (Social Impact.id)
92	1	Instalasi Pipa Lepas Pantai / Offshore Pipeline Installation	Teknik pemasangan pipa bawah laut / Subsea pipeline installation techniques.	Metode lay-barge dan pengelasan / Lay-barge methods and welding techniques.	PT Bina Mitra Globalindo (BMG Training And Development)
93	3	Sistem Manajemen Integritas Sumur / Well Integrity Management System	Menjaga keamanan sumur saat operasi / Maintaining well security during operations.	Standar integritas dan monitoring / Integrity standards and monitoring.	Perkumpulan Alumni Teknik Perminya-kan Trisakti (IAPT)
94	7	Uji Kompetensi BNSP PKMK / BNSP PKMK Competency Test	Sertifikasi penilai K3 mitra kerja / OHS certification for contractor safety assessors.	Audit CSMS dan standar K3LL / CSMS audits and HSE standards.	LSP SKK MIGAS
95	4	Keunggulan Manajemen Gudang / Warehouse Excellent	Efisiensi maksimal pengelolaan gudang / Maximizing efficiency in warehouse management.	Perampingan gudang dan persediaan / Lean warehousing dan stok.	Blud Solo Techno Park
96	7	Lokakarya PPM Excellence 2025 / Workshop PPM Excellence 2025	Rencana pengembangan masyarakat unggul / Leading community development planning.	Strategi CSR dan evaluasi dampak social / CSR strategy and social impact evaluation.	EMP
97	24	Pekerja Operasi Produksi (OPT) / Production Operations Worker (OPT)	Sertifikasi kompetensi operator produksi / Production operator competency certification.	Teknis operasional dan safety produksi / Production operating and safety management	POWERINDO NS

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
98	1	CCIE Bootcamp IDN / CCIE Bootcamp Indonesia	Meningkatkan kompetensi teknis peserta dalam perancangan, troubleshooting, dan optimasi jaringan level expert sesuai standar sertifikasi CCIE / Enhancing participants' technical competencies in network design, troubleshooting, and optimization at the expert level in accordance with CCIE certification standards.	Routing & Switching tingkat lanjut, desain infrastruktur jaringan, otomasi & pemrograman jaringan, praktik intensif laboratorium keamanan dan troubleshooting, simulasi ujian lab CCIE. / Advanced Routing & Switching, Network Infrastructure Design, Automation & Network Programmability, Security & Troubleshooting Lab Intensive, Simulasi Exam Lab CCIE	PT Intergrasi Data Nusantara (ID - Networkers)
99	29	Lokakarya Evaluasi Keuangan dan Pengendalian Biaya / Workshop Financial Evaluation and Cost Containment	Meningkatkan kemampuan analisis kelayakan finansial proyek serta strategi pengendalian biaya yang efektif / Enhancing the ability to analyze project financial feasibility and develop effective cost control strategies.	Struktur biaya & perilaku biaya, penganggaran & strategi pengendalian biaya, studi kasus evaluasi proyek / Cost Structure & Cost Behavior, Budgeting & Cost Control Strategy, Case Study Project Evaluation	PT Pema Global Energi
100	5	Executive Briefing ISO 14001:2015 dan ISO 45001:2018 / Executive Briefing of ISO 14001:2015 and ISO 45001:2018	Memberikan pemahaman strategis kepada peserta terkait implementasi dan integrasi sistem manajemen lingkungan dan K3 / Providing participants with a strategic understanding of the implementation and integration of environmental and OHS management systems.	Kepemimpinan & komitmen, pemikiran berbasis risiko, kewajiban kepatuhan, tata kelola HSE, penyelarasan strategis dengan tujuan perusahaan / Leadership & Commitment, Risk-Based Thinking, Compliance Obligation, HSE Governance, Strategic Alignment with Corporate Goals	TUV Rheinland Indonesia
101	4	Workshop Pressure Transient Analysis / Workshop Analisis Transien Tekanan	Meningkatkan kemampuan interpretasi data uji sumur untuk evaluasi performa reservoir / Enhancing the ability to interpret well test data for reservoir performance evaluation.	Fundamentals of PTA, Well Testing Design, Data Interpretation, Skin Factor and Reservoir Boundary Analysis, Software Application. , Fundamental PTA, Well Testing Design, Data Interpretation,Skin Factor & Reservoir Boundary Analysis, Software Application	PT Geoservices
102	10	Pelatihan Dasar PKP-PK / Initial Basic PKP-PK Training	Membekali peserta dengan kompetensi dasar penanggulangan kebakaran dan penyelamatan di area operasi / Equipping participants with basic competencies in firefighting and rescue in operational areas.	Dasar-dasar Fire Fighting, Penggunaan APAR & Fire Equipment, Emergency Response, Fire Drill & Simulation / Fundamentals of Firefighting, Use of Fire Extinguishers (APAR) and Fire Equipment, Emergency Response, Fire Drill and Simulation.	Politeknik Penerbangan Indonesia Curug
103	2	Peningkatan kompetensi perencana / Upskilling Planner	Meningkatkan kompetensi perencanaan kerja dan pengendalian jadwal proyek / Improving competencies in work planning and project schedule control.	Penjadwalan proyek, struktur rincian kerja (Work Breakdown Structure/ WBS), analisis risiko dan keterlambatan, pemantauan serta pelaporan kemajuan proyek / Project Scheduling, Work Breakdown Structure, Risk & Delay Analysis, Progress Monitoring & Reporting	PT Pema Global Energi
104	1	Konferensi Internasional Teknologi Perminyakan / International Petroleum Technnology Conference	Memperluas wawasan teknologi terkini di industri migas dan membangun jejaring professional / Expanding insights into the latest technologies in the oil and gas industry and building professional networks.	Teknologi baru (emerging technology) di industri minyak dan gas, keberlanjutan dan transisi energi, diskusi panel dan sesi teknis. / Emerging Technology in Oil & Gas, Sustainability & Energy Transition, Panel Discussion & Technical Session	Petronas
105	1	Higiene industri dalam perspektif kedokteran kerja / Industrial Hygiene in Occupational Medicine Perspective	Meningkatkan pemahaman risiko paparan kerja dari sudut pandang medis / Improving understanding of occupational exposure risks from a medical perspective.	Identifikasi bahaya di tempat kerja, pemantauan paparan, pencegahan penyakit akibat kerja, program surveilans kesehatan / Workplace Hazard Identification, Exposure Monitoring, Occupational Disease Prevention, Health Surveillance Program	Perdoki

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
106	2	Sertifikasi Operator Unit Perawatan Sumur / Well Service Unit Operator Certification	Memastikan kompetensi operator dalam kegiatan workover sesuai standar SKKNI / Ensuring operator competency in workover activities in accordance with SKKNI standards.	Prosedur intervensi sumur, pengoperasian peralatan, kepatuhan terhadap keselamatan, penilaian praktik / Well intervention procedure, equipment operation, safety compliance, practical assessment	PT Akualita
107	30	Workshop Penyusunan PPM Excellence 2025 / Workshop on the Preparation of PPM Excellence 2025.	Meningkatkan kualitas penyusunan dan pelaporan Program Pengembangan Masyarakat / Improving the quality of preparation and reporting of Community Development Programs.	Kerangka perencanaan PPM, KPI dan pengukuran dampak, pelaporan keberlanjutan, studi kasus praktik terbaik / PPM planning framework, KPI & impact measurement, sustainability reporting, best practice case study	PT Pema Global Energi
108	1	Pelatihan Medical Review Officer (MRO) / Medical Review Officer Course	Mempersiapkan dokter sebagai MRO sesuai standar pemeriksaan narkotika di tempat kerja / Preparing physicians to serve as Medical Review Officers (MRO) in accordance with workplace narcotics testing standards.	Regulasi pengujian narkotika, rantai pengawasan sampel (*chain of custody*), interpretasi hasil, aspek etika dan hukum / Drug testing regulation, chain of custody, result interpretation, ethical & legal aspects	Perdoki
109	1	Manajemen utang usaha / Account Payable Management	Meningkatkan efektivitas pengelolaan hutang usaha dan kontrol internal / Improving the effectiveness of accounts payable management and internal controls.	Alur proses utang usaha (AP), manajemen vendor, pengendalian internal, pencegahan kecurangan / AP Process flow, vendor management, internal control, fraud prevention	PT Powerindo NS
110	2	Bimtek Keselamatan Pengelolaan Bahan Peledak Migas / Technical guidance on safety in managing oil and gas explosives	Memastikan pengelolaan bahan peledak sesuai regulasi dan standar keselamatan / Ensuring the management of explosives in compliance with regulations and safety standards.	Kerangka regulasi, penyimpanan dan penanganan, mitigasi risiko, penanganan keadaan darurat / Regulatory framework, storage & handling, risk mitigation, emergency handling	Koperasi Prima Daya Migas
111	2	Pemodelan reservoir 3D terintegrasi / Integrated 3D Reservoir Modeling	Meningkatkan kompetensi pemodelan reservoir berbasis data geologi, geofisika, dan produksi / Enhancing competencies in reservoir modeling based on geological, geophysical, and production data.	Pemodelan geologi, model statik dan dinamik, history matching, perangkat lunak simulasi. / Geological modeling, static & dynamic model, history matching, simulation software	Fakultas Teknik Geologi - Universitas Padjajaran
112	3	IPA Convex / IPA Convex	Memperbarui wawasan industri minyak dan gas serta tren teknologi terbaru / Updating insights on the oil and gas industry and the latest technology trends.	Inovasi teknologi energi, isu lingkungan dan regulasi, jaringan profesional, dan praktik terbaik di industry / Energy technology innovation, environmental issues and regulations, professional networking, and best practices in the industry.	PT Dyandra Promosindo
113	1	Sertifikasi TKDN / TKDN Certification	Memahami perhitungan dan implementasi Tingkat Komponen Dalam Negeri sesuai regulasi / Understanding the calculation and implementation of Domestic Component Level (TKDN) in accordance with regulations.	Regulasi TKDN, Perhitungan & Verifikasi, Audit & Pelaporan / TKDN regulations, calculation and verification, audit and reporting	Koperasi Prima Daya Migas
114	4	Workshop SCM / Workshop SCM	Meningkatkan efektivitas manajemen rantai pasok di industri migas / Improving the effectiveness of supply chain management in the oil and gas industry.	Strategi pengadaan, manajemen kontrak, evaluasi vendor, risiko dalam rantai pasok / Procurement Strategy, Contract Management, Vendor Evaluation, Risk in Supply Chain	EMP
115	90	Petugas pertolongan pertama (First Aider) / First Aider	Membekali peserta kemampuan pertolongan pertama pada kecelakaan kerja / Equipping participants with first aid skills for workplace accidents.	Bantuan hidup dasar (Basic Life Support), CPR & AED, penanganan trauma, simulasi keadaan darurat / Basic Life Support, CPR & AED, Trauma Management, Emergency Simulation	PT Pema Global Energi

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
116	2	Forum Kolaborasi Perlindungan Infrastrktur Informasi Vital Sektor ESDA Tahun 2025 / 2025 Collaboration Forum on the Protection of Vital Information Infrastructure in the Energy and Mineral Resources Sector.	Meningkatkan sinergi perlindungan infrastruktur informasi sektor energy / Enhancing synergy in the protection of information infrastructure in the energy sector.	Risiko keamanan siber, perlindungan infrastruktur kritis, respons insiden, pembaruan regulasi / Cyber security risk,critical infrastructure protection, incident response, regulatory update	Badan Siber dan Sandi Negara
117	2	Joint Convention / Joint Convention	Meningkatkan wawasan, kompetensi teknis, dan jejaring profesional peserta melalui partisipasi aktif dalam forum konvensi bersama industri energi / Improving participants' insights, technical competencies, and professional networks through active participation in joint convention forums with the energy industry	Teknologi dan inovasi terbaru, sesi teknis, diskusi panel, berbagi pengetahuan, dan pameran / Emerging technology & innovation, technical session, panel discussion, knowledge sharing & exhibition	Joint Convention
118	2	Pelatihan dan Bimtek Teknis Perizinan Berusaha Sektoran di Bidang Migas Berbasis OSS RBA / Training and Technical Guidance on Sectoral Business Licensing in the Oil and Gas Sector Based on OSS RBA.	Memastikan pemahaman sistem perizinan berbasis risiko / Ensuring an understanding of risk-based licensing system	Kerangka OSS RBA, proses perizinan, pemantauan kepatuhan / OSS RBA Framework, licensing process, compliance monitoring	IPDC
119	1	Rencana Pengembangan Pelatihan / Trainning Plan of Development	Meningkatkan kompetensi peserta dalam penyusunan dan evaluasi *Plan of Development* (POD) lapangan migas secara komprehensif sesuai regulasi dan prinsip keekonomian proyek / Enhancing participants' competencies in the preparation and evaluation of oil and gas field Plan of Development (POD) comprehensively in accordance with regulations and project economic principles.	Kerangka regulasi, evaluasi teknis, analisis ekonomi dan keuangan, manajemen risiko dan ketidakpastian, dokumentasi dan presentasi./ Regulatory framework, technical evaluation, economic & financial analysis, risk & uncertainty management, documentation & presentation	Geo Teknika Nusantara
120	1	POD dan Financial Aspect / POD and Financial Aspects.	Meningkatkan pemahaman penyusunan POD dan evaluasi finansial / Improving understanding of POD preparation and financial evaluation.	Persyaratan regulasi, evaluasi teknis dan ekonomi, analisis sensitivitas, proses persetujuan / Regulatory requirement, technical & economic evaluation, sensitivity analysis, approval process	IPDC
121	1	Pelatihan Program Pengembangan Profesional bagi Sekretaris / Training Profesional Development Program for Secretary	Meningkatkan profesionalisme dan kompetensi sekretaris eksekutif / Enhancing the professionalism and competencies of executive secretaries.	Keterampilan dukungan eksekutif, komunikasi dan etiket, manajemen waktu dan dokumen, keterampilan kantor digital / Executive support skill, communication & etiquette, time & document management, digital office skill	IPDC

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
122	3	Workshop Membangun Program CSR yang Efektif dan Komunikasi untuk Dampak Berkelanjutan / Workshop Building Effective CSR Program & Communication for Sustainable Impact	Meningkatkan efektivitas program CSR berbasis keberlanjutan / Improving the effectiveness of sustainability-based CSR programs.	Strategi CSR, pemetaan pemangku kepentingan, pengukuran dampak, strategi komunikasi / CSR Strategy, stakeholder mapping, impact measurement, communication strategy	Sosial Impact. ID
123	1	Akuntansi untuk Industri Minyak dan Gas Bumi / Accounting for oil and gas industry	Memahami akuntansi khusus industri migas / Understanding accounting practices specific to the oil and gas industry.	Akuntansi PSC, cost recovery, pengakuan pendapatan, standar pelaporan / PSC accounting, cost recovery, revenue recognition, reporting standard	Tigafa Prima Solusi
124	13	Pelatihan mengenai Proper / Proper Training	Memahami mekanisme dan penilaian PROPER KLHK / Understanding the mechanisms and assessment of the PROPER program by the Ministry of Environment and Forestry (KLHK).	Kriteria PROPER, kinerja lingkungan, dokumentasi dan pelaporan / PROPER criteria, environmental performance, documentation & reporting	PT Chem Energy Semesta
125	2	Relay Proteksi PowerLogic P7 Schneider / Schneider Power Logic P7 Protection Relay	Meningkatkan kompetensi pengoperasian dan proteksi sistem kelistrikan / Enhancing competencies in the operation and protection of electrical power systems.	Konfigurasi relay, pengaturan proteksi, troubleshooting, pengujian dan commissioning / Relay configuration, protection setting, troubleshooting,testing & commissioning	PT Kawasa Renca
126	7	Sertifikasi OPLP / OPLP Certification	Memenuhi standar kompetensi operator sesuai SKKNI terkait bidang OPLP / Complying operator competency standards in accordance with SKKNI in the OPLP field.	Prosedur operasional, keselamatan dan kepatuhan, penilaian praktik / Operational procedure, safety & compliance, practical assessment	PT Powerindo NS
127	91	Kesadaran Keamanan Modul 1 / Security Awareness Modul 1	Meningkatkan kesadaran keamanan informasi dan fisik perusahaan / Enhancing awareness of the company's information and physical security.	Kesadaran terhadap ancaman keamanan, perlindungan data, pelaporan insiden, praktik terbaik./ Security threat awareness, data protection, incident reporting, best practice	PT Pema Global Energi
128	2	Sertifikasi K3 Listrik / Electrical OHS Certification.	Memastikan kompetensi keselamatan kerja bidang kelistrikan / Ensuring occupational safety competence in the electrical field.	Bahaya kelistrikan, Lock Out Tag Out (LOTO), standar keselamatan kelistrikan, uji praktik / Electrical hazard, Lock Out Tag Out, electrical safety standard, practical test	PT Nata Envinusa Supervisi
129	1	Sertifikasi Lifting Engineer / Lifting Engineer Certification.	Memastikan kompetensi perencanaan dan pengawasan kegiatan lifting sesuai standar / Ensuring competency in planning and supervising lifting activities in accordance with standards.	Rencana pengangkatan, rigging dan perhitungan beban, penilaian risiko, penilaian praktik / Lifting plan, rigging & load calculation, risk assessment, practical assessment	Mairodi Mandiri Sejahtera
130	20	Sertifikasi K3 Migas / Oil and Gas OHS Certification.	Memastikan tenaga kerja memiliki kompetensi keselamatan dan kesehatan kerja sesuai standar dan regulasi industri migas / Ensuring that workers possess occupational safety and health competencies in accordance with oil and gas industry standards and regulations.	Regulasi K3 Migas (ESDM/SKK Migas), Hazard Identification, Risk Assessment & Control (HIRAC), Permit to Work System, Emergency Response & Incident Investigation, Safety Leadership & Safety Culture, Uji kompetensi / asesmen sertifikasi / Oil and Gas OHS Regulations (ESDM/SKK Migas), Hazard Identification, Risk Assessment & Control (HIRAC), Permit to Work System, Emergency Response & Incident Investigation, Safety Leadership & Safety Culture, Competency Test / Certification Assessment.	PT Powerindo NS

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
140	90	Modul 2 Kesadaran Keamanan / Security Awareness Modul 2	Meningkatkan kewaspadaan dan kemampuan mitigasi risiko keamanan fisik dan informasi di lingkungan kerja / Enhancing awareness and the ability to mitigate risks related to physical and information security in the workplace.	Kesadaran ancaman tingkat lanjut, pencegahan rekayasa sosial dan phishing, manajemen ancaman dari orang dalam, pelaporan dan eskalasi insiden, kesadaran respons krisis. / Advanced Threat Awareness, Social Engineering & Phishing Prevention, Insider Threat Management,Incident Reporting & Escalation, Crisis Response Awareness	PT Pema Global Energi
141	1	Teknik Negosiasi Terapan / Applied Negotiation Technique	Meningkatkan kemampuan negosiasi praktis dalam konteks bisnis dan operasional / Enhancing practical negotiation skills in business and operational contexts.	Kerangka dan strategi negosiasi, keterampilan persuasi dan mempengaruhi, menghadapi pihak lawan yang sulit, role play dan simulasi / Negotiation Framework & Strategy, Persuasion & Influencing Skill, Handling Difficult Counterpart, Role Play & Simulation	PT Prasetiya Mulya ELI
142	15	Manajemen Proyek / Project Management	Meningkatkan kompetensi pengelolaan proyek agar tepat waktu, tepat biaya, dan sesuai mutu / Improving project management competencies to ensure projects are delivered on time, within budget, and in accordance with quality standards.	Siklus hidup proyek, manajemen ruang lingkup, waktu dan biaya, manajemen risiko, manajemen pemangku kepentingan, pemantauan dan pengendalian / Project Life Cycle, Scope, Time & Cost Management, Risk Management, Stakeholder Management, Monitoring & Control	PPM Management
143	1	Sertifikasi CHRA – AAPM / CHRA Certification – AAPM	Meningkatkan kompetensi praktisi HR dalam pengelolaan fungsi dasar Human Resources sesuai standar AAPM / Enhancing the competencies of HR practitioners in managing core Human Resources functions in accordance with AAPM standards.	Perencanaan dan rekrutmen SDM, manajemen kinerja, pelatihan dan pengembangan, kompensasi dan benefit, hubungan industrial, kepatuhan SDM / HR Planning & Recruitment, Performance Management, Training & Development, Compensation & Benefit, Industrial Relation, HR Compliance	Tigafa Prima Solusi
144	1	Sertifikasi HR Manager / HR Manager Certification	Mempersiapkan profesional HR untuk memiliki kompetensi manajerial dan strategis dalam pengelolaan SDM / Preparing HR professionals to possess managerial and strategic competencies in human resource management.	Manajemen Sumber Daya Manusia strategis, pengembangan organisasi, manajemen talenta, hubungan industrial dan hubungan karyawan, analitik SDM, kepemimpinan dalam SDM / Strategic Human Resource Management, Organizational Development, Talent Management, Industrial & Employee Relations, HR Analytics, Leadership in HR	Tigafa Prima Solusi
145	4	Bimtek PTK 007 Rev. 05 untuk Uji Sertifikasi Panitia Tender / Technical Guidance on PTK 007 Rev. 05 for Tender Committee Certification Examination	• Memahami PTK Pengadaan Barang / Jasa di Industri Hulu Migas berdasarkan PTK 007 Rev. 05 beserta perubahannya. • Mampu melaksanakan proses tender dalam ruang lingkup panitia tender sesuai 8 prinsip dasar pengadaan. • Mampu mengevaluasi program sertifikasi panitia tender SKK MIGAS sesuai dengan materi uji • Understanding the Guidelines for Procurement of Goods/Services in the Upstream Oil and Gas Industry based on PTK 007 Rev. 05 and its amendments. • Able to carry out the tender process within the scope of the tender committee in accordance with the eight basic principles of procurement. • Able to evaluate the certification program for the SKK Migas tender committee in accordance with the examination materials.	• Pengantar PTK 007. • Kapasitas Nasional. • Rencana dan Strategi Pengadaan. • Penyusunan HPS/OE. • Metode Pengadaan. • Prakualifikasi. • Dokumen Tender. • Jaminan Tender. • Evaluasi Penawaran Negosiasi Penawaran. • Sanggahan & Penunjukan Pemenang. • Komoditas Utama. • Kontrak Manajemen. • Pengelolaan PBJ. • Introduction to PTK 007. • National Capacity. • Procurement Planning and Strategy. • Preparation of HPS/OE (Owner's Estimate). • Procurement Methods. • Prequalification. • Tender Documents. • Tender Guarantees. • Bid Evaluation and Negotiation. • Objections and Appointment of the Winning Bidder. • Main Commodities. • Contract Management. • Procurement of Goods and Services (PBJ) Management.	PT Bangun Insan Trengginas

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
146	1	Penanggungjawab Pengendalian Pencemaran Udara (PPPU) BNSP / Person in Charge of Air Pollution Control (PPPU) Certification – BNSP.	Mempersiapkan peserta menjadi tenaga ahli dalam pencemaran udara sesuai standar nasional dan regulasi lingkungan hidup / Preparing participants to become experts in air pollution in accordance with national standards and environmental regulations.	• Identifikasi & karakterisasi sumber emisi. Penilaian tingkat pencemaran udara. • Pengendalian emisi & pengoperasian alat. • Pemantauan pencemaran udara. Identifikasi bahaya & penerapan K3 dalam pengendalian udara dari emisi. • Identification and characterization of emission sources; assessment of air pollution levels. • Emission control and operation of equipment. • Air pollution monitoring; identification of hazards and implementation of Occupational Health and Safety (OHS) in emission air pollution control.	PT Mairodi Mandiri Sejahtera
147	3	Pelatihan Pengantar Harmony Enterprise & Kingdom / Introduction to the Harmony Enterprise & Kingdom Framework	Memahami cara menganalisa pemodelan reservoir melalui metode *decline curve & material balance* / Understanding how to analyze reservoir modeling using the decline curve and material balance methods.	Pengenalan dan pendalaman penggunaan software Harmony Enterprise / Introduction to and in-depth training on the use of Harmony Enterprise software.	Petropro
148	1	Pengelolaan Limbah Bahan Berbahaya dan Beracun Kualifikasi Manajer Pengumpulan Limbah B3 / Management of Hazardous and Toxic Waste – Qualification: Manager of B3 Waste Collection.	Memastikan peserta memiliki kompetensi yang diperlukan untuk memimpin pengelolaan Limbah B3 secara sistematis dan sesuai standar nasional / Ensuring participants have the necessary competencies to lead hazardous and toxic waste (B3) management systematically and in accordance with national standards.	• Penerapan K3 dalam pengelolaan Limbah B3. • Analisis dan evaluasi Limbah B3. • Pemantauan pengelolaan serta dampak Limbah B3. • Verifikasi Limbah B3 dan pemilihan peralatan pengelolaan. • Penyusunan laporan kegiatan pengelolaan Limbah B3. • Implementation of Occupational Health and Safety (OHS) in the management of hazardous and toxic waste (B3). • Analysis and evaluation of hazardous and toxic waste (B3). • Monitoring the management and impacts of hazardous and toxic waste (B3). • Verification of hazardous and toxic waste (B3) and selection of waste management equipment. • Preparation of reports on hazardous and toxic waste (B3) management activities.	LSP LIK
149	1	Sinergi Keamanan Siber / Cyber Security Sinergy	Meningkatkan pemahaman, keterampilan, dan budaya sadar keamanan siber *(cyber hygiene)* untuk melindungi data organisasi dari ancaman digital, seperti *phising*, *malware,* dan peretasan / Enhancing understanding, skills, and cyber security awareness (cyber hygiene) to protect organizational data from digital threats such as phishing, malware, and hacking	• Pemahaman ancaman siber, social engineering, phising, & digital footprint. • Pengamanan jaringan (Firewall, VPN), kriptografi, dan keamanan system operasi. • Pemahaman UU ITE dan UU PDP. • Analisis Insiden. • Understanding cyber threats, social engineering, phishing, and digital footprints. • Network security (Firewall, VPN), cryptography, and operating system security. • Understanding the ITE Law and the Personal Data Protection (PDP) Law. • Incident analysis.	PT Dimensi Mandiri Teknologi

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
150	1	Penanggungjawab Pengendalian Pencemaran Air (PPPA) / Responsible Officer for Water Pollution Control (PPPA)	• Mengetahui potensi pencemaran air dari kegiatan industri. • Mengetahui karakteristik dari potensi pencemaran air hasil kegiatan industri. • Mengetahui dan memahami Peraturan Pemerintah RI No. 82 Tahun 2001. • Melakukan perencanaan kegiatan pemantauan air. • Mengimplementasikan PPPA. • Understanding the potential for water pollution from industrial activities. • Understanding the characteristics of potential water pollution resulting from industrial activities. • Knowing and understanding Government Regulation of the Republic of Indonesia No. 82 of 2001. • Planning water monitoring activities. • Implementing PPPA.	• Implementasi potensi pencemaran air. • Menentukan karakteristik sumber air limbah industry. • Persyaratan dan implementasi terkait Peraturan Pemerintah RI. • Perencanaan kegiatan pemantauan air. • Pengendalian pencemaran air. • Implementation related to potential water pollution. • Determining the characteristics of industrial wastewater sources. • Requirements and implementation related to Government Regulations of the Republic of Indonesia. • Planning water monitoring activities. • Water pollution control.	PT Mairodi Mandiri Sejahtera
151	5	Pelatihan Dasar Pemadaman Kebakaran, Pertolongan Pertama, dan Keselamatan Dasar / Basic Fire Fighting, Basic First Aid, & Basic Safety	• Memahami prinsip dasar keselamatan kebakaran dan langkah-langkah pencegahannya. • Menggunakan peralatan pemadam kebakaran secara efektif. • Menerapkan teknik pertolongan pertama dasar untuk cedera dan keadaan darurat. • Mengidentifikasi potensi bahaya di tempat kerja dan menerapkan langkah-langkah keselamatan. • Merespons situasi darurat dengan tepat. • Mendorong budaya keselamatan di dalam organisasi. • Understanding the basic principles of fire safety and prevention measures. • Able to use firefighting equipment effectively. • Able to apply basic first aid techniques for injuries and emergency situations. • Able to identify potential hazards in the workplace and implement appropriate safety measures. • Able to respond to emergency situations quickly and appropriately. • Encouraging the development of a safety culture within the organization.	• Keselamatan Kerja & Identifikasi Bahaya. • Dasar Pemadaman Kebakaran & Evakuasi. • Pertolongan Pertama & Respons Medis Darurat. • Prosedur Tanggap Darurat & Koordinasi Tim. • Penggunaan APD & Simulasi Praktik Keselamatan. • Occupational Safety and Hazard Identification. • Basic Firefighting and Evacuation. • First Aid and Emergency Medical Response. • Emergency Response Procedures and Team Coordination. • Use of Personal Protective Equipment (PPE) and Safety Practice Simulations.	IPDC
152	1	Serat Optik / Fiber Optic	Membekali peserta dengan keahlian teknis (splicing, instalasi, *troubleshooting*) dan pengetahuan standar industri untuk membangun serta merawat jaringan kabel serat optic berkecepatan tinggi secara efisien, aman, dan profesional / Equipping participants with technical skills (splicing, installation, and troubleshooting) and knowledge of industry standards to build and maintain high-speed fiber optic cable networks efficiently, safely, and professionally.	• Dasar Fiber Optic. • Komponen Jaringan. • Teknik Instalasi & Infrastruktur. • Penyambungan (Splicing). • Pengukuran & Pengujian (Uji Link). • Keselamatan Kerja (K3). • Desain Jaringan. • Fiber Optic Fundamentals. • Network Components. • Installation Techniques and Infrastructure. • Splicing Techniques. • Measurement and Testing (Link Testing). • Occupational Health and Safety (OHS). • Network Design.	ID Networkers

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
153	1	Workshop Konsolidasi FAS 2025 / FAS Consolidation Workshop 2025	Memahami penggunaan sistem baru yang akan digunakan oleh tim Reporting dalam penyusunan laporan keuangan / Understanding the use of the new system that will be used by the Reporting team in preparing financial reports	Pengaplikasian FAS ke Sistem Consolidation dan bagaimana cara pengunaan aplikasi tersebut / Application of FAS to the Consolidation System and how to use the application.	EMP
154	3	Konferensi Human Capital 2025 / Human Capital Summit 2025	Merancang dan mengusulkan kerangka kebijakan yang komprehensif untuk mendukung percepatan transformasi tenaga kerja dalam menghadapi hilirisasi dan ketahanan energi, yang selaras dengan tujuan transisi energi Indonesia / Designing and proposing a comprehensive policy framework to support the acceleration of workforce transformation in addressing downstream industrialization and energy resilience, aligned with Indonesia's energy transition objectives.	• Arah Strategis dan Kebijakan untuk Investasi pada Industri Hilir. • Kunci untuk Mengamankan Masa Depan Energi Kita. • Komitmen Kemitraan dalam Pengembangan Human Capital untuk Ketahanan Energi dan Industri Hilir. • Kebijakan Strategis untuk Pengembangan Human Capital. • Pemberdayaan Human Capital menuju Ketahanan Energi dan Industri Hilir. • Pemetaan Jabatan dan Proyeksi Kebutuhan Human Capital di Sektor Energi. • Strategic Direction & Policy for Investment in the Downstream Industry. • Key for Securing Our Energy Future. • Partnership Commitment on HC Development for Energy Security & Downstream Industry. • Strategic Policy for HC Development. • Empowering HC towards Energy Security & Downstream Industry. • Mapping Occupation & Projecting HC Needs in Energy Sector.	ESDM
155	1	Workshop OMNI 3D / Workshop OMNI 3D	Meningkatkan kemampuan dalam merencanakan, merancang, & menganalisis survei seismic 3D secara optimal / Enhancing the capability to optimally plan, design, and analyze 3D seismic surveys.	• Pengenalan OMNI 3D terkait interface, manajemen proyek, dan pemuatan data. • Konfigurasi source & receiver (orthogonal, staggered, streamer). • Analisis geometri, seperti perhitungan dan visualisasi fold, offset distribution, & azimuthal coverage. • 3D Ray Tracing & Modeling. • Quality Control & Analisis Akhir. • Introduction to OMNI 3D, including the interface, project management, and data loading. • Configuration of sources and receivers (orthogonal, staggered, streamer). • Geometry analysis, including calculation and visualization of fold, offset distribution, and azimuthal coverage. • 3D Ray Tracing and Modeling. • Quality Control and Final Analysis.	SLB Canada

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
156	2	Konsultasi Publik Penyusunan Regulasi PPM Hulu Migas / Public Consultation on the Preparation of Regulations for Community Development (PPM) in the Upstream Oil and Gas Sector.	• Memperkuat dan menjaga kesinambungan serta kelancaran kegiatan usaha hulu migas. • Upaya melindungi investasi jangka panjang melalui penciptaan lingkungan social yang stabil, harmonis, dan kondusif. • Mewujudkan peningkatan kualitas hidup & kesejahteraan masyarakat secara terukur dan berkelanjutan di sekitar wilayah operasi, selaras dengan tujuan pembangunan nasional dan daerah. • Strengthening and maintaining the continuity and smooth operation of upstream oil and gas business activities. • Efforts to protect long-term investments by creating a stable, harmonious, and conducive social environment. • Realizing measurable and sustainable improvements in the quality of life and welfare of communities around the operational areas, in line with national and regional development objectives.	Forum diskusi yang akan menjadi masukan bagi Pemerintah dalam penyusunan tata kelola PPM hulu migas / A discussion forum that will provide input to the Government in the preparation of governance for Community Development (PPM) in the upstream oil and gas sector.	ESDM
157	10	Workshop Kesehatan Mental di Tempat Kerja / Mental Health in The Workplace Workshop	Meningkatkan kesadaran, mengurangi stigma, dan membekali karyawan serta manajemen mengenai kesehatan mental untuk menciptakan lingkungan kerja yang aman, secara psikologis dan produktif / Enhancing awareness, reducing stigma, and equipping employees and management with knowledge about mental health to create a psychologically safe and productive work environment.	• Pengenalan Kesehatan Mental. • Identifikasi Tanda-Tanda Bahaya. • Manajemen Stres & Resiliensi. • Komunikasi Suportif. • Membangun Batasan (*Boundaries*). • Budaya Lingkungan Kerja. • Akses Bantuan Profesional. • Introduction to Mental Health. • Identification of Warning Signs. • Stress Management and Resilience. • Supportive Communication. • Building Boundaries. • Workplace Culture. • Access to Professional Support.	EMP
158	2	Rencana Pengembangan / Plan of Development	Memahami proses *Plan of Development* (POD) dari sisi teknis dan non-teknis (drilling, HSE, CSR), memperdalam pengetahuan geologi, geofisika, dan reservoir, serta menguasai aspek ekonomi dan komersial pengembangan lapangan migas. Peserta juga dibekali pemahaman regulasi (POD, WP&B, AFE, FQR), keterampilan praktis lewat studi kasus, dan gambaran lengkap siklus proyek migas dari perencanaan hingga abandonmen / Understanding the Plan of Development (POD) process from both technical and non-technical perspectives (drilling, HSE, CSR), deepening knowledge of geology, geophysics, and reservoirs, and mastering the economic and commercial aspects of oil and gas field development. Participants are also equipped with an understanding of regulations (POD, WP&B, AFE, FQR), practical skills through case studies, and a comprehensive overview of the oil and gas project lifecycle from planning to abandonment.	• Teknis POD: subsurface (G&G, reservoir, modeling) + skenario pengembangan lapangan. • Non-teknis & regulasi: drilling, fasilitas produksi, HSE/CSR, POD–PSC–WP&B–AFE–FQR. • Ekonomi proyek: biaya pengembangan, PSC, DMO, insentif, dan perhitungan keekonomian. • Technical aspects of POD: subsurface (G&G, reservoir, modeling) and field development scenarios. • Non-technical and regulatory aspects: drilling, production facilities, HSE/CSR, POD–PSC–WP&B–AFE–FQR. • Project economics: development costs, PSC, DMO, incentives, and economic evaluation calculations.	PT Geodwipa Teknika Nusantara

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
159	3	Workshop Pengembangan Program CSR yang Efektif untuk Dampak Berkelanjutan / Workshop Building Effective CSR Programs & Communications for Sustainable Impact	• Tujuan menggunakan pendekatan LFA adalah untuk merancang kerangka kerja yang sistematis dan terukur, sehingga bisa menciptakan strategi TJSL / CSR yang efektif, terukur, dan berdampak positif, sambil tetap memperhatikan prinsip-prinsip ESG dan CSR. • Memberikan pemahaman mendalam kepada karyawan mengenai konsep, prinsip dasar, & manfaat LFA. • Melatih kemampuan karyawan dalam mengidentifikasi masalah & tujuan proyek secara sistematis. • Meningkatkan efisiensi & efektivitas manajemen proyek CSR. • Melatih karyawan dalam menyusun matrix logis, termasuk impact outcome, outputs, activities, indicator kinerja, & alat verifikasi (MOV). • The purpose of using the LFA approach is to design a systematic and measurable framework to develop TJSL/CSR strategies that are effective, measurable, and generate positive impacts, while adhering to ESG and CSR principles. • Providing employees with an in-depth understanding of the concepts, basic principles, and benefits of the Logical Framework Approach (LFA). • Training employees to systematically identify project problems and objectives. • Improving the efficiency and effectiveness of CSR project management. • Training employees to develop a logical framework matrix, including impact, outcomes, outputs, activities, performance indicators, and means of verification (MOV).	• Komunikasi Efektif (Teknik, Strategi, & Tips). • Konsep, Tujuan, & Implementasi CSR/LFA. • Analisis & Identifikasi Tujuan WP&B 2026. • Pembuatan, Implementasi, & Pelaksanaan Rencana Aksi. • Effective Communication (Techniques, Strategies, and Tips). • Concepts, Objectives, and Implementation of CSR/LFA. • Analysis and Identification of WP&B 2026 Objectives. • Development, Implementation, and Execution of the Action Plan.	PT Dampak Sosial Indonesia
160	1	Diskusi & Sharing Knowledge Kebijakan SDM / Discussion and Knowledge Sharing on Human Resource (HR) Policies.	Meningkatkan pengelolaan SDM di sektor hulu migas, yang pada akhirnya bertujuan mendukung pencapaian target peningkatan produksi (lifting) minyak dan gas bumi nasional / Enhancing human resource management in the upstream oil and gas sector, ultimately aimed at supporting the achievement of national oil and gas production (lifting) targets.	• Kebijakan TKA & TKI. • PTK 007 Revisi 05. • Pengembangan Kompetensi. • Manajemen Perubahan. • Etika dan Kepatuhan. • Keselamatan Kerja (K3) Migas. • Policies on Foreign Workers (TKA) and Indonesian Workers (TKI). • PTK 007 Revision 05. • Competency Development. • Change Management. • Ethics and Compliance. • Oil and Gas Occupational Health and Safety (OHS).	SKK Migas
161	2	Pelatihan Kepemimpinan Adaptif: Cara Berkembang di Tengah Disrupsi / The Adaptable Leadership Training: How to Thrive During Disruption	Membekali pemimpin dengan ketangkasan (agility), ketahanan (resilience), dan pola pikir yang diperlukan untuk memimpin tim secara efektif di tengah perubahan yang cepat, krisis, atau ketidakpastian / Equipping leaders with the agility, resilience, and mindset needed to effectively lead teams amid rapid change, crises, or uncertainty.	Dasar-Dasar Kepemimpinan Adaptif. Penguatan Kecerdasan Emosional (EQ). Pemikiran Disruptif dan Inovasi. Memimpin di Tengah Perubahan. Manajemen Krisis dan Kelincahan Organisasi. Fundamental Adaptive Leadership. Strengthening Emotional Intelligence (EQ). Disruptive Thinking & Innovation. Leading Through Change. Crisis Management & Agility.	EMP

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
162	2	Operator Pengumpulan Limbah B3 / Hazardous and Toxic Waste (B3) Collection Operator.	Meningkatkan kompetensi peserta dalam pengelolaan, penyimpanan, dan pengolahan limbah berbahaya dan beracun / Enhancing participants' competencies in the management, storage, and treatment of hazardous and toxic waste.	• Melakukan Tindakan Keselamatan dan Kesehatan Kerja (K3) terhadap Bahaya dalam Pengelolaan Limbah Bahan Berbahaya dan Beracun (Limbah B3). • Melakukan Pemantauan Pengelolaan Limbah Bahan Berbahaya dan Beracun (Limbah B3). • Melaksanakan Penanggulangan Kedaruratan Pengelolaan Limbah Bahan Berbahaya dan Beracun (Limbah B3). • Menyiapkan Manifes Pengangkutan Limbah Bahan Berbahaya dan Beracun (LimbahB3) secara Elektronik. • Melakukan Penyimpanan Limbah Bahan Berbahaya dan Beracun (Limbah B3). • Melakukan Pemilahan (Segregasi) Limbah Bahan Berbahaya dan Beracun (Limbah B3). • Implementing Occupational Health and Safety (OHS) measures to address hazards in the management of hazardous and toxic waste (B3 Waste). • Conducting monitoring of hazardous and toxic waste (B3 Waste) management. • Carrying out emergency response measures in hazardous and toxic waste (B3 Waste) management. • Preparing electronic manifests for the transportation of hazardous and toxic waste (B3 Waste). • Conducting storage of hazardous and toxic waste (B3 Waste). • Performing segregation of hazardous and toxic waste (B3 Waste).	PT Mairodi Mandiri Sejahtera

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
163	1	Bimtek Keselamatan Pengelolaan Bahan Peledak Migas / Technical Guidance on Safety in the Management of Explosive Materials in the Oil and Gas Sector.	• Memiliki kualifikasi dan/atau kompetensi serta kemampuan kerja setiap individu yang mencakup aspek pengetahuan, keterampilan, dan sikap kerja yang sesuai dengan standardisasi yang diharapkan. • Mengetahui dan memahami peraturan perundang-undangan yang berkaitan dengan keselamatan kerja dan Standar Nasional Indonesia (SNI) 6911:2022, terutama yang berhubungan dengan keselamatan penanganan bahan peledak migas. • Memiliki pemahaman aspek keselamatan kerja pengelolaan bahan peledak, baik pada kegiatan pengangkutan, penyimpanan maupun penggunaan bahan peledak serta bahaya-bahaya yang ditimbulkan oleh bahan peledak. • Memahami tugas dan tanggung jawab serta mampu menyusun laporan pengelolaan bahan peledak. • Possessing the qualifications and/or competencies and work capabilities of each individual, covering aspects of knowledge, skills, and work attitudes in accordance with the expected standards. • Knowing and understanding the laws and regulations related to occupational safety and the Indonesian National Standard (SNI) 6911:2022, particularly those related to the safety of handling explosives in the oil and gas sector. • Having an understanding of occupational safety aspects in the management of explosives, including transportation, storage, and use of explosives, as well as the hazards posed by explosive materials. • Understanding duties and responsibilities and being able to prepare reports on explosive materials management.	• Regulasi & Peraturan Perundang-Undangan. • Pengetahuan Dasar Bahan Peledak. • Prosedur Keselamatan Pengelolaan (*Safety Procedures*). • Pengamanan & Pengendalian. • Manajemen Darurat (*Emergency Response*). • Regulations and Legislation. • Basic Knowledge of Explosives. • Safety Procedures for Explosives Management. • Security and Control. • Emergency Response Management.	Koperasi Prima Daya Migas

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
164	4	Pelatihan Intensif Geo 7.6 / Geo 7.6 Intensive Training	Mensupport pembuatan laporan pekerjaan Drilling & Subsurface, seperti pembuatan Well Correlation Log, Lithology Log, Composite Log, & Drilling Progress Curve / Supporting the preparation of Drilling and Subsurface work reports, such as Well Correlation Logs, Lithology Logs, Composite Logs, and Drilling Progress Curves.	• Membuat Well Operations Logs seperti Wireline Log, LWD/ MWD Log, Mudlog/Lithology Log, Composite Logs, pembacaan Chromatograph, Interpretasi Geologi, Interpretasi Litologi, Persentase Litologi, Formation Tops, Parameter Lumpur dan Pengeboran pada template perusahaan yang telah ada. • Modul Export Curve Data to LAS. • Perhitungan curve data seperti analisis gas rasio, petrofisik, analisis log quick look. • Preparing Well Operations Logs such as Wireline Logs, LWD/ MWD Logs, Mudlogs/Lithology Logs, and Composite Logs; reading chromatograph data; conducting geological and lithological interpretations; determining lithology percentages and formation tops; and recording mud and drilling parameters using the existing company templates. • Module for exporting curve data to LAS format. • Calculation of curve data, including gas ratio analysis, petrophysical analysis, and quick-look log analysis.	Geologix
165	1	Bimtek & Sertifikasi Kompetensi CIVD / Technical Guidance (Bimtek) and Competency Certification for CIVD.	Menyetarakan kompetensi verfikator di seluruh KKKS dalam melakukan verifikasi dokumen Penyedia Barang & Jasa (PBJ) / Standardizing the competencies of verifiers across all PSC contractors in conducting verification of procurement (PBJ) documents.	Proses verifikasi profile vendor dalam system CIVD / The process of verifying vendor profiles in the CIVD system.	SKK Migas
166	5	Konferensi Human Capital Bakrie Group 2025 / Bakrie Group HC Conference 2025	• Memperkuat sinergi praktisi Human Capital dalam pertumbuhan bisnis Grup Bakrie yang berkelanjutan. • Memperluas wawasan praktisi Human Capital dalam membangun ekosistem SDM yang tangkas dan siap dalam perkembangan masa depan. • Membangun *awareness* mengenai mental *health & well-being* dalam tenaga kerja multigenerasi. • Strengthening the synergy of Human Capital practitioners in supporting the sustainable growth of the Bakrie Group's business. • Expanding the insights of Human Capital practitioners in building an agile human resource ecosystem that is prepared for future developments. • Building awareness of mental health and well-being within a multigenerational workforce.	• Sesi berbagi pimpinan human capital grup Bakrie • Membangun ekosistem human capital yang agile dan siap menghadapi masa depan • Membayangkan kembali keterlibatan karyawan: kesehatan mental & kesejahteraan dalam tenaga kerja multigenerasi • Bakrie group human capital leaders sharing session. • Building an agile and future-ready human capital ecosystem. • Reimagining employee engagement: mental health and well-being in a multigenerational workforce.	EMP
167	1	Pengawasan Camp and Food Services / Camp and Food Services Supervision	Menciptakan suasana camp sebagai suatu tempat tinggal yang bersih, aman, nyaman dan menarik sebagai suatu tempat tinggal ke dua selama melaksanakan tugas di tempat kerja / Creating a camp environment as a clean, safe, comfortable, and appealing living space, serving as a second home while carrying out work duties on site.	Prosedur keselamatan di camp, higiene camp, perawatan camp, pengelolaan bahan camp, latihan darurat, ERP, pergantian kru, inspeksi camp. / Safety procedure di camp, camp hygiene, perawatan camp, pengelolaan bahan bahan camp, emergency drills, ERP, crew change, camp inspection.	Indonesia Professional Development Center

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No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
168	1	Pelatihan & Sertifikasi IWCF Pengendalian Sumur Pengeboran Level 4 / Training & Certification IWCF Drilling Well Control Level 4	Meningkatkan kompetensi Well Control, Mencegah Blowout, Standarisasi Internasional, Meningkatkan Keselamatan Kerja / Enhancing Well Control competence, Preventing Blowouts, Adhering to International Standards, Improving Workplace Safety.	Pengenalan Pengendalian Sumur, Manajemen Risiko, Penyebab Kick, Sistem Sirkulasi, Tekanan Fraktur dan Tekanan Permukaan Maksimum, Metode Pengendalian Sumur, Perencanaan Kontinjensi / Introduction to well control, Risk Management, Causes of Kicks, Circulating Systems, Fracture pressure and maximum surface pressure, Well Control Methods, Contingency Planning.	PT Mairodi Mandiri Sejahtera Training, Consulting & Engineering Services
169	1	Perpanjangan Sertifikasi SKP AK3 Umum Kemnaker / Extension of General AK3 SKP Certification by the Ministry of Manpower	Memperpanjang legalitas ahli K3, Pemenuhan kepatuhan Regulasi, Menjaga Implementasi system K3 / Extending the legal validity of K3 experts, Ensuring regulatory compliance, Maintaining K3 system implementation	Update peraturan K3 Baru, SMK3, HIRADC, Investigasi Kecelakaan Kerja, Program Pengendalian Risiko, Emergency Response / Updates on New K3 Regulations, SMK3, HIRADC, Workplace Accident Investigation, Risk Control Programs, Emergency Response	PT SISTAND Registar Indonesia
170	1	Petugas Tinjauan Medis / Medical Review Officer	Untuk menjamin keselamatan kerja, terutama pada pekerjaan yang melibatkan pengoperasian mesin, mengemudi, atau aktivitas berisiko tinggi lainnya / To ensure workplace safety, especially in tasks involving machine operation, driving, or other high-risk activities.	Dasar Drug Testing, Peran dan Tanggung Jawab MRO, Interpretasi Hasil Tes, Farmakologi Zat Terlarang, Verifikasi Medis, Quality Assurance & Audit / Fundamentals of Drug Testing, Roles and Responsibilities of MRO, Test Result Interpretation, Pharmacology of Prohibited Substances, Medical Verification, Quality Assurance & Audit.	Perdoki - Koperasi Santigi
171	1	Resit IWCF / IWCF resit	Memberi kesempatan peserta memperbaiki hasil ujian, memastikan kompetensi well control terpenuhi, dan tetap memenuhi standar keselamatan serta persyaratan kerja di industri drilling / Provides participants the opportunity to retake exams, ensures well control competence is met, and continues to comply with safety standards and job requirements in the drilling industry.	Pengenalan Pengendalian Sumur, Manajemen Risiko, Penyebab Kick, Sistem Sirkulasi, Tekanan Fraktur dan Tekanan Permukaan Maksimum, Metode Pengendalian Sumur, Perencanaan Kontinjensi, Ulangan WCF / Introduction to well control, Risk Management, Causes of Kicks, Circulating Systems, Fracture pressure and maximum surface pressure, Well Control Methods, Contingency Planning. WCF resit	PT Fritmandiri
172	1	Simposium dan Lokakarya IOMU 2025: Higiene Industri dalam Perspektif Kedokteran Kerja / Symposium and Workshop IOMU 2025 Industrial Hygiene in Occupational Medicine Perspective	Memahami teknik pengendalian risiko, mulai dari identifikasi bahaya hingga penerapan langkah mitigasi berdasarkan studi risiko yang mendalam dari lembaga nasional terkait dan para ahli internasional / Understanding risk control techniques, from hazard identification to the implementation of mitigation measures based on in-depth risk studies by relevant national institutions and international experts.	Konsep Industrial Hygiene, Identifikasi Bahaya di Tempat Kerja, Pengukuran & Monitoring Paparan, Risk Assesment, Risk Control, PAK, Peran Dokter Okupasi / Concepts of Industrial Hygiene, Workplace Hazard Identification, Exposure Measurement & Monitoring, Risk Assessment, Risk Control, PAK, Role of Occupational Physicians	Perdoki
173	2	Bimtek Keselamatan Pengelola Bahan Peledak / Technical Guidance (Bimtek) on Safety for Explosives Material Management	Memiliki kualifikasi kompetensi serta kemampuan mencakup aspek pengatahuan, keterampilan, sesuai standarisasi yang diharapkan. Memahami peraturan perundang undangan keselamatan kerja dan SNI yang berhubungan dengan bahan peledak / Possesses the required competencies and skills, including knowledge and abilities in accordance with expected standards. Understands occupational safety laws and regulations as well as SNI standards related to explosives.	Dasar – dasar bahan peledak, Regulasi & Perizinan, Penyimpanan Bahan Peledak, Pengangkutan, Prosedur Keadaan Darurat, Identifikasi Bahaya, Studi Kauss dan Praktik Lapangan / Fundamentals of Explosives, Regulations & Licensing, Explosives Storage, Transportation, Emergency Procedures, Hazard Identification, Case Studies, and Field Practice	LPK-KPDMigas

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025
Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
174	1	Pelatihan Manajemen Tanggap Darurat Berbasis Sistem Komando Insiden (ICS) / Incident Command System (ICS) Based Emergency Response Management Training	Memperkenalkan konsep dan prinsip-prinsip pengelolaan keadaan darurat yang sudah teruji efektif dalam menanggulangi berbagai insiden, baik yang terjadi di industri maupun bencana alam / Introduces the concepts and principles of emergency management that have been proven effective in handling various incidents, whether occurring in industry or natural disasters	Prinsip NIMS, Area Fungsional ICS, Peran – Peran staff Umum, *Incident Briefing and Meetings* dan ICS Tools, Proses Perencanaan, Pengelolaan Sumber Daya Penanggulangan Insiden, Demobilisasi, Penanggulangan Keadaan Darurat / NIMS Principles, ICS Functional Areas, Roles of General Staff, Incident Briefings and Meetings, ICS Tools, Planning Process, Incident Resource Management, Demobilization, Emergency Response Management	PT Rhuekamp Indonesia
175	1	Bimtek dan Uji kompetensi Pengawas Utama K3 Migas / Technical Guidance and Competency Test for Senior K3 Oil & Gas Supervisors	Meningkatkan Kompetensi pengawas K3 Migas, Memenuhi Persyaratan Sertifikasi, Meningkatkan Keselamatan Operasi Migas, Memastikan Kepatuhan Regulasi, Meningkatkan Peran Leadership K3 / Enhancing the Competence of Oil & Gas K3 Supervisors, Meeting Certification Requirements, Improving Oil & Gas Operational Safety, Ensuring Regulatory Compliance, Strengthening K3 Leadership Roles	Regulasi K3 Migas, HIRADC, Process Safety & Major Accident Prevention, Permit To Work, Investigasi Insiden, Eergency Response, Safety Leadership Culture / Oil & Gas K3 Regulations, HIRADC, Process Safety & Major Accident Prevention, Permit to Work, Incident Investigation, Emergency Response, Safety Leadership Culture	PT Kualifikasi Migas Indonesia
176	2	Hazard Operability Study (Hazops) Leader Sertifikasi BNSP / Hazard Operability Study (Hazops) Leader BNSP Certification	Untuk menentukan apakah penyimpangan dalam suatu proses dapat mendorong kearah kejadian atau kecelakaan yang tidak diinginkan / To determine whether deviations in a process could lead to an undesired event or accident	Menganalisis Risiko di Industri Migas, Menerapkan Studi Hazard and Operability Studies (HAZOPS) di Tempat Kerja di Industri Migas / Analyzing Risks in the Oil and Gas Industry, Implementing Hazard and Operability Studies (HAZOPS) in the Workplace in the Oil and Gas Industry	PT Kualifikasi Migas Indonesia
177	1	Ahli Higiene Industri Muda (HIMU) – BNSP / Junior Industrial Hygiene Expert (HIMU) - BNSP	Kemampuan untuk mengidentifikasi, mengukur, dan mengendalikan bahaya di lingkungan kerja sesuai ketentuan Permenaker No. 5 Tahun 2018 / The ability to identify, measure, and control hazards in the workplace in accordance with the provisions of Ministry of Manpower Regulation No. 5 of 2018	Dasar – Dasar Higiene Industri, Hazard Identification, Risk Assessment , Toksikologi Industri / Fundamentals of Industrial Hygiene, Hazard Identification, Risk Assessment, Industrial Toxicology	Mutiara Mutu Sertifikasi (MMS)
178	2	Training Keanekaragaman Hayati / Biodiversity Training	Memahami pentingnya pengelolaan keanekaragaman hayati serta merumuskan program Kehati / Understanding the importance of biodiversity management and formulating biodiversity (Kehati) program	Overview Keanekaragaman Hayati, Ekosistem Laut dan Pesisir, Potensi Ancaman dan Mitigasi, Strategi Konservasi / Overview of Biodiversity, Marine and Coastal Ecosystems, Potential Threats and Mitigation, Conservation Strategies	PT Properindo Enviro Tech
179	2	Pelatihan dan Sertifikasi BNSP Auditor Lingkungan Hidup / BNSP Training and Certification for Environmental Auditors	Membekali peserta dengan kompetensi untuk merencanakan, melaksanakan, dan melaporkan audit lingkungan sesuai standar dan regulasi yang berlaku / To equip participants with the competencies to plan, conduct, and report environmental audits in accordance with applicable standards and regulations	Peraturan dan kebijakan lingkungan, system manajemen lingkungan, perencanaan audit, pelaksanaan audit, simulasi dan studi kasus / Environmental regulations and policies, environmental management systems, audit planning, audit execution, simulations, and case studies	Cipta Progresa Training and Consulting
180	1	Resertifikasi Penanggung Jawab Penanggulangan Pencemaran Air (PPPA) / Recertification of Persons Responsible for Water Pollution Control (PPPA)	Fulfillment of competency requirements for water pollution control based on SKKNI (Standar Kompetensi Kerja Nasional Indonesia) / Equips participants with the competencies to plan, conduct, and report environmental audits in accordance with applicable standards and regulations	Dasar – Dasar Higiene Industri, Hazard Identification, Risk Assessment , Toksikologi Industri / Basics of Industrial Hygiene, Hazard Identification, Risk Assessment, Industrial Toxicology	Mutiara Mutu Sertifikasi (MMS)

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
181	7	PSC Taxation Update / Pembaharuan Perpajakan KKS	Memperbarui Pengetahuan tentang Perpajakan PSC serta Undang-Undang dan Peraturan Perpajakan Umum / Updating knowledge on PSC Taxation and General Tax Law and Regulations.	Regulasi terkini, pajak dalam PSC, Cost Recovery & Deductible, Gross Split Mechanism, isu dan sengketa pajak migas / Latest regulations, taxes in PSC, Cost Recovery & Deductibles, Gross Split Mechanism, issues and disputes in oil & gas taxation.	IPDC Training Institute
182	1	Sertifikasi QIA Tingkatan Lanjutan / Advanced Level QIA Certification	Kemampuan lanjutan untuk merencanakan, melaksanakan, dan mengevaluasi audit internal berbasis risiko serta memberikan rekomendasi strategis guna meningkatkan tata kelola, manajemen risiko, dan pengendalian internal organisasi / Advanced ability to plan, conduct, and evaluate risk-based internal audits and provide strategic recommendations to enhance organizational governance, risk management, and internal controls.	Audit Internal lanjutan, Manajemen risiko, GCG, Audit kinerja dan Operasional, Audit berbasis teknologi, komunikasi pelaporan audit, etika dan profesionalisme / Advanced Internal Audit, Risk Management, Good Corporate Governance (GCG), Performance and Operational Audit, Technology-Based Audit, Audit Reporting Communication, Ethics and Professionalism.	YPIA
183	4	Training Implementasi ISO/IEC 27001 : 2022 (SMKI) / ISO/IEC 27001:2022 (SMKI) Implementation Training	Memahami prinsip dasar keamanan informasi Memberikan pemahaman menyeluruh tentang konsep *Confidentiality, Integrity*, dan *Availability* (CIA) sebagai fondasi SMKI / Understanding the basic principles of information security, providing a comprehensive understanding of the concepts of Confidentiality, Integrity, and Availability (CIA) as the foundation of the Information Security Management System (ISMS).	Pemahaman mendalam standar ISO/IEC 27001:2022, Perencanaan, dukungan, dan operasi ISMS, Annex A dan Persyaratan Kontrol Keamanan / In-depth understanding of ISO/IEC 27001:2022 standards, ISMS planning, support, and operation, Annex A, and Security Control Requirements.	Proxis
184	5	Membangun Mekanisme Pelaporan Pelanggaran yang Efektif – Perspektif Hukum & Audit / Building an Effective Whistleblowing Mechanism - Legal & Audit Perspectives	Membekali para profesional hukum, auditor, petugas kepatuhan, dan pemimpin organisasi dengan pengetahuan dan perangkat yang dibutuhkan untuk merancang, menerapkan, dan mengevaluasi mekanisme whistleblowing yang efektif / Equips legal professionals, auditors, compliance officers, and organizational leaders with the knowledge and tools needed to design, implement, and evaluate effective whistleblowing mechanisms.	Dampak Fraud, Kepatuhan regulasi internal, pidana umum-pajak-korupsi, FCPA, UKBA, IDX, OJK, permen BUMN, Desain WBS, Data protection, Brenchmarking dalam industri, peran audit internal, kolaborasi audit – legal dalam investigasi pihak luar / Impact of Fraud, Internal Regulatory Compliance, General-Criminal-Tax-Corruption Law, FCPA, UKBA, IDX, OJK, BUMN Regulations, WBS Design, Data Protection, Industry Benchmarking, Role of Internal Audit, Collaboration Between Audit and Legal in External Investigations.	IPDC Training Institute
185	1	Pelatihan dan Sertifikasi Manager Energy / Energy Manager Training and Certification	Memahami peran dan tanggung jawab seorang Manajer Energi serta implementasi sertifikasi sebagai Manajer Energi / Understanding the roles and responsibilities of an Energy Manager and the implementation of certification as an Energy Manager.	Pembaruan regulasi energy, system management energy, audit energy lanjutan, managemen proyek energy, pelaporan dan kepatuhan / Updates on energy regulations, energy management systems, advanced energy auditing, energy project management, reporting, and compliance.	PT Benefita
186	1	Kontrak Kerja Sama (KKS) / Production Sharing Contract (PSC)	Mendapatkan pemahaman komprehensif terkait : PSC history & prinsip penyusunan bentuk PSC di Hulu Migas / Gaining a comprehensive understanding of: KKS history & the principles of drafting KKS forms in upstream oil and gas.	Institusional Role, Prinsip utama PSC dalam pengelolaan Hulu Migas, Ketentuan pokok dalam PSC, Aktifitas Operasi Perminyakan dalam konsep PSC, Fiscal Frame Work & Financial Aspek, Instrumen dalam pengelolaan PSC, PSC Accounting, Tata Kelola Hulu Migas / Institutional Role, Key Principles of PSC in Upstream Oil & Gas Management, Main Provisions in PSC, Oil & Gas Operational Activities within the PSC Concept, Fiscal Framework & Financial Aspects, Instruments in PSC Management, PSC Accounting, Upstream Oil & Gas Governance.	Koperasi SKK Migas

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025
Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
187	21	Bimtek PTK-007 Rev 05 Beserta Perubahannya dan Ujian Sertifikasi / Technical Guidance (Bimtek) on PTK-007 Rev 05 and Its Amendments, Complete with Certification Exam.	Memahami Pedoman Tata Kerja Pengadaan Barang /Jasa di Industri Hulu Migas berdasarkan PTK 007 Rev. 05 beserta perubahannya / Understanding the Work Guidelines for Goods/Services Procurement in the Upstream Oil & Gas Industry based on PTK-007 Rev. 05 and its amendments	Pengantar PTK 007, Rencana dan strategi pengadaan, evaluasi penawaran, sanggahan, komoditas utama, penyusunan HPS, Jaminan tender, prakualifikasi, pengelolaan PBJ / Introduction to PTK-007, Procurement Planning and Strategy, Bid Evaluation, Objections, Key Commodities, Preparation of HPS, Tender Guarantees, Prequalification, Procurement Management	PT Bangun Insan Trengginas
188	36	Forum Kepemimpinan / Leadership Forum	Membangun kerja sama, konstruktif diskusi, dan menciptakan solusi inovatif tantangan yang kita hadapi dalam membangun masa depan yang lebih baik / Building collaboration, fostering constructive discussions, and creating innovative solutions to the challenges we face in building a better future	Keterampilan Manajerial / Managerial Skills	HC Division
189	13	Retirement Readiness Training / Persiapan Masa Pensiun	Mempersiapkan karyawan untuk bisa menjalani masa pensiun dengan produktif, terjamin secara financial dan tetap sehat / Preparing employees to enter retirement productively, financially secure, and maintaining good health	Berinvestasi dengan Menguntungkan, Mengelola Pengeluaran dengan Bijak, dan Tetap Produktif di Usia Pensiun / Invest Profitably, Spend Wisely and Stay Productive in Retirement Age	IPDC Training Institute / PT Inforbit Madyan Persada
190	25	Plan of Development Public Training / Rencana Pengembangan Pelatihan Publik	Memahami Proses Rencana Pengembangan: Mempelajari aspek teknis dan non-teknis (misalnya pengeboran, K3, CSR) yang terlibat dalam penyusunan dan pelaksanaan Rencana Pengembangan (POD) pada proyek minyak dan gas / Understand the Plan of Development Process: Learn the technical and non-technical aspects (e.g., drilling, HSE, CSR) involved in creating and executing a POD in oil and gas projects	Meningkatkan Pengetahuan Geologi & Geofisika, Menguasai Aspek Ekonomi Pengembangan Lapangan, Menerapkan Kerangka Regulasi, Mengembangkan Keterampilan Dunia Nyata, Pengetahuan Komprehensif tentang Siklus Proyek / Enhance Geology & Geophysics, Master the Economics of Field Development, Apply Regulatory Frameworks, Develop Real-World Skills, Comprehensive Project Cycle Knowledge	PT Geodwipa Teknika Nusantara / IPDC Training Institute
191	1	Membangun Komunikasi Efektif dan CSR untuk Dampak Berkelanjutan / Building Effective Communication And CSR For Sustainable Impact	Membekali peserta dengan kemampuan komunikasi strategis untuk merancang, mengimplementasikan, dan mengevaluasi program CSR yang efektif, berkelanjutan, serta memberikan dampak positif bagi pemangku kepentingan / Equips participants with strategic communication skills to design, implement, and evaluate effective and sustainable CSR programs that deliver positive impact for stakeholders.	Konsep Sustainability, CSR Based on ISO 26000 , Konsep dan Prinsip CID, Konsep Komunikasi, Strategi Komunikasi, CSR Lifecycle, Business Case CSR, Perencanaan Program Pengembangan dan Pelibatan Masyarakat menggunakan LFA, Strategi Implementasi, Monitoring dan Evaluasi, Exit Strategy / Sustainability Concepts, CSR Based on ISO 26000, CID Concepts and Principles, Communication Concepts, Communication Strategy, CSR Lifecycle, CSR Business Case, Program Planning for Community Development and Engagement Using LFA, Implementation Strategy, Monitoring and Evaluation, Exit Strategy	Social Impact ID
192	6	Prinsip-Prinsip Manajemen Proyek / Principles of Project Management	Membekali peserta dengan pengetahuan praktis tentang prinsip-prinsip manajemen proyek, pengadaan, dan kontrak / Equip attendees with practical knowledge of project management principles, procurement, contracts	Regulasi minyak & gas Indonesia, integrasi biaya, jadwal, manajemen risiko, serta tren terbaru seperti pertimbangan Lingkungan, Sosial, dan Tata Kelola (ESG) / Indonesia's oil & gas regulations, integration of cost, schedule, risk management, and emerging trends such as Environmental, Social, and Governance (ESG) considerations	IPDC Training Institute
193	8	Konvensi & Pameran IPA 2025 / IPA Convention & Exhibition 2025	Menghadiri Presentasi Teknis dan Jaringan Profesional / Attend Technical presentation and Professional networking	Presentasi teknis, diskusi panel, lokakarya, sesi jaringan, dan pameran produk serta layanan yang terkait dengan industri minyak dan gas / Technical presentation, panel discussion, workshop, networking session, and the exhibition of products and services related to the oil and gas industry	PT Dyandra Promosindo

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025

Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
194	7	Pemodelan Reservoir 3D Terintegrasi dan Simulasi Reservoir / Integrated 3D Reservoir Modeling and Reservoir Simulation	Memahami dan mampu mengembangkan model statik / Understand and able to develop static model	Pengembangan model statik hingga proses upscaling menjadi model simulasi dinamis yang mempertimbangkan berbagai ketidakpastian, termasuk pengembangan model statik berbasis properti petrofisika yang konsisten dengan kondisi geologi, pembuatan model probabilistik cadangan, konsep dan optimasi upscaling / Development of static models through the upscaling process into dynamic simulation models that account for various uncertainties, including the creation of static models based on petrophysical properties consistent with geological conditions, probabilistic reserve modeling, and upscaling concepts and optimization	PT DDS Putra Perdana
195	6	Strategi untuk Mengoptimalkan Rantai Pasok & Logistik / Strategic for Optimizing Supply Chain & Logistic	Mengoptimalkan Rantai Pasok dan Logistik - Mencapai Keunggulan / Optimizing Supply Chains and Logistics - Achieving Excellence	Strategi Rantai Pasok dan Logistik, Manajemen Material yang Inovatif dan Digital, Material yang Dinamis dan Tangguh, Diskusi Kasus Nyata./ Supply chain and Logistic Strategy, Innovative and Digital Materials Management, Dynamic and Resifient Materials, Real Case Discussion	Bintang Indah Sinergi
196	1	Manajemen Data Eksplorasi / Exploration Data Management	Cara Mengelola Manajemen Siklus Hidup Data, Data sebagai Aset, Metadata, dan Retensi Data / How to manage Data Lifecyrcle Management, Data as an asset, Metadata and Data Retention	Mengelola Manajemen Siklus Hidup Data, Data sebagai Aset, Metadata, dan Retensi Data / Manage Data Lifecyrcle Management, Data as an asset, Metadata and Data Retention	Rexa Patriacia Cendikia
197	2	Konfrensi Auditor Internal / Internal Auditor Conference	Mempertemukan para profesional audit internal, pimpinan korporasi, serta pemangku kepentingan dari sektor publik, BUMN, dan swasta / Bringing together internal audit professionals, corporate leaders, and stakeholders from the public sector, state-owned enterprises, and private sector	Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance and Opportunities in 2025 / Horizon yang Bergeser bagi Auditor Internal: Menavigasi Risiko Baru, Tata Kelola, dan Peluang di Tahun 2025	YPIA
198	3	Konvensi Bersama di Semarang / Joint Convention Semarang	Mendukung pengembangan Strategi Asta Cita 2024 – 2029 dalam menciptakan ketahanan energy nasional / Supporting the development of the Asta Cita 2024–2029 Strategy in creating national energy resilience	Membahas permasalahan dan lesson learned serta berbagi best practices dalam empat topik (oil & gas development, sustainability, new energy dan new & upcoming technology) / Discussing challenges and lessons learned, as well as sharing best practices across four topics: oil & gas development, sustainability, new energy, and new & upcoming technology	IAGI CONVEX
199	1	Ikatan Ahli Fasilitas Produksi Migas / Association of Oil & Gas Production Facilities Experts	Untuk memperoleh pengetahuan, keterampilan, dan perspektif terkini dari praktisi dan dosen di bidang Teknologi Eksplorasi / To obtain the updated knowledge, skills and perspective from the practitioner and lecturer in the area of Exploration Technology	EOR, Pengeboran dan Penyelesaian Sumur, Intervensi Sumur, Teknologi Produksi, Fasilitas Permukaan / EOR, Drilling and Completion, Well Intervention, Production Technology, Surface Facilities	IAFMI/ IATMI/IAGI
200	9	Ms. Excel Tingkat Menengah hingga Lanjutan / Ms. Excel Intermediate to Advance	Memahami proses pengelolaan data menggunakan Microsoft Excel / Understanding data management processes using Microsoft Excel	Input data, Pengolahan Data, Reporting dan terakhir Analisa Data / Data Input, Data Processing, Reporting, and finally Data Analysis	IPDC Training Institute

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025
Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
201	2	Manajemen Kontrak / Contract Management	Memahami konsep, definisi, dan lingkup Contract Management di dalam Procurement/Purchasing, Memahami perbedaan antara contract management dan contract administration / Understanding the concepts, definitions, and scope of Contract Management in Procurement/Purchasing, and understanding the differences between contract management and contract administration	Siklus proses contract management, pembagian peran antara procurement dan tim legal dalam contract management, pengenalan resiko dalam contract management, kontrol monitoring kontrak dengan menggunakan template, tool, dan model dalam setiap langkah dalam Contract Management dalam studi kasus / The contract management process cycle, role allocation between procurement and legal teams in contract management, introduction to risks in contract management, contract monitoring and control using templates, tools, and models at each step of contract management through case studies	PT Zyura Sinergi Utama
202	1	Kursus GRP - Modul 6: Analitik dan Wawasan Kompensasi / GRP Course - Module 6 Compensation Analytics & Insights	Cara menerapkan pengambilan keputusan berbasis bukti dalam praktik dan analitik kompensasi. / How to apply evidence-based decision-making in compensation practice and analytics	Pengambilan keputusan dengan ukuran statistik dan pemodelan, seperti variabilitas, bentuk distribusi, dan analisis regresi. Tips untuk mengidentifikasi data yang terdistorsi dan mengenali kesalahan umum yang menyebabkannya. Teknik untuk membagikan data, termasuk cara terbaik untuk mengatur dan memvisualisasikannya./ Decision-making with statistical measures and modeling such as variability, shapes of distributions and regression analysis. Tips for identifying distorted data and recognizing the common mistakes that cause it. Techniques for sharing data, including the best ways to organize and visualize it	APRIMI
203	1	General Affairs yang Profesional / General Affairs Profesional	Memahami fungsi dan peran General Affairs di dalam organisasi dalam mencapai sasaran serta melaksanakan strategi organisasi / Understanding the functions and roles of General Affairs within an organization in achieving objectives and implementing organizational strategies.	Menganalisa kinerja General Affair (GA), menetapkan kopensasi standart yang dibutuhkan bagi para professional GA, memahami key performance indicator GA Officer / Analyzing General Affairs (GA) performance, determining the standard compensation required for GA professionals, and understanding the key performance indicators (KPIs) of GA Officers	PT Patrari Jaya Utama
204	1	Mengelola Keuangan UMKM Secara Efektif / Managing Small and Medium Business Units Finances Effectively	Dalam rangka mempersiapkan pensiun, saya perlu meningkatkan kemampuan mengelola keuangan saat menjalankan usaha skala kecil atau menengah, serta mampu mengelola keuangan unit institusi pendidikan yang sudah berjalan / In order to prepare for retirement, need to increase my ability to manage finances when running a small or medium scale business and also to be able to manage the finances of an educational institution unit that is already running	Prinsip dasar akuntansi, penyusunan laporan keuangan, penerapan prinsip dalam praktik / Basic accounting principles, preparation of financial statements, application of principles in practice	PT Zyura Sinergi Utama
205	3	Seminar Nasional Internal Audit What's Driving Change to Stay Ahead of The Curve in The Coming Years / National Internal Audit Seminar: "What's Driving Change to Stay Ahead of the Curve in the Coming Years	Meningkatkan Pengetahuan dan Pemahaman: Memberikan wawasan mendalam mengenai tren terbaru, teknologi, dan faktor-faktor yang mendorong perubahan dalam dunia audit / Enhancing Knowledge and Understanding: Providing in-depth insights into the latest trends, technologies, and factors driving change in the audit world	Analisis data tingkat lanjut, audit berbasis AI, manajemen risiko siber / Advanced data analysis, AI-based auditing, cyber risk management	YPIA

Pelaksanaan Program Pendidikan dan Pelatihan Tahun 2025
Education and Training Program Implementation in 2025

No.	Peserta Participant	Program	Tujuan Goal	Materi Subject	Penyelenggara Organizer
206	2	Pelatihan Power BI / Power BI Training	Meningkatkan kompetensi pekerja dalam penggunaan Power BI untuk visualisasi data, analisis, dan pengambilan keputusan berbasis data / Enhancing employee competencies in using Power BI for data visualization, analysis, and data-driven decision-making	Persiapan Data, Pemodelan Data, Analisis Data dengan DAX, Visualisasi Data, Dashboard dan Pelaporan, Penerbitan dan Berbagi. / Data Preparation, Data Modeling, Data Analysis with DAX, Data Visualization, Dashboard and Reporting, Publishing and Sharing	Pertamina Hulu Energi

Pelatihan In-House Selama Tahun 2025
In-house Training in 2025

No.	Jenis Pelatihan | *Training Type*
1	Pelatihan Pemadaman Kebakaran Dasar, Pertolongan Pertama Dasar, dan Pelatihan Keselamatan Dasar / Basic Fire Fighting, Basic First Aid, & Basic Safety Training
2	Keselamatan Berbasis Perilaku / Behaviour Based Safety
3	DEI (Diversity, Equity, Inclusion) dan Workshop Bahasa Isyarat Indonesia / DEI & Workshop Bahasa Isyarat Indonesia
4	Pemadaman Kebakaran / *Fire Fighting*
5	Pemodelan Reservoir 3D Terintegrasi dan Simulasi Aliran / Integrated 3d Reservoir Modeling And Flow Simulation
6	Pengangkatan dan Rigging / Lifting and Rigging
7	Intelijen Pasar dan Manajemen Kontrak bagi Pekerja dalam Proses Pengadaan / Market Intelligence dan Manajemen Kontrak Bagi Pekerja Dalam Proses Pengadaan
8	Pelatihan Awareness ISO 14001:2015 & ISO 45001:2018 Serta Internal Auditor / Awareness Training on ISO 14001:2015 & ISO 45001:2018 and Internal Auditor
9	Pelatihan Pencegahan Bahaya Kebakaran dan Penggunaan Capit pada Ular oleh Damkar / Fire Hazard Prevention and Snake Handling Using Tongs Training by the Fire Department
10	Penegakan Norma - Norma K3 Konstruksi dan K3 Pesawat Angkat & Angkut / Enforcement of Occupational Health and Safety (OHS) Norms for Construction and Lifting & Hoisting Equipment
11	Refreshment Regu Evakuasi Tanggap Darurat Banjir / Emergency Flood Response Evacuation Team Refresher Training
12	Kesadaran Keselamatan, Kesehatan, dan Lingkungan (K3L) / SHE Awareness
13	Sosialisasi Bahaya Napza / Awareness Session on the Dangers of Narcotics, Psychotropics, and Addictive Substances (NAPZA)
14	Sosialisasi Prosedur Stop Work Authority (SWA) & Life Saving Rules (LSR) / Socialization of the Stop Work Authority (SWA) Procedure & Life Saving Rules (LSR)

Pelatihan Eksternal Tahun 2025
External Training in 2025

No.	Jenis Pelatihan | *Training Type*
1	Konferensi Nasional IIA Indonesia 2025: Strategis, Siap Menghadapi Masa Depan, dan Berkelanjutan / 2025 IIA Indonesia National Conference : Strategic, Future Ready, Sustainable
2	Manajemen Utang Usaha / Account Payable Management
3	Ahli K3 Umum Kemnaker-Perpanjangan / General Occupational Health and Safety (OHS) Expert – Renewal (Ministry of Manpower)
4	Auditor Energi / Energy Auditor
5	Konferensi Human Capital Bakrie Group 2025 / Bakrie Group Human Capital Conference 2025

Pelatihan Eksternal Tahun 2025
External Training in 2025

No.	Jenis Pelatihan | *Training Type*
6	Pelatihan Dasar Keselamatan Bertahan Hidup di Laut / Basic Sea Survival Training
7	Dasar-Dasar Akuisisi dan Pengolahan Data Seismik / Basic Seismic Acquisition And Processing
8	Wawancara Berbasis Peristiwa Perilaku / Behavior Event Interview
9	Bimbingan Teknis & Ujian Kualifikasi Verificator TKDN / Technical Guidance and Qualification Examination for TKDN Verifiers
10	*Borehole Image* untuk *Sub-Seismic Imaging* dalam Aplikasi Eksplorasi dan Pengembangan / Borehole Image Log For Sub-Seismic Imaging In Exploration & Development Application
11	Profesional Sumber Daya Manusia Bersertifikat / Certified Human Resources Professional (CHRP)
12	Praktisi Hubungan Industrial Bersertifikat / Certified Industrial Relation Practitioner (CIRP)
13	Petugas Keamanan Perusahaan (CSO) – Kode ISPS / Company Security Officer (CSO) - ISPS Code
14	Estimasi Biaya dalam Proyek EPC / Cost Estimation In EPC Project
15	Personel yang Ditunjuk di Darat (DPA – Kode ISM) / Designated Person Ashore (DPA-LSM Code)
16	Pembekalan Eksekutif Sistem Manajemen HSE Berdasarkan ISO 14001:2015 dan ISO 45001:2018 / Executive Briefing of HSE Management System Based on ISO 14001 2015 and ISO 45001 2018
17	Investigasi Kebakaran dan Ledakan: Pendekatan Rekayasa Forensik / Fire & Explosion Investigation: an Forensic Engineering Approach Investigation
18	Implementasi Tata Kelola, Manajemen Risiko, dan Kepatuhan / Implementing Governance Risk Management & Compliance
19	Forum Sekretaris Indonesia 2025 / Indonesia Secretary Forum 2025
20	KTT Sumber Daya Manusia Indonesia / Indonesian Human Capital Summit
21	Konvensi & Pameran IPA ke-49 / IPA 49th Convention & Exhibition
22	Kursus Singkat IPA – Pemantauan dan Pengelolaan Rekayasa Reservoir dan Produksi / IPA Short Course - Reservoir and Production Engineering Surveillance & Management
23	Dasar Manajer Layanan TI (Manajemen Layanan TI + Kapasitas dan Kinerja TI) / IT Service Manager Foundation (IT Service Management + IT Capacity & Performance)
24	Konvensi Ketahanan Energi Berkelanjutan: Jalan Indonesia Menuju Kemandirian / Join Convention Sustainable Energy Resilliance : Indonesia's Path To Self Sufficiency
25	Perjanjian Operasi Bersama (JOA) dalam Konteks Kontrak Bagi Hasil (PSC) di Indonesia / Joint Operating Agreement (JOA) In The Context Of Indonesian Production Sharing Contract (PSC)
26	Pelatihan Kepemimpinan bagi Supervisor / Leadership Training for Supervisor
27	Penilaian Siklus Hidup (LCA) / Life Cycle Assessment (LCA)
28	Insinyur Pengangkatan / Lifting Engineer
29	Manajemen dan Optimalisasi Logistik & Pergudangan / Logistic & Warehousing Management & Optimization
30	Manajer Penilaian Siklus Hidup (LCA) / Manager Life Cycle Assessment (LCA)
31	Masa Persiapan Pensiun / Pre-Retirement Preparation Period
32	Kursus Petugas Peninjau Medis (Medical Review Officer / MRO) / Medical Review Officer (MRO) Course
33	Metalurgi dan Rekayasa Korosi untuk AIM/RBI / Metallurgy and Corrosion Engineering for AIM/RBI
34	Operasional Pengelolaan Penyimpanan Limbah B3 (Oppl B3) / Operational Management of B3 (Hazardous and Toxic) Waste Storage
35	Operasional Pengolahan Sampah/Limbah Padat Non B3 / Operational Management of Non-B3 Solid Waste Processing
36	Program Pengembangan Tenaga Kerja Oracle (OWDP) APEX / Oracle Workforce Development Program (OWDP) Apex

Pelatihan Eksternal Tahun 2025

External Training in 2025

No.	Jenis Pelatihan | *Training Type*
37	Pelatihan & Bimbingan Teknis Perizinan Berusaha Sektoral di Bidang Migas Berbasis OSS RBA / Training & Technical Guidance on Sectoral Business Licensing in the Oil and Gas Sector Based on OSS RBA
38	Pelatihan & Sertifikasi Juru Ikat Beban / Training & Certification for Rigger
39	Pelatihan & Sertifikasi Laboratorium Pengujian Sampel Minyak & Gas Bumi / Training & Certification for Oil and Gas Sample Testing Laboratory
40	Pelatihan dan Sertifikasi Ahli K3 Listrik / Training & Certification for Electrical Safety (OHS) Expert
41	Pelatihan dan Sertifikasi Authorized Gas Tester / Training & Certification for Authorized Gas Tester
42	Pelatihan dan Sertifikasi Manajer Energi Di Industri / Training & Certification for Industrial Energy Manager
43	Pelatihan dan Sertifikasi Pekerja Operasi Produksi (OPK - Operator Kepala) / Training & Certification for Production Operations Personnel (OPK – Chief Operator)
44	Pelatihan dan Sertifikasi Pekerja Operasi Produksi (POP - Pengawas) / Training & Certification for Production Operations Personnel (POP – Supervisor)
45	Pelatihan dan Sertifikasi Pekerja Operasi Produksi (PUP - Pengawas Utama) / Training & Certification for Production Operations Personnel (PUP – Senior Supervisor)
46	Pelatihan dan Sertifikasi Penanggung Jawab Operasional Pengolahan Air Limbah (Popal) / Training & Certification for Person in Charge of Wastewater Treatment Operations (POPAL)
47	Pelatihan dan Sertifikasi Penanggung Jawab Pengendali Pencemaran Air (PPPA) / Training & Certification for Person in Charge of Water Pollution Control (PPPA)
48	Pelatihan dan Sertifikasi Penanggung Jawab Pengendali Pencemaran Udara (PPPU) / Training & Certification for Person in Charge of Air Pollution Control (PPPU)
49	Pelatihan dan Sertifikasi Pengawas K3 Migas / Training & Certification for Oil and Gas OHS Supervisor
50	Pelatihan dan Sertifikasi Pengawas Utama K3 Migas / Training & Certification for Senior Oil and Gas OHS Supervisor
51	Pelatihan dan Sertifikasi Perawatan Sumur - Ahli Pengendali Perawatan Sumur (APS) / Training & Certification for Well Maintenance – Well Maintenance Control Specialist (APS)
52	Pelatihan dan Sertifikasi Perawatan Sumur - Operator Unit Perawatan Sumur (OUPS) / Training & Certification for Well Maintenance – Well Maintenance Unit Operator (OUPS)
53	Pelatihan dan Sertifikasi Petugas Gas H2s / Training & Certification for H_2S Gas Safety Officer
54	Pelatihan dan Sertifikasi Petugas K3 Kimia / Training & Certification for Chemical Safety (OHS) Officer
55	Pelatihan dan Sertifikasi Petugas Pengukur Tangki / Training & Certification for Tank Gauging Officer
56	Pelatihan dan Sertifikasi Teknisi K3 Listrik / Training & Certification for Electrical Safety (OHS) Technician
57	Pelatihan dan Sertifikasi Tenaga Kerja Bangunan Tinggi Tingkat (TKBT) 2 / Training & Certification for Working at Height Personnel Level 2 (TKBT 2)
58	Pelatihan dan Ujian Pengadaan Barang dan Jasa PTK 007 / Training & Examination on Procurement of Goods and Services PTK 007
59	Pelatihan Legal Drafting & Sertifikasi Ahli Perancang Kontrak / Legal Drafting Training & Certification for Contract Drafting Specialist
60	Pelatihan Penyegaran Pengelola dan Juru Ledak Bahan Peledak Komersial / Refresher Training for Commercial Explosives Managers and Blasters
61	Pelatihan PTK BPMA , Bimtek dan Uji Kompetensi / PTK BPMA Training, Technical Guidance, and Competency Examination

Pelatihan Eksternal Tahun 2025
External Training in 2025

No.	Jenis Pelatihan | *Training Type*
62	Pelatihan Sucker Rod Pump & Dynagraph / Sucker Rod Pump & Dynagraph Training
63	Pembinaan & Sertifikasi Ahli K3 Umum Kemnaker / Development Program & Certification for General OHS Expert Ministry of Manpower
64	Pembinaan Keselamatan Pengelolaan Bahan Peledak / Safety Development Program for Explosives Management
65	Memastikan Proses Bisnis yang Efektif dan Efisien / Performance Auditing Ensuring Effective & Efficient Business Processes
66	Rencana Pengembangan / Plan Of Development
67	Kontrak Bagi Hasil / Production Sharing Contract
68	Program Pengembangan Profesional bagi Sekretaris / Professional Development Program For Secretary
69	Dasar-Dasar Pengendalian Dokumen Profesional / Fundamental of Professional Document Control
70	Analisis Akar Penyebab Kegagalan / Root Cause Failure Analysis
71	Seminar Nasional Ikatan Konsultan Pajak Indonesia / National Seminar of the Indonesian Tax Consultants Association
72	Sertifikasi Ahli Pengendali Bor (APB) / Drilling Control Specialist Certification (APB)
73	Sertifikasi Operator Mesin Bubut Dan Perkakas / Lathe Machine and Tool Operator Certification
74	Sistem Manajemen Lingkungan (Awareness ISO 14001:2025) / Environmental Management System (ISO 14001:2025 Awareness)
75	Sistem Proteksi Petir Dan Grounding / Lightning Protection and Grounding System
76	Penghindaran Pajak dan Perencanaan Pajak Lintas Negara di Indonesia: Perusahaan & Individu / Tax Avoidance And Cross-Border Tax Planning In Indonesia : Company & Individual
77	Pelatihan Membangun Komunikasi Efektif & CSR / Training Building Effective Communication & CSR
78	Pelatihan Instalasi Pipa Lepas Pantai / Training Offshore Pipeline Installation
79	Pelatihan Sistem Manajemen Integritas Sumur / Training Well Integrity Management System
80	Uji Kompetensi Sertifikasi BNSP untuk Penilai K3LL Mitra Kerja (PKMK) KKKS Strata Auditor / BNSP Certification Competency Test for HSE (K3LL) Contractor Performance Evaluator (PKMK) for PSC Contractors – Auditor Level
81	Keunggulan Pergudangan / Warehouse Excellent
82	Workshop Penyusunan PPM Excellence Emp Group 2025 / Workshop on the Development of PPM Excellence – EMP Group 2025
83	Pelatihan dan Sertifikasi Pekerja Operasi Produksi (OPT - Operator Produksi) / Training & Certification for Production Operations Personnel (OPT – Production Operator)

Tabel Biaya Pengembangan SDM Tahun 2025
Human Resource Development Costs in 2025

Deskripsi Description	**Nilai** – Amount (dalam USD/ in USD)		**Total**
	Perseroan Holding	**Anak Perusahaan** Subsidiaries	
Pelatihan In-house In-house Training	7,541.91	151,525.12	159,067.03
Pelatihan Eksternal External Training	21,297.10	426,422.78	447,719.88
Jumlah	28,839.01	577,947.90	606,786.91

Rata-Rata Jam Pelatihan Per Tahun Per Karyawan Berdasarkan Jenis Kelamin Tahun 2025
Average Training Hours per Employee per Year by Gender in 2025

Jenis Kelamin Gender	**Jam Pelatihan** Training Hours	**Jumlah Karyawan** Number of Employees	**Rata-rata Jam Pelatihan** Average Hours of Training
Laki-laki / Male	11,729	791	14.83
Wanita / Female	5,640	178	31.69
Total	**17,369**	**969**	**17.92**

Rata-Rata Jam Pelatihan Per Tahun Per Karyawan Berdasarkan Jenis Kelamin Tahun 2025
Average Training Hours per Employee per Year by Gender in 2025

Kategori Karyawan Employee Category	**Jam Pelatihan** Training Hours	**Jumlah Karyawan** Number of Employees	Rata-rata Jam Pelatihan Average Hours of Training
Direktur / Director	24	4	24.00
VP & Senior Manager	632	26	58.13
Manager	2,208	91	145.05
Superintendent	2,376	92	118.38
Supervisor	1,580	68	42.02
Staf	18,962	553	199.94
Non-Staf	5,714	138	119.75
Total	**31,496**	**972**	**32.40**

Sertifikasi Kompetensi
Untuk mendukung keandalan operasional dan kepatuhan terhadap regulasi, EMP memastikan bahwa karyawan yang terlibat dalam kegiatan operasional memiliki sertifikasi kompetensi yang relevan. Sertifikasi tersebut mencakup bidang keselamatan dan kesehatan kerja, operasional produksi, serta pengawasan teknis lainnya sesuai dengan ketentuan yang berlaku.

Dalam bidang usaha pertambangan minyak dan gas yang terus mengalami pertumbuhan, Perseroan memiliki 8 orang (pegawai) yang telah memiliki sertifikasi kompetensi Pengawas

Competency Certification
To support operational reliability and regulatory compliance, EMP ensures that employees involved in operational activities possess relevant competency certifications. These certifications cover areas such as occupational health and safety, production operations, and other technical supervisory roles in accordance with applicable regulations.

In the growing oil and gas mining industry, the Company has 8 employees who hold competency certification as Principal Supervisors for Oil and Gas Occupational Health and Safety

Utama K3 Migas sesuai peraturan yang berlaku. Ke-8 orang (pegawai) inilah yang bertanggung jawab pada Perseroan dan Pemerintah dalam hal pelaksanaan dan pengawasan operasional Migas. Disamping itu, Perseroan juga memiliki Tenaga Produksi tersertifikasi sebanyak 43 orang, Tenaga Rigger bersertifikasi sebanyak 10 orang, Penanggung Jawab Operasional Pengolahan Air Limbah bersertifikat sebanyak 3 orang, Penanggung Jawab Pengendali Pencemaran Air sebanyak 6 Orang, Petugas Gas H_2S bersertifikat sebanyak 4 orang, Petugas K3 Kimia bersertifikat sebanyak 4 orang, Ahli Keselamatan Pengelolaan Bahan Peledak sebanyak 13 Orang dan tenaga terkait tersertifikasi yang ikut membantu mengawasi seluruh kegiatan teknis Migas.

(K3 Migas) in accordance with prevailing regulations. These eight employees are responsible to both the Company and the Government for the implementation and supervision of oil and gas operations. In addition, the Company also has 43 certified Production Personnel, 10 certified Riggers, 3 certified Wastewater Treatment Operations Supervisors, 6 certified Water Pollution Control Supervisors, 4 certified H_2S Gas Officers, 4 certified Chemical Safety Officers, 13 Explosives Management Safety Experts, as well as other certified personnel who assist in supervising various technical oil and gas activities.

Remunerasi, Tunjangan, dan Penilaian Kinerja

EMP menerapkan kebijakan remunerasi yang kompetitif dan adil, disesuaikan dengan posisi, kompetensi, serta pencapaian kinerja karyawan. Sistem remunerasi ini dirancang dengan mengacu pada praktik pasar dan mempertimbangkan kemampuan Perusahaan.

Perusahaan juga menerapkan sistem penilaian kinerja berbasis *pay-for-performance*, yang menekankan penghargaan atas kontribusi dan pencapaian individu. Penilaian kinerja dilakukan secara objektif dan non-diskriminatif di seluruh jenjang organisasi.

Besaran upah terendah pada posisi entry level karyawan Perusahaan berada di atas Upah Minimum Regional (UMR) di Indonesia. EMP memastikan tidak membedakan penetapan besaran upah karyawan berdasarkan jenis kelamin, ras, suku dan agama.

Remuneration, Benefits, and Performance Evaluation

EMP implements a competitive and fair remuneration policy, adjusted to employees' positions, competencies, and performance achievements. The remuneration system is designed based on market practices while also considering the Company's financial capability.

The Company also applies a pay-for-performance performance evaluation system, which emphasizes rewards based on individual contributions and achievements. Performance assessments are conducted objectively and without discrimination across all organizational levels.

The minimum salary for entry-level employees at the Company is set above the Regional Minimum Wage (UMR) in Indonesia. EMP ensures that employee compensation is determined without discrimination based on gender, race, ethnicity, or religion.

Perbandingan Standar Upah Karyawan Entry-Level Terhadap Upah Minimum Regional Tahun 2025
Comparison of Entry-Level Employee Wage Standards to the Regional Minimum Wage in 2025

Wilayah Kerja Operating Area	**Besaran Upah Minimum Regional** Regional Minimum Wages	**Besaran Upah Karyawan Entry-Level** Entry-Level Employee Wages	**Rasio UMR dibandingkan dengan Upah Karyawan** Entry- Level Ratio of RMW compares to Entry-Level Employee Wages
EMP Tbk	Rp5,396,761	Rp10,500,000	49%
Sengkang	Rp3,880,136	Rp13,662,012	72%
Kangean Energy Indonesia – Jakarta	Rp5,396,791	Rp8,000,792	33%
Kangean Energy Indonesia – Jawa Timur	Rp2,305,985	Rp8,000,792	71%
PGE	Rp3,685,616	Rp5,309,000	31%
Anak Perusahaan Lain /Others Subsidiaries	Rp3,675,937	Rp9,500,000	61%



Kesehatan, Keselamatan, dan Kesejahteraan Karyawan

Perusahaan berkomitmen menjaga kesehatan dan kesejahteraan karyawan beserta keluarganya melalui penyediaan fasilitas dan program kesehatan yang komprehensif. Program tersebut mencakup pemeriksaan kesehatan berkala, layanan medis, serta pemanfaatan teknologi informasi untuk mendukung pengelolaan layanan kesehatan.

Upaya ini dilakukan secara terintegrasi dengan sistem manajemen keselamatan dan kesehatan kerja serta perlindungan lingkungan.

Paket-paket pelayanan kesehatan yang disediakan Perusahaan seperti:

- Penerapan wajib cek kesehatan berkala bagi seluruh pekerja dan pasangannya, termasuk memberikan bantuan pemeliharaan kesehatan bagi keluarga pekerja. Pelaksanaan program tersebut dipantau langsung oleh para dokter Perusahaan, yang bekerja sama dengan rumah sakit maupun klinik rekanan.
- Menciptakan upaya sadar kesehatan. Dilakukan dengan cara mendatangkan dokter ahli, baik di kantor maupun di lapangan operasi perusahaan, untuk memberikan edukasi kesehatan sesuai tema yang diberikan sesuai dengan keahlian di bidangnya. Selain itu diadakan kegiatan berbagi informasi kesehatan melalui berbagai media seperti melalui intranet dan pemasangan spanduk atau poster terkait kesehatan.
- Mendirikan organisasi bagian medis, terdiri dari para dokter yang berpengalaman dan bertanggung jawab langsung memonitor segala inisiatif terkait perhatian untuk kesehatan para pekerja di kantor pusat maupun di lapangan beserta keluarganya.

Employee Health, Safety, and Welfare

The Company is committed to maintaining the health and well-being of employees and their families through the provision of comprehensive health facilities and programs. These programs include periodic medical examinations, medical services, and the use of information technology to support healthcare service management.

These efforts are implemented in an integrated manner with the Company's occupational health and safety management system as well as environmental protection initiatives.

The healthcare service packages provided by the Company include:

- Mandatory periodic medical check-ups for all employees and their spouses, including healthcare maintenance support for employees' families. The implementation of this program is directly monitored by the Company's doctors, who collaborate with partner hospitals and clinics.
- Promoting health awareness initiatives, carried out by inviting medical specialists to both the head office and operational sites to provide health education based on specific themes related to their areas of expertise. In addition, health information is disseminated through various media such as the Company intranet and health-related banners or posters.
- Establishing a medical organization, consisting of experienced doctors who are directly responsible for monitoring all initiatives related to employee health at the head office and operational sites, including their families.

- Bekerja sama dengan Divisi SHE (*Safety, Health, and Environment*) dalam menerapkan Sistem Manajemen Keselamatan, Kesehatan, serta Lindungan Lingkungan, yang salah satu di antaranya melakukan penilaian risiko dan bahaya kesehatan untuk mencegah terjadi penyakit akibat kerja.
- Selalu berkoordinasi dan berkolaborasi dengan Divisi ICT dalam penggunaan teknologi informatika, di antaranya yang sudah berjalan adalah penggunaan aplikasi Kartu Berobat bagi pekerja dan/atau keluarganya ketika menggunakan jasa pelayanan kesehatan di RS maupun Klinik rekanan perusahaan. Aplikasi ini masih terus dikembangkan untuk dapat melihat secara mudah, akurat dan valid dari penggunaan biaya kesehatan; kunjungan pekerja dan/atau keluarga pekerja di RS rekanan; diagnosis tertinggi; dan lain sebagainya. Selain itu dikembangkannya situs MCU (*Medical Check-Up*) perusahaan untuk mendokumentasi kesehatan pekerja sehingga dapat digunakan sebagai dasar pembuatan program kesehatan kerja.
- Tunjangan kesehatan diberikan sesuai dengan PKB (Perjanjian Kerja Bersama) dan PP (Peraturan Perusahaan).

- Collaboration with the SHE (Safety, Health, and Environment) Division in implementing the Safety, Health, and Environmental Protection Management System, including conducting health risk and hazard assessments to prevent occupational diseases.
- Coordination and collaboration with the ICT Division in utilizing information technology. One of the implemented initiatives is the use of a Medical Card application for employees and/or their families when accessing healthcare services at partner hospitals or clinics. This application continues to be developed to provide easy, accurate, and valid monitoring of healthcare costs, employee and family visits to partner hospitals, most frequent diagnoses, and other related data. In addition, the Company has developed an MCU (Medical Check-Up) portal to document employee health records, which serve as a basis for designing workplace health programs.
- Healthcare benefits are provided in accordance with the Collective Labor Agreement and Company Regulations.

Tunjangan Bagi Karyawan

EMP menyediakan berbagai bentuk tunjangan dan manfaat bagi karyawan sebagai bagian dari komitmen Perusahaan dalam menjaga kesejahteraan, motivasi, dan keberlanjutan tenaga kerja. Skema tunjangan diberikan kepada karyawan yang mencakup manfaat kesehatan, jaminan sosial, serta dukungan kesejahteraan lainnya. Melalui penyediaan tunjangan yang komprehensif dan kompetitif, EMP berupaya menciptakan lingkungan kerja yang aman dan kondusif, sekaligus mendukung produktivitas dan loyalitas karyawan dalam jangka panjang.

Employee Benefits

EMP provides various forms of allowances and benefits for employees as part of the Company's commitment to maintaining workforce welfare, motivation, and sustainability. The benefits scheme provided to employees includes healthcare benefits, social security coverage, and other welfare support. Through the provision of comprehensive and competitive benefits, EMP aims to create a safe and conducive work environment while supporting long-term employee productivity and loyalty.



Informasi Mengenai Tunjangan Bagi Karyawan Dapat Dilihat Pada Tabel Berikut :

Information regarding employee benefits can be seen in the following table:

Jenis Tunjangan Benefit Type	**EMP**		**PGE**		**EEES**		**KEI**	
	Karyawan Tetap Permanent Employee	**Karyawan Tidak Tetap** Temporary Employee	**Karyawan Tetap** Permanent Employee	**Karyawan Tidak Tetap** Temporary Employee	**Karyawan Tetap** Permanent Employee	**Karyawan Tidak Tetap** Temporary Employee	**Karyawan Tetap** Permanent Employee	**Karyawan Tidak Tetap** Temporary Employee
Uang Transportasi / Transportation Allowance	-	-	✓	✓	-	-	✓	✓
Bantuan Pendidikan / Education Benefit	✓	-	✓	-	-	-	-	-
Penghargaan Masa Kerja / Employee Service Award	✓	-	✓	-	✓	✓	✓	-
Pinjaman Darurat / Emergency Employee Loan	✓	-	✓	-	✓	-	✓	-
Cuti Panjang / Sabbatical Leave	✓	-	✓	-	-	-	-	-
Tunjangan cuti / Leave Allowance	✓	✓	✓	-	✓	-	✓	✓
Rawat Inap / Inpatient	✓	✓	✓	✓	✓	✓	✓	✓
Rawat Jalan / Outpatient	✓	✓	✓	✓	✓	✓	✓	✓
Kacamata / Eyeglasses	✓	✓	✓	✓	✓	✓	✓	✓
Kelahiran / Maternity	✓	✓	✓	✓	✓	✓	✓	✓
Medical Check-Up	✓	✓	✓	✓	✓	✓	✓	✓
BPJS Ketenagakerjaan / Employment Social Security	✓	✓	✓	✓	✓	✓	✓	✓
DPLK Pensiun / Pension Fund	✓	-	✓	-	✓	✓	✓	-
Bantuan Pemakaman / Funeral Assistance	✓	✓	✓	✓	✓	✓	✓	✓
Izin dengan Mendapat Gaji / Paid Leave	✓	✓	✓	✓	✓	✓	✓	✓
THR / Holiday Allowance	✓	✓	✓	✓	✓	✓	✓	✓



Penghargaan Bagi Karyawan

Perseroan menerapkan Sistem *Pay for Performance* sebagai bentuk penghargaan kepada karyawan berdasarkan kinerja dan kontribusi terhadap pencapaian Perusahaan. Sistem ini dilaksanakan melalui proses penilaian kinerja yang dilakukan secara berkala setiap akhir tahun dan mencakup seluruh karyawan, mulai dari level non-staf hingga eksekutif, dengan menjunjung tinggi prinsip objektivitas dan non-diskriminasi.

Untuk mendorong semangat kompetisi yang sehat, Perseroan menerapkan konsep distribusi normal dalam penilaian kinerja, yang sekaligus menjadi bagian dari strategi pengembangan dan perencanaan suksesi.

Selain berbasis kinerja, Perseroan juga memberikan penghargaan atas loyalitas dan dedikasi karyawan melalui program *Employee Service Award* bagi karyawan dengan masa kerja 5, 10, 15, 20, 25, dan 30 tahun. Program ini merupakan bentuk apresiasi Perusahaan atas kontribusi jangka panjang karyawan dalam mendukung keberlangsungan dan pertumbuhan Perseroan.

Hak Cuti Bagi Karyawan dan Kesejahteraan Dana Pensiun

Perseroan berkomitmen untuk memenuhi hak-hak karyawan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, termasuk pemenuhan hak cuti. Bagi karyawan perempuan yang menjalani kehamilan dan persalinan, Perseroan memberikan hak cuti melahirkan dengan upah selama 1,5 (satu setengah) bulan sebelum dan 1,5 (satu setengah) bulan setelah melahirkan, sesuai dengan rekomendasi tenaga medis, yang berlaku di seluruh unit

Employee Appreciation

The Company implements a Pay for Performance System as a form of recognition for employees based on their performance and contributions to the Company's achievements. This system is carried out through a periodic performance evaluation process conducted annually at the end of each year and applies to all employees, from non-staff level to executives, while upholding the principles of objectivity and non-discrimination.

To encourage a healthy competitive spirit, the Company applies a normal distribution concept in performance evaluations, which also serves as part of its strategy for employee development and succession planning.

In addition to performance-based recognition, the Company also acknowledges employee loyalty and dedication through the Employee Service Award program for employees with 5, 10, 15, 20, 25, and 30 years of service. This program represents the Company's appreciation for employees' long-term contributions in supporting the sustainability and growth of the Company.

Employees Leave Rights and the Welfare of Pension Fund

The Company is committed to fulfilling employees' rights in accordance with applicable laws and regulations, including the provision of leave entitlements. For female employees undergoing pregnancy and childbirth, the Company provides paid maternity leave for 1.5 (one and a half) months before and 1.5 (one and a half) months after childbirth, in accordance with medical recommendations, applicable across all business units. Throughout 2025, a total of two

usaha. Sepanjang tahun 2025, tercatat sebanyak 2 (dua) karyawan perempuan yang telah memanfaatkan hak cuti melahirkan tersebut.

female employees utilized this maternity leave entitlement.

Selain itu, sebagai bagian dari upaya memberikan jaminan kesejahteraan pada masa purnabakti, Perseroan menyelenggarakan program dana pensiun dengan skema iuran pasti, yang memberikan keleluasaan kepada karyawan untuk memilih lembaga dana pensiun serta portofolio investasi sesuai dengan preferensi masing-masing.

In addition, as part of efforts to provide welfare security during retirement, the Company implements a defined contribution pension program, which allows employees the flexibility to choose their pension fund institution and investment portfolio according to their individual preferences.

Hubungan Industrial dan Ketenagakerjaan

EMP menjalin hubungan industrial yang harmonis dan konstruktif dengan seluruh karyawan. Perusahaan menghormati hak karyawan untuk berserikat dan berpartisipasi dalam mekanisme komunikasi bipartit.

Melalui hubungan industrial yang baik, EMP berupaya menciptakan kemitraan yang saling mendukung antara Perusahaan dan karyawan, guna meningkatkan produktivitas, loyalitas, serta keberlanjutan bisnis.

Industrial and Employment Relations

EMP maintains harmonious and constructive industrial relations with all employees. The Company respects employees' rights to form and join labor unions and to participate in bipartite communication mechanisms.

Through positive industrial relations, EMP seeks to foster mutually supportive partnerships between the Company and its employees in order to enhance productivity, loyalty, and long-term business sustainability.



Perjanjian Kerja Bersama (PKB)

Perseroan memfasilitasi pembentukan Lembaga Kerja Sama Bipartit (LKS Bipartit) sebagai wadah komunikasi dan dialog antara Manajemen dan karyawan, guna membangun hubungan kerja yang saling memahami dan menghormati kepentingan masing-masing pihak. Melalui LKS Bipartit, Perseroan berupaya menciptakan lingkungan kerja yang aman, nyaman, dan harmonis, sehingga mampu mendorong peningkatan kualitas hubungan industrial, produktivitas, dan kinerja karyawan.

Collective Labor Agreement

The Company facilitates the establishment of a Bipartite Cooperation Institution (LKS Bipartit) as a communication and dialogue forum between Management and employees, aimed at fostering a working relationship based on mutual understanding and respect for each party's interests. Through the LKS Bipartit, the Company strives to create a safe, comfortable, and harmonious work environment that supports improved industrial relations, productivity, and employee performance.

Perseroan juga menjamin hak karyawan untuk berkumpul dan berserikat melalui pembentukan Serikat Pekerja (SP) di unit usaha Bentu dan Kangean, serta pelaksanaan Perjanjian Kerja Bersama (PKB) antara Perseroan dan Serikat Pekerja yang telah disahkan oleh Kementerian Ketenagakerjaan. Dalam perumusan peraturan dan kebijakan Perusahaan, karyawan dilibatkan untuk memastikan pemenuhan hak dan kewajiban secara seimbang. Setiap kebijakan, termasuk yang berkaitan dengan perubahan operasional seperti penggabungan usaha, pengambilalihan, atau pemindahan produksi, disosialisasikan secara transparan dan tepat waktu melalui berbagai media komunikasi internal sesuai dengan ketentuan yang berlaku.

Selain itu, Perseroan mendukung pengembangan minat dan kebersamaan karyawan melalui berbagai kegiatan olahraga, sosial, seni, dan keagamaan yang difasilitasi melalui ESSAC (EMP's Sport, Social and Art Club), BDI (Badan Dakwah Islam), dan UMKRIS (Umat Kristen), sebagai bagian dari upaya membangun kebersamaan dan keseimbangan kehidupan kerja karyawan.

Tenaga Kerja Asing

Seluruh karyawan Perseroan dan Anak Perusahaan merupakan Warga Negara Indonesia (WNI). Pada tahun 2025 Perseroan dan Anak Perusahaan tidak mempekerjakan Tenaga Kerja Asing (TKA).

Tingkat Perputaran Karyawan (*Turnover*)

Pada 2025, jumlah karyawan yang mengundurkan diri cukup rendah. Hal ini dapat dilihat dengan rendahnya persentase tingkat perputaran karyawan, Perseroan (*Holding*) sebesar 0,32% dan Anak Perusahaan (*Subsidiaries*) sebesar 5,83%.

The Company also guarantees employees' rights to assemble and organize through the establishment of Labor Unions (LU) in the Bentu and Kangean business units, as well as through the implementation of a Collective Labor Agreement (PKB) between the Company and the Labor Union, which has been ratified by the Ministry of Manpower. In the formulation of Company regulations and policies, employees are involved to ensure a balanced fulfillment of rights and obligations. Each policy, including those related to operational changes such as mergers, acquisitions, or production transfers, is communicated transparently and in a timely manner through various internal communication channels in accordance with applicable provisions.

In addition, the Company supports the development of employees' interests and sense of togetherness through various sports, social, artistic, and religious activities, facilitated through ESSAC (EMP's Sport, Social and Art Club), BDI (Badan Dakwah Islam), and UMKRIS (Christian Fellowship), as part of efforts to foster employee engagement and work life balance.

Foreign Workers

All employees of the Company and its Subsidiaries are Indonesian citizens. In 2025, the Company and its Subsidiaries did not employ any foreign workers.

Employee Turnover Rate

In 2025, the number of employees who resigned remained relatively low. This is reflected in the low employee turnover rate, with 0.32% at the Holding Company level and 5.83% at the Subsidiary level.

Perputaran Karyawan Berdasarkan Usia dan Wilayah Kerja
Employee Turnover Based on Age and Work Area

Wilayah Kerja Operating Area	<30 **Tahun** Years	30 – 50 **Tahun** Years	>50 **Tahun** Years
Perseroan Holding	0	0	3
Anak Perusahaan Subsidiaries	7	25	23
Total	**7**	**25**	**26**

Perputaran Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja
Employee Turnover by Gender and Work Area

Wilayah Kerja Operating Area	Laki-laki Male	Wanita Female
Perseroan Holding	3	0
Anak Perusahaan Subsidiaries	46	9
Total	**49**	**9**

Jumlah Direksi Berdasarkan Usia dan Jenis Kelamin
Number of Directors by Age and Gender

Jenis Kelamin Gender	**<30 Tahun** / Age		**30 – 50 Tahun** / Age		**>50 Tahun** / Age	
	Laki-laki / Male	**Wanita** / Female	**Laki-laki** / Male	**Wanita** / Female	**Laki-laki** / Male	**Wanita** / Female
Perseroan Holding	0	0	0	1	0	1
Anak Perusahaan Subsidiaries	0	0	6	0	2	0

Arah dan Komitmen Perusahaan
Dengan pengelolaan SDM yang terencana dan berkelanjutan, EMP optimistis dapat terus membangun organisasi yang tangguh, adaptif, dan berdaya saing tinggi. SDM yang unggul menjadi kunci bagi Perusahaan dalam mewujudkan pertumbuhan jangka panjang serta memberikan nilai tambah bagi seluruh pemangku kepentingan.

Company Direction and Commitment
Through well-planned and sustainable human resource management, EMP remains optimistic about continuously building a resilient, adaptive, and highly competitive organization. Outstanding human resources are a key factor for the Company in achieving long-term growth and delivering added value to all stakeholders.





TEKNOLOGI INFORMASI DAN KOMUNIKASI
INFORMATION AND COMMUNICATION TECHNOLOGY

Teknologi Informasi dan Komunikasi (ICT) merupakan salah satu pilar pendukung utama bagi EMP dalam mencapai keunggulan operasional, meningkatkan efisiensi, serta mendukung pertumbuhan bisnis yang berkelanjutan. Di tengah dinamika industri hulu minyak dan gas bumi yang semakin kompleks, ICT berperan strategis dalam memastikan keandalan operasi, ketepatan pengambilan keputusan, serta penguatan tata kelola perusahaan.

Information and Communication Technology (ICT) is one of the main supporting pillars for EMP in achieving operational excellence, improving efficiency, and supporting sustainable business growth. Amid the increasingly complex dynamics of the upstream oil and gas industry, ICT plays a strategic role in ensuring operational reliability, accuracy in decision-making, and strengthening corporate governance.

Pada tahun 2025, Perseroan terus memanfaatkan ICT sebagai enabler bisnis dengan menyelaraskan pengembangan sistem dan infrastruktur ICT terhadap strategi korporasi. Pendekatan ini dilakukan untuk memastikan seluruh inisiatif ICT memberikan nilai tambah nyata bagi operasional hulu migas, manajemen risiko, serta pencapaian target kinerja Perseroan. Untuk menjaga keberlangsungan operasional dan peningkatan kinerja EMP, maka sejumlah kebijakan dilakukan Perseroan, seperti:

In 2025, the Company continues to leverage ICT as a business enabler by aligning the development of ICT systems and infrastructure with corporate strategy. This approach is carried out to ensure that all ICT initiatives provide real added value to upstream oil and gas operations, risk management, and the achievement of the Company's performance targets. To maintain operational continuity and improve EMP's performance, several policies have been implemented by the Company, including:

Sentralisasi Data
Data-data perusahaan baik data digital ataupun data fisik merupakan salah satu aset penting perusahaan. Pengelolaan data digital dan fisik dilakukan secara terpadu, untuk memastikan keberlangsungan data.

Data Centralization
Company data, both digital and physical, is one of the Company's key assets. The management of digital and physical data is carried out in an integrated manner to ensure data continuity.

Analisis Data
Analisis Data memungkinkan EMP untuk menganalisis data dari berbagai sumber, seperti data produksi, data sensor dan data keuangan, untuk mendapatkan pandangan yang bernilai untuk pengambilan keputusan.

Internet untuk Segala (IoT)
IoT memungkinkan EMP untuk menghubungkan berbagai perangkat dan sensor di lapangan untuk mendapatkan data *real-time* tentang kondisi operasi, sehingga mampu meningkatkan efisiensi operasional.

Keamanan Siber
EMP memperkuat infrastruktur IT terhadap serangan siber dari sisi kebijakan, teknologi¸ masyarakat dan budaya.

Kecerdasan Buatan (*Artificial Intelligence*)
EMP melihat potensi kontribusi Artificial Intelligence untuk mendorong performa perusahaan dan telah melakukan *trial* penggunaan AI secara terbatas, yang akan di implementasi pada tahun 2026 dan secara berkesinambungan ditingkatkan kapabilitasnya.

Data Analytics
Data analytics enables EMP to analyze data from various sources, such as production data, sensor data, and financial data, to gain valuable insights for decision-making.

Internet of Things (IoT)
IoT enables EMP to connect various devices and sensors in the field to obtain real-time data on operational conditions, thereby improving operational efficiency.

Cyber Security
EMP strengthens its IT infrastructure against cyberattacks through policies, technology, people, and culture.

Artificial Intelligence
EMP recognizes the potential contribution of Artificial Intelligence to drive company performance and has conducted limited trials of AI usage, which will be implemented in 2026 and continuously enhanced.

Maka dari itu, EMP sangat membutuhkan Sumber Daya Manusia (SDM) yang handal pada industri Migas yang mampu memanfaatkan Teknologi Informasi dan Komunikasi (TIK) menghadapi Era Industri 4.0. Karena pemanfaatan TIK harus memberikan nilai tambah bagi pelaksanaan di industri sektor minyak dan gas bumi, maupun sektor pendukung lainnya.

Tipologi ICT EMP
Penerapan tipologi ICT yang tepat dapat membantu EMP untuk meningkatkan operasional Perusahaan dan meningkatkan daya saing.

Berikut sejumlah langkah EMP untuk memenuhi kebutuhan ICT:
- Identifikasi proses bisnis utama Perusahaan;
- Identifikasi kebutuhan data dan informasi untuk setiap proses bisnis;
- Identifikasi teknologi ICT yang dapat digunakan untuk mendukung setiap proses bisnis;
- Evaluasi biaya dan manfaat dari setiap teknologi ICT;
- Penggunaan *realtime* data dan analisis data untuk mendukung pengambilan keputusan.

Therefore, EMP highly requires competent Human Resources (HR) in the oil and gas industry who are capable of utilizing Information and Communication Technology (ICT) to face the Industry 4.0 era. The use of ICT must provide added value to operations in the oil and gas sector as well as supporting sectors.

EMP ICT Typology
The implementation of an appropriate ICT typology can help EMP improve company operations and enhance competitiveness.

The following are several steps taken by EMP to meet ICT needs:
- Identify the Company's main business processes;
- Identify data and information requirements for each business process;
- Identify ICT technologies that can support each business process;
- Evaluate the costs and benefits of each ICT technology.
- Utilize real time data and data analytics to support decision-making.

PERAN PENTING ICT EMP
THE IMPORTANT ROLE OF ICT AT EMP

Perseroan sangat menyadari keberadaan ICT memiliki peran penting dalam menunjang proses bisnis Perusahaan, karena pentingnya komunikasi dan koneksi dalam menjaga kelancaran operasional produksi dan eksplorasi. Pengaplikasian ICT dalam proses bisnis Perseroan mampu mempermudah dan mempercepat komunikasi, mengurangi biaya operasional, penyederhanaan alur kerja sehingga secara komprehensif mampu meningkatkan kinerja Perseroan. EMP mengikuti perubahan zaman dengan mengandalkan pemanfaatan ICT atau informasi teknologi minyak dan gas berupa:

- **Ruang Lingkup Kerja**

Layanan, fasilitas serta infrastruktur ICT. Layanan ICT termasuk berbagai perangkat dan jasa ICT yang mendukung pekerjaan. Fasilitas ICT termasuk antara lain aplikasi bisnis, aplikasi dan sistem penunjang operasi dan proses bisnis, dokumen dan pengarsipan. Infrastruktur ICT termasuk antara lain data center, server, jaringan dan komunikasi.

- **Tugas dan Tanggung Jawab**

Merencanakan dan mengelola ketersediaan layanan, fasilitas dan infrastruktur Teknologi Informasi di EMP.

The Company fully realizes that ICT plays a crucial role in supporting its business processes, given the importance of communication and connectivity in maintaining smooth production and exploration operations. The application of ICT in the Company's business processes simplifies and accelerates communication, reduces operational costs, and streamlines workflows, thereby comprehensively improving the Company's performance. EMP keeps up with technological advancements by leveraging ICT or oil and gas information technology in the form of:

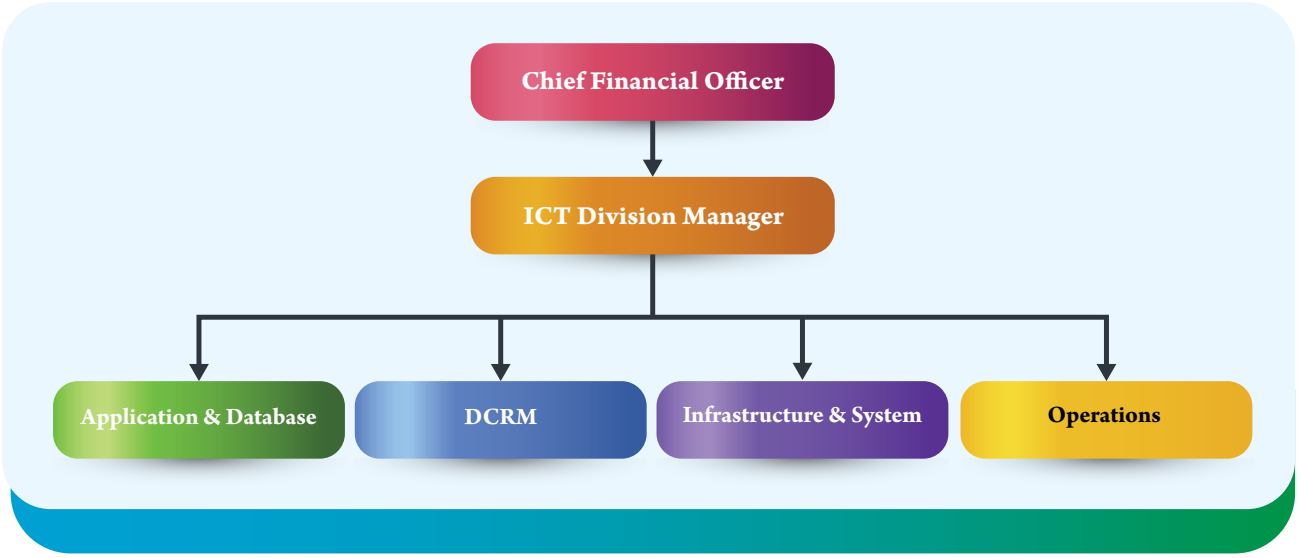
- **Scope of Work**

ICT services, facilities, and infrastructure. ICT services include various tools and services that support work activities. ICT facilities include, among others, business applications, applications and systems that support operations and business processes, as well as documentation and archiving. ICT infrastructure includes data centers, servers, networks, and communication systems.

- **Duties and Responsibilities**

Planning and managing the availability of ICT services, facilities, and infrastructure at EMP.

ICT DIVISION STRUCTURE



Investasi dan Pengembangan Sistem ICT

EMP mempunyai komitmen untuk mengikuti perkembangan ICT dan menerapkannya untuk mendukung produktivitas kerja yang optimal. Maka dari itu, Manajemen Divisi ICT, berkomitmen dalam mengikuti perkembangan teknologi informasi untuk menunjang operasional Perseroan. Pengaplikasian perkembangan Teknologi Informasi dan Komunikasi akan disesuaikan dengan kebutuhan Perseroan dan arah pengembangan Perseroan.

Pada periode 2025, ICT EMP mulai melakukan implementasi perubahan sistem platform EMP antara lain melalui implementasi sistem pada proses pengadaan, inventory dan penagihan, dan penerapan DRC dan SOC, penerapan *endpoint management* untuk memastikan kestabilan operasi. Platform ini ditujukan untuk mendorong pencapaian program EMP dan akan dilanjutkan dengan implementasi sistem pada proses inti lainnya.

Analisa dari Investasi dan Pengembangan ICT di Tahun 2025:

Pada tahun 2025, Perseroan melakukan investasi dan pengembangan ICT, dimana sebagian pekerjaan ini akan berlanjut dan diimplementasikan pada tahun 2026:

- Implementasi pada tahun 2025: Sistem pengadaan, sistem *Inventory*, implementasi SOC, implementasi DRC, *endpoint management.*
- Dikerjakan mulai tahun 2025 dan implementasi di tahun 2026: sistem penagihan, sistem maintenance, DRP policy, peremajaan komputer / PC dan workstation.

Pengembangan ICT

Pengembangan diatas sesuai dengan rencana pengembangan Divisi ICT yang telah diajukan pada dan disetujui oleh SKK Migas sebagai berikut:

- Memperkuat platform ICT: Membuat ICT Roadmap / Blueprint,
- Mendukung stabilitas operasi: Implementasi sistem DRC, SOC untuk ICT Security
- Memfasilitasi perkembangan bisnis: Implementasi sistem pengadaan, sistem inventory
- Meningkatkan keterlibatan: Medical Card, MCU

ICT Investment and System Development

EMP is committed to keeping up with ICT developments and implementing them to support optimal work productivity. Therefore, the ICT Division's Management is committed to following advancements in information technology to support the Company's operations. The application of ICT developments will be aligned with the Company's needs and its development direction.

In 2025, EMP's ICT began implementing changes to the EMP system platform among others through the implementation of systems in procurement processes, inventory, and billing, as well as the implementation of DRC and SOC, and endpoint management to ensure operational stability. This platform is intended to support the achievement of EMP's programs and will be followed by the implementation of systems in other core processes.

Analysis of ICT Investment and Development in 2025:

In 2025, the Company carried out ICT investments and developments, some of which will continue and be implemented in 2026:

- Implemented in 2025: Procurement system, inventory system, SOC implementation, DRC implementation, endpoint management.
- Started in 2025 and implemented in 2026: Billing system, maintenance system, DRP policy, computer/ PC and workstation upgrades.

ICT Development

The developments above are in line with the ICT Division's development plan that has been submitted to and approved by SKK Migas, as follows:

- Strengthening the ICT platform: Developing an ICT Roadmap / Blueprint.
- Supporting operational stability: Implementation of DRC and SOC systems for ICT security.
- Facilitating business growth: Implementation of procurement and inventory systems.
- Increasing engagement: Medical Card, MCU.

Cetak Biru (Blueprint) ICT pada 5-10 Tahun Mendatang

Dalam rangka menjaga kelangsungan layanan ICT yang berkelanjutan, Divisi ICT telah menyiapkan Roadmap (Peta Jalan) dan/atau Cetak Biru (Blueprint) ICT, yakni sebagai berikut:

- Periode 2022-2023: Quick Win ICT sebagai dasar keterlibatan dan peningkatan kinerja Perseroan.
- Periode 2024-2026: ICT sebagai platform transformasi Perseroan.

ICT Blueprint for the Next 5–10 Years

To ensure the sustainability of ICT services, the ICT Division has prepared a Roadmap and/or ICT Blueprint as follows:

- 2022–2023: ICT Quick Wins as a foundation for engagement and performance improvement.
- 2024–2026: ICT as a platform for corporate transformation.

Analisa Laporan di atas:

Pada tahun 2025, Divisi ICT bersama departemen / divisi terkait telah melakukan implementasi sistem pendukung transformasi, termasuk di bidang pelaporan keuangan, pengadaan, inventaris, production data dan pelaporan.

Di tahun 2026, Divisi ICT telah melaksanakan inisiatif strategis Improving Finance Function Efficiency Technology melalui kolaborasi erat dengan Divisi Finance dan Supply Chain Management (SCM), yang pelaksanaannya sejak September 2025 dan berlanjut secara berkesinambungan hingga tahun 2026. Inisiatif ini difokuskan pada peningkatan efisiensi fungsi keuangan melalui standardisasi dan penyempurnaan proses keuangan utama, penguatan fondasi data dan tata kelola sistem, serta penerapan solusi digital dan otomasi berbasis teknologi, termasuk pemanfaatan AI dan GenAI, dengan tetap mempertahankan sistem inti yang ada guna meminimalkan gangguan operasional.

Melalui pendekatan bertahap dan pragmatis, Divisi ICT berperan sebagai enabler dalam mendorong integrasi sistem, peningkatan kualitas dan akurasi data, percepatan proses bisnis, serta mendukung kesiapan Perseroan menuju transformasi ERP dan pertumbuhan jangka panjang yang berkelanjutan.

Analysis of the Report Above:

In 2025, the ICT Division, together with related departments/divisions, implemented systems to support transformation, including in financial reporting, procurement, inventory, production data, and reporting.

In 2026, the ICT Division carried out a strategic initiative titled Improving Finance Function Efficiency Technology through close collaboration with the Finance Division and Supply Chain Management (SCM). This initiative began in September 2025 and continues through 2026. It focuses on improving the efficiency of financial functions through the standardization and refinement of key financial processes, strengthening data foundations and system governance, and implementing digital and automation solutions, including the use of AI and GenAI, while maintaining existing core systems to minimize operational disruptions.

Through a gradual and pragmatic approach, the ICT Division acts as an enabler in driving system integration, improving data quality and accuracy, accelerating business processes, and supporting the Company's readiness for ERP transformation and sustainable long-term growth.



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2025

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ANALISIS DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS



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TINJAUAN MAKROEKONOMI
MACROECONOMY OVERVIEW

Analisis Perekonomian Global

Tahun 2025 ditandai oleh proses pemulihan ekonomi global yang berlanjut di tengah tantangan ketidakpastian geopolitik, perubahan kebijakan moneter di negara-negara maju, dan pergeseran struktur perdagangan dunia. Pertumbuhan ekonomi global diperkirakan mencapai sekitar 3,1%, dengan Asia tetap menjadi motor utama melalui kontribusi kuat dari Tiongkok, India, dan negara-negara ASEAN. Meskipun tekanan inflasi mulai mereda berkat normalisasi rantai pasok dan stabilisasi harga energi, kondisi pasar global masih dipengaruhi oleh ketegangan politik regional dan perbedaan kebijakan fiskal antarnegara.

Kinerja ekonomi Amerika Serikat dan Eropa cenderung melambat seiring dengan berlanjutnya kebijakan suku bunga tinggi untuk menjaga inflasi. Sebaliknya, negara-negara berkembang menunjukkan ketahanan yang lebih baik berkat

Global Economic Analysis

The year 2025 was marked by the continuation of the global economic recovery amid challenges stemming from geopolitical uncertainty, shifts in monetary policy in advanced economies, and changes in the structure of global trade. Global economic growth was estimated at around 3.1%, with Asia remaining the primary growth engine through strong contributions from China, India, and countries in the Association of Southeast Asian Nations (ASEAN). Although inflationary pressures began to ease due to supply chain normalization and stabilization of energy prices, global market conditions continued to be influenced by regional political tensions and differing fiscal policies among countries.

Economic performance in the United States and Europe tended to slow as high interest rate policies continued in efforts to control inflation. In contrast, emerging economies demonstrated stronger resilience, supported by growth in

pertumbuhan konsumsi dan investasi domestik. Harga komoditas global, termasuk energi, menunjukkan kestabilan yang relatif moderat, mencerminkan keseimbangan antara penyesuaian permintaan dan kebijakan pasokan dari negara produsen utama. Dalam konteks ini, industri minyak dan gas masih menjadi komponen penting dalam menjaga keseimbangan energi global serta menopang pemulihan ekonomi di berbagai sektor industri.

domestic consumption and investment. Global commodity prices, including energy, showed relatively moderate stability, reflecting a balance between demand adjustments and supply policies implemented by major producing countries. In this context, the oil and gas industry remains an important component in maintaining the balance of global energy supply while supporting economic recovery across various industrial sectors.



Analisis Perekonomian Nasional

Perekonomian Indonesia pada tahun 2025 menunjukkan ketahanan yang kuat di tengah perlambatan ekonomi global. Pertumbuhan ekonomi nasional diperkirakan mencapai 5,0–5,2%, ditopang oleh konsumsi rumah tangga yang tetap solid, peningkatan investasi di sektor energi dan infrastruktur, serta pemulihan ekspor ke pasar utama di Asia. Inflasi yang terkendali di kisaran 2,8–3,2% mencerminkan efektivitas kebijakan moneter Bank Indonesia, sementara stabilitas nilai tukar Rupiah memberikan kepercayaan terhadap dunia usaha dan investor.

Dari sisi sektoral, industri manufaktur, pertambangan, konstruksi, serta informasi dan komunikasi menjadi kontributor terbesar terhadap pertumbuhan nasional. Pemerintah juga memperkuat fondasi ekonomi melalui hilirisasi sumber daya alam dan peningkatan nilai tambah industri domestik. Di sektor energi, kebijakan pengelolaan migas diarahkan untuk meningkatkan produksi nasional dan mengurangi ketergantungan pada impor, sekaligus memperluas investasi di lapangan kerja baru.

Analysis of the National Economy

Indonesia's economy in 2025 demonstrated strong resilience amid the global economic slowdown. National economic growth was estimated at around 5.0–5.2%, supported by solid household consumption, increased investment in the energy and infrastructure sectors, and the recovery of exports to key markets in Asia. Inflation remained under control at around 2.8–3.2%, reflecting the effectiveness of monetary policy implemented by Bank Indonesia, while the stability of the Rupiah exchange rate strengthened confidence among businesses and investors.

From a sectoral perspective, the manufacturing, mining, construction, and information and communication industries were the largest contributors to national economic growth. The Government also continued to strengthen the economic foundation through downstream development of natural resources and the enhancement of domestic industrial value-added. In the energy sector, oil and gas management policies are directed toward increasing national production and reducing dependence on imports, while also expanding investment in new working areas.

Bagi industri minyak dan gas, kondisi ekonomi nasional yang stabil memberikan momentum untuk meningkatkan kinerja operasi dan investasi jangka panjang. Dukungan kebijakan fiskal yang kondusif, termasuk insentif eksplorasi dan penyederhanaan regulasi, menjadi faktor penting dalam memperkuat daya saing dan keberlanjutan sektor migas di Indonesia.

Prospek Ekonomi Tahun 2026

Memasuki tahun 2026, prospek ekonomi global dan nasional diperkirakan tetap positif dengan laju pertumbuhan yang lebih seimbang. IMF memproyeksikan pertumbuhan ekonomi dunia pada kisaran 3,0%, dengan dukungan utama dari sektor industri, perdagangan, dan konsumsi yang meningkat di negara berkembang. Ketahanan pasar tenaga kerja dan peningkatan aktivitas manufaktur menjadi sinyal positif bagi pemulihan yang berkelanjutan, meskipun risiko eksternal seperti geopolitik, volatilitas harga energi, dan perubahan iklim masih dapat memengaruhi dinamika pasar.

Untuk Indonesia, pertumbuhan ekonomi tahun 2026 diperkirakan berada pada kisaran 5,1–5,3%, dengan kontribusi besar dari investasi publik, proyek infrastruktur strategis, serta peningkatan produksi sektor energi dan pertambangan. Permintaan energi domestik juga diprediksi meningkat seiring pertumbuhan populasi, urbanisasi, dan ekspansi industri berat. Hal ini membuka peluang bagi sektor minyak dan gas untuk memperkuat peran strategisnya dalam menjaga pasokan energi nasional serta mendukung pencapaian target pembangunan berkelanjutan.

Perusahaan-perusahaan migas di Indonesia diharapkan dapat mengoptimalkan efisiensi operasional, memperluas eksplorasi di wilayah kerja baru, serta meningkatkan produktivitas lapangan eksisting. Sinergi antara pemerintah dan pelaku industri akan menjadi faktor kunci dalam menciptakan lingkungan investasi yang stabil dan menarik di sektor energi.

For the oil and gas industry, stable national economic conditions provide momentum to enhance operational performance and long-term investment. Supportive fiscal policies, including exploration incentives and regulatory simplification, play an important role in strengthening the competitiveness and sustainability of Indonesia's oil and gas sector.

Economic Outlook in 2026

Entering 2026, the outlook for both the global and national economies is expected to remain positive with more balanced growth. The International Monetary Fund (IMF) projects global economic growth at around 3.0%, primarily supported by increased activity in the industrial, trade, and consumption sectors in developing countries. The resilience of labor markets and the improvement in manufacturing activity are positive signals for a sustained recovery, although external risks such as geopolitical tensions, energy price volatility, and climate change may still influence market dynamics.

For Indonesia, economic growth in 2026 is projected to reach approximately 5.1–5.3%, driven largely by public investment, strategic infrastructure projects, and increased production in the energy and mining sectors. Domestic energy demand is also expected to rise in line with population growth, urbanization, and the expansion of heavy industries. This creates opportunities for the oil and gas sector to strengthen its strategic role in maintaining national energy supply while supporting the achievement of sustainable development targets.

Oil and gas companies in Indonesia are expected to optimize operational efficiency, expand exploration in new working areas, and improve the productivity of existing fields. Synergy between the government and industry players will be a key factor in creating a stable and attractive investment environment in the energy sector.



ANALISIS INDUSTRI MINYAK & GAS
OIL & GAS INDUSTRY ANALYSIS

Tinjauan Industri Migas Tahun 2025

Industri minyak dan gas bumi global sepanjang tahun 2025 menunjukkan kinerja yang stabil di tengah dinamika pasar energi internasional. Keseimbangan antara pasokan dan permintaan minyak mentah tetap terjaga berkat kebijakan produksi yang terkoordinasi antara anggota OPEC+ dan peningkatan pasokan dari Amerika Serikat. Sementara itu, permintaan energi global tetap tumbuh sekitar 1,3 juta barel per hari, didorong oleh aktivitas industri, transportasi, dan peningkatan konsumsi listrik di Asia.

Di tingkat nasional, industri migas Indonesia berperan penting dalam menjaga ketahanan energi dan mendukung penerimaan negara. SKK Migas bersama para kontraktor kontrak kerja sama (KKKS) terus melanjutkan program peningkatan produksi nasional melalui eksplorasi, optimasi lapangan eksisting, dan pengembangan proyek baru di wilayah kerja darat maupun lepas pantai. Program pengeboran sumur pengembangan dan perawatan sumur (workover) menjadi bagian dari strategi utama untuk mempertahankan tingkat produksi yang berkelanjutan.

Secara keseluruhan, tahun 2025 menjadi periode konsolidasi bagi sektor migas nasional untuk mempersiapkan pertumbuhan jangka panjang menuju target produksi 1 juta barel minyak per hari dan 12 BSCFD gas pada tahun 2030.

Oil and Gas Industry Overview in 2025

The global oil and gas industry throughout 2025 demonstrated stable performance amid the dynamics of the international energy market. The balance between crude oil supply and demand remained relatively stable, supported by coordinated production policies among OPEC+ members and increased supply from the United States. Meanwhile, global energy demand continued to grow by approximately 1.3 million barrels per day, driven by industrial activity, transportation demand, and rising electricity consumption in Asia.

At the national level, Indonesia's oil and gas industry continues to play an important role in maintaining energy security and supporting state revenues. SKK Migas, together with Production Sharing Contract (PSC) contractors, continues to implement programs aimed at increasing national production through exploration activities, optimization of existing fields, and the development of new projects in both onshore and offshore working areas. Development drilling and well maintenance activities (workovers) remain key strategies to sustain long-term production levels.

Overall, 2025 served as a consolidation period for Indonesia's oil and gas sector in preparation for long-term growth toward the national production targets of 1 million barrels of oil per day and 12 BSCFD of gas by 2030. Supportive government

Dukungan kebijakan pemerintah dan komitmen pelaku industri terhadap efisiensi, inovasi teknologi, serta standar keselamatan kerja menjadi fondasi bagi peningkatan kinerja sektor ini di masa mendatang.

policies and the industry's commitment to efficiency, technological innovation, and high safety standards provide a strong foundation for improving the sector's performance in the years ahead.



Harga Minyak Mentah Indonesia Tahun 2025

Rata-rata Harga Minyak Mentah Indonesia (ICP) sepanjang tahun 2025 berada pada kisaran USD75–USD83 per barel, mencerminkan kestabilan pasar global yang relatif terjaga. Fluktuasi harga lebih banyak dipengaruhi oleh dinamika geopolitik, pergerakan permintaan dari Tiongkok dan India, serta penyesuaian produksi oleh negara-negara OPEC+. Stabilitas harga ini memberikan ruang bagi pelaku industri migas untuk mengoptimalkan rencana investasi dan menjaga profitabilitas operasi di tengah ketidakpastian pasar internasional.

Kestabilan ICP juga berpengaruh positif terhadap penerimaan negara dari sektor energi dan mendorong keberlanjutan kegiatan hulu migas. Dengan volatilitas harga yang lebih terukur dibandingkan tahun-tahun sebelumnya, pelaku industri memiliki dasar yang lebih kuat untuk merencanakan strategi jangka menengah, termasuk eksplorasi wilayah kerja baru dan peningkatan efisiensi biaya produksi.

Indonesian Crude Price in 2025

The average Indonesian Crude Price (ICP) throughout 2025 ranged between USD75 - USD83 per barrel, reflecting relatively stable conditions in the global oil market. Price fluctuations were largely influenced by geopolitical developments, demand movements from China and India, as well as production adjustments by OPEC+ member countries. This price stability provided room for oil and gas industry players to optimize investment plans and maintain operational profitability amid uncertainties in the international market.

The stability of ICP also had a positive impact on state revenues from the energy sector and supported the sustainability of upstream oil and gas activities. With price volatility being more manageable compared to previous years, industry players have a stronger basis for planning medium-term strategies, including exploration in new working areas and improving cost efficiency in production operations.



ANALISIS AKTIVITAS BISNIS PERSEROAN
COMPANY'S BUSSINESS ACTIVITIES ANALYSIS

Tinjauan Operasi per Segmen Operasi

EMP adalah perusahaan hulu minyak dan gas bumi yang didirikan pada 16 Oktober 2001 dan terdaftar di Bursa Efek Jakarta (sekarang Bursa Efek Indonesia) pada Juni 2004 dengan kode saham ENRG. EMP fokus pada eksplorasi, pengembangan dan produksi minyak mentah serta gas bumi.

Wilayah operasi EMP tersebar di berbagai lokasi di Indonesia dan Mozambik. Di Indonesia, EMP mengelola 12 blok dari Sumatra, Jawa Timur dan Sulawesi Selatan, antara lain: Bireun Sigli, 'B', Gebang, Tonga, Siak, Kampar, Bentu, Korinci Baru, Malacca Strait, South CPP, Kangean dan Sengkang. Di Mozambik, EMP mengelola 1 blok yakni Buzi.

Selain itu, EMP memiliki anak perusahaan PT EMP Daya Nusantara, yang menandakan diversifikasi usaha ke sektor infrastruktur dan energi. Dengan portofolio aset yang luas, EMP berperan signifikan dalam industri energi Indonesia dan berkontribusi pada pemenuhan kebutuhan energi domestik maupun internasional.

Operational Review by Segment

EMP is an upstream oil and gas company established on October 16, 2001, and listed on the Jakarta Stock Exchange (currently known as the Indonesia Stock Exchange) in June 2004 under the ticker symbol ENRG. EMP focuses on the exploration, development, and production of crude oil and natural gas.

EMP's operational areas are spread across various locations in Indonesia and Mozambique. In Indonesia, EMP manages 12 blocks located across Sumatra, East Java, and South Sulawesi, including Bireun Sigli, 'B', Gebang, Tonga, Siak, Kampar, Bentu, Korinci Baru, Malacca Strait, South CPP, Kangean, and Sengkang. In Mozambique, EMP operates one block, namely Buzi.

In addition, EMP has a subsidiary, PT EMP Daya Nusantara, which reflects the Company's diversification into the infrastructure and energy sectors. With its extensive asset portfolio, EMP plays a significant role in Indonesia's energy industry and contributes to meeting both domestic and international energy demand.

Produksi Migas EMP

EMP terus menunjukkan komitmennya dalam meningkatkan kinerja operasional melalui pengelolaan aset yang optimal dan pelaksanaan program pengembangan lapangan secara berkelanjutan. Pada tahun 2025, Perseroan berhasil meningkatkan produksi minyak gross harian sebesar 2% menjadi 8.266 barel per hari (bph), dibandingkan dengan 8.097 bph pada tahun 2024. Peningkatan ini mencerminkan keberhasilan strategi investasi dan pengembangan yang dilakukan Perseroan untuk memperkuat keandalan lapangan produksi serta menjaga kesinambungan operasi. Manajemen Perseroan menyampaikan bahwa berbagai program eksplorasi dan pengembangan yang dijalankan turut meningkatkan kinerja aset produksi sekaligus membuka peluang peningkatan kapasitas produksi di masa mendatang.

Selanjutnya, EMP menunjukan kinerja keuangan yang semakin membaik pada tahun 2025 bila dibandingkan dengan tahun sebelumnya. Kinerja penjualan, EBITDA dan laba neto Perusahaan mengalami kenaikan masing-masing sebesar 7%, 11%, dan 21% di tahun 2025 dibandingkan tahun sebelumnya.

Harga Jual Migas EMP

Pada tahun 2025, EMP mencatat dinamika harga komoditas energi yang dipengaruhi oleh kondisi pasar global. Harga jual rata-rata gas tercatat sebesar USD6,35 per BBTU, sedikit menurun 4% dibandingkan USD6,59 per BBTU pada tahun 2024. Sementara itu, harga jual minyak mentah berada pada rata-rata USD69,24 per barel, atau turun 13% dari USD79,4 per barel pada tahun sebelumnya.

Meskipun terjadi penyesuaian harga pada kedua komoditas tersebut, kinerja keuangan EMP tetap terjaga dengan baik, didukung oleh kontribusi penjualan gas yang stabil serta pengelolaan operasional yang efektif di tengah fluktuasi harga minyak mentah di pasar global.

Proyeksi EMP Tahun 2026

Memasuki tahun 2026, EMP memproyeksikan pertumbuhan berkelanjutan melalui penguatan portofolio hulu migas, optimalisasi produksi, serta pengembangan proyek strategis. Keberhasilan pengeboran sumur Kayuara-20 di KKS Blok Kampar yang meningkatkan produksi minyak, temuan gas baru di KKS Sengkang dengan potensi hingga 0,5 TCF, serta penemuan cadangan minyak di Wilayah Kerja KKS Bentu menjadi fondasi utama dalam mendukung peningkatan volume produksi dan ketahanan cadangan perusahaan. Pencapaian ini mencerminkan konsistensi EMP dalam mengembangkan aset-aset produktif secara terukur dan berkelanjutan.

EMP Oil and Gas Production

EMP continued to demonstrate its commitment to improving operational performance through optimal asset management and the continuous implementation of field development programs. In 2025, the Company successfully increased its daily gross oil production by 2% to 8,266 barrels per day (bpd), compared with 8,097 bpd in 2024. This increase reflects the success of the Company's investment and development strategies in strengthening the reliability of its producing fields while maintaining operational continuity. The Company's management stated that the various exploration and development programs undertaken have also enhanced the performance of its producing assets while opening opportunities to further increase production capacity in the future.

Furthermore, EMP recorded stronger financial performance in 2025 compared to the previous year. The Company's sales, EBITDA, and net profit increased by 7%, 11%, and 21%, respectively, in 2025 compared with the previous year.

EMP Oil and Gas Selling Price

In 2025, EMP experienced fluctuations in energy commodity prices influenced by global market conditions. The average gas selling price was recorded at USD6.35 per BBTU, slightly decreasing by 4% compared to USD6.59 per BBTU in 2024. Meanwhile, the average crude oil selling price was USD69.24 per barrel, representing a 13% decline from USD79.4 per barrel in the previous year.

Despite the price adjustments in both commodities, EMP's financial performance remained well maintained, supported by stable gas sales contributions and effective operational management amid crude oil price fluctuations in the global market.

EMP 2026 Projection

Entering 2026, EMP projects sustainable growth through strengthening its upstream oil and gas portfolio, optimizing production, and developing strategic projects. The successful drilling of the Kayuara-20 well in the Kampar Block PSC, which increased oil production, the new gas discovery in the Sengkang PSC with potential resources of up to 0.5 TCF, and the discovery of oil reserves in the Bentu PSC Working Area serve as key foundations for supporting increased production volumes and strengthening the Company's reserve resilience. These achievements reflect EMP's consistency in developing productive assets in a measured and sustainable manner.

Di sisi pengembangan bisnis dan keberlanjutan, EMP memperkuat posisinya melalui kerja sama dengan PT Pupuk Indonesia dalam pengembangan fasilitas *Carbon Capture, Utilization, and Storage* (CCUS/CCS) di Lapangan Arun serta rencana penjualan gas dari Blok Gebang. Inisiatif ini mendukung agenda transisi energi nasional dan target *net zero emission*, sekaligus membuka peluang monetisasi gas dan peningkatan nilai tambah aset di masa depan. Proyek ini diproyeksikan menjadi salah satu penggerak utama pertumbuhan jangka menengah EMP dan memperkuat peran perusahaan dalam ekosistem energi bersih nasional.

On the business development and sustainability front, EMP has strengthened its position through cooperation with PT Pupuk Indonesia (Persero) in developing Carbon Capture, Utilization, and Storage (CCUS/CCS) facilities at the Arun Field, as well as plans for gas sales from the Gebang Block. This initiative supports the national energy transition agenda and the net zero emission target while opening opportunities for gas monetization and increasing asset value in the future. The project is projected to become one of EMP's key medium-term growth drivers and further strengthen the Company's role within Indonesia's clean energy ecosystem.

Sejalan dengan ekspansi operasional tersebut, EMP juga memperkuat fondasi internal melalui percepatan transformasi digital, termasuk penerapan sistem keuangan terintegrasi dan inisiatif penggunaan AI untuk meningkatkan efisiensi, akurasi, dan transparansi pengelolaan bisnis. Digitalisasi proses keuangan, pemanfaatan analitik data, serta otomasi pelaporan menjadi enabler utama dalam mendukung pengambilan keputusan yang lebih cepat dan berbasis data. Upaya ini diperkuat dengan pencapaian peringkat ESG "*Medium Risk*" dari Morningstar Sustainalytics dan peringkat A+ dari PEFINDO, yang mencerminkan komitmen EMP terhadap tata kelola dan keberlanjutan. Dengan kombinasi pertumbuhan produksi, pengembangan proyek rendah karbon, serta transformasi digital yang berkelanjutan, EMP optimistis dapat menciptakan kinerja yang resilien dan berdaya saing pada tahun 2026.

In line with this operational expansion, EMP is also strengthening its internal foundations through accelerated digital transformation, including the implementation of integrated financial systems and AI usage initiatives to improve efficiency, accuracy, and transparency in business management. The digitalization of financial processes, the use of data analytics, and the automation of reporting serve as key enablers for faster and more data-driven decision-making. These efforts are further reinforced by the Company's achievement of an ESG "Medium Risk" rating from Morningstar Sustainalytics and an A+ rating from PEFINDO, reflecting EMP's commitment to governance and sustainability. With a combination of production growth, low-carbon project development, and ongoing digital transformation, EMP remains optimistic about delivering resilient and competitive performance in 2026.

Keunggulan Kompetitif

Perseroan meyakini bahwa kekuatan kompetitif sebagaimana berikut ini akan mendukung Perseroan dalam melaksanakan strateginya dan memberikan keunggulan kompetitif dibanding para pesaingnya, Berikut ini adalah keunggulan kompetitif yang dimiliki oleh Perseroan:

Competitive Advantages

The Company believes that the following competitive strengths will support the execution of its strategy and provide a competitive advantage over its peers. The Company's competitive advantages include:

Perseroan memiliki keahlian di bidang pengelolaan reservoir, penggunaan teknologi modern dan teknik pengeboran yang inovatif untuk mengeksplorasi dan memproduksi minyak dan gas alam di area lebih dari 35.000 km^2. Perseroan adalah pemasok gas bumi utama di wilayah Jawa Timur, Sulawesi Selatan dan Sumatera.

The Company possesses strong expertise in reservoir management, the application of modern technologies, and innovative drilling techniques to explore and produce oil and natural gas across operational areas exceeding 35,000 km^2. The Company is also a major supplier of natural gas in East Java, South Sulawesi, and Sumatra.

Keunggulan khusus yang dimiliki Perseroan di antara perusahaan Migas pada tahun 2025 adalah posisi Perseroan yang masih memiliki sebagian besar cadangan

A distinctive advantage of the Company compared to other oil and gas companies in 2025 is that the majority of its reserves and production consist of natural gas, whose prices

dan produksinya berupa gas dimana harga gas jauh lebih stabil dibandingkan dengan harga minyak. Dengan begitu Perseroan memiliki pendapatan yang lebih stabil dibandingkan dengan perusahaan Migas lainnya yang memiliki cadangan minyak yang lebih besar.

Persaingan Usaha di Industri Migas

Industri Migas 2025 menghadapi persaingan ketat akibat transisi energi, regulasi ketat dan fluktuasi harga. Di Indonesia, perusahaan migas bersaing dengan investor asing dalam eksplorasi dan pengelolaan blok migas. Efisiensi operasi dan teknologi baru menjadi kunci daya saing, sementara kebijakan Pemerintah mendorong optimalisasi sumber daya domestik.

Meski energi bersih berkembang, permintaan minyak dan gas tetap tinggi, terutama di sektor industri dan kelistrikan. Blok-blok Migas produktif di Sumatra, Kalimantan dan Jawa menjadi fokus utama eksplorasi. Dengan tekanan ESG dan ketidakpastian global, keberlanjutan bisnis Migas bergantung pada inovasi, efisiensi dan adaptasi terhadap dinamika pasar serta regulasi.

are generally more stable than crude oil prices. This enables the Company to maintain more stable revenue streams compared to other oil and gas companies that rely more heavily on oil reserves.

Competition in the Oil and Gas Industry

The oil and gas industry in 2025 faced intense competition driven by energy transition trends, stricter regulations, and price volatility. In Indonesia, oil and gas companies compete with foreign investors in exploration and the management of oil and gas blocks. Operational efficiency and the adoption of new technologies have become key factors in maintaining competitiveness, while Government policies continue to encourage the optimization of domestic energy resources.

Despite the rapid development of clean energy, demand for oil and gas remains high, particularly in the industrial and power generation sectors. Productive oil and gas blocks in Sumatra, Kalimantan, and Java remain the primary focus of exploration activities. Amid ESG pressures and global uncertainties, the sustainability of oil and gas businesses increasingly depends on innovation, efficiency, and adaptability to market and regulatory dynamics.





PRODUKSI MINYAK (BOPD)
Oil Production (BOPD)

Wilayah Kerja Working Area	Partisipasi Interes Participating Interest	2025		2024		2023	
		Gross	Net	Gross	Net	Gross	Net
Malacca Strait	100%	**4,655**	**4,655**	5,296	5,296	5,729	5,729
Siak	90%	**1,663**	**1,496**	1,086	977	-	-
Kampar	90%	**882**	**794**	691	622	-	-
WK 'B'	48%	**961**	**461**	973	467	880	-
Tonga	95%	**63**	**59**	14	13	-	-
Kangean	100%	**42**	**33**	36	27	35	26
Sengkang	100%	**1**	**1**	1	-	1	-
TOTAL		**8,266**	**7,499**	8,097	7,403	6,645	5,755

PRODUKSI GAS (BBTUD)
Gas Production (BBTUD)

Wilayah Kerja Working Area	Partisipasi Interes Participating Interest	2025		2024		2023	
		Gross	Net	Gross	Net	Gross	Net
Malacca Strait	100%	**2.34**	**2.34**	2.49	2.49	2.88	2.75
Bentu	100%	**76.98**	**76.98**	78.59	78.59	81.01	81.01
Korinci Baru	100%	**0.24**	**0.24**	0.44	0.44	1.01	1.00
WK 'B'	48%	**39.57**	**18.99**	44.45	21.34	44.24	-
Kangean	100%	**58.20**	**45.07**	67.94	50.95	86.21	65.76
Sengkang	100%	**40.03**	**40.03**	34.70	19.83	29.71	14.99
TOTAL		**217.35**	**183.65**	228.61	173.64	245.06	165.51

CADANGAN
Reserves

(juta barel ekuivalen / million of barrel equivalent)

Blok Block	Partisipasi Interes Participating Interest	1P		2P		3P		2C	
Malacca Strait	100%								
Minyak/Oil		18.3		23.6		30.9		4.6	
Gas		0.14		0.26		0.28		-	
Bentu	100%								
Minyak/Oil		-		-		-		2.8	
Gas		45		61.5		76.7		-	
Korinci Baru	100%								
Minyak/Oil		-		-		-		-	
Gas		0.6		0.9		1.2		1.3	
Kangean	100%								
Minyak/Oil		-		-		-		-	
Gas		6.8		10.0		14.8		-	
Sengkang	100%								
Minyak/Oil		-		-		-		-	
Gas		55.5		60.0		70.3		-	
		Gross	Net	Gross	Net	Gross	Net	Gross	Net
Siak	90%								
Minyak/Oil		4.2	3.8	5.1	4.6	6.5	5.9	16.9	15.2
Gas		-	-	-	-	-	-	-	-
Kampar	90%								
Minyak/Oil		4.3	3.9	4.7	4.2	5.1	4.6	-	-
Gas		-	-	-	-	-	-	0.12	0.11
WKB	48%								
Minyak/Oil		7.5	3.6	10.5	5	48.6	23.3	15.2	7.3
Gas		16.2	7.8	25.8	12.4	130.2	62.5	27.5	13.2
Gebang	50%								
Minyak/Oil		-	-	-		-	-	-	-
Gas		15.5	7.8	20.8	10.4	23.0	11.5	124.8	62.44
Tonga	95%								
Minyak/Oil		0.5	0.4	2.0	1.9	6.4	6.1	-	-
Gas		-	-	-	-	-	-	-	-
Buzi	75%								
Minyak/Oil		-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	8.5	6.38
Jumlah / Total									
Minyak/Oil		**34.7**	**29.9**	**45.9**	**39.4**	**97.6**	**70.8**	**39.5**	**29.9**
Gas		**139.8**	**123.6**	**179.4**	**155.5**	**316.5**	**237.3**	**162.3**	**83.4**
TOTAL		**174.5**	**153.5**	**225.3**	**194.9**	**414.1**	**308.1**	**201.7**	**113.3**



SEGMEN OPERASI PERSEROAN TAHUN 2025
The Company's Operational Segments in 2025

Keterangan Description (USD)	Eksplorasi dan Produksi Minyak dan Gas Bumi Exploration and Production of Oil & Gas				Infrastruktur Minyak dan Gas Bumi Oil and Gas Infrastructures	Total
	Malacca Strait	Kangean	Bentu	Lain-lain Others	Lain-lain Others	
Penjualan Neto Net Sales	100,354,389	95,812,387	154,955,577	120,946,394	26,058,090	498,126,837
Beban Pokok Penjualan Cost of Goods Sold	(75,381,531)	(90,793,175)	(80,107,336)	(55,109,297)	(15,246,993)	(316,638,332)
Laba Bruto Gross Profit	24,972,858	5,019,212	74,848,241	65,837,097	10,811,097	181,488,505
Aset Segmen Segment Assets	573,762,036	277,373,087	521,622,635	533,483,810	261,371,899	2,167,613,467
Liabilitas Segmen Segment Liabilities	(499,838,758)	(131,167,719)	(186,191,142)	(478,723,702)	(33,805,006)	(1,329,726,327)

SEGMEN OPERASI PERSEROAN TAHUN 2024
The Company's Operational Segments in 2024

Keterangan Description (USD)	Eksplorasi dan Produksi Minyak dan Gas Bumi Exploration and Production of Oil & Gas				Infrastruktur Minyak dan Gas Bumi Oil and Gas Infrastructures	Total
	Malacca Strait	Kangean	Bentu	Lain-lain Others	Lain-lain Others	
Penjualan Neto Net Sales	122,906,597	103,635,377	146,332,049	70,931,314	23,619,840	467,425,177
Beban Pokok Penjualan Cost of Goods Sold	(106,384,236)	(83,048,344)	(75,354,873)	(39,448,760)	(15,125,019)	(319,361,232)
Laba Bruto Gross Profit	16,522,361	20,587,033	70,977,176	31,482,554	8,494,821	148,063,945
Aset Segmen Segment Assets	546,460,988	232,803,466	493,162,180	373,465,179	266,571,431	1,912,463,244
Liabilitas Segmen Segment Liabilities	(584,862,479)	(95,377,705)	(196,696,081)	(355,870,187)	(50,775,458)	(1,283,581,910)





ANALISIS KINERJA KEUANGAN PERSEROAN
ANALYSIS OF THE COMPANY'S FINANCIAL PERFORMANCE

Analisis dan Pembahasan Manajemen ini dibuat berdasarkan informasi yang diperoleh dari Laporan Keuangan Konsolidasian EMP dan anak Perusahaan pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada 31 Desember 2025 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Y. Santosa dan Rekan.

Laporan tersebut telah memperoleh opini "Wajar" dalam semua hal yang material, posisi keuangan konsolidasian EMP dan anak Perusahaan tanggal 31 Desember 2025, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (DSAK-IAI) di Indonesia.

Pembahasan kinerja keuangan EMP dan anak Perusahaan disampaikan dengan memperhatikan penjelasan pada catatan atas Laporan Keuangan Konsolidasian merupakan bagian yang tidak terpisahkan dari Laporan Tahunan ini.

Bahasan serta analisis tentang kondisi keuangan ini disajikan dalam empat bagian sebagai berikut:
- Kinerja Posisi Keuangan Konsolidasian;
- Kinerja Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian;
- Kinerja Arus Kas Konsolidasian;
- Kinerja Rasio Keuangan.

This Management Discussion and Analysis has been prepared based on information derived from the Consolidated Financial Statements of EMP and its subsidiaries as of 31 December 2025 and for the year ended 31 December 2025, which have been audited by the Public Accounting Firm KAP Y. Santosa dan Rekan.

The report received an "Fair", stating that in all material respects the consolidated financial position of EMP and its subsidiaries as of 31 December 2025, as well as their consolidated financial performance and cash flows for the year then ended, are presented fairly in accordance with the Financial Accounting Standards (PSAK) and the Interpretations of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK-IAI).

The discussion of the financial performance of EMP and its subsidiaries is presented with reference to the notes to the Consolidated Financial Statements, which form an integral part of this Annual Report.

The discussion and analysis of the financial condition are presented in the following four sections:
- Consolidated Financial Position Performance;
- Consolidated Statement of Profit or Loss and Other Comprehensive Income Performance;
- Consolidated Cash Flow Performance;
- Financial Ratio Performance.



KINERJA POSISI KEUANGAN KONSOLIDASIAN
CONSOLIDATED FINANCIAL POSITION PERFORMANCE

Kinerja keuangan Perseroan pada tahun 2025 memiliki hasil yang positif yaitu dapat dilihat dari uraian laporan keuangan yang terdiri dari laporan neraca, laporan laba/rugi dan arus kas. Laporan-laporan tersebut menjadi salah satu indikator keberhasilan pengelolaan suatu perusahaan dari segi efisiensi dan efektivitas operasionalnya. Berikut adalah tabel keuangan EMP.

The Company's financial performance in 2025 showed positive results, as reflected in the financial statements comprising the balance sheet, income statement, and cash flow statement. These reports serve as key indicators of the Company's success in managing its operations in terms of efficiency and operational effectiveness. The following table presents EMP's financial data.

LAPORAN POSISI KEUANGAN
Statement of Financial Position

(Dalam USD / in USD)	31 Desember 31 December		Pertumbuhan Growth	
	2025	2024	Nilai Amount	%
Aset Lancar Current Assets				
Kas Cash	**62,248,969**	53,606,326	8,642,641	16.12
Piutang usaha – neto Trade receivables – net **Pihak ketiga** / Third parties	**38,075,506**	51,447,715	(13,372,210)	(25.99)
Piutang pihak berelasi – bagian lancar Due from related parties – current portion	**877,800**	12,747,209	(11,869,409)	(93.11)
Piutang lain-lain – neto / Other receivables – net **Pihak ketiga** / Third parties	**52,879,655**	74,719,344	(21,839,692)	(29.23)
Persediaan – neto Inventories – net	**40,201,978**	43,790,347	(3,588,369)	(8.19)
Pajak dibayar dimuka Prepaid Tax	**805,296**	4,419,720	(3,614,424)	(81.78)
Beban dibayar dimuka Prepaid expenses	**2,134,267**	1,669,752	464,514	27.82
Aset lancar lainnya Other current assets	**9,145,008**	13,243,996	(4,098,988)	(30,95)
Total Aset Lancar Total Current Assets	**206,368,479**	255,644,409	(49,275,937)	(19.28)

(Dalam USD / in USD)	31 Desember 31 December		Pertumbuhan Growth	
	2025	2024	Nilai Amount	%
Aset Tidak Lancar Non-Current Assets				
Kas yang dibatasi penggunaannya Restricted Cash	**127,412,812**	95,008,653	32,404,161	34.11
Piutang pihak berelasi – neto Due from related parties – net	**108,133,020**	71,391,618	36,741,404	51.46
Aset pajak tangguhan – neto Deferred tax assets – net	**58,250,956**	43,561,383	14,689,573	33.72
Investasi pada ventura bersama Investment in joint venture	**36,425,621**	31,166,120	5,259,502	34.11
Aset tetap – neto Fixed assets – net	**66,072,183**	71,264,728	(5,192,545)	(7.29)
Aset hak guna – neto Right-of-use assets – net	**112,646,571**	139,257,566	(26,610,996)	(19.11)
Aset eksplorasi dan evaluasi – neto Exploration and evaluation assets – net	**115,505,515**	115,529,197	(23,684)	(0.02)
Aset minyak dan gas bumi – neto Oil and gas properties – net	**957,814,439**	742,353,105	215,461,335	29.02
Tagihan pajak Claims for tax refund	**1,496,672**	894,614	602,058	67.30
Aset tidak lancar lainnya – neto Other non-current assets – net **Pihak ketiga** / Third parties	**32,194,865**	17,187,392	15,007,476	87.32
Total Aset Tidak Lancar Total Non-Current Assets	**1,615,952,654**	1,327,614,376	288,338,284	21.72
TOTAL ASET TOTAL ASSETS	**1,822,321,133**	1,583,258,785	239,062,347	15.10
Liabilitas Jangka Pendek Current Liabilities				
Pinjaman jangka pendek Short-term loans **Pihak ketiga** / Third parties	**10,674,089**	12,912,453	(2,238,364)	(17.33)
Pembiayaan musyarakah jangka pendek Short-term musyarakah financing **Pihak ketiga** / Third parties	**2,654,506**	-	2,654,506	100.00
Utang usaha Trade payables **Pihak ketiga** / Third parties	**81,783,646**	81,314,012	469,635	0.58
Utang lain-lain Other payables **Pihak ketiga** / Third parties	**1,096,017**	6,092,417	(4,996,400)	82.01
Uang muka pelanggan Advance customers	**10,942,727**	18,574,544	(7,631,817)	41.09
Beban akrual Accrued expenses	**165,453,862**	121,589,560	43,864,291	36.08
Utang Pajak Tax payable	**88,325,759**	98,094,725	(9,768,966)	9.96
Liabilitas jangka panjang jatuh tempo dalam satu tahun Current maturities of long-term liabilities				
Sewa Lease	**42,618,930**	41,161,954	1,456,976	3.54
Pinjaman Loans	**70,683,292**	53,762,450	16,920,842	31.47
Pembiayaan musyarakah Musyarakah financing	-	1,309,275	(1,309,275)	(100.00)
Total Liabilitas Jangka Pendek Total Current Liabilities	**474,232,828**	434,811,390	39,421,429	9.07

(Dalam USD / in USD)	31 Desember 31 December		Pertumbuhan Growth	
	2025	2024	Nilai Amount	%
Liabilitas Jangka Panjang Non-Current Liabilities				
Utang pihak berelasi Related parties	**115,521**	115,521	-	-
Utang lain-lain – jangka panjang Other payables – non-current **Pihak ketiga** / third parties	-	6,991,373	(6,991,373)	(100.00)
Liabilitas pajak tangguhan – neto Deferred tax liabilities – net	**146,423,496**	117,706,955	28,716,542	24.40
Liabilitas imbalan kerja Employee benefits liability	**14,872,650**	11,810,274	3,062,378	25.93
Liabilitas untuk merestrorasi area yang ditinggalkan - jangka panjang Abandonment and site restoration liability - non-current	**63,424,523**	63,829,322	(404,803)	(0.63)
Pinjaman jangka panjang – setelah dikurangi bagian jatuh tempo dalam satu tahun Long-term liabilities – net of current maturities				
Sewa Lease	**64,551,617**	75,083,794	(10,532,177)	(14.03)
Pinjaman Loans	**235,960.387**	213,925,991	22,034,395	10.30
Pembiayaan musyarakah Musyarakah financing	-	1,843,547	(1,843,547)	(100.00)
Total Liabilitas Jangka Panjang Total Non-Current Liabilities	**525,348,194**	491,306,777	34,041,415	6.93
TOTAL LIABILITAS TOTAL LIABILITIES	**999,581,022**	926,118,167	73,462,844	7.93
Ekuitas Equity				
Modal dasar – / Authorized capital – **6.138.347.970 saham Seri A nilai nominal Rp100 per saham dan 146.893.216.240 saham Seri B nilai nominal Rp100 per saham** / 6,138,347,970 Series A shares par value of Rp100 per share and 146,893,216,240 Series B shares par value of Rp100 per share				
Modal ditempatkan dan disetor penuh - / Issued and fully paid capital - **6.138.347.970 saham Seri A dan 18.682.882.280 saham Seri B pada tanggal 31 Desember 2024 dan 6.138.347.970 saham Seri A dan 20.207.882.280 saham Seri B pada tanggal 31 Desember 2025** / 6,138,347,970 Series A shares and 18,682,882,280 Series B shares as of December 31, 2024 and 6,138,347,970 Series A shares and 20,207,882,280 Series B shares as of 31 December 2025	**647,422,128**	638,086,082	9,336,046	1.46
Tambahan modal disetor - neto Additional paid-in capital - net	**556,514,487**	490,943,286	65,571,208	13.36
Akumulasi pengukuran kembali liabilitas imbalan kerja Cumulative remeasurements on employee benefit liability	**(10,621,211)**	(9,792,916)	(828,294)	8.46
Selisih kurs penjabaran laporan keuangan Translation adjustment	**(92,224)**	-	(92,224)	(100.00)
Defisit Deficit	**(283,865,234)**	(375,398,209)	(91,532,976)	(24.38)
Neto Net	**895,709,269**	730,189,566	165,519,714	22,67
Kepentingan non-pengendali Non-controlling interest	**(72,969,158)**	(73,048,948)	79,791	(0.11)
EKUITAS – Neto EQUITY – Net	**822,740,111**	657,140,618	165,599,504	25.20
TOTAL LIABILITAS DAN EKUITAS TOTAL LIABILITIES AND EQUITY	**1,822,321,133**	1,583,258,785	239,062,348	15.10

ASET
Asset

Aset Lancar
Total aset lancar Perseroan dan anak Perusahaan pada tanggal 31 Desember 2025 adalah sebesar USD206,37 juta, mengalami penurunan sebesar 19,28% dibandingkan dengan total aset lancar Perseroan pada tanggal 31 Desember 2024 yang tercatat sebesar USD255,64 juta. Penurunan ini terutama disebabkan oleh penurunan piutang dari SKK Migas atas Pajak Pertambahan Nilai (PPN) yang dapat ditagihkan kepada SKK Migas.

Aset Tidak Lancar
Total aset tidak lancar Perseroan dan anak Perusahaan yang berakhir pada tanggal 31 Desember 2025 adalah sebesar USD1.615,95 juta, yang mengalami kenaikan sebesar 21,72% dibandingkan dengan total aset tidak lancar Perseroan pada tanggal 31 Desember 2024 yang mencapai USD1.327,61 juta. Kenaikan ini terutama disebabkan oleh kenaikan pengeluaran modal (*capital expenditures*) atas aset minyak dan gas bumi pada Wilayah Kerja KKS Malacca Strait dan KKS Kangean.

Total Aset
Jumlah total aset Perseroan dan anak Perusahaan pada tanggal 31 Desember 2025 adalah sebesar USD1.822,32 juta, mengalami kenaikan sebesar 15,10% dibandingkan dengan total aset Perseroan pada tanggal 31 Desember 2024 yang tercatat sebesar USD1.583,26 juta. Kenaikan ini terutama disebabkan oleh kenaikan pengeluaran modal (*capital expenditures*) atas aset minyak dan gas bumi pada Wilayah Kerja KKS Malacca Strait dan KKS Kangean.

Current Assets
The total current assets of the Company and its subsidiaries as of 31 December 2025 amounted to USD206.37 million, representing a decrease of 19.28% compared to the Company's total current assets as of 31 December 2024, which were recorded at USD255.64 million. This decline was primarily due to decrease in receivables from SKK Migas related to Value Added Tax (VAT) that can be reimbursed to SKK Migas.

Non-Current Assets
The total non-current assets of the Company and its subsidiaries as of 31 December 2025 amounted to USD1,615.95 million, representing an increase of 21.72% compared to the Company's non-current assets as of 31 December 2024, which totaled USD1,327.61 million. This increase was mainly attributable to higher capital expenditures for oil and gas assets in the Malacca Strait PSC and Kangean PSC Working Areas.

Total Assets
The total assets of the Company and its subsidiaries as of 31 December 2025 amounted to USD1,822.32 million, representing an increase of 15.10% compared to the Company's total assets as of 31 December 2024, which were recorded at USD1,583.26 million. This increase was primarily driven by higher capital expenditures for oil and gas assets in the Malacca Strait PSC and Kangean PSC Working Areas.

LIABILITAS
Liabilities

Liabilitas Jangka Pendek
Total liabilitas jangka pendek Perseroan dan anak Perusahaan pada tanggal 31 Desember 2025 adalah sebesar USD474,23 juta mengalami kenaikan sebesar 9,07% dari total liabilitas jangka pendek Perseroan pada tanggal 31 Desember 2024 yang tercatat sebesar USD434,81 juta. Kenaikan ini terutama disebabkan oleh kenaikan beban akrual dan kenaikan pinjaman sehubungan dengan adanya kenaikan bagian yang jatuh tempo dalam satu tahun untuk pinjaman kepada PT Bank Mandiri (Persero) Tbk.

Current Liabilities
The total current liabilities of the Company and its subsidiaries as of 31 December 2025 amounted to USD474.23 million, representing an increase of 9.07% compared to the Company's current liabilities as of 31 December 2024, which totaled USD434.81 million. This increase was mainly due to an increase in accrued expenses and an increase in loan in connection with an increase in the portion due within one year for loan to PT Bank Mandiri (Persero) Tbk.

Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan dan anak Perusahaan pada tanggal 31 Desember 2025 adalah sebesar USD525,35 juta mengalami kenaikan sebesar 6,93% dari jumlah kewajiban Perseroan pada tanggal 31 Desember 2024 yang tercatat sebesar USD491,31 juta. Kenaikan ini terutama disebabkan oleh kenaikan kewajiban pajak tangguhan atas aset minyak dan gas bumi.

Non Current Liabilities

The non current liabilities of the Company and its subsidiaries as of 31 December 2025 amounted to USD525.35 million, representing an increase of 6.93% compared to the Company's liabilities as of 31 December 2024, which totaled USD491.31 million. This increase was primarily due to a rise in deferred tax liabilities related to oil and gas assets.

Total Liabilitas

Total liabilitas Perseroan dan anak Perusahaan pada tanggal 31 Desember 2025 adalah sebesar USD999,58 juta, mengalami kenaikan sebesar 7,93% dan total liabilitas Perseroan pada tanggal 31 Desember 2024 yang tercatat sebesar USD926,12 juta. Kenaikan ini terutama disebabkan oleh kenaikan beban akrual sehubungan dengan kenaikan pengeluaran modal (*capital expenditures*) dan pengeluaran operasional (operational expenditures) selama tahun 2025.

Total liabilities

Total liabilities of the Company and its subsidiaries as of 31 December 2025 amounted to USD999.58 million, representing an increase of 7.93% compared to the Company's total liabilities as of 31 December 2024, which were recorded at USD926.12 million. This increase was mainly due to higher accrued expenses related to increased capital expenditures and operating expenditures during 2025.

EKUITAS

Equity

Total ekuitas Perseroan pada tanggal 31 Desember 2025 adalah sebesar USD822,74 juta, mengalami kenaikan sebesar 25,20% dibandingkan jumlah ekuitas pada tanggal 31 Desember 2024 yang tercatat sebesar USD657,14 juta. Kenaikan ini terutama disebabkan oleh berkurangnya defisit Perseroan dari laba neto yang diperoleh Perseroan dan tambahan modal disetor Perseroan sepanjang tahun 2025.

Total equity of the Company as of 31 December 2025 amounted to USD822.74 million, representing an increase of 25.20% compared to total equity as of December 31, 2024, which was recorded at USD657.14 million. This increase was primarily due to the reduction in the Company's deficit from the net profit obtained by the Company and the Company's additional paid-in capital throughout 2025.



KINERJA LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME PERFORMANCE

Laporan laba rugi Perseroan pada tahun 2025 menunjukkan kinerja yang positif. Hal ini dapat dilihat dari laba neto yang lebih tinggi pada tahun 2025 dibandingkan laba neto pada tahun 2024. Kondisi keuangan Perseroan dan anak Perusahaan secara ringkas dapat dilihat dalam tabel berikut:

The Company's statement of profit or loss for 2025 shows positive performance. This is reflected in higher net profit in 2025 compared to 2024. A summary of the financial condition of the Company and its subsidiaries can be seen in the following table.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF
Statement of Profit or Loss and Other Comprehensive Income

(Dalam USD / in USD)	Untuk Tahun yang berakhir 31 Desember For the Year Ended on 31 December		Pertumbuhan Growth	
	2025	2024	Nilai / Amount	%
Penjualan Neto Net Sales	**498,126,837**	467,425,177	30,701,660	6.57
Beban pokok penjualan Cost of goods sold	**(316,644,705)**	(319,361,232)	2,716,526	0.85
Laba Neto Net Profit	**91,612,766**	72,963,058	18,649,708	25.56
Rugi Komprehensif lain neto – setelah pajak Other Comprehensive Loss - Net of Tax	**(920,519)**	(927,457)	6,941	0.75
Laba Komprehensif Neto Net Comprehensive Income	**90,692,247**	72,035,601	18,656,649	25.90

Penjualan Neto
Penjualan neto Perseroan merupakan total dari seluruh penjualan neto anak-anak Perusahaan yang dikonsolidasikan dari berbagai segmen usaha, tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 dapat ditunjukkan dalam tabel di bawah ini:

Net Sales
The Company's net sales represent the total consolidated net sales of its subsidiaries across various business segments. Net sales for the years then ended 31 December 2025 and 2024 are presented in the table below:

(Dalam USD / In USD)	Untuk Tahun yang berakhir 31 Desember For the Year Ended on 31 December	
	2025	2024
Gas bumi Natural gas	**309,232,873**	279,929,875
Minyak Mentah Crude oil	**151,011,598**	161,726,702
Under (over) lifting dan DMO Under (over) lifting and DMO	**11,824,276**	2,148,760
Usaha Penunjang Lainnya Other Supporting Business	**26,058,090**	23,619,840
Neto Net	**498,126,837**	467,425,177

Penjualan neto Perseroan dan anak Perusahaan mengalami kenaikan sebesar 6,57% dari USD467,43 juta untuk tahun yang berakhir pada tanggal 31 Desember 2024 menjadi USD498,13 juta untuk tahun yang berakhir pada tanggal 31 Desember 2025. Kenaikan ini terutama disebabkan oleh kenaikan penjualan neto dari Wilayah Kerja KKS Sengkang yang mana 51% partisipasi interesnya diakuisisi oleh Perseroan pada bulan Oktober 2024.

Beban Pokok Penjualan

Beban pokok penjualan Perseroan dan anak Perusahaan mengalami penurunan sebesar 0,85% dari USD319,36 juta untuk tahun yang berakhir pada tanggal 31 Desember 2024 menjadi USD316,644 juta untuk tahun yang berakhir pada tanggal 31 Desember 2025. Penurunan beban pokok penjualan ini terutama disebabkan oleh penurunan biaya produksi dalam beban pokok penjualan pada Wilayah Kerja KKS Malacca Strait sehubungan dengan penurunan penjualan neto pada Wilayah Kerja tersebut.

Laba Usaha

Laba usaha Perseroan mengalami meningkat sebesar 24,69% dari USD124,11 juta untuk tahun yang berakhir pada tanggal 31 Desember 2024 menjadi sebesar USD154,76 juta untuk tahun yang berakhir pada tanggal 31 Desember 2025.

Kenaikan ini terutama disebabkan oleh kenaikan kenaikan penjualan neto dari Wilayah Kerja KKS Sengkang yang mana 51% partisipasi interesnya diakuisisi oleh Perseroan pada bulan Oktober 2024.

Laba Neto

Laba neto Perseroan mengalami kenaikan sebesar 21,40% dari sebesar USD75,39 juta untuk tahun yang berakhir pada tanggal 31 Desember 2024 menjadi sebesar USD91,53 juta untuk tahun yang berakhir pada tanggal 31 Desember 2025.

The net sales of the Company and its subsidiaries increased by 6.57%, from USD467.43 million for the year ended 31 December 2024 to USD498.13 million for the year ended 31 December 2025. This increase was mainly driven by higher net sales from the Sengkang PSC Working Area, in which the Company acquired a 51% participating interest in October 2024.

Cost of Goods Sold

The cost of goods sold of the Company and its subsidiaries decreased by 0.85%, from USD319.36 million for the year ended 31 December 2024 to USD316.64 million for the year ended 31 December 2025. This decrease was primarily due to lower production costs included in the cost of goods sold in the Malacca Strait PSC Working Area, in line with lower net sales from that Working Area.

Operating Income

The Company's operating profit increased by 24.69%, from USD124.11 million for the year ended 31 December 2024 to USD154.76 million for the year ended 31 December 2025.

This increase was mainly driven by higher net sales from the Sengkang PSC Working Area, following the Company's acquisition of a 51% participating interest in October 2024.

Net Profit

The Company's net profit increased by 21.40%, from USD75.39 million for the year ended December 31, 2024 to USD91.53 million for the year ended 31 December 2025. This increase was mainly attributable to higher net sales from

Kenaikan ini terutama disebabkan oleh kenaikan penjualan neto dari Wilayah Kerja KKS Sengkang yang mana 51% partisipasi interesnya diakuisisi oleh Perseroan pada bulan Oktober 2024.

Sengkang PSC Working Area, following the Company's acquisition of a 51% participating interest in October 2024.



KINERJA ARUS KAS KONSOLIDASIAN
CONSOLIDATED CASH FLOW PERFORMANCE

LAPORAN ARUS KAS

Perseroan menggunakan laporan Arus Kas untuk menghitung jumlah pemasukan dan pengeluaran dalam suatu periode tertentu secara komprehensif, sehingga dapat dilihat tingkat perbandingan antara belanja Perseroan dengan pemasukan, pada tanggal 31 Desember 2025 Perseroan mencatat kenaikan bersih kas dan setara kas sebesar USD8,97 juta, meningkat 131,56% dibandingkan penurunan bersih kas dan setara kas pada tanggal 31 Desember 2024 yang tercatat sebesar USD28,44 juta.

Salah satu penyebab kenaikan bersih kas dan setara kas adalah penurunan pembayaran kepada pemasok, kontaktor dan aktivitas operasional lainnya dari aktivitas operasi.

CASH FLOW STATEMENT

The Company uses the Cash Flow Statement to comprehensively measure cash inflows and outflows over a specific period, allowing an assessment of the balance between the Company's expenditures and its revenues. As of 31 December 2025, the Company recorded a net increase in cash and cash equivalents of USD8.97 million, representing an improvement of 131.56% compared to the net decrease in cash and cash equivalents of USD28.44 million recorded as of 31 December 2024.

One of the main factors contributing to the net increase in cash and cash equivalents was the reduction in payments to suppliers, contractors, and other operational activities from operating activities.

LAPORAN ARUS KAS
Statement of Cash Flow

Berikut tabel rincian perbandingan laporan posisi arus kas untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024:

The following table presents a detailed comparison of the cash flow statements for the years ended 31 December 2025 and 2024:

(Dalam USD / In USD)	Untuk Tahun yang berakhir 31 Desember For the Year Ended on 31 December		Pertumbuhan Growth	
	2025	2024	Nilai Amount	%
Arus Kas Neto Diperoleh Dari Aktivitas Operasi Net Cash Flows Provided by Operating Activities	**330,016,842**	207,663,319	122,353,523	58.92
Arus Kas Neto Digunakan Untuk Aktivitas Investasi Net Cash Flows Used in Investing Activities	**(307,370,959)**	(308,050,509)	(69,550)	(0.22)
Arus Kas Neto Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan Net Cash Flows Provided by (Used in) Financing Activities	**(13,671,973)**	71,951,109	(85,623,082)	(119.00)
Kenaikan (Penurunan) Neto Kas Net Increase (Decrease) in Cash	**8,973,910**	(28,436,081)	37,409,991	131.56
Pengaruh Perubahan Selisih Kurs Mata Uang Pada Kas Effect of Exchange Rate Changes on Cash	**(331,267)**	(398,167)	66,900	16.81
Kas awal tahun Cash at beginning of year	**53,606,326**	82,440,574	(28,834,248)	(34.24)
Kas akhir tahun Cash at end of year	**62,248,969**	53,606,326	8,642,643	16.12

Kas dari Aktivitas Operasi

Arus kas dari aktivitas operasi merupakan arus kas yang diperoleh dan/atau digunakan untuk aktivitas utama operasi Perseroan selain investasi aset minyak dan gas bumi serta investasi aset eksplorasi dan evaluasi yang mencakup antara lain penerimaan dari pelanggan, pembayaran kepada pemasok, karyawan dan pihak lainnya, serta pembayaran beban keuangan dan pembayaran pajak penghasilan badan dan dividen (*corporate tax*).

Arus kas bersih diperoleh dari aktivitas operasi Perseroan untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah sebesar USD330,02 juta atau naik sebesar 58,92% dibandingkan tahun yang berakhir pada tanggal 31 Desember 2024 sebesar USD207,66 juta.

Penerimaan kas dari pelanggan mengalami kenaikan pada tahun 2025 menjadi sebesar USD476,94 juta dibandingkan penerimaan tahun 2024 sebesar USD459,40 juta. Perseroan memperoleh arus kas bersih dari aktivitas operasi sebesar USD330,02 juta pada tahun 2025. Kenaikan arus kas bersih diperoleh dari aktivitas operasi ini terutama disebabkan oleh penurunan pembayaran kepada pemasok, kontaktor dan aktivitas operasional lainnya atas aktivitas operasi tersebut.

Cash Flows from Operating Activities

Cash flows from operating activities represent cash inflows and/or outflows related to the Company's main operating activities, excluding investments in oil and gas assets as well as exploration and evaluation assets. These activities include, among others, cash receipts from customers, payments to suppliers, employees, and other parties, as well as payments of finance costs, corporate income taxes, and dividend (corporate tax).

Net cash flows generated from the Company's operating activities for the year ended 31 December 2025 amounted to USD330.02 million, representing an increase of 58.92% compared to USD207.66 million for the year ended 31 December 2024.

Cash receipts from customers increased in 2025 to USD476.94 million, compared to USD459.40 million in 2024. The Company generated net cash from operating activities of USD330.02 million in 2025. This increase in net operating cash flow was mainly due to lower payments to suppliers, contractors, and other operational activities related to operating activities.

Kas dari Aktivitas Investasi

Arus kas dari aktivitas investasi merupakan arus kas yang diperoleh dan/atau digunakan untuk aktivitas investasi Perseroan yang mencakup antara lain investasi aset minyak dan gas bumi serta investasi aset eksplorasi dan evaluasi serta uang muka proyek.

Arus kas bersih digunakan untuk aktivitas investasi Perseroan untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah sebesar USD307,37 juta atau menurun sebesar 0,22% dibandingkan tahun yang berakhir pada tanggal 31 Desember 2024 sebesar USD308,05 juta. Penurunan ini terutama disebabkan oleh penurunan perolehan aset tetap dan penurunan arus kas untuk akuisisi masih melebihi kenaikan arus kas digunakan untuk aktivitas atas perolehan aset minyak dan gas bumi sepanjang tahun 2025 dibandingkan tahun 2024.

Perseroan dan anak Perusahaan juga meningkatkan aktivitas investasi atas perolehan aset minyak dan gas bumi dalam rangka meningkatkan produksi dan cadangan terbukti minyak dan gas bumi sebesar USD98,43 juta pada tahun 2025. Kenaikan aktivitas tersebut tidak mengakibatkan kenaikan arus kas digunakan untuk aktivitas investasi menjadi sebesar USD307,37 juta pada tahun 2025. Hal ini dikarenakan arus kas dari penurunan perolehan aset tetap dan penurunan arus kas untuk akuisisi masih melebihi kenaikan arus kas digunakan untuk aktivitas atas perolehan aset minyak dan gas bumi.

Kas dari Aktivitas Pendanaan

Arus kas dari aktivitas pendanaan merupakan arus kas yang diperoleh dan/atau digunakan untuk aktivitas pendanaan Perseroan yang mencakup antara lain penerbitan saham Perseroan, penerimaan dan pembayaran kembali pinjaman yang digunakan untuk kegiatan operasi dan investasi Perseroan.

Arus kas bersih digunakan untuk aktivitas pendanaan Perseroan untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah sebesar USD13,67 juta turun sebesar 119% dibandingkan arus kas bersih diperoleh dari aktivitas pendanaan tahun yang berakhir pada tanggal 31 Desember 2024 sebesar USD71,95 juta. Penurunan ini terutama disebabkan oleh penurunan penerimaan pinjaman jangka panjang pada tahun 2025 dibandingkan tahun 2024.

Cash Flows from Investing Activities

Cash flows from investing activities represent cash inflows and/or outflows related to the Company's investment activities, which include investments in oil and gas assets, investments in exploration and evaluation assets, and project advances.

Net cash used in the Company's investing activities for the year ended 31 December 2025 amounted to USD307.37 million, representing a decrease of 0.22% compared to USD308.05 million for the year ended 31 December 2024. This decrease was mainly due to lower on the acquisition of fixed assets and reduced cash outflows for acquisitions, which more than the increase in cash flow used for the acquisition of oil and gas assets throughout 2025 compared to 2024.

The Company and its subsidiaries also increased investment activities related to the acquisition of oil and gas assets in order to increase production and proven oil and gas reserves, amounting to USD98.43 million in 2025. However such activity increase did not result in a higher total cash outflow from investing activities amounting to USD307.37 million in 2025. This was because the reduction in cash outflows for fixed asset acquisitions and lower cash outflows for acquisitions exceeded the increase in cash outflows used for oil and gas asset acquisitions.

Cash Flows from Financing Activities

Cash flows from financing activities represent cash inflows and/or outflows related to the Company's financing activities, which include the issuance of the Company's shares, as well as the receipt and repayment of loans used to support the Company's operating and investment activities.

Net cash used in financing activities for the year ended 31 December, 2025 amounted to USD13.67 million, representing a 119% decrease compared to the net cash generated from financing activities of USD71.95 million for the year ended December 31, 2024. This decrease was mainly due to a reduction in proceeds from long term loans in 2025 compared to 2024.



KINERJA RASIO KEUANGAN
FINANCIAL RATIOS PERFORMANCE

Rasio-rasio keuangan penting Perseroan dan anak Perusahaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 dapat ditunjukkan dalam tabel di bawah ini:

The key financial ratios of the Company and its subsidiaries for the years ended 31 December 2025 and 2024 are presented in the table below:

RASIO - RASIO PENTING
Key Ratios

	Untuk Tahun yang berakhir 31 Desember For the Year Ended on 31 December	
	2025	**2024**
RASIO LIKUIDITAS Liquidity Ratio		
Aset Lancar / Liabilitas Jangka Pendek (%) Current Assets / Current Liabilities (%)	**43.52%**	58.79%
RASIO LEVERAGE Leverage Ratio		
Total Liabilitas terhadap Total Aset (%) Total Liabilities to Total Assets (%)	**54.85%**	58.49%
Total Liabilitas terhadap Total Ekuitas (%) Total Liabilities to Total Equity (%)	**121.49%**	140.93%
RASIO AKTIVITAS Activity Ratio		
Tingkat Perputaran Jumlah Aset (x) Total Asset Turnover Rate (x)	**0.27**	0.32
RASIO PROFITABILITAS Profitability Ratio		
Laba Bruto / Penjualan Neto (%) Gross Profit / Net Sales (%)	**36.43%**	31.68%
Laba Neto / Penjualan Neto (%) Net Profit / Net Sales (%)	**18.38%**	16.13%
Laba Neto / Total Aset (%) Net Profit / Total Assets (%)	**5.02%**	4.76%
Laba Neto / Ekuitas (%) Net Profit / Equity (%)	**11.13%**	11.47%

	Untuk Tahun yang berakhir 31 Desember For the Year Ended on 31 December	
	2025	2024
RASIO PERTUMBUHAN GROWTH RATIO		
Penjualan neto (%) Net Sales (%)	**6.57%**	11.09%
Laba bruto (%) Gross profit (%)	**22.57%**	1.37%
Laba neto (%) Net profit (%)	**21.40%**	10.17%

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG
DEBT SERVICING CAPABILITY AND RECEIVABLE COLLECTIBILITY

Kemampuan Perseroan dalam melunasi utang dapat diketahui dengan menggunakan rasio likuiditas, kemudian untuk mengukur kemampuan untuk memenuhi seluruh kewajibannya digunakan rasio solvabilitas yang diukur dengan membuat perbandingan seluruh kewajiban terhadap seluruh aktiva dan perbandingan seluruh kewajiban terhadap ekuitas.

Likuiditas dan solvabilitas Perseroan menurun pada tahun 2025 karena terdapat kenaikan perolehan aset minyak dan gas bumi pada tahun 2025 dibandingkan tahun 2024.

Walaupun likuiditas dan solvabilitas Perseroan menurun pada tahun 2025, Perseroan masih mendapatkan tingkat kepercayaan yang lebih besar untuk mendapatkan pinjaman jangka pendek dan jangka panjang untuk dapat mengembangkan usaha dan aktivitas-aktivitas dalam upaya meningkatkan produksi minyak dan gas bumi serta usaha penunjang lainnya serta berupaya pula dalam meningkatkan cadangan terbukti minyak dan gas bumi.

Likuiditas dan Solvabilitas

Rasio Solvabilitas adalah kemampuan Perseroan dalam memenuhi kewajiban-kewajibannya baik kewajiban jangka pendek maupun jangka panjang, Rasio Lancar merupakan rasio yang mengukur kemampuan untuk memenuhi kewajiban jangka pendek yang dihitung dengan membagi aset lancar dengan kewajiban lancar pada periode yang bersangkutan, Kemudian, Rasio Utang adalah rasio yang mengukur kemampuan Perseroan untuk memenuhi seluruh kewajiban menggunakan seluruh Aset atau ekuitasnya yang dihitung dengan membandingkan total kewajiban dengan total aset Perseroan pada periode yang bersangkutan.

The Company's ability to settle its debts can be assessed using liquidity ratios, while solvency ratios are used to measure the Company's ability to meet all of its obligations by comparing total liabilities to total assets and total liabilities to equity.

The Company's liquidity and solvency declined in 2025 as a result of increased acquisition of oil and gas properties compared to 2024.

Nevertheless, despite this decline, the Company continues to maintain strong credibility in obtaining both short-term and long-term financing to support business development and activities aimed at increasing oil and gas production, supporting related business operations, and enhancing proven oil and gas reserves.

Liquidity and Solvency

The solvency ratio reflects the Company's ability to meet its obligations, both short-term and long-term. The Current Ratio measures the Company's ability to meet short-term obligations and is calculated by dividing current assets by current liabilities for the relevant period. Meanwhile, the Debt Ratio measures the Company's ability to meet all of its obligations using its total assets or equity and is calculated by comparing total liabilities with total assets for the relevant period.

Langkah-langkah lain yang dapat dilakukan apabila Perseroan membutuhkan modal kerja tambahan antara lain:

- Mencari pinjaman modal kerja dari pihak ketiga;
- Penerbitan saham baru Perseroan;
- Menerbitkan surat utang;
- Strategi kemitraan baru dalam pengembangan usaha anak Perusahaan.

Pada periode Desember 2024 – Desember 2025, kemampuan Perseroan untuk memenuhi kewajibannya baik kewajiban jangka pendek maupun seluruh kewajibannya terlihat tidak mengalami perubahan material seiring dengan meningkatnya kinerja keuangan Perseroan, tingkat rasio perputaran piutang usaha Perseroan mengalami perubahan pada tahun 2025 sebanyak 13.1x dari sebelumnya di tahun 2024 sebanyak 13.0x.

Imbal Hasil Ekuitas dan Imbal Hasil Aset

Kemampuan Perseroan yang disetahunkan dalam menghasilkan laba dari Total Aset dan Ekuitas masing-masing dapat diukur masing-masing dengan rasio Imbal Hasil Ekuitas (*Return on Equity*) yang merupakan hasil perbandingan antara laba bersih dengan total modal sendiri Perseroan dan rasio Imbal Hasil Aset (*Return on Asset*) yang merupakan hasil perbandingan antara laba bersih dengan total Aset Perseroan.

Imbal hasil ekuitas Perseroan dan anak Perusahaan per tanggal 31 Desember 2025 dan 2024 masing-masing sebesar 11,13% dan 11,47%. Sedangkan imbal hasil aset Perseroan dan anak Perusahaan per tanggal 31 Desember 2025 dan 2024 masing-masing sebesar 5,02% dan 4,76%.

Other steps that may be undertaken by the Company if additional working capital is required include:

- Obtaining working capital loans from third parties;
- Issuing new shares of the Company;
- Issuing debt securities;
- Establishing new partnership strategies in the development of subsidiary businesses.

During the period from December 2024 to December 2025, the Company's ability to fulfill its obligations, both short-term and overall obligations, did not experience material changes, in line with the improvement in the Company's financial performance. The Company's accounts receivable turnover ratio slightly increased to 13.1x in 2025, compared to 13.0x in 2024.

Return on Equity and Return on Assets

The Company's annualized ability to generate profit from Total Assets and Equity can be measured by the Return on Equity (ROE) and Return on Assets (ROA) ratios, respectively. Return on Equity represents the ratio of net income to the Company's total equity, while Return on Assets represents the ratio of net income to the Company's total assets.

The return on equity of the Company and its subsidiaries as of 31 December 2025 and 2024 was 11.13% and 11.47%, respectively. Meanwhile, the return on assets of the Company and its subsidiaries as of 31 December 2025 and 2024 was 5.02% and 4.76%, respectively.



KOLEKTIBILITAS PIUTANG
RECEIVABLE COLLECTIBILITY

Jumlah piutang Perseroan pada tahun 2025 adalah sebesar USD38,892,080, meningkat jika dibandingkan tahun 2024 yang tercatat sejumlah USD51.447.715.

The Company's total outstanding receivables in 2025 amounted to USD38,892,080, representing an improvement compared to USD51,447,715 in 2024.

UMUR PIUTANG USAHA
Accounts Receivable Aging

(in USD)	2025	2024
Belum jatuh tempo Not yet due	**37,244,945**	44,454,333
Lewat Jatuh Tempo Overdue		
1 - 30 hari / days	**329,678**	1,631,428
31 - 60 hari / days	**596,003**	5,636,477
> 60 hari / days	**721,454**	729,287
Jumlah Total	**38,892,080**	52,451,525
Penyisihan Kerugian Penurunan Nilai Piutang Usaha Allowance for Impairment of Trade Receivables	**(816,574)**	(1,003,810)
Neto Net	**38,075,506**	51,447,715



STRUKTUR MODAL
CAPITAL STRUCTURE

Struktur modal merupakan penggabungan dari modal sendiri (ekuitas) dan hutang (liabilitas), kedua unsur ini dibandingkan guna memperoleh harga saham yang optimal, Struktur permodalan Perseroan pada tahun 2025 dan 2024 tercantum dalam tabel sebagai berikut:

Capital structure represents the combination of the Company's equity and debt (liabilities). These two components are compared in order to achieve an optimal capital structure and enhance shareholder value. The Company's capital structure for 2025 and 2024 is presented in the table below:

STRUKTUR MODAL
Capital Structure

USD	2025	2024	%
Liabilitas Jangka Pendek Current Liabilities	**474,233**	434,811	**Naik** / Increase 9.07%
Liabilitas Jangka Panjang Non-Current Liabilities	**525,348**	491,307	**Naik** / Increase 6.93%
Total Liabilitas Total Liabilities	**999,581**	926,118	**Naik** / Increase 7.93%
Total Ekuitas Total Equity	**822,740**	657,141	**Naik** / Increase 25.20%
Total Liabilitas dan Ekuitas Total Liabilities and Equity	**1,822,321**	1,583,259	**Naik** / Increase 15.10%

Kebijakan Manajemen atas Struktur Modal

Kebijakan struktur modal Perseroan merupakan kewajiban melakukan pengelolaan modal untuk memastikan agar keberlangsungan usaha dapat dipertahankan. Disamping itu, upaya pengembalian hutang serta pemberian dividen kepada Pemegang Saham dapat dimaksimalkan melalui optimalisasi saldo utang dan ekuitas.

Struktur Modal Saham

Perseroan melakukan perubahan struktur modal saham pada tahun 2025 dan terus mengupayakan pembiayaan-pembiayaan internal dalam tahun 2025 untuk memenuhi kebutuhan pendanaan dalam menjalankan kegiatan operasi maupun investasi Perseroan.

Management Policy on Capital Structure

The Company's capital structure policy involves managing capital to ensure business continuity can be maintained. In addition, the repayment of debt and the distribution of dividends to shareholders can be optimized through an appropriate balance between debt and equity.

Share Capital Structure

The Company made any changes to its share capital structure in 2025 and continued to prioritize internal financing throughout the year to meet funding requirements for both operational activities and the Company's investments.

SUSUNAN PEMEGANG SAHAM PERSEROAN PADA TANGGAL 31 DESEMBER 2025
Composition of the Company's Shareholders as of 31 December 2025

PEMEGANG SAHAM Shareholders	Jumlah Saham Ditempatkan dan Disetor Number of Percentage of Issued and Paid Shares	Persentase Kepemilikan Ownership Percentage
PT Shima Global Kapital	4,589,993,813	17.4%
PT Trimegah Sekuritas Indonesia Tbk	3,152,122,122	12.0%
PT CGS International Sekuritas Indonesia	2,000,015,588	7.6%
PT Maybank Sekuritas Indonesia	1,739,204,100	6.6%
Masyarakat (masing-masing di bawah 5%) Public (below 5% each)	14,864,894,627	56.4%
Total	**26,346,230,250**	**100%**
Jumlah Modal Disetor (Rp) Paid Share Capital (IDR)	6,931,466,604,000	
Setara dengan (USD) Equivalent with (USD)	647,422,128	

SUSUNAN PEMEGANG SAHAM PERSEROAN PADA TANGGAL 31 DESEMBER 2024
Composition of the Company's Shareholders as of 31 December 2024

PEMEGANG SAHAM Shareholders	Jumlah Saham Ditempatkan dan Disetor Number of Percentage of Issued and Paid Shares	Persentase Kepemilikan Ownership Percentage
PT Shima Global Kapital	5,618,438,794	22.64%
PT Trimegah Sekuritas Indonesia Tbk	4,370,149,367	17.61%
PT Maybank Sekuritas Indonesia	1,396,230,700	5.63%
PT Bakrie Kalila Investment	1,317,071,020	5.31%
Masyarakat (masing-masing di bawah 5%) Public (below 5% each)	12,119,340,369	48.83%
Total	**24,821,230,250**	**100.00%**
Jumlah Modal Disetor (Rp) Paid Share Capital (IDR)	6,778,966,604,000	
Setara dengan (USD) Equivalent with (USD)	638,086,082	

Ikatan Material untuk Investasi Barang Modal

Dalam rangka mendukung kegiatan operasional serta pengembangan usaha secara berkelanjutan, EMP secara konsisten melakukan investasi barang modal yang mencakup kegiatan investasi rutin maupun non-rutin, baik pada tingkat entitas induk maupun entitas anak.

Mengacu pada ketentuan Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, suatu transaksi dikategorikan sebagai transaksi material apabila memiliki nilai sebesar 20% atau lebih dari ekuitas Perseroan Terbuka.

Berdasarkan hasil evaluasi Manajemen terhadap seluruh komitmen investasi selama tahun buku 2025, dengan mempertimbangkan posisi ekuitas Perseroan sebesar USD822,74 juta pada akhir tahun 2025, Perseroan menyatakan bahwa tidak terdapat ikatan material untuk investasi barang modal pada tahun 2025.

Seluruh komitmen investasi yang dilakukan Perseroan masih berada di bawah ambang batas transaksi material sebagaimana diatur dalam ketentuan peraturan perundang-undangan yang berlaku.

Kebijakan ini mencerminkan strategi Perseroan yang mengedepankan:

- Disiplin pengelolaan investasi;
- Optimalisasi penggunaan dana internal;
- Pengendalian risiko keuangan, khususnya dalam kondisi adanya tekanan likuiditas jangka pendek.

Realisasi Investasi Barang Modal

Realisasi investasi barang modal Perseroan pada tahun 2025 diarahkan untuk menjaga kesinambungan operasi dan produksi minyak dan gas bumi, meningkatkan kinerja aset hulu migas, serta mendukung pengembangan cadangan dan keberlanjutan usaha dalam jangka panjang. Dalam pelaksanaannya, Perseroan menerapkan prinsip kehati-hatian (*prudent*) dengan tetap memperhatikan prioritas proyek strategis, ketersediaan sumber pendanaan, serta tingkat pengembalian investasi (*return on investment*). Pendekatan ini sejalan dengan karakteristik industri hulu minyak dan gas bumi yang memerlukan investasi berkelanjutan guna menjaga tingkat produksi sekaligus memastikan keberlanjutan cadangan.

Material Commitments for Capital Expenditure Investment

In order to support operational activities and sustainable business development, EMP consistently undertakes capital expenditure investments, covering both routine and non-routine investments, at both the parent and subsidiary levels.

Referring to the provisions of Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, a transaction is categorized as a material transaction if it has a value of 20% or more of the equity of a Public Company.

Based on Management's evaluation of all investment commitments during the 2025 financial year, taking into account the Company's equity position of USD822.74 million as of the end of 2025, the Company states that there were no material commitments for capital expenditure investment in 2025.

All investment commitments made by the Company remained below the material transaction threshold as stipulated in the prevailing laws and regulations.

This policy reflects the Company's strategy that emphasizes:

- Investment management discipline;
- Optimization of internal funding utilization;
- Financial risk control, particularly under conditions of short-term liquidity pressure.

Capital Expenditure Realization

The Company's capital expenditure realization in 2025 was directed toward maintaining the continuity of oil and gas operations and production, enhancing the performance of upstream oil and gas assets, and supporting reserve development and long-term business sustainability. In its implementation, the Company applies a prudent approach while considering strategic project priorities, availability of funding sources, and return on investment. This approach aligns with the characteristics of the upstream oil and gas industry, which requires continuous investment to maintain production levels while ensuring reserve sustainability.

Pada tahun 2025, Perseroan merealisasikan investasi barang modal yang terutama difokuskan pada pengembangan aset minyak dan gas bumi yang merupakan kontributor utama terhadap total aset Perseroan. Nilai aset minyak dan gas bumi tercatat sebesar USD957,81 juta pada akhir tahun 2025. Investasi tersebut mencakup kegiatan pengembangan lapangan (*field development*), pengeboran dan workover sumur, serta optimalisasi fasilitas produksi guna meningkatkan kinerja dan efisiensi operasional.

In 2025, the Company realized capital expenditure primarily focused on the development of oil and gas assets, which are the main contributors to the Company's total assets. The value of oil and gas assets was recorded at USD957.81 million at the end of 2025. These investments included field development activities, drilling and well workovers, as well as optimization of production facilities to improve performance and operational efficiency.

Selain itu, Perseroan juga melaksanakan investasi rutin dalam bentuk pemeliharaan dan peningkatan fasilitas produksi. Kegiatan ini dilakukan untuk menjaga keandalan operasional, meningkatkan efisiensi produksi, serta menggantikan peralatan yang telah mencapai akhir umur ekonomisnya. Di samping itu, melalui entitas anak, Perseroan turut melakukan investasi pada infrastruktur dan fasilitas pendukung operasional, termasuk infrastruktur energi, sistem distribusi dan transportasi gas, serta sarana penunjang kegiatan operasional lainnya.

In addition, the Company also carried out routine investments in the form of maintenance and upgrading of production facilities. These activities were undertaken to maintain operational reliability, improve production efficiency, and replace equipment that has reached the end of its economic life. Furthermore, through its subsidiaries, the Company also invested in infrastructure and supporting operational facilities, including energy infrastructure, gas distribution and transportation systems, and other supporting facilities for operational activities.

Secara umum, realisasi investasi barang modal Perseroan pada tahun 2025 terdiri atas investasi rutin dan investasi non-rutin. Investasi rutin difokuskan pada upaya menjaga kelancaran operasional harian serta mempertahankan tingkat produksi yang telah ada, sedangkan investasi non-rutin diarahkan pada pengembangan aset dan cadangan baru serta pelaksanaan proyek strategis yang mendukung pertumbuhan usaha jangka panjang. Komposisi tersebut mencerminkan keseimbangan antara kebutuhan menjaga stabilitas operasional dalam jangka pendek dan upaya mendorong pertumbuhan usaha secara berkelanjutan dalam jangka panjang.

In general, the Company's capital expenditure realization in 2025 consisted of both routine and non-routine investments. Routine investments were focused on maintaining smooth day-to-day operations and sustaining existing production levels, while non-routine investments were directed toward the development of new assets and reserves as well as the execution of strategic projects supporting long-term business growth. This composition reflects a balance between maintaining short term operational stability and driving sustainable long term growth.

Manajemen menilai bahwa realisasi investasi barang modal sepanjang tahun 2025 telah memberikan kontribusi positif terhadap kinerja Perseroan. Investasi yang dilakukan mampu mendukung peningkatan kinerja operasional dan produksi, memperkuat basis aset jangka panjang, serta meningkatkan efisiensi operasional melalui optimalisasi fasilitas produksi yang dimiliki.

Management assesses that the realization of capital expenditure throughout 2025 has contributed positively to the Company's performance. The investments made have supported improvements in operational and production performance, strengthened the long-term asset base, and enhanced operational efficiency through the optimization of production facilities.

Namun demikian, Perseroan tetap memperhatikan kondisi keuangan secara keseluruhan, termasuk adanya ketidakpastian terkait kelangsungan usaha yang disebabkan oleh tekanan likuiditas jangka pendek, sebagaimana diungkapkan dalam laporan keuangan konsolidasian. Oleh karena itu, ke depan Perseroan akan terus mengelola investasi secara selektif dan terukur guna menjaga keseimbangan antara pertumbuhan usaha dan ketahanan keuangan.

Nevertheless, the Company continues to closely monitor its overall financial condition, including uncertainties related to going concern due to short-term liquidity pressures, as disclosed in the consolidated financial statements. Therefore, going forward, the Company will continue to manage investments selectively and prudently to maintain a balance between business growth and financial resilience.



ASPEK PEMASARAN DAN PANGSA PASAR

Tata kelola pemasaran minyak dan gas bumi mencakup serangkaian kebijakan, regulasi dan mekanisme yang ditetapkan oleh Pemerintah untuk memastikan transparansi, efisiensi dan keberlanjutan industri energi. Di Indonesia, tata kelola ini diatur melalui peraturan yang mengikat seluruh perusahaan eksplorasi dan produksi, dengan tujuan mengoptimalkan pendapatan negara, menjaga kestabilan pasokan energi, serta mendorong investasi di sektor migas. Proses pemasaran minyak dan gas bumi melibatkan berbagai pemangku kepentingan, termasuk Pemerintah, badan usaha dan pihak swasta, yang harus mematuhi ketentuan terkait kontrak, harga, distribusi, serta pemanfaatan sumber daya secara adil dan berkelanjutan.

Pemerintah Republik Indonesia melalui SKK Migas melakukan pengaturan lifting minyak mentah dalam rangka mencapai target lifting nasional. Terkait dengan Harga Minyak Mentah Indonesia/ *Indonesian Crude Price* (ICP) 2025, Pemerintah Republik Indonesia telah mengeluarkan ketentuan mengenai ketetapan formula harga yang diatur dalam Peraturan Menteri ESDM Republik Indonesia No. 29 Tahun 2021 tentang Tata Cara Penetapan Metodologi, Formula, Harga Minyak Bumi Indonesia tertanggal 22 Oktober 2021 serta Menteri ESDM Republik Indonesia pada setiap bulannya mengeluarkan Keputusan Menteri tentang Formulasi Harga Minyak Bumi Indonesia.

Untuk memenuhi kebutuhan dalam negeri, Pemerintah Republik Indonesia telah menerbitkan Peraturan Menteri Energi dan Sumber Daya Mineral Republik Indonesia No. 18 Tahun 2021 tentang Prioritas Pemanfaatan

MARKETING AND MARKET SHARE

The governance of oil and gas marketing comprises a series of policies, regulations, and mechanisms established by the Government to ensure transparency, efficiency, and sustainability in the energy industry. In Indonesia, this governance framework is regulated through rules that bind all exploration and production companies, with the objectives of optimizing state revenues, maintaining the stability of energy supply, and encouraging investment in the oil and gas sector. The marketing process for oil and gas involves various stakeholders, including the Government, business entities, and private sector participants, all of whom must comply with provisions related to contracts, pricing, distribution, and the fair and sustainable utilization of resources.

The Government of Indonesia, through SKK Migas, regulates crude oil lifting in order to achieve national lifting targets. Regarding the Indonesian Crude Price (ICP) for 2025, the Government has issued provisions concerning the price formula as stipulated in the Minister of Energy and Mineral Resources Regulation No. 29 of 2021 regarding the Procedures for Determining the Methodology, Formula, and Pricing of Indonesian Crude Oil dated 22 October 2021. In addition, the Minister of Energy and Mineral Resources issues a monthly Ministerial Decree regarding the Formulation of the Indonesian Crude Oil Price.

To meet domestic demand, the Government has issued Minister of Energy and Mineral Resources Regulation No. 18 of 2021 concerning the Priority Utilization of Crude Oil to Meet Domestic Needs. This regulation requires

Minyak Bumi Untuk Memenuhi Kebutuhan Dalam Negeri, Peraturan tersebut mewajibkan kontraktor KKS untuk menawarkan produksi minyak mentahnya kepada PT Pertamina (Persero) atau mengikutsertakan PT Pertamina (Persero) untuk mengikuti proses lelang. Apabila tidak mencapai kesepakatan dalam waktu 20 hari sejak penawaran awal, kontraktor KKS dapat menawarkan minyak mentahnya kepada pembeli lain, termasuk ke pasar ekspor.

Production Sharing Contract (PSC) contractors to offer their crude oil production to PT Pertamina (Persero) or include PT Pertamina (Persero) in the bidding process. If no agreement is reached within 20 days from the initial offer, PSC contractors may offer their crude oil to other buyers, including export markets.

Ketentuan penjualan Gas Bumi diatur oleh Pemerintah Republik Indonesia melalui Peraturan Menteri ESDM Republik Indonesia No. 06 Tahun 2016 tentang Ketentuan dan Tata Cara Penetapan Alokasi dan Pemanfaatan serta Harga Gas Bumi, dalam peraturan ini telah ditetapkan urutan prioritas alokasi pemanfaatan gas bumi adalah sebagai berikut:

- Mendukung program Pemerintah untuk penyediaan Gas Bumi bagi transportasi, Rumah Tangga dan Pelanggan Kecil;
- Peningkatan produksi Minyak dan Gas Bumi nasional;
- Industri pupuk;
- Industri berbasis Gas Bumi;
- Penyediaan tenaga listrik;
- Industri yang menggunakan Gas Bumi sebagai bahan bakar.

The provisions for natural gas sales are regulated by the Government through Minister of Energy and Mineral Resources Regulation No. 06 of 2016 regarding the Procedures for Determining Allocation, Utilization, and Pricing of Natural Gas. This regulation establishes the following priority order for the allocation and utilization of natural gas:

- Supporting government programs for the provision of natural gas for transportation, households, and small customers;
- Increasing national oil and gas production;
- Fertilizer industry;
- Gas-based industries;
- Electricity generation;
- Industries that use natural gas as fuel.

Dalam peraturan tersebut disebutkan bahwa dalam hal seluruh prioritas alokasi dan pemanfaatan gas bumi dalam negeri sesuai uraian diatas telah terpenuhi, penjual gas bumi bagian Negara atau kontraktor KKS dapat melakukan lelang gas bumi yang belum terserap. Pemenang lelang akan diajukan permohonan alokasi dan harga gas bumi oleh SKK Migas kepada Menteri ESDM.

The regulation also states that if all domestic priority allocations and utilizations of natural gas have been fulfilled, the seller of the State's gas portion or PSC contractors may conduct auctions for unallocated natural gas. The auction winner will then submit a request for gas allocation and pricing through SKK Migas to the Minister of Energy and Mineral Resources.

Peraturan tersebut juga mengatur calon-calon pembeli gas bumi yang diperbolehkan penunjukan langsung untuk masing-masing keperluan di atas, tata cara penetapan alokasi dan pemanfaatan gas bumi serta tata cara penetapan harga gas bumi. Dengan adanya alternatif beberapa calon pembeli membuat pasar domestik gas semakin kompetitif dikarenakan permohonan alokasi gas dapat diajukan oleh KKKS melalui SKK Migas dan/atau calon pembeli potensial melalui Dirjen Migas, yang mana hal tersebut dapat mempercepat proses persetujuan alokasi gas bumi.

The regulation also governs potential gas buyers eligible for direct appointment for each of the above purposes, as well as procedures for determining gas allocation, utilization, and pricing. The availability of multiple potential buyers makes the domestic gas market increasingly competitive, as gas allocation requests may be submitted either by PSC contractors through SKK Migas or by potential buyers through the Directorate General of Oil and Gas, thereby accelerating the gas allocation approval process.

Pemerintah Republik Indonesia melalui Menteri Energi dan Sumber Daya Mineral telah mengatur harga gas bumi Tertentu dengan menerbitkan Keputusan Menteri Nomor 91.K/MG.01/MEM.M/2023 tanggal 19 Mei 2023 tentang

The Government of Indonesia, through the Minister of Energy and Mineral Resources, has also regulated Specific Natural Gas Prices by issuing Ministerial Decree No. 91.K/MG.01/MEM.M/2023 dated 19 May 2023 concerning

Pengguna Gas Bumi Tertentu & Harga Gas Bumi tertentu di Bidang Industri. Adapun penyesuaian Harga Gas Bumi Tertentu tersebut berlaku pada 7 (tujuh) bidang industri yaitu pupuk, petrokimia, baja, oleochemical, kaca, keramik dan sarung tangan karet yang kemudian disesuaikan dengan menerbitkan Keputusan Menteri Nomor 76.K/MG.01/MEM.M/2025 tanggal 26 Februari 2025 tentang Perubahan Kedua Atas Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 91.K/MG.01/MEM.M/2023 tentang Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Industri.

specific natural gas users and prices in the industrial sector. The adjustment of these specific gas prices applies to seven industrial sectors, namely fertilizer, petrochemical, steel, oleochemical, glass, ceramics, and rubber gloves. This regulation was later updated through Ministerial Decree No. 76.K/MG.01/MEM.M/2025 dated 26 February 2025 concerning the Second Amendment to the Decree of the Minister of Energy and Mineral Resources Number 91.K/MG.01/MEM.M/2023 concerning Certain Natural Gas Users and Certain Natural Gas Prices in the Industrial Sector.

Selain itu, penyesuaian harga gas bumi untuk sektor kelistrikan juga telah diatur dalam Keputusan Menteri Energi dan Sumber Daya Mineral No. 118.K/MG.04/MEM.M/2021 tanggal 30 Juni 2021 Tentang Harga Gas Bumi Tertentu di Pembangkit Tenaga Listrik (*Plant Gate*) dan perubahannya yaitu Keputusan Menteri No. 135.K/HK.02/MEM.M/2021 tanggal 2 Agustus 2021 tentang Perubahan Atas Keputusan Menteri ESDM No. 118.K/MG.04/MEM.M/2021 Tentang Harga Gas Bumi Tertentu di Pembangkit Tenaga Listrik (*Plant Gate*) yang dilakukan penyesuaian dengan perkembangan hukum dan evaluasi mengenai pemutakhiran data pembangkit tenaga listrik melalui Perubahan dalam Keputusan Menteri No. 77.K/MG.01/MEM.M/2025 tentang Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Penyediaan Listrik Bagi Kepentingan Umum tanggal 5 Maret 2025 yang berlaku sejak 1 Januari 2025.

In addition, adjustments to natural gas pricing for the power generation sector have also been regulated under the Decree of the Minister of Energy and Mineral Resources No. 118.K/MG.04/MEM.M/2021 dated 30 June 2021 concerning Certain Natural Gas Prices at Power Plants (Plant Gate), and its amendment, namely Ministerial Decree No. 135.K/HK.02/MEM.M/2021 dated 2 August 2021 regarding the Amendment to Ministerial Decree No. 118.K/MG.04/MEM.M/2021 concerning Certain Natural Gas Prices at Power Plants (Plant Gate). These regulations have been adjusted in line with legal developments and evaluations related to the updating of power plant data through further amendment under Ministerial Decree No. 77.K/MG.01/MEM.M/2025 concerning Certain Natural Gas Users and Certain Natural Gas Prices in the Electricity Supply Sector for Public Interest dated 5 March 2025, which has been effective since 1 January 2025.

Sesuai kebijakan Pemerintah terkait penyesuaian harga gas bumi yang diatur pada kedua Keputusan Menteri diatas, penjualan neto Kontraktor tidak akan berkurang dikarenakan penyesuaian dilakukan terhadap porsi penjualan neto bagian Negara terlebih dahulu. Perseroan mendukung program Pemerintah untuk penyesuaian harga gas tersebut agar industri di Indonesia mempunyai daya saing yang dapat meningkatkan produktivitas industri yang bersangkutan.

In accordance with the Government's policy regarding natural gas price adjustments as stipulated in the above Ministerial Decrees, the Contractors' net sales will not decrease, as the adjustment is applied first to the State's share of net sales. The Company supports the Government's program for gas price adjustments in order to enhance the competitiveness of Indonesian industries and improve productivity within the relevant industrial sectors.



PERJANJIAN PENTING

Pada tahun 2025, anak Perusahaan memiliki perjanjian dan ikatan yang signifikan sebagai berikut:

SIGNIFICANT AGREEMENTS

In 2025, the Company's subsidiaries entered into several significant agreements as follows:

PENJUALAN MINYAK
Oil Sales

- ITA mengadakan perjanjian Jual Beli Minyak Mentah Lalang dengan TIS Petroleum (Asia) Pte. Ltd. untuk periode 1 Januari 2025 – 31 Desember 2025. Total jumlah Minyak Mentah Lalang yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 1.000.000 – 2.000.000 barel dengan toleransi operasional sebesar ±5%.

- ITA entered into a Lalang Crude Oil Sale and Purchase Agreement with TIS Petroleum (Asia) Pte. Ltd. for the period 1 January 2025 – 31 December 2025. The total Lalang Crude Oil volume to be delivered during the contract period is estimated at 1,000,000 – 2,000,000 barrels, with an operational tolerance of ±5%.

- ITA mengadakan perjanjian Jual Beli Minyak Mentah Lalang dengan PT Kilang Pertamina Internasional untuk periode 1 Januari 2025 – 31 Desember 2025. Total jumlah Minyak Mentah Lalang yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 300.000 – 800.000 barel dengan toleransi operasional sebesar ±5%.

- ITA also entered into a Lalang Crude Oil Sale and Purchase Agreement with PT Kilang Pertamina Internasional for the same period (1 January 2025 – 31 December 2025). The estimated delivery volume is 300,000 – 800,000 barrels with an operational tolerance of ±5%.

- EMP Gandewa mengadakan perjanjian Jual Beli Minyak Mentah SLC dengan TIS Petroleum (Asia) Pte. Ltd. untuk periode 1 Januari 2025 – 31 Desember 2025. Total jumlah MM SLC yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 400.000 – 700.000 barel dengan toleransi operasional sebesar ±5%.

- EMP Gandewa entered into a SLC Crude Oil Sale and Purchase Agreement with TIS Petroleum (Asia) Pte. Ltd. for the period 1 January 2025 – 31 December 2025, with an estimated volume of 400,000 – 700,000 barrels with an operational tolerance of ±5%.

- EMP Gandewa mengadakan perjanjian Jual Beli Minyak Mentah SLC dengan PT Kilang Pertamina Internasional untuk periode Desember 2025 (*Spot*). Total jumlah

- EMP Gandewa entered into a Crude Oil Sale and Purchase Agreement (SLC) with PT Kilang Pertamina Internasional for the December 2025 (Spot) period.

Minyak Mentah SLC yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 22.000 – 30.000 barel dengan toleransi operasional sebesar ±5%.

The total volume of SLC Crude Oil to be delivered during the term of the agreement is estimated at 22,000 – 30,000 barrels, with an operational tolerance of ±5%.

- EMP Riau mengadakan perjanjian Jual Beli Minyak Mentah Lirik dengan PT Kilang Pertamina Internasional untuk periode 1 Januari 2025 – 31 Desember 2025. Total jumlah MM Lirik yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 270.000 – 400.000 barel dengan toleransi operasional sebesar ±5%.

- EMP Riau entered into a Lirik Crude Oil Sales and Purchase Agreement with PT Kilang Pertamina Internasional for the period from 1 January 2025 to 31 December 2025. The total volume of Lirik crude oil to be delivered during the term of the agreement is estimated at 270,000 – 400,000 barrels, with an operational tolerance of ±5%.

- PGE mengadakan perjanjian Jual Beli Arun Kondensat dengan TIS Petroleum (Asia) Pte. Ltd. untuk periode 1 Januari 2025 – 31 Desember 2025. Total jumlah Arun Kondensat yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 200.000 – 400.000 barel dengan toleransi operasional sebesar ±5%.

- PGE entered into an Arun Condensate Sale and Purchase Agreement with TIS Petroleum (Asia) Pte. Ltd. for the period from 1 January 2025 to 31 December 2025. The total volume of Arun condensate to be delivered during the term of the agreement is estimated at 200,000 – 400,000 barrels, with an operational tolerance of ±5%.

- KEI mengadakan perjanjian Jual Beli Pagerungan Kondensat dengan PT Kilang Pertamina Internasional untuk periode Desember 2025 (*Spot*). Total jumlah Pagerungan Kondensat yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 37.000 Barel dengan toleransi operasional sebesar ±5%.

- KEI entered into a Pagerungan Condensate Sale and Purchase Agreement with PT Kilang Pertamina Internasional for the December 2025 (spot) period. The total volume of Pagerungan condensate to be delivered during the term of the agreement is estimated at 37,000 barrels, with an operational tolerance of ±5%.

PENJUALAN GAS
Gas Sales

- EMP Bentu telah menandatangani Amendemen Kedua Perjanjian Jual Beli Gas Bumi dengan PT Kilang Pertamina Internasional, afiliasi PT Pertamina (Persero) untuk pemenuhan gas bumi Kilang Refinery Unit II Dumai dengan periode masa kontrak 1 Januari 2024 sampai dengan 31 Desember 2028, pada tanggal 20 Mei 2025.

- EMP Bentu signed the Second Amendment to the Gas Sale and Purchase Agreement with PT Kilang Pertamina Internasional, an affiliate of PT Pertamina (Persero), to supply gas to Refinery Unit II Dumai for the period 1 January 2024 – 31 December 2028, dated 20 May 2025.

- EEES dan EMA telah menandatangani Amendemen Perjanjian Jual Beli Gas Bumi dengan PT PLN (Persero) dan PT PLN Energi Primer Indonesia untuk pemenuhan gas bumi PLTGU Sengkang dengan periode masa kontrak 21 Maret 2023 sampai dengan 31 Desember 2030 mengenai perubahan rekening, pada tanggal 10 November 2025.

- EEES and EMA have signed an Amendment to the Natural Gas Sale and Purchase Agreement with PT PLN (Persero) and PT PLN Energi Primer Indonesia for the supply of natural gas to the Sengkang Combined Cycle Power Plant (PLTGU Sengkang), for the contract period from 21 March 2023 to 31 December 2030, concerning a change in bank account, dated 10 November 2025.

- EEES dan EMA telah menandatangani Perjanjian Jual Beli Gas Bumi dengan PT Famindo Global Energi untuk memenuhi kebutuhan industry *Compressed Natural Gas* di wilayah Sulawesi Selatan dengan periode masa kontrak 1 Januari 2026 sampai dengan 31 Desember 2030, pada tanggal 31 Desember 2025.

- PGE telah menandatangani Amendemen Perjanjian Komersial dengan PT Perusahaan Gas Negara Tbk dan PT Pertagas Niaga untuk kebutuhan Pupuk dan Industri di Aceh dan Sumatera Utara untuk periode masa kontrak dari 1 Januari 2024 sampai dengan 31 Desember 2031, pada tanggal 27 Agustus 2025.

- ITA telah menandatangani Perjanjian Jual Beli Gas Bumi dengan PT PLN (Persero) dan PT PLN Energi Primer Indonesia untuk pemenuhan gas bumi PLTMG Melibur dengan periode masa kontrak 14 Desember 2024 sampai dengan 31 Desember 2028, pada tanggal 20 Mei 2025.

- EMP Gebang telah menandatangani Nota Kesepahaman dengan PT Pupuk Indonesia terkait pemanfaatan gas bumi dari Wilayah Kerja Gebang, pada tanggal 10 Juli 2025.

- KEI telah menandatangani Amandemen III dan Novasi Perjanjian Jual Beli Gas dengan PT PLN (Persero) dan PT PLN Energi Primer Indonesia pada tanggal 4 Juni 2025, dalam rangka pengalihan hak dan kewajiban dari PT PLN (Persero) kepada PT PLN Energi Primer Indonesia, serta menggantikan Amandemen II Perjanjian Jual Beli Gas dengan PT PLN (Persero).

- EEES and EMA have entered into a Natural Gas Sale and Purchase Agreement with PT Famindo Global Energi to supply the compressed natural gas (CNG) needs of the industrial sector in the South Sulawesi region, for the contract period from 1 January 2026 to 31 December 2030, dated 31 December 2025.

- PGE has signed an Amendment to the Commercial Agreement with PT Perusahaan Gas Negara Tbk and PT Pertagas Niaga for the supply of gas to the fertilizer and industrial sectors in Aceh and North Sumatra, for the contract period from 1 January 2024 to 31 December 2031, dated 27 August 2025.

- ITA has entered into a Natural Gas Sale and Purchase Agreement with PT PLN (Persero) and PT PLN Energi Primer Indonesia for the supply of natural gas to the Melibur Gas Engine Power Plant (PLTMG Melibur), for the contract period from 14 December 2024 to 31 December 2028, dated 20 May 2025.

- EMP Gebang has signed a Memorandum of Understanding with PT Pupuk Indonesia regarding the utilization of natural gas from the Gebang Working Area, dated 10 July 2025.

- KEI has signed the Third Amendment and Novation to the Gas Sale and Purchase Agreement with PT PLN (Persero) and PT PLN Energi Primer Indonesia on 4 June 2025, in relation to the transfer of rights and obligations from PT PLN (Persero) to PT PLN Energi Primer Indonesia, as well as to replace the Second Amendment to the Gas Sale and Purchase Agreement with PT PLN (Persero).

KEBIJAKAN DIVIDEN
DIVIDEND POLICY

Perseroan melakukan pembayaran dividen tunai kepada seluruh pemegang saham sekurangnya sekali setahun dengan menggunakan dasar persentase Dividen Tunai terhadap Laba Bersih Setelah Pajak sebanyak-banyaknya 10% (sepuluh persen) atau sebanyak-banyaknya USD10.000.000, dengan tidak mengabaikan tingkat kesehatan keuangan Perseroan, ketentuan-ketentuan dalam UUPT dan tanpa mengurangi hak dari RUPS untuk menentukan lain sesuai dengan ketentuan Anggaran Dasar Perseroan dan dengan memperhatikan pemenuhan kewajiban-kewajiban Perseroan berdasarkan perjanjian-perjanjian dengan pihak ketiga.

The Company distributes cash dividends to all shareholders at least once a year, based on a percentage of Cash Dividends to Net Profit After Tax of up to 10% or a maximum of USD10,000,000. This distribution is determined without disregarding the Company's financial health, the provisions of applicable corporate laws, and without prejudice to the authority of the General Meeting of Shareholders to decide otherwise in accordance with the Company's Articles of Association, while also taking into consideration the Company's obligations under agreements with third parties.

Penggunaan Dana Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMTHMETD)

Pada tahun 2025, telah direalisasikan penggunaan dana hasil PMTHMETD. Perseroan telah menerbitkan 1.525.000.000 saham baru yang merupakan 61,44% dari total 10% alokasi penerbitan saham baru PMTHMETD yang berjumlah 2.482.123.025 saham.

Use of Proceeds from Non-Preemptive Share Issuance (NPR)

In 2025, the utilization of proceed from NPR issuance has been realized. The Company has issued 1,525,000,000 new shares, which is 61.44% out of the 10% total allocation of the new shares to be issued under the NPR amounted to 2,482,123,025 shares.

No.	Laporan Report	Nilai Value	Keterangan Description
1	Dana yang diperoleh Fund Obtained	Rp607,900,000,000	-
2	Biaya yang telah dikeluarkan dalam rangka pelaksanaan PMTHMETD Costs that have been incurred for the implementation of the NPR	Rp1,442,690,000	• Biaya jasa Profesi Penunjang Pasar Modal, yang terdiri dari biaya jasa Konsultan Hukum dan biaya jasa Notaris; • Biaya jasa Lembaga Penunjang Pasar Modal; • Biaya jasa konsultasi keuangan; • Biaya lain-lain, Pencatatan di BEI • Capital Market Supporting Profession fees, which consist of Legal Consultant fees and Notary services fees; • Cost of services for Capital Market Supporting Institution; • Financial advisory fee; • Other costs, including the cost of Listing on the IDX
3	Dana yang telah direalisasikan dan peruntukannya Funds that have been realized and their allocation	Rp505,293,738,500	83,12% dana yang diperoleh dari PMTHMETD digunakan oleh Perseroan untuk kegiatan pemboran anak usaha Perseroan, yaitu ITA, yang merupakan operator dan pemegang 100% partisipasi interes di Blok Malacca Strait. 83.12 % of the fund obtained from the NPR was utilized by the Company for drilling activities in its subsidiary, ITA, which acts as the operator and holds a 100% participating interest in the Malacca Strait Block.
		Rp101,163,571,500	16,64% dana yang diperoleh dari PMTHMETD digunakan sebagai modal kerja ITA, antara lain untuk membiayai pengadaan barang dan jasa selain yang secara langsung terkait dengan kegiatan pemboran 16.64% of the fund obtained from the NPR was allocated for ITA's working capital, including financing the procurement of goods and services not directly related to drilling activities.
4	Dana yang masih tersisa dan alasan belum direalisasikan Funds that have not been realized and the reasons have not been realized	-	-

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, Restrukturisasi Utang/Modal

Pada tanggal 22 Mei 2025, Perusahaan menandatangani perjanjian jual beli 25% kepemilikan saham di EMP Inc. dengan Japan Petroleum Exploration Co., Ltd. (JAPEX) dengan jumlah pembayaran yang disetujui sebesar USD9.660.000. Atas transaksi tersebut, Perusahaan secara efektif memiliki 100% *participating interest* di blok KKS Kangean sejak tanggal 25 November 2025.

Pada tanggal 22 Mei 2025, THP menandatangani kesepakatan penjualan 50% saham EMPG kepada JAPEX dengan jumlah pembayaran yang disetujui sebesar USD9.660.000. Atas transaksi tersebut, Perusahaan secara efektif memiliki 50% *participating interest* di blok KKS Gebang sejak tanggal 25 November 2025.

Material Information Regarding Investment, Expansion, Divestment, Merger, Acquisition, or Debt/Capital Restructuring

On May 22, 2025, the Company entered into a sale and purchase agreement to acquire 25% of shares in EMP Inc. with Japan Petroleum Exploration Co., Ltd. (JAPEX) with the agreed payment amount was USD9,660,000. As a result of this transaction, the Company effectively has 100% of the participating interest in the Kangean PSC block since 25 November 2025.

On 22 May 2025, THP signed an agreement to sell 50% of EMPG shares to JAPEX with the agreed payment amount was USD9,660,000. Based on this transaction, the Company effectively has 50% of the participating interest in the Gebang PSC block since 25 November 2025.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dengan Pihak Afiliasi

Perusahaan, melalui satu atau lebih perantara, adalah entitas sepengendali dengan PT Bumi Resources Tbk (BUMI), Minarak Brantas Gas Inc (MBG), dan Energi Timur Jauh Limited (ETJL).

Material Transactions Involving Conflicts of Interest with Affiliated Parties

The Company, through one or more intermediaries, is under common control with PT Bumi Resources Tbk (BUMI), Minarak Brantas Gas Inc (MBG), and Energi Timur Jauh Limited (ETJL).

PIUTANG PIHAK BERELASI Due From Related Parties (dalam USD / in USD)	2025	2024
MBG	**74,950,954**	74,766,106
Operasi bersama EMPG / EMPG Joint Operation	**41,196,392**	-
PGE	**4,570,378**	14,677,576
ETJL	**-**	8,638,178
Lain-lain (masing-masing dibawah USD1 juta) Others (each below USD1 million)	**146,471**	443,169
Total	**120,864,195**	98,525,029
Dikurangi penyisihan kerugian penurunan nilai piutang pihak berelasi Less Allowance for Impairment Loss of Due From Related Parties	**(11,853,375)**	(14,386,202)
Neto Net	**108,133,020**	71,391,618
Persentase terhadap Total Aset Percentage to Total Assets	**5.93%**	4.51%

UTANG PIHAK BERELASI Due to Related Parties (dalam USD / in USD)	2025	2024
Lain-lain (masing-masing di bawah USD1 juta) Others (each below USD1 million)	**115,521**	115,521
Total	**115,521**	115,521
Persentase terhadap Total Liabilitas Percentage to Total Liabilities	**0.01%**	0.01%

Perubahan Kebijakan Pemerintah yang Berpengaruh Signifikan Terhadap Perseroan

Pada tahun 2025 tidak terdapat perubahan kebijakan Pemerintah yang berpengaruh signifikan terhadap Perseroan.

Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan pada Tahun Buku Terakhir

Kebijakan akuntansi penting yang diterapkan dalam penyusunan laporan keuangan konsolidasian ini adalah selaras dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian Perseroan untuk tahun yang berakhir pada tanggal 31 Desember 2025, kecuali untuk penerapan amendemen standar akuntansi yang berlaku efektif tanggal 1 Januari 2024 seperti yang dijelaskan dalam kebijakan akuntansi terkait.

Efektif tanggal 1 Januari 2025, Perseroan menerapkan amendemen Pernyataan Standar Akuntansi Keuangan (PSAK):

Amendemen PSAK 221, "Pengaruh Perubahan Kurs Valuta Asing" tentang aturan untuk situasi di mana suatu mata uang tidak dapat ditukar, dan pengungkapannya. Penerapan amendemen ini tidak berdampak terhadap laporan keuangan konsolidasian Perseroan.

Perbandingan Antara Target dan Realisasi yang di capai Tahun 2025 dan Target Tahun 2026

Penjualan utama Perseroan adalah minyak dan gas bumi. Pada tahun 2025, Perseroan telah mencapai target yang telah ditetapkan dengan membukukan penjualan neto sebesar USD498,13 juta, meningkat 7% dari tahun 2024 yang sebesar USD467,43 juta, EBITDA mengalami peningkatan 11% dari sebesar USD278,86 juta di tahun 2024 menjadi sebesar USD309,71 juta di tahun 2025 dan laba bersih juga mengalami peningkatan 21% dari sebesar USD75,40 juta di tahun 2024 menjadi sebesar USD91,53 juta di tahun 2025.

Dengan berhasilnya Perseroan dalam menambah 25% kepemilikan di Blok Kangean, ditargetkan di tahun 2026 akan terjadi peningkatan kinerja produksi dan kinerja keuangan termasuk terhadap penjualan, EBITDA dan laba bersih.

Changes in Government Policies that have a Significant Impact On the Company

In 2025, there were no Government policy changes that had a significant impact on the Company.

Changes in Accounting Policies Applied in the Most Recent Financial Year

The significant accounting policies applied in preparing these consolidated financial statements are consistent with those applied in preparing the Company's consolidated financial statements for the year ended 31 December 2025, except for the adoption of amendments to accounting standards effective 1 January 2024, as described in the relevant accounting policies.

Effective 1 January 2025, the Company adopted amendments to the Statement of Financial Accounting Standards (PSAK):

Amendment to PSAK 221 "The Effects of Changes in Foreign Exchange Rates", relating to situations where a currency is not exchangeable and related disclosures. The adoption of these amendments did not have a material impact on the Company's consolidated financial statements.

Comparison Between Targets and Achievements in 2025 and Targets for 2026

The Company's main products are crude oil and natural gas. In 2025, the Company successfully achieved its targets by recording net sales of USD498.13 million, representing a 7% increase from USD467.43 million in 2024. EBITDA increased by 11%, from USD278.86 million in 2024 to USD309.71 million in 2025, while net profit increased by 21%, from USD75.40 million in 2024 to USD91.53 million in 2025.

Following the Company's successful acquisition of an additional 25% ownership in the Kangean Block, the Company targets improved production performance and financial performance in 2026, including increases in sales, EBITDA, and net profit.



MANAJEMEN RISIKO KEUANGAN
FINANCIAL RISK MANAGEMENT

Perseroan dipengaruhi oleh berbagai risiko keuangan, seperti risiko mata uang asing, risiko tingkat bunga, risiko kredit dan risiko likuiditas. Tujuan manajemen risiko Perseroan secara keseluruhan adalah untuk secara efektif mengendalikan risiko-risiko ini dan meminimalisasi pengaruh merugikan yang dapat terjadi terhadap kinerja keuangan mereka.

• Risiko Mata Uang Asing

Risiko mata uang asing adalah risiko dimana nilai wajar arus kas masa depan dari aset atau liabilitas Perseroan dalam mata uang asing dapat berfluktuasi karena perubahan nilai tukar mata uang asing. Perseroan terekspos risiko perubahan nilai tukar mata uang asing terutama dari aset dan liabilitas moneter yang diakui dalam mata uang selain dari mata uang fungsional Perseroan (Catatan 45 atas Laporan Keuangan Perseroan).

Sebagian besar pendapatan Perseroan adalah dengan harga, ditagih dan dibayar dalam Dolar Amerika Serikat (USD). Sebagian besar beban pokok penjualan, beban usaha dan belanja modal adalah dalam USD. Namun demikian, terdapat beberapa biaya dan beban dalam mata uang Rupiah seperti gaji, upah dan pajak.

Untuk mengelola risiko, Perseroan melakukan penyepadanan liabilitas dalam mata uang asing dengan aset keuangan dalam mata uang asing terkait dan melakukan pembelian dan penjualan mata uang asing saat diperlukan. Manajemen memandang belum perlu melakukan lindung nilai mata uang asing karena aset moneter dalam mata uang asing yang tersedia cukup untuk melunasi liabilitas dalam mata uang asing terkait.

The Company is exposed to various financial risks, including foreign exchange risk, interest rate risk, credit risk, and liquidity risk. The overall objective of the Company's risk management is to effectively control these risks and minimize any adverse impacts on its financial performance.

• Foreign Exchange Risk

Foreign exchange risk is the risk that the fair value or future cash flows of the Company's assets or liabilities denominated in foreign currencies may fluctuate due to changes in foreign exchange rates. The Company is exposed to foreign exchange risk primarily arising from monetary assets and liabilities denominated in currencies other than the Company's functional currency (Note 45 to the Company's Financial Statements).

Most of the Company's revenue is priced, invoiced, and paid in United States Dollars (USD). Similarly, most of the cost of sales, operating expenses, and capital expenditures are also denominated in USD. However, certain costs and expenses are incurred in Indonesian Rupiah, such as salaries, wages, and taxes.

To manage this risk, the Company matches foreign currency liabilities with related foreign currency financial assets and conducts foreign currency purchases and sales when necessary. Management believes that it is not necessary to undertake foreign exchange hedging because the available foreign currency monetary assets are sufficient to settle the related foreign currency liabilities.

Tabel berikut ini menunjukkan dampak pada laba rugi dan ekuitas sebagai akibat dari kenaikan/penurunan nilai tukar mata uang asing, dengan mempertimbangkan semua faktor lain tetap konstan:

The following table shows the impact on profit or loss and equity resulting from increases or decreases in foreign exchange rates, assuming all other factors remain constant:

	2025	2024
Rp meningkat 5% Rp increased by 5%	**342,720**	757,800
Rp menurun 5% Rp decreased by 5%	**(342,720)**	(757,800)

• Risiko Tingkat Bunga

Perseroan terekspos secara signifikan pada risiko tingkat suku bunga yang timbul dari fluktuasi tingkat suku bunga pinjaman jangka pendek dan jangka panjang.

Perseroan meminimalisir risiko tingkat bunga dari fasilitas pinjaman dengan mendapatkan fasilitas pinjaman dari berbagai pemberi pinjaman dan pengawasan pergerakan tingkat bunga pasar. Perseroan mengelola risiko ini dengan penggunaan tingkat bunga tetap untuk setiap pinjaman yang disepakati pada tanggal penarikan atau perpanjangan atau memperoleh tingkat suku bunga mengambang yang paling menguntungkan.

Dalam hal liabilitas keuangan yang memiliki bunga, tabel berikut menyajikan tingkat suku bunga efektif tahunan pada akhir periode pelaporan:

• Interest Rate Risk

The Company is significantly exposed to interest rate risk arising from fluctuations in interest rates on both short-term and long-term borrowings.

The Company minimizes interest rate risk associated with its loan facilities by obtaining financing from various lenders and by monitoring movements in market interest rates. The Company manages this risk by applying fixed interest rates for each loan agreed upon at the time of drawdown or renewal, or by obtaining the most favorable floating interest rates available.

For interest-bearing financial liabilities, the following table presents the effective annual interest rates at the end of the reporting period:

Keterangan / Description (in USD)	2025			
	Tingkat Bunga Efektif Effective Interest Rate	**Total** Total	**Dalam 1 Tahun** Within 1 Year	**Lebih dari 1 Tahun sampai 5 Tahun** More than 1 Year to 5 Years
Pinjaman jangka pendek Short-term loans				
KCS1 Pte Ltd	16.00%	7,500,000	7,500,000	-
PT Bank Mandiri (Persero) Tbk	0.50%	3,174,089	3,174,089	-
Pembiayaan Musyarakah				
PT Bank Syariah Indonesia (Persero) Tbk	0.20%	2,654,506	2,654,506	-
Pinjaman jangka panjang Long-term loans				
PT Bank Mandiri (Persero) Tbk	8.50% - 9.00%	255,025,798	66,143,292	188,882,506
Indies Special Opportunities Ltd	9.00%	29,780,000	4,540,000	25,240,000
Japan Petroleum Exploration Co., Ltd.	5.56%	21,837,881	-	21,837,881

Keterangan / Description (in USD)	2024			
	Tingkat Bunga Efektif Effective Interest Rate	Total Total	Dalam 1 Tahun Within 1 Year	Lebih dari 1 Tahun sampai 5 Tahun More than 1 Year to 5 Years
Pinjaman jangka pendek Short-term loans				
PT Bank Mandiri (Persero) Tbk	0.50%	7,379,120	7,379,120	-
TIS Petroleum (Asia) Pte Ltd	10.00%	5,533,333	5,533,333	-
Pinjaman jangka panjang Long-term loans				
PT Bank Mandiri (Persero) Tbk	8.50% - 9.00%	267,688,441	53,762,450	213,925,991
PT Bank Jabar Banten Syariah dan PT Bank Aceh Syariah	11%	3,152,822	1,309,275	1,843,547

Analisa Sensitivitas atas Risiko Tingkat Bunga

Pada tanggal 31 Desember 2025 dan 2024, tingkat suku bunga naik 100 basis poin dengan asumsi variabel yang lain tetap, laba rugi dan ekuitas Perseroan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing senilai USD3,0 juta dan USD0,9 juta lebih rendah dari pada sebelumnya, hal ini terjadi karena meningkatnya biaya bunga atas pinjaman yang memiliki tingkat bunga pinjaman mengambang.

Interest Rate Risk Sensitivity Analysis

As of 31 December 2025 and 2024, if interest rates had increased by 100 basis points, with all other variables held constant, the Company's profit or loss and equity for the years ended 31 December 2025 and 2024 would have been USD3.0 million and USD0.9 million lower, respectively. This decrease would mainly result from higher interest expenses on loans with floating interest rates.

• Risiko Kredit

Risiko kredit merujuk pada risiko rekanan gagal dalam memenuhi kewajiban kontraktualnya yang mengakibatkan kerugian bagi Perseroan.

Perseroan terkena risiko kredit dan kegiatan operasinya (terutama dari piutang pelanggan) dan dari aktivitas pendanaan termasuk simpanan di bank. Risiko kredit dikelola melalui kebijakan yang ditetapkan, prosedur dan kontrol yang berkaitan dengan pengelolaan risiko kredit. Karena tidak ada peringkat kredit yang independen, manajemen menilai kualitas kredit pihak lain dengan meyakinkan dirinya sendiri bahwa tidak ada risiko yang signifikan terkait dengan mereka.

Manajemen telah menilai kualitas kredit dari pihak lain yang tidak memiliki peringkat kredit eksternal dan merasa yakin bahwa tidak ada risiko kredit signifikan yang terkait dengan mereka.

• Credit Risk

Credit risk refers to the risk that a counterparty will fail to fulfill its contractual obligations, resulting in a loss to the Company.

The Company is exposed to credit risk arising from its operating activities (primarily from trade receivables) as well as from financing activities, including deposits with banks. Credit risk is managed through established policies, procedures, and controls related to credit risk management. As there are no independent external credit ratings available for certain counterparties, management assesses the credit quality of such parties and ensures that there is no significant credit risk associated with them.

Management has assessed the credit quality of counterparties without external credit ratings and believes that there is no significant credit risk exposure related to them.

Jumlah tercatat aset keuangan merupakan tingkat paparan kredit maksimum. Tingkat paparan kredit maksimum pada tanggal pelaporan adalah sebagai berikut:

The carrying amount of financial assets represents the Company's maximum exposure to credit risk. The maximum credit exposure at the reporting date is as follows:

(in USD)	2025	2024
Kas dan setara kas Cash and cash equivalent	62,148,461	53,495,358
Piutang usaha Trade receivables	38,075,506	51,447,715
Piutang lain-lain Other receivables	52,879,653	74,719,346
Kas yang dibatasi penggunaannya Restricted cash	127,412,814	95,008,653
Piutang pihak berelasi Due from related parties	109,010,820	84,138,827
Aset tidak lancar lainnya Other non-current asset	19,592,818	13,272,268
Total	**409,120,072**	**372,082,167**

Analisis umur aset keuangan pada akhir tahun pelaporan adalah sebagai berikut:

Analysis of the age of financial assets as at the end of the reporting years are as follows:

2025	Belum jatuh tempo dan tidak mengalami penurunan nilai Neither past due nor impaired (in USD)	Telah jatuh tempo tetapi tidak mengalami penurunan nilai Past due but not impaired			Total
		Kurang dari 6 bulan less than 6 months	6 bulan – 1 tahun 6 months – 1 year	Lebih dari 1 tahun Over 1 year	
Kas dan setara kas Cash and cash equivalent	62,148,461	-	-	-	62,148,461
Piutang usaha Trade receivables	36,428,371	1,647,135	-	-	38,075,506
Piutang lain-lain Other receivables	52,879,653	-	-	-	52,879,653
Kas dalam pembatasan Restricted cash	127,412,814	-	-	-	127,412,814
Piutang pihak berelasi Due from related parties	109,010,820	-	-	-	109,010,820
Aset tidak lancar lainnya Other non-current assets	19,592,818	-	-	-	19,592,818
Total	**407,472,937**	**1,647,135**	-	-	**409,120,072**

2024	Belum jatuh tempo dan tidak mengalami penurunan nilai Neither past due nor impaired (in USD)	Telah jatuh tempo tetapi tidak mengalami penurunan nilai Past due but not impaired			Total
		Kurang dari 6 bulan less than 6 months	6 bulan – 1 tahun 6 months – 1 year	Lebih dari 1 tahun Over 1 year	
Kas dan Setara Kas Cash and cash equivalents	53,495,358				53,495,358
Piutang usaha Trade receivables	43,450,525	7,997,190	-	-	51,447,715
Piutang lain-lain Other receivables	74,719,344	-	-	-	74,719,344
Kas dalam pembatasan Restricted cash	95,008,653	-	-	-	95,008,653
Piutang pihak berelasi Due from related parties	84,138,827	-	-	-	84,138,827
Aset tidak lancar lainnya Other non-current assets	13,272,268	-	-	-	13,272,268
Total	**350,812,709**	**7,997,190**	-	-	**358,809,899**

• Risiko Likuiditas

Risiko likuiditas adalah risiko dimana posisi arus kas Perseroan menunjukkan bahwa penerimaan kas jangka pendek tidak dapat menutupi pengeluaran kas jangka pendek untuk membayar liabilitas yang sudah jatuh tempo.

Perseroan mengelola risiko likuiditas dengan pengawasan proyeksi arus kas dan arus kas aktual secara berkesinambungan, serta menjaga kecukupan kas dan fasilitas pinjaman yang tersedia. Risiko ini juga diminimalisir dengan mengelola berbagai sumber pembiayaan dari para pemberi pinjaman yang dapat diandalkan.

Tabel di bawah menunjukkan analisis jatuh tempo liabilitas keuangan Perseroan dalam rentang waktu yang menunjukkan jatuh tempo kontraktual untuk semua liabilitas keuangan nonderivatif yang diperlukan dalam pemahaman jatuh tempo kebutuhan arus kas. Jumlah yang diungkapkan dalam tabel juga termasuk arus kas kontraktual yang tidak terdiskonto (yang terdiri dari saldo pokok terutang ditambah pembayaran bunga yang akan datang, jika ada) yang mungkin berbeda dengan jumlah tercatat liabilitas keuangan pada tanggal pelaporan.

• Liquidity Risk

Liquidity risk is the risk that the Company's cash flow position indicates that short-term cash inflows may not be sufficient to cover short-term cash outflows required to settle liabilities as they become due.

The Company manages liquidity risk by continuously monitoring projected and actual cash flows, as well as maintaining adequate cash balances and available borrowing facilities. This risk is also minimized by managing various sources of financing from reliable lenders.

The table below presents the maturity analysis of the Company's financial liabilities within time bands that reflect the contractual maturities of all non-derivative financial liabilities required for an understanding of the timing of cash flow requirements. The amounts disclosed in the table also include undiscounted contractual cash flows (consisting of outstanding principal balances plus future interest payments, if any), which may differ from the carrying amounts of the financial liabilities at the reporting date.

2025 (in USD)	Jumlah Tercatat Carrying Amounts	Total	Sampai dengan 1 tahun within 1 year	Lebih dari 1 tahun sampai 2 tahun After 1 year to 2 years	Setelah 2 tahun sampai 5 tahun After 2 years to 5 years
Pinjaman jangka pendek Short term loan	10,674,089	11,889,959	11,889,959	-	-
Pembiayaan Musyarakah Musyarakah financing	2,654,506	2,659,815	2,659,815	-	-
Utang usaha Trade payables	81,783,646	81,783,646	81,783,646	-	-
Utang lain-lain Other payables	1,096,017	1,096,017	1,096,017	-	-
Beban akrual Accrued expenses	165,453,862	165,453,862	165,453,862	-	-
Utang pihak berelasi Due to related parties	115,521	115,521	-	-	115,521
Liabilitas sewa Lease liablities	107,170,547	117,606,907	-	45,759,285	71,847,622
Pinjaman jangka panjang Long term loans	306,643,679	345,661,925	94,283,018	100,466,657	150,912,250
Total	**675,591,867**	**726,267,652**	**357,166,318**	**146,225,943**	**222,875,393**

2024 (in USD)	Jumlah Tercatat Carrying Amounts	Total	Sampai dengan 1 tahun within 1 year	Lebih dari 1 tahun sampai 2 tahun After 1 year to 2 years	Setelah 2 tahun sampai 5 tahun After 2 years to 5 years
Pinjaman jangka pendek Short term loan	12,912,453	13,502,682	13,502,682	-	-
Utang usaha Trade payables	81,314,012	81,314,012	81,314,012	-	-
Utang lain-lain Other payables	13,083,790	13,083,790	13,083,790	-	-
Beban akrual Accrued expenses	121,589,560	121,589,560	121,589,560	-	-
Utang pihak berelasi Due to related parties	115,521	115,521	-	-	115,521
Liabilitas sewa Lease liablities	116,245,748	129,076,912	46,538,447	33,311,383	49,227,082
Pinjaman jangka panjang Long term loans	267,688,441	332,652,228	75,751,261	72,709,070	184,191,897
Utang pihak berelasi Due to related parties	3,152,822	3,325,433	1,662,717	1,662,717	-
Total	**616,102,347**	**694,660,138**	**353,442,469**	**107,683,169**	**233,534,500**

Pengelolaan Permodalan

Tujuan utama dari pengelolaan permodalan Perseroan adalah untuk memastikan bahwa dipertahankannya peringkat kredit yang kuat dan rasio modal yang sehat agar dapat mendukung kelancaran usahanya dan memaksimalkan nilai dari pemegang saham. Perseroan mengelola struktur modalnya dan membuat penyesuaian-penyesuaian sehubungan

Capital Management

The primary objective of the Company's capital management is to ensure the maintenance of a strong credit rating and healthy capital ratios in order to support its business operations and maximize shareholder value. The Company manages its capital structure and makes adjustments in response to changes in economic conditions and the

dengan perubahan kondisi ekonomi dan karakteristik dari risiko usahanya. Agar dapat menjaga dan menyesuaikan struktur modalnya, Perseroan akan menyesuaikan jumlah dari pembayaran dividen kepada para pemegang saham atau tingkat pengembalian modal atau menerbitkan surat saham. Tidak ada perubahan dalam tujuan, kebijakan dan proses dan sama seperti penerapan tahun-tahun sebelumnya.

characteristics of its business risks. To maintain and adjust its capital structure, the Company may adjust the amount of dividend payments to shareholders, the level of capital returns, or issue new shares. There have been no changes in the objectives, policies, and processes compared to previous years.

Perseroan mengelola permodalannya untuk memastikan mereka dapat mempertahankan kelangsungan usaha disamping memaksimalkan pengembalian kepada pemegang saham melalui optimalisasi saldo utang dan ekuitas.

The Company manages its capital to ensure that it can continue as a going concern while maximizing returns to shareholders through the optimization of debt and equity balances.

Perseroan memonitor penggunaan struktur modal dengan menggunakan rasio gearing, dimana pinjaman neto dibagi dengan total ekuitas. Pinjaman neto terdiri dari pinjaman yang dikenakan bunga yang diungkapkan dalam Catatan 26 atas laporan keuangan konsolidasian dikurangi oleh kas, dimana ekuitas merupakan ekuitas yang diatribusikan kepada pemilik entitas induk.

The Company monitors its capital structure using the gearing ratio, which is calculated by dividing net borrowings by total equity. Net borrowings consist of interest-bearing loans disclosed in Note 26 to the consolidated financial statements, less cash, while equity represents the equity attributable to the owners of the parent entity.

Rasio gearing pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The gearing ratios as of 31 December 2025 and 2024 are as follows:

(in USD)	2025	2024
Pinjaman Debts		
Pinjaman jangka pendek Short-term loans	**10,674,089**	12,912,453
Pinjaman jangka panjang Long-term loans	**306,643,679**	267,688,441
Pembiayaan Musyarakah Musyarakah financing	**2,654,506**	3,152,822
Total pinjaman Total debts	**319,972,274**	283,753,716
Dikurangi kas Less cash	**62,148,461**	53,495,358
Pinjaman neto Net debts	**257,823,813**	230,258,358
Ekuitas neto Net equity	**822,740,111**	663,880,832
Gearing Ratio	**0.313**	0.347

Kelangsungan Usaha

Pada tanggal 31 Desember 2025 dan 2024, Perseroan mengalami Defisit dan total liabilitas jangka pendek konsolidasian Perseroan telah melampui total aset lancar konsolidasiannya.

Going Concern

As of 31 December 2025 and 2024, the Company reported a deficit, and its consolidated total current liabilities exceeded its consolidated current assets.

Sehubungan dengan hal-hal tersebut, manajemen Perseroan telah mengambil tindakan-tindakan dan rencana-rencana untuk mengatasi isu kelangsungan usaha melalui, yang antara lain meliputi, langkah langkah sebagai berikut:

- Melakukan usaha-usaha yang optimal untuk menurunkan kewajiban Perseroan dan mengusahakan pembiayaan baru dan/atau pembiayaan kembali (*refinancing*) dengan syarat dan kondisi yang paling efektif dan efisien;
- Mempercepat pengembangan unit usaha Perseroan untuk mencapai komersialisasi dengan ekonomis;
- Mencari aset-aset baru yang memenuhi kriteria portfolio untuk memberi nilai tambah bagi Perseroan;
- Ekspansi kegiatan usaha Perseroan melalui rencana masuk ke bisnis sektor minyak dan gas bumi *midstream*, *downstream* dan energi terbarukan;
- Menjajaki strategi kemitraan baru dalam pengembangan unit usaha Perseroan.

Manajemen berkeyakinan bahwa kemampuan Perseroan untuk mempertahankan kelangsungan usahanya dan juga meningkatkan kinerja Perseroan, dapat diatasi melalui langkah-langkah tersebut di atas.

Imbalan Pasca Kerja

Perseroan menentukan liabilitas imbalan pasca kerja sesuai dengan Peraturan Pemerintah Nomor 35 Tahun 2021 (PP 35/2021) yang melaksanakan ketentuan Pasal 81 dan Pasal 185(b) Undang-Undang No. 11/2020 mengenai Cipta Kerja. PSAK No. 24 mensyaratkan entitas menggunakan metode "*Projected Unit Credit*" untuk menentukan nilai kini kewajiban imbalan pasti, biaya jasa kini terkait dan biaya jasa lalu.

Ketika entitas memiliki surplus dalam program imbalan pasti, maka entitas mengukur aset imbalan pasti pada jumlah yang lebih rendah antara surplus program imbalan pasti dan batas atas aset yang ditentukan dengan menggunakan tingkat diskonto.

Entitas mengakui komponen biaya imbalan pasti, kecuali standar akutansi keuangan mensyaratkan atau mengizinkan biaya tersebut sebagai biaya perolehan aset, sebagai berikut:

- biaya jasa dalam laba rugi;
- bunga neto atas liabilitas (aset) imbalan pasti neto dalam laba rugi; dan
- pengukuran kembali liabilitas (aset) imbalan pasti neto dalam penghasilan komprehensif lain.

In response to this situation, the Company's management has undertaken various actions and plans to address the going concern issue, including the following measures:

- Undertaking optimal efforts to reduce the Company's liabilities and seeking new financing and/or refinancing under the most effective and efficient terms and conditions;
- Accelerating the development of the Company's business units to achieve economically viable commercialization;
- Identifying new assets that meet the Company's portfolio criteria and can generate additional value;
- Expanding the Company's business activities by entering the oil and gas midstream, downstream, and renewable energy sectors;
- Exploring new partnership strategies in the development of the Company's business units.

Management believes that the Company's ability to maintain its going concern and improve its performance can be addressed through the implementation of the measures described above.

Post-Employment Benefits

The Company determines its post-employment benefit obligations in accordance with Government Regulation No. 35 of 2021 (PP 35/2021) implementing the provisions of Articles 81 and 185(b) of Law No. 11 of 2020 concerning Job Creation. PSAK 24 requires entities to apply the Projected Unit Credit Method in determining the present value of defined benefit obligations, current service cost, and past service cost.

When an entity has a surplus in a defined benefit plan, the defined benefit asset is measured at the lower of the surplus in the defined benefit plan and the asset ceiling determined using the discount rate.

Entities recognize components of defined benefit costs, unless another financial accounting standard requires or permits capitalization as part of an asset cost, as follows:

- service cost in profit or loss;
- net interest on the net defined benefit liability (asset) in profit or loss;
- remeasurement of the net defined benefit liability (asset) in other comprehensive income.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang diakui dalam penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya. Akan tetapi, entitas dapat mengalihkan jumlah yang diakui sebagai penghasilan komprehensif lain tersebut pada pos lain dalam ekuitas.

Pengukuran kembali liabilitas (aset) imbalan pasti neto terdiri atas:

a. keuntungan dan kerugian aktuarial;
b. imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto; dan
c. setiap perubahan dampak batas atas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto.

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Pada tanggal 7 Januari 2026, Entitas mencatat penerimaan dari hasil penerbitan Obligasi Berkelanjutan I Energi Mega Persada Tahap I tahun 2025 dengan jumlah pokok sebesar Rp500.000.000.000. Obligasi tersebut terbagi menjadi Seri A dengan nilai emisi sebesar Rp75.000.000.000 dengan tingkat bunga 6,75% per tahun dan jangka waktu 370 hari kalender (jatuh tempo tanggal 17 Januari 2027), dan Seri B dengan nilai emisi sebesar Rp125.000.000.000 dengan tingkat bunga 7,75% per tahun dan jangka waktu 3 tahun (jatuh tempo tanggal 7 Januari 2029) serta dengan nilai emisi sebesar Rp300.000.000.000 dengan tingkat bunga 8,95% per tahun dan jangka waktu 5 tahun (jatuh tempo tanggal 7 Januari 2031).

Pada tanggal 13 Februari 2026, Entitas mencatat penerimaan dari hasil penerbitan Obligasi Berkelanjutan I Energi Mega Persada Tahap II tahun 2026 dengan jumlah pokok sebesar Rp1.150.200.000.000. Obligasi tersebut terbagi menjadi Seri A dengan nilai emisi sebesar Rp280.400.000.000 dengan tingkat bunga 7,50% per tahun dan jangka waktu 3 tahun (jatuh tempo tanggal 13 Februari 2029) dan Seri B dengan nilai emisi sebesar Rp869.800.000.000 dengan tingkat bunga 8,60% per tahun dan jangka waktu 5 tahun (jatuh tempo tanggal 13 Februari 2031).

Remeasurements of the net defined benefit liability (asset) recognized in other comprehensive income are not reclassified to profit or loss in subsequent periods. However, the entity may transfer the amounts recognized in other comprehensive income to another component of equity.

Remeasurement of the net liability (asset) of defined benefit consists of:

a. actuarial gains and losses;
b. return on plan assets, excluding amounts included in net interest on the net defined benefit liability (asset); and
c. any change in the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability (asset).

Material Events After the Date of the Auditor's Report

On 7 January 2026, the Company recorded proceeds from the issuance of Energi Mega Persada Sustainable Bonds I Phase I 2025 with a total principal amount of Rp500,000,000,000. The bonds consist of: Series A: Rp75,000,000,000 with an interest rate of 6.75% per annum and a term of 370 calendar days (maturing 17 January 2027) Series B: Rp125,000,000,000 with an interest rate of 7.75% per annum and a term of 3 years (maturing 7 January 2029) Series C: Rp300,000,000,000 with an interest rate of 8.95% per annum and a term of 5 years (maturing 7 January 2031).

On 13 February 2026, the Company also recorded proceeds from the issuance of Energi Mega Persada Sustainable Bonds I Phase II 2026 with a total principal amount of Rp1,150,200,000,000, consisting of: Series A: Rp280,400,000,000 with an interest rate of 7.50% per annum and a term of 3 years (maturing 13 February 2029) Series B: Rp869,800,000,000 with an interest rate of 8.60% per annum and a term of 5 years (maturing 13 February 2031).

TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE

6





TATA KELOLA PERUSAHAAN YANG BAIK
GOOD CORPORATE GOVERNANCE

PT Energi Mega Persada Tbk (EMP) senantiasa berkomitmen untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) dalam setiap aspek kegiatan usahanya. Bagi EMP, penerapan GCG bukan sekadar pemenuhan terhadap ketentuan peraturan perundang-undangan, namun merupakan fondasi utama dalam menciptakan nilai jangka panjang, menjaga kepercayaan pemegang saham dan pemangku kepentingan, serta memastikan keberlanjutan bisnis di industri minyak dan gas bumi yang dinamis dan menantang.

Penerapan prinsip GCG di Perseroan berlandaskan pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang, serta mengacu pada Peraturan Bursa Efek Indonesia (BEI), Peraturan Otoritas Jasa Keuangan (OJK), dan berbagai undang-undang maupun peraturan terkait lainnya yang berlaku. Landasan hukum ini menjadi acuan bagi Perseroan dalam

PT Energi Mega Persada Tbk (EMP) is consistently committed to implementing the principles of Good Corporate Governance (GCG) in every aspect of its business activities. For EMP, the implementation of GCG is not merely compliance with statutory regulations, but rather a fundamental foundation for creating long-term value, maintaining the trust of shareholders and stakeholders, and ensuring business sustainability in the dynamic and challenging oil and gas industry.

The Company's implementation of GCG principles is based on Law Number 40 of 2007 concerning Limited Liability Companies, Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law, and also refers to the regulations of the Indonesia Stock Exchange (IDX), the regulations of the Financial Services Authority (OJK), as well as various other applicable laws and regulations. This legal framework serves as a reference

memastikan setiap kegiatan dan kebijakan bisnis dijalankan secara transparan, akuntabel, dan berintegritas.

Sejalan dengan visi Perusahaan untuk membentuk masa depan yang berkelanjutan melalui keunggulan energi dan sumber daya, EMP terus memperkuat praktik tata kelola melalui peningkatan transparansi, akuntabilitas, tanggung jawab, independensi, dan keadilan dalam setiap proses pengambilan keputusan dan operasional bisnis. Prinsip-prinsip ini menjadi pedoman bagi seluruh organ Perusahaan Dewan Komisaris, Direksi, dan seluruh karyawan dalam melaksanakan tugas dan tanggung jawabnya secara profesional dan berintegritas.

Selama tahun 2025, beberapa hal yang menjadi fokus EMP adalah memperkuat efektivitas struktur tata kelola, mengembangkan sistem pengawasan internal yang andal, serta memastikan kepatuhan terhadap seluruh ketentuan yang berlaku di sektor hulu minyak dan gas bumi. Upaya ini dilakukan guna mendukung pencapaian kinerja yang berkelanjutan, pengelolaan risiko yang efektif, serta kontribusi positif bagi masyarakat dan lingkungan.

Dasar Hukum Pedoman GCG Perseroan

Seluruh kebijakan dan prosedur GCG Perseroan dicantumkan dalam Pedoman Tata Kelola Perusahaan Yang Baik (*GCG Code*) yang mengacu pada peraturan dan ketentuan yang berlaku di Indonesia, antara lain:

- Undang - Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas;
- Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
- Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;
- Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik;
- Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2014 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
- Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Kerja Komite Audit;
- Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal;

for the Company in ensuring that all business activities and policies are conducted transparently, accountably, and with integrity.

In line with the Company's vision to shape a sustainable future through excellence in energy and resources, EMP continues to strengthen governance practices by enhancing transparency, accountability, responsibility, independence, and fairness in every decision-making process and business operation. These principles serve as guidelines for all Company organs the Board of Commissioners, the Board of Directors, and all employees in carrying out their duties and responsibilities professionally and with integrity.

During 2025, several key areas of focus for EMP included strengthening the effectiveness of governance structures, developing reliable internal control systems, and ensuring compliance with all applicable regulations in the upstream oil and gas sector. These efforts were undertaken to support sustainable performance achievement, effective risk management, and positive contributions to society and the environment.

Legal Basis of the Company's GCG Guidelines

All policies and procedures related to the Company's Good Corporate Governance (GCG) are outlined in the Good Corporate Governance Code (GCG Code), which refers to the prevailing laws and regulations in Indonesia, including:

- Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Company;
- Regulation of the Financial Services Authority No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Company;
- Financial Services Authority Regulation No. 34/POJK.04/2014 concerning Nomination and Remuneration Committee of Issuers or Public Company;
- Financial Services Authority Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies;
- Financial Services Authority Regulation No. 21/POJK.04/2014 concerning Implementation of Public Company Governance Guidelines;
- Financial Services Authority Regulation No. 55/POJK.04/2015 concerning Establishment and Work Guidelines of Audit Committee;
- Financial Services Authority Regulation No. 56/POJK.04/2015 concerning Establishment and Guidelines for the Preparation of Internal Audit Unit Charter;

- Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik;
- Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
- Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik;
- Surat Edaran Otoritas Jasa Keuangan No. 16 tahun 2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Seluruh ketentuan di atas menjadi landasan hukum bagi Perseroan dalam menyusun, menetapkan, dan melaksanakan Pedoman Tata Kelola Perusahaan yang Baik (*GCG Code*) secara konsisten.

Tujuan dan Maksud Penerapan GCG

Penerapan prinsip *Good Corporate Governance* (GCG) di Perseroan tidak hanya berfungsi sebagai kewajiban regulasi, tetapi juga sebagai pedoman utama dalam menjalankan aktivitas usaha. Tujuan dan maksud penerapan GCG dirancang untuk memastikan keberlangsungan usaha yang sehat, transparan, dan berdaya saing.

Tujuan dan Maksud Penerapan GCG di Perseroan adalah sebagai berikut:

- Menjadi kesepakatan dan komitmen bersama serta menjadi pegangan dan landasan seluruh organ dalam mengatur dan mengendalikan Perusahaan;
- Mendorong agar pengelolaan Perusahaan senantiasa berlandaskan kepada prinsip-prinsip dasar *Good Corporate Governance*;
- Menegaskan dan memberdayakan seluruh organ perusahaan sesuai fungsinya;
- Meningkatkan profesionalisme dan kemandirian dari seluruh organ Perusahaan;
- Memaksimalkan nilai perusahaan dan kepentingan Pemangku Kepentingan sesuai dengan peraturan perundang-undangan yang berlaku;
- Mendorong akurasi dan efektivitas kerja dalam pencapaian visi misi Perusahaan;
- Meningkatkan keberhasilan usaha dan menciptakan nilai tambah bagi semua pihak yang berkepentingan;
- Menciptakan sistem pengambilan keputusan yang didasarkan kepada nilai moral yang tinggi dan kepatuhan kepada regulasi perundang-undangan yang berlaku.

- Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Company;
- Financial Services Authority Regulation No. 15/POJK.04/2020 concerning Plan and Implementation of General Meeting of Shareholders of Public Company;
- Financial Services Authority Regulation No. 16/POJK.04/2020 concerning the Implementation of the General Meeting of Shareholders of Public Company Electronically;
- Circular Letter of the Financial Services Authority No. 16 of 2021 concerning the Form and Content of the Annual Report of Issuers or Public Company.

All of the above provisions serve as the legal basis for the Company in formulating, establishing, and consistently implementing the Good Corporate Governance Guidelines (GCG Code).

Objectives and Purposes of GCG Implementation

The implementation of Good Corporate Governance (GCG) principles in the Company serves not only as a regulatory obligation but also as a primary guideline in conducting business activities. The purpose and objectives of GCG implementation are designed to ensure sustainable, transparent, and competitive business operations.

The following objectives and goals guide the implementation of GCG in the Company:

- Become a mutual agreement and commitment and serve as the handle and foundation for all organs in regulating and controlling the Company;
- Encourage management of the Company to always be based on the fundamental principles of Good Corporate Governance;
- Affirm and empower all organs of the Company in accordance with their functions;
- Increase the professionalism and independence of all organs of the Company;
- Maximize the Company's value and the interests of Stakeholders in accordance with applicable laws and regulations;
- Encourage work effectiveness and accuracy in achieving the vision and mission of the Company;
- Increase business success and add value for all interest parties;
- Establish a decision-making system based on high moral values and compliance with applicable laws and regulations.

Dengan penerapan tujuan dan maksud tersebut, Perseroan berkomitmen untuk menjaga keseimbangan antara kepentingan pemegang saham dan pemangku kepentingan lainnya, sekaligus meningkatkan nilai perusahaan secara berkelanjutan.

Through the implementation of these purposes and objectives, the Company is committed to maintaining a balance between the interests of shareholders and other stakeholders, while continuously enhancing corporate value in a sustainable manner.

Prinsip - Prinsip GCG

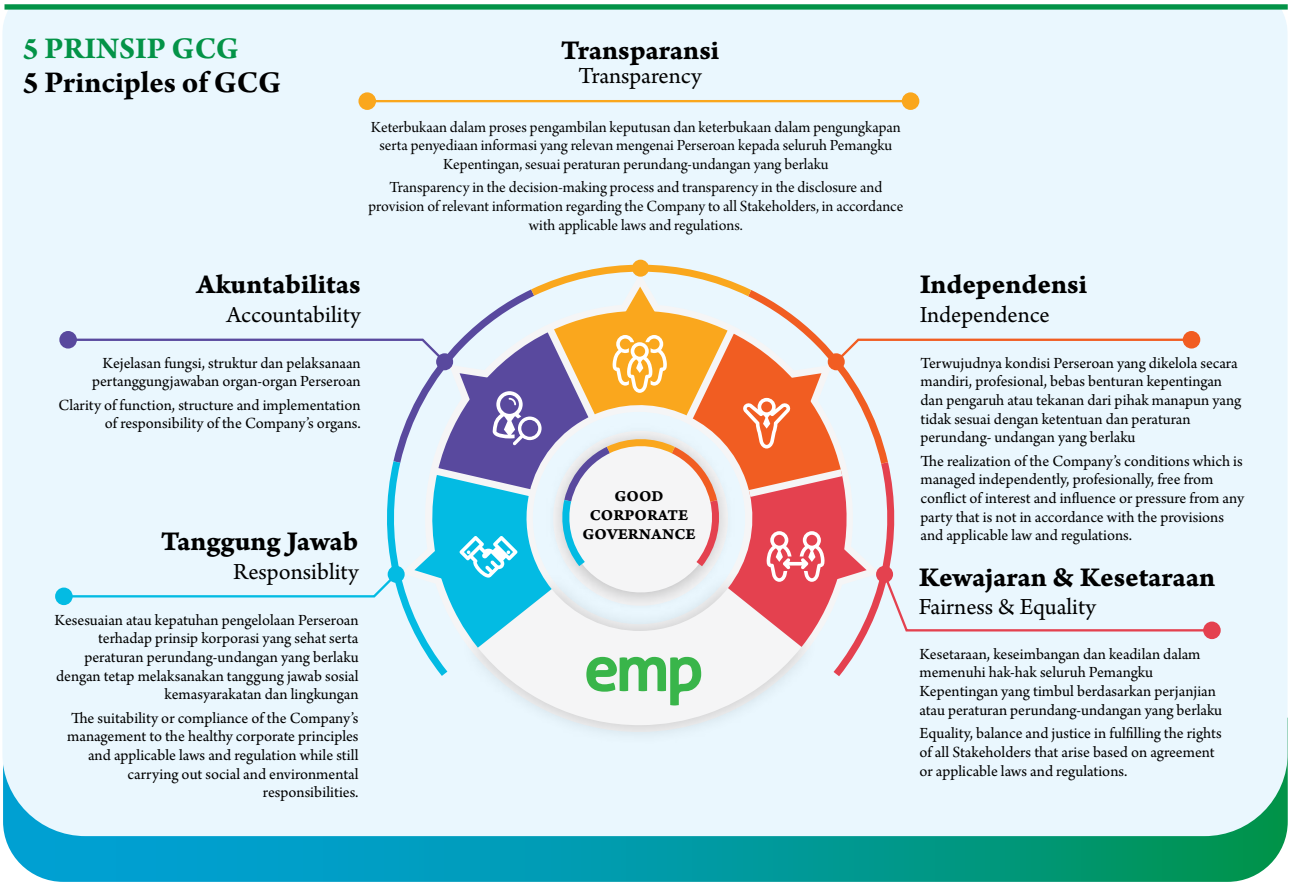
EMP berkomitmen untuk terus meningkatkan kualitas penerapan GCG secara konsisten dan berkesinambungan yang sejalan dengan nilai-nilai yang dianut Perseroan. Penerapan prinsip-prinsip GCG yang bermutu akan mendukung peningkatan kinerja Perseroan melalui terciptanya proses pengambilan keputusan yang lebih baik, peningkatan efisiensi operasional, serta peningkatan pelayanan kepada pemangku kepentingan Perseroan.

GCG Principles

EMP is committed to continuously improve the quality of GCG implementation consistently and continuously in line with the Company's values. The implementation of quality GCG principles will support the Company's performance improvement through the creation of a better decision-making process, increased operational efficiency, and improved services to the Company's stakeholders.

Pelaksanaan praktik GCG tidak hanya sebagai pemenuhan kewajiban, namun telah menjadi kebutuhan dalam menjalankan kegiatan bisnis. Perseroan menjalankan penerapan Prinsip-prinsip GCG dengan mengacu terhadap 5 (lima) prinsip dasar dari Komite Nasional Kebijakan Governance (KNKG), Surat Edaran OJK No. 32/SEOJK.04 /2015 dan POJK Nomor 51/POJK.03/2017. Berikut adalah lima prinsip yang mendasari pelaksanaan GCG:

The implementation of GCG practices is not only a fulfillment of obligations, but has become a necessity in carrying out business activities. The Company implements GCG principles by referring to the 5 (five) basic principles of the National Committee on Governance Policy (KNKG), OJK Circular Letter No. 32/SEOJK.04/2015 and POJK Number 51/POJK.03/2017. The following are the five principles underlying the implementation of GCG:



Implementasi Prinsip Tata Kelola Perseroan

Perseroan berkomitmen merealisasikan implementasi prinsip Tata Kelola Perusahaan Yang Baik (GCG) pada semua lini bisnis. Kepatuhan dalam merealisasikan penerapan prinsip-prinsip GCG memiliki dampak positif berupa terwujudnya performa kerja yang lebih baik bagi Perseroan. Komitmen yang tinggi dalam penerapan GCG juga membantu Perseroan untuk bertahan, lincah, terus bertumbuh dan berkembang di bidang usaha industri minyak dan gas bumi serta mempertahankan keberlanjutan Perseroan di tahun-tahun mendatang.

Struktur Tata Kelola Perseroan

Perseroan melaksanakan GCG sesuai Undang - Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Struktur utama organisasi Perseroan terdiri dari organ utama dan organ pendukung, organ-organ utama Perseroan yakni RUPS sebagai pemberi keputusan tertinggi, Dewan Komisaris dan Direksi.

Berikut 8 Organ Pendukung Perseroan:
1. Komite Audit.
2. Komite Afiliasi dan Benturan Kepentingan.
3. Komite Pengawasan dan Kepatuhan.
4. Komite Tata Kelola Perusahaan yang Baik
5. Komite Nominasi dan Remunerasi.
6. Komite Manajemen Risiko.
7. Komite Lingkungan, Sosial dan Tata Kelola.
8. Sekretaris Perusahaan.

Masing-masing bagian dalam struktur organisasi Perseroan menjalankan fungsi dan tugas sesuai ketentuan perundang-undangan, Anggaran Dasar Perseroan dan ketentuan lainnya. Berdasarkan prinsip bahwa masing-masing bagian / organ organisasi mempunyai independensi dalam melaksanakan tugas, fungsi dan tanggung jawabnya untuk seutuhnya kepentingan Perseroan.

Implementation of the Company's Governance Principles

The Company is committed to implementing Good Corporate Governance (GCG) principles across all of its business lines. Compliance with GCG principles will result in good work performance throughout the organization. High commitment to GCG implementation also helps the Company to survive, be agile, continue to grow and develop in the oil and gas industry and maintain the Company's sustainability in the years to come.

Corporate Governance Structure

The Company operates in accordance with the provisions of Law No. 40 of 2007 on Limited Liabilities Company. The organizational structure of the Company is composed of primary and supporting organs. The primary organs are the GMS, which serves as the ultimate decision maker, the Board of Commissioners and the Board of Directors.

The following are the 8 Supporting Organs of the Company:
1. Audit Committee.
2. Affiliated and Conflict of Interest Committee
3. Supervisory and Compliance Committee.
4. Good Corporate Governance Committee.
5. Nominations and Remuneration Committee.
6. Risk Management Committee.
7. Environmental, Social and Governance Committee.
8. Corporate Secretary.

Each part of the Company's organizational structure performs its functions in accordance with applicable law, the Company's Articles of Association and other provisions, based on the principle that each part is autonomous in carrying out its duties, functions and responsibilities for the Company's overall interests.

Penerapan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016 Tahun 2025

Pada tahun 2025, EMP memperkuat komitmennya terhadap tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) melalui penerapan Sistem Manajemen Anti Penyuapan (SMAP) yang mengacu pada standar internasional ISO 37001:2016. Langkah ini merupakan bagian dari upaya berkelanjutan Perseroan dalam menegakkan nilai-nilai integritas, transparansi, dan profesionalisme di seluruh aktivitas bisnis.

Implementasi SMAP dilakukan secara menyeluruh, mencakup pembentukan kebijakan anti suap dan gratifikasi, penguatan pengawasan internal, serta peningkatan kesadaran karyawan melalui sosialisasi dan pelatihan etika bisnis. EMP menegaskan prinsip "*No Bribery, No Kickback*, dan *No Gift*" dalam setiap kegiatan operasional, baik dalam hubungan dengan mitra kerja, kontraktor, maupun pihak eksternal lainnya.

Implementation of the Anti-Bribery Management System (ABMS) ISO 37001:2016 in 2025

In 2025, EMP strengthened its commitment to Good Corporate Governance (GCG) through the implementation of an Anti-Bribery Management System (ABMS) referring to the international standard ISO 37001:2016. This initiative forms part of the Company's ongoing efforts to uphold the values of integrity, transparency, and professionalism across all business activities.

The ABMS implementation was carried out comprehensively, including the establishment of anti-bribery and gratuity policies, the enhancement of internal oversight, and the improvement of employee awareness through socialization programs and business ethics training. EMP emphasizes the principles of "No Bribery, No Kickback, and No Gift" in all operational activities, both in relationships with business partners, contractors, and other external parties.



Sebagai bagian dari sistem ini, EMP juga mengoperasikan *Whistleblowing System* (WBS) yang memberikan saluran pelaporan aman dan rahasia bagi setiap individu yang mengetahui adanya dugaan pelanggaran etika, suap, atau gratifikasi. Setiap laporan yang masuk ditindaklanjuti secara independen sesuai prosedur kepatuhan dan prinsip keadilan.

Melalui penerapan SMAP dan diperolehnya sertifikasi ISO 37001:2016 pada tanggal 11 November 2025, EMP menunjukkan komitmen kuat untuk menciptakan lingkungan kerja yang bebas dari praktik penyuapan, memperkuat kepercayaan para pemangku kepentingan, serta mendukung keberlanjutan bisnis yang beretika dan bertanggung jawab.

As part of this system, EMP also operates a Whistleblowing System (WBS) that provides a secure and confidential reporting channel for any individual who becomes aware of alleged ethical violations, bribery, or gratuities. Every report received is followed up independently in accordance with compliance procedures and the principles of fairness.

Through the implementation of ABMS and the attainment of ISO 37001:2016 certification on 11 November 2025, EMP demonstrates a strong commitment to creating a work environment free from bribery practices, strengthening stakeholder trust, and supporting ethical and responsible business sustainability.



RAPAT UMUM PEMEGANG SAHAM

Rapat Umum Pemegang Saham (RUPS) adalah salah satu organ Perseroan yang merupakan wadah dan forum bagi pemegang saham Perseroan untuk melakukan pembahasan dan pengambilan keputusan strategis dan penting yang berkaitan dengan kepentingan usaha Perseroan dan didasarkan pada Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Sebagai organ Perseroan, RUPS memegang seluruh otoritas atau kewenangan yang tidak dilimpahkan kepada Dewan Komisaris ataupun Direksi dengan batasan tertentu yang ditetapkan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Kewenangan RUPS antara lain menyetujui perubahan Anggaran Dasar, mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi, mengesahkan atau menolak Laporan Tahunan Perseroan, menunjuk akuntan publik dan memutuskan alokasi laba Perseroan.

Teknis pengumpulan suara dalam RUPS Perseroan diatur dalam Tata Tertib RUPS (dibacakan sebelum penyelenggaraan RUPS) dan dalam Anggaran Dasar Perseroan untuk mengedepankan independensi dan kepentingan pemegang saham. Pemungutan suara terkait setiap usulan agenda RUPS dilakukan secara terbuka dengan cara mengangkat tangan sesuai dengan instruksi pilihan yang ditawarkan oleh Pimpinan RUPS. Pemegang saham atau kuasa pemegang saham yang tidak setuju atau abstain terhadap usul yang diajukan dapat mengangkat tangan untuk menyerahkan surat suara untuk kemudian diverifikasi oleh Notaris sesuai dengan Tata Tertib RUPS.

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders (GMS) is one of the Company's organs which serves as a forum for shareholders to discuss and vote on strategic and significant business matters that are governed by the Company's Articles of Association and applicable laws and regulations.

As the Company's organ, the GMS exercises all authority or authority that are not delegated to the Board of Commissioners or Board of Directors, subject to certain restrictions set forth in the Company's Articles of Association and applicable laws and regulations. The GMS has the authority to amend the Articles of Association, appoint and dismiss members of the Board of Commissioners and Board of Directors, endorse or reject the Company's Annual Report, appoint public accountants and decide on profit allocation.

The technicalities of voting in the Company's GMS are governed by the GMS Rules of Procedures (read prior to the GMS) and the Company's Articles of Association, which put forward Shareholder independence and interests. Voting on each proposed GMS agenda item is conducted openly by raising their hands in accordance with the GMS Chairman's preferred instructions. Shareholders or its authorized person who oppose or abstain from the proposed proposal may raise their hands to submit a ballot that will be verified by a Notary in accordance with the GMS Code of Conduct.

Sesuai dengan Anggaran Dasar Perseroan dan POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas yang dikeluarkan secara sah dalam Rapat.

Dalam pemungutan dan perhitungan suara pada RUPS tahun 2025, Perseroan melibatkan pihak independen yaitu Notaris Emmyra Fauzia Kariana, S.H., M.Kn (RUPST dan RUPSLB tanggal 26 Juni 2025), Notaris Jose Dima Satria, S.H., M.Kn (RUPSLB tanggal 20 Agustus 2025 dan 23 Oktober 2025), Biro Administrasi Efek dan PT Ficomindo Buana Resgitrar.

Dalam Anggaran Dasar Perseroan, terdapat 2 (dua) jenis RUPS Perseroan, yakni :

1. Rapat Umum Pemegang Saham Tahunan ("RUPST") yang diselenggarakan setiap tahun maksimal 6 (enam) bulan setelah berakhirnya tahun keuangan terakhir, yaitu pada bulan Juni. RUPST merupakan kesempatan utama bagi pemegang saham Perseroan untuk memberikan keputusan mengenai hal-hal terkait bisnis dan operasional Perseroan, termasuk persetujuan laporan keuangan dan laporan tahunan, pembayaran dividen dan pembagian keuntungan, pengangkatan auditor independen dan pendelegasian wewenang kepada Direksi untuk menindaklanjuti hal-hal yang dibahas dan disetujui dalam RUPST.
2. Rapat Umum Pemegang Saham Luar Biasa ("RUPSLB") yang dapat diselenggarakan kapan saja jika dipandang perlu sesuai dengan kebutuhan dan kepentingan.

Pelaksanaan RUPS 2025

Sepanjang tahun 2025, Perseroan menyelenggarakan 4 (empat) kali RUPS, yaitu 1 (satu) kali Rapat Umum Pemegang Saham Tahunan (RUPST) dan 3 (tiga) kali RUPS Luar Biasa (RUPSLB).

Rapat Umum Pemegang Saham Tahunan (RUPST) 2025

RUPST diselenggarakan pada Rabu, 26 Juni 2025 di Ruang Rapat Bakrie Tower Lantai 30, Rasuna Epicentrum, Jl. H.R. Rasuna Said, Jakarta Selatan.

RUPST dihadiri oleh pemegang saham dan/atau kuasanya yang mewakili sebanyak 19.967.241.373 saham atau setara dengan 80,444% dari jumlah total saham sebanyak 24.821.230.250 lembar saham dengan hak suara sah yang dikeluarkan oleh Perseroan.

In accordance with the Company's Articles of Association and POJK No. 15/POJK.04/2020 concerning the Planning and Implementation of General Meetings of Shareholders of Public Companies, abstention votes are deemed to cast the same vote as the majority vote validly issued at the Meeting.

In the voting and counting votes in 2025 GMS, the Company involve independent parties, namely Notary Notaris Emmyra Fauzia Kariana, S.H., M.Kn (AGMS and EGMS dated 26 June 2025), Notary Jose Dima Satria, S.H., M.Kn (EGMS dated 20 August 2025 and 23 October 2025), Securities Administration Bureau, and PT Ficomindo Buana Registrar.

According to the Company's Articles of Association, there are two (2) types of GMSs:

1. Annual General Meeting of Shareholders ("AGMS") held annually at the latest six (6) months following the end of the previous financial year, i.e. in June. The AGMS is the primary forum for shareholders to make decisions about the Company's business and operations, including the approval of financial statements and annual reports, dividend payments and profit sharing, the appointment of independent auditor and delegation of authority to the Board of Directors to follow up on issues discussed and approved at the AGMS.
2. Extraordinary General Meeting of Shareholders ("EGMS"), which may be convened at any time in accordance with the needs and interests of the Company.

Implementation of GMS 2025

Throughout 2025, the Company held 4 (four) General Meetings of Shareholders (GMS), consisting of 1 (one) Annual General Meeting of Shareholders (AGMS) and 3 (three) Extraordinary General Meetings of Shareholders (EGMS).

Annual General Meeting of Shareholders (AGMS) 2025

The AGMS was held on Wednesday, 26 June 2025, at the Bakrie Tower Meeting Room, 30th Floor, Rasuna Epicentrum, Jl. H.R. Rasuna Said, South Jakarta.

The AGMS was attended by shareholders and/or their proxies representing 19,967,241,373 shares, equivalent to 80.444% of the total issued shares of 24,821,230,250 shares with valid voting rights issued by the Company.

Keputusan RUPST telah direalisasikan dan disahkan ke dalam Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2025, dibuat di hadapan Notaris Emmyra Fauzia Kariana, S.H., M.Kn., Notaris di Jakarta ("Akta No. 46") sebagaimana berikut:

The AGMS resolutions have been realized and formalized in the Deed of Minutes of AGMS No. 222 dated 26 June 2025, drawn up before Notary Emmyra Fauzia Kariana, S.H., M.Kn., Notary in Jakarta ("Deed No. 46"), as follows:

AGENDA DAN REALISASI KEPUTUSAN RUPS TAHUNAN 2025
Agenda and Realization of Resolutions of 2025 AGMS

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan atas Laporan Tahunan Direksi mengenai kegiatan dan pengurusan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 dan pengesahan atas Laporan Keuangan Perseroan (yang terdiri dari Neraca dan Laporan Laba Rugi Perseroan) untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada seluruh anggota Direksi atas semua tindakan kepengurusan serta kepada seluruh anggota Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama tahun buku Perseroan yang berakhir pada tanggal 31 Desember 2024, sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan. Approval of the Board of Directors' Annual Report regarding the Company's activities and management for the financial year ended 31 December 2024 and ratification of the Company's Financial Statements (consisting of the Balance Sheet and the Company's Profit and Loss Statement) for the financial year ended 31 December 2024, as well as the granting of full release and discharge of responsibility (acquit et decharge) to all members of the Board of Directors for all management actions and to all members of the Board of Commissioners for supervisory actions carried out during the Company's financial year ended 31 December 2024, to the extent that such actions are reflected in the Company's Annual Report and Financial Statements.	Menyetujui Laporan Tahunan Direksi mengenai kegiatan dan pengurusan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 dan pengesahan atas Laporan Keuangan Perseroan (yang terdiri dari Neraca dan Laporan Laba Rugi Perseroan) untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada seluruh anggota Direksi atas semua tindakan kepengurusan serta kepada seluruh anggota Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama tahun buku Perseroan yang berakhir pada tanggal 31 Desember 2024, sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan. Approved the Board of Directors' Annual Report regarding the Company's activities and management for the financial year ended 31 December 2024 and ratified the Company's Financial Statements (consisting of the Balance Sheet and the Company's Profit and Loss Statement) for the financial year ended 31 December 2024, as well as granted full release and discharge of responsibility (acquit et decharge) to all members of the Board of Directors for all management actions and to all members of the Board of Commissioners for supervisory actions carried out during the Company's financial year ended 31 December 2024, to the extent that such actions are reflected in the Company's Annual Report and Financial Statements.	Setuju / Agreed: 19.843.292.309 saham / shares (99,379%) Tidak setuju / Disagree: 150 saham / shares (0,000%) Abstain: 123.948.914 saham / shares (0,621%)	Laporan Tahunan Perseroan sudah disetujui serta Laporan Keuangan Perseroan sudah disahkan dalam RUPST. The Company's Annual Report has been approved and the Company's Financial Statements have been ratified at the AGMS.
Persetujuan untuk memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2025 dan periode-periode lainnya dalam Tahun Buku 2025 apabila diperlukan, dan memberikan kewenangan kepada Dewan Komisaris untuk menetapkan jumlah honorarium Akuntan Publik beserta persyaratan-persyaratan lainnya. Approval to grant authority to the Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Financial Statements for the period ending 31 December 2025 and other periods within the 2025 Financial Year if required, and to authorize the Board of Commissioners to determine the amount of the Public Accountant's honorarium along with other terms and conditions.	Menyetujui untuk memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2025 dan periode-periode lainnya dalam Tahun Buku 2025 apabila diperlukan, dan memberikan kewenangan kepada Dewan Komisaris untuk menetapkan jumlah honorarium Akuntan Publik beserta persyaratan-persyaratan lainnya. Approved to grant authority to the Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Financial Statements for the period ending 31 December 2025 and other periods within the 2025 Financial Year if required, and to authorize the Board of Commissioners to determine the amount of the Public Accountant's honorarium along with other terms and conditions.	Setuju / Agreed: 19.692.439.348 saham / shares (98,624%) Tidak setuju / Disagree: 163.002.500 saham / shares (0,816%) Abstain: 111.799.675 saham / shares (0,560%)	Menunjuk Kantor Akuntan Publik Y. Santosa & Rekan untuk melakukan audit atas Laporan Keuangan Perseroan tahun buku 2025. Appointed Public Accounting Firm Y. Santosa & Rekan to conduct the audit of the Company's Financial Statements for the 2025 financial year.

AGENDA DAN REALISASI KEPUTUSAN RUPS TAHUNAN 2025
Agenda and Realization of Resolutions of 2025 AGMS

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan penetapan jumlah gaji dan tunjangan bagi anggota Direksi dan Dewan Komisaris serta melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran gaji dan tunjangan yang diterima masing-masing anggota Direksi dan Dewan Komisaris Perseroan. Approval of the determination of salaries and allowances for members of the Board of Directors and the Board of Commissioners, and the delegation of authority to the Board of Commissioners to determine the amount of salaries and allowances received by each member of the Board of Directors and the Board of Commissioners of the Company.	Menyetujui penetapan jumlah gaji dan tunjangan bagi anggota Direksi dan Dewan Komisaris yang jumlah totalnya adalah sebesar Rp2.820.000.000 (dua miliar delapan ratus dua puluh juta Rupiah) net per bulan serta melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran gaji dan tunjangan yang diterima masing-masing anggota Direksi dan Dewan Komisaris Perseroan. Memberikan kuasa kepada Direksi Perseroan untuk melakukan segala tindakan yang dianggap perlu termasuk untuk menuangkan hasil keputusan Rapat ke dalam bentuk akta Notaril, serta menghadap Notaris untuk menandatangani akta-akta dan/atau surat-surat yang diperlukan serta memohon persetujuan dari pihak yang berwenang dan menjalankan segala tindakan yang perlu dan berguna untuk mencapai maksud tersebut, tidak ada tindakan yang dikecualikan. Approved the determination of salaries and allowances for members of the Board of Directors and the Board of Commissioners, with a total amount of Rp2,820,000,000 (two billion eight hundred twenty million Rupiah) net per month, and delegated authority to the Board of Commissioners to determine the amount of salaries and allowances received by each member of the Board of Directors and the Board of Commissioners of the Company. Granted power of attorney to the Board of Directors of the Company to take all actions deemed necessary, including to formalize the resolutions of the Meeting in the form of a notarial deed, to appear before a Notary to sign the required deeds and/or documents, to seek approval from the relevant authorities, and to carry out all actions necessary and useful to achieve such purposes, with no actions excluded.	Setuju / Agreed: 19.846.518.048 saham / shares (99,395%) Tidak setuju / Disagree: 8.923.650 saham / shares (0,045%) Abstain: 111.799.675 saham / shares (0,560%)	Jumlah remunerasi yang diberikan kepada anggota Dewan Komisaris dan anggota Direksi sebagaimana dilaporkan dalam Laporan Tahunan. The total remuneration granted to members of the Board of Commissioners and members of the Board of Directors as reported in the Annual Report.

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPST 2025
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2025 AGMS

Nama Name	Jabatan Title	Kehadiran Attendance
Utaryo Suwanto	Komisaris Utama President Commissioner	1
Suyitno Patmosukismo	Komisaris Commissioner	1
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	1
Rudianto Rimbono	Komisaris Commissioner	1
Syamsu Alam	Komisaris Independen Independent Commissioner	1
Rizal Malarangeng	Komisaris Commissioner	1
Syailendra S. Bakrie	Direktur Utama President Director	1
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	1

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPST 2025
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2025 AGMS

Nama Name	Jabatan Title	Kehadiran Attendance
Edi Sutriono	Direktur Director	1
Tri Firmanto	Direktur Director	1
Kelik R. Suharya	Direktur Director	1
Riri H. Harahap	Direktur Director	1

Rapat Umum Pemegang Saham Tahunan (RUPST) 2024

RUPST diselenggarakan pada Rabu, 26 Juni 2024 di Ruang Rapat Bakrie Tower Lantai 30, Rasuna Epicentrum, Jl. H.R. Rasuna Said, Jakarta Selatan.

RUPST dihadiri oleh pemegang saham dan/atau kuasanya yang mewakili sebanyak 19.698.667.728 saham atau setara dengan 79,362% dari jumlah total saham sebanyak 24.821.230.250 lembar saham dengan hak suara sah yang dikeluarkan oleh Perseroan.

Keputusan RUPST telah direalisasikan dan disahkan ke dalam Akta Berita Acara RUPST No. 222 tanggal 26 Juni 2024, dibuat dihadapan Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta ("Akta No. 222/ 2024") sebagaimana berikut:

Annual General Meeting of Shareholders (AGMS) 2024

The AGMS was held on Wednesday, 26 June 2024, at the Bakrie Tower Meeting Room, 30th Floor, Rasuna Epicentrum, Jl. H.R. Rasuna Said, South Jakarta.

The AGMS was attended by shareholders and/or their proxies representing 19,698,667,728 shares, equivalent to 79.362% of the total issued shares of 24,821,230,250 shares with valid voting rights issued by the Company.

The AGMS resolutions have been realized and formalized in the Deed of Minutes of AGMS No. 222 dated 26 June 2024, drawn up before Notary Jose Dima Satria, S.H., M.Kn., Notary in Jakarta ("Deed No. 222/2024"), as follows:



AGENDA DAN REALISASI KEPUTUSAN RUPS TAHUNAN 2024
Agenda and Realization of Resolutions of 2024 AGMS

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan atas Laporan Tahunan Direksi mengenai kegiatan dan pengurusan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 dan pengesahan atas Laporan Keuangan Perseroan (yang terdiri dari Neraca dan Laporan Laba Rugi Perseroan) untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (acquit et decharge) kepada seluruh anggota Direksi atas semua tindakan pengawasan yang telah dijalankan selama tahun buku Perseroan yang berakhir pada tanggal 31 Desember 2023 sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan. Approval of the Board of Directors' Annual Report regarding the Company's activities and management for the financial year ended 31 December 2023 and ratification of the Company's Financial Statements (consisting of the Balance Sheet and the Company's Profit and Loss Statement) for the financial year ended 31 December 2023, as well as the granting of full release and discharge of responsibility (acquit et decharge) to all members of the Board of Directors for all supervisory actions carried out during the Company's financial year ended 31 December 2023, to the extent that such actions are reflected in the Company's Annual Report and Financial Statements.	Menyetujui Laporan Tahunan Direksi mengenai kegiatan dan pengurusan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 dan pengesahan atas Laporan Keuangan Perseroan (yang terdiri dari Neraca dan Laporan Laba Rugi Perseroan) untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (acquit et de charge) kepada seluruh anggota Direksi atas semua tindakan kepengurusan serta kepada seluruh anggota Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama tahun buku Perseroan yang berakhir pada tanggal 31 Desember 2023 sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan. Approved the Board of Directors' Annual Report regarding the Company's activities and management for the financial year ended 31 December 2023 and ratified the Company's Financial Statements (consisting of the Balance Sheet and the Company's Profit and Loss Statement) for the financial year ended 31 December 2023, as well as granted full release and discharge of responsibility (acquit et decharge) to all members of the Board of Directors for all management actions and to all members of the Board of Commissioners for supervisory actions carried out during the Company's financial year ended 31 December 2023, to the extent that such actions are reflected in the Company's Annual Report and Financial Statements.	Setuju / Agreed: 19.547.690.247 saham / shares (99,234%) Tidak setuju / Disagree: 2.776.313 saham / shares (0,014%) Abstain 148.201.168 saham / shares (0,752%)	Laporan Tahunan Perseroan sudah disetujui serta Laporan Keuangan Konsolidasian sudah disahkan dalam RUPST. The Company's Annual Report has been approved and the Consolidated Financial Statements have been ratified at the AGMS.
Persetujuan untuk memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2024 dan periode-periode lainnya dalam Tahun Buku 2024 apabila diperlukan dan memberikan kewenangan kepada Dewan Komisaris untuk menetapkan jumlah honorarium Akuntan Publik beserta persyaratan-persyaratan lainnya. Approval to grant authority to the Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Financial Statements for the period ending 31 December 2024 and other periods within the 2024 Financial Year if required, and to authorize the Board of Commissioners to determine the amount of the Public Accountant's honorarium along with other terms and conditions.	Menyetujui pendelegasian wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2024 dan periode-periode lainnya dalam Tahun Buku 2024 apabila diperlukan berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan kriteria bahwa KAP yang ditunjuk Perseroan terdaftar di Otoritas Jasa Keuangan. Approved the delegation of authority to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) to audit the Company's Financial Statements for the period ending 31 December 2024 and other periods within the 2024 Financial Year if required, including the determination of its service fees, in accordance with the applicable laws and regulations, with the requirement that the appointed Public Accounting Firm be registered with the Financial Services Authority (OJK).	Setuju / Agreed: 19.644.683.373 saham / shares (99,726%) Tidak Setuju / Disagree: 21.323.413 saham / shares (0,108%) Abstain: 3.660.942 saham / shares (0,166%)	Menunjuk Kantor Akuntan Publik Y. Santosa & Rekan serta Kantor Akuntan Publik Achsin Handoko Tomo untuk melakukan audit atas Laporan Keuangan Perseroan tahun buku 2024. Appointed Public Accounting Firm Y. Santosa & Rekan and Public Accounting Firm Achsin Handoko Tomo to conduct the audit of the Company's Financial Statements for the 2024 financial year.

AGENDA DAN REALISASI KEPUTUSAN RUPS TAHUNAN 2024
Agenda and Realization of Resolutions of 2024 AGMS

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan atas pengangkatan kembali seluruh anggota Dewan Komisaris dan Direksi Perseroan, untuk masa jabatan sampai dengan penutupan RUPS Tahunan yang kelima sejak tanggal RUPS Tahunan ini, dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu. Approval of the reappointment of all members of the Board of Commissioners and the Board of Directors of the Company for a term of office until the closing of the fifth Annual General Meeting of Shareholders following the date of this Annual General Meeting, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time.	Menyetujui pengangkatan kembali seluruh anggota Dewan Komisaris dan Direksi Perseroan, untuk masa jabatan sampai dengan penutupan RUPS Tahunan yang kelima sejak tanggal RUPS Tahunan ini, dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu. Sehingga susunan Dewan Komisaris dan Direksi tersebut adalah sebagai berikut: **Dewan Komisaris** • Komisaris Utama: Utaryo Suwanto • Komisaris: Suyitno Patmosukismo • Komisaris Independen: Gita Rusmida Sjahrir • Komisaris: Rudianto Rimbono • Komisaris Independen: Syamsu Alam • Komisaris: Rizal Malarangeng **Direksi** • Direktur Utama: Syailendra S. Bakrie • Wakil Direktur Utama: Edoardus Ardianto • Direktur: Edi Sutriono • Direktur: Tri Firmanto • Direktur: Kelik R. Suharya • Direktur: Riri H. Harahap Memberikan kuasa kepada Direksi Perseroan untuk melakukan segala tindakan yang dianggap perlu termasuk untuk menuangkan hasil keputusan Rapat ke dalam bentuk akta Notaris, serta menghadap Notaris untuk menandatangani akta-akta dan/atau surat-surat yang diperlukan serta memohon persetujuan dari pihak yang berwenang dan menjalankan segala tindakan yang perlu dan berguna untuk mencapai maksud tersebut, tidak ada tindakan yang dikecualikan. Approved the reappointment of all members of the Board of Commissioners and the Board of Directors of the Company for a term of office until the closing of the fifth Annual General Meeting of Shareholders following the date of this Annual General Meeting, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time. Accordingly, the composition of the Board of Commissioners and the Board of Directors is as follows: **Board of Commissioners** • President Commissioner: Utaryo Suwanto • Commissioner: Suyitno Patmosukismo • Independent Commissioner: Gita Rusmida Sjahrir • Commissioner: Rudianto Rimbono • Independent Commissioner: Syamsu Alam • Commissioner: Rizal Malarangeng **Board of Directors** • President Director: Syailendra S. Bakrie • Vice President Director: Edoardus Ardianto • Director: Edi Sutriono • Director: Tri Firmanto • Director: Kelik R. Suharya • Director: Riri H. Harahap Granted power of attorney to the Board of Directors of the Company to take all actions deemed necessary, including to formalize the resolutions of the Meeting in the form of a notarial deed, to appear before a Notary to sign the required deeds and/or documents, to seek approval from the relevant authorities, and to carry out all actions necessary and useful to achieve such purposes, with no actions excluded.	Setuju / Agreed: 19.659.667.273 saham / shares (99,802%) Tidak Setuju / Disagree: 6.339.513 saham / shares (0,032%) Abstain: 32.660.942 saham / shares (0,166%)	Mengangkat kembali seluruh anggota Dewan Komisaris dan Direksi Perseroan, untuk masa jabatan sampai dengan penutupan RUPS Tahunan yang kelima sejak tanggal RUPS Tahunan ini, dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu. Reappointed all members of the Board of Commissioners and the Board of Directors of the Company for a term of office until the closing of the fifth Annual General Meeting of Shareholders following the date of this Annual General Meeting, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time.

AGENDA DAN REALISASI KEPUTUSAN RUPS TAHUNAN 2024
Agenda and Realization of Resolutions of 2024 AGMS

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan penetapan jumlah gaji dan tunjangan bagi anggota Direksi dan Dewan Komisaris serta melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran gaji dan tunjangan yang diterima masing-masing anggota Direksi dan Dewan Komisaris Perseroan. Approval of the determination of salaries and allowances for members of the Board of Directors and the Board of Commissioners, and the delegation of authority to the Board of Commissioners to determine the amount of salaries and allowances received by each member of the Board of Directors and the Board of Commissioners of the Company.	Menyetujui penetapan jumlah gaji dan tunjangan bagi anggota Direksi dan Dewan Komisaris yang jumlah totalnya adalah sebesar Rp2.820.000.000,00 (dua miliar delapan ratus dua puluh juta Rupiah) net per bulan serta melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran gaji dan tunjangan yang diterima masing-masing anggota Direksi dan Dewan Komisaris Perseroan. Memberikan kuasa kepada Direksi Perseroan untuk melakukan segala tindakan yang dianggap perlu termasuk untuk menuangkan hasil keputusan Rapat ke dalam bentuk akta Notaril, serta menghadap Notaris untuk menandatangani akta-akta dan/atau surat-surat yang diperlukan serta memohon persetujuan dari pihak yang berwenang dan menjalankan segala tindakan yang perlu dan berguna untuk mencapai maksud tersebut, tidak ada tindakan yang dikecualikan. Approved the determination of salaries and allowances for members of the Board of Directors and the Board of Commissioners, with a total amount of Rp2,820,000,000 (two billion eight hundred twenty million Rupiah) net per month, and delegated authority to the Board of Commissioners to determine the amount of salaries and allowances received by each member of the Board of Directors and the Board of Commissioners of the Company. Granted power of attorney to the Board of Directors of the Company to take all actions deemed necessary, including to formalize the resolutions of the Meeting in the form of a notarial deed, to appear before a Notary to sign the required deeds and/or documents, to seek approval from the relevant authorities, and to carry out all actions necessary and useful to achieve such purposes, with no actions excluded.	Setuju / Agreed: 19.644.677.573 saham / shares (99,726%) Tidak setuju / Disagree: 21.329.213 saham / shares (0,108%) Abstain: 32.660.942 saham / shares (0,166%)	Jumlah remunerasi yang diberikan kepada anggota Dewan Komisaris dan anggota Direksi sebagaimana dilaporkan dalam laporan Tahunan. The total remuneration granted to members of the Board of Commissioners and members of the Board of Directors as reported in the Annual Report.

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPS TAHUNAN 2024
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2024 AGMS

Nama Name	Jabatan Title	Kehadiran Attendance
Utaryo Suwanto	Komisaris Utama President Commissioner	-
Suyitno Patmosukismo	Komisaris Commissioner	1
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	1
Rudianto Rimbono	Komisaris Commissioner	1
Syamsu Alam	Komisaris Independen Independent Commissioner	1
Rizal Malarangeng	Komisaris Commissioner	1
Syailendra S. Bakrie	Direktur Utama President Director	1
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	1
Edi Sutriono	Direktur Director	1
Tri Firmanto	Direktur Director	1

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPS TAHUNAN 2024
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2024 AGMS

Nama Name	Jabatan Title	Kehadiran Attendance
Kelik R. Suharya	Direktur Director	1
Riri H. Harahap	Direktur Director	1

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) 2025 (Pertama)

RUPSLB diselenggarakan pada Rabu, 26 Juni 2025 di Ruang Rapat Bakrie Tower Lantai 30, Rasuna Epicentrum, Jl. H.R. Rasuna Said, Jakarta Selatan.

RUPSLB dihadiri oleh pemegang saham dan/atau kuasanya yang mewakili sebanyak 10.058.427.726 saham atau setara dengan 63,238% dari jumlah total saham sebanyak 24.821.230.250 lembar saham dengan hak suara sah yang dikeluarkan oleh Perseroan.

Keputusan RUPSLB telah direalisasikan dan disahkan ke dalam Akta Berita Acara RUPSLB No. 47 tanggal 26 Juni 2025, dibuat di hadapan Notaris Emmyra Fauzia Kariana, S.H., M.Kn., Notaris di Jakarta ("Akta No. 47") sebagaimana berikut:

Extraordinary General Meeting of Shareholders (EGMS) 2025 (First)

The EGMS was held on Wednesday, 26 June 2025, at the Bakrie Tower Meeting Room, 30th Floor, Rasuna Epicentrum, Jl. H.R. Rasuna Said, South Jakarta.

The EGMS was attended by shareholders and/or their proxies representing 10,058,427,726 shares, equivalent to 63.238% of the total issued shares of 24,821,230,250 shares with valid voting rights issued by the Company.

The EGMS resolutions have been realized and formalized in the Deed of Minutes of EGMS No. 47 dated 26 June 2025, drawn up before Notary Emmyra Fauzia Kariana, S.H., M.Kn., Notary in Jakarta ("Deed No. 47"), as follows:

AGENDA DAN REALISASI KEPUTUSAN RUPSLB 2025 (PERTAMA)
Agenda and Realization of Resolutions of the 2025 EGMS (First)

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan untuk melakukan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu ("PMTHMETD") yang meliputi: a. Rencana Perseroan untuk melakukan PMTHMETD dengan menerbitkan sebanyak-banyaknya 10% (sepuluh persen) dari jumlah saham yang telah ditempatkan dan disetor penuh pada Perseroan; dan b. Melakukan perubahan Anggaran Dasar Perseroan sehubungan dengan perubahan struktur permodalan dalam rangka PMTHMETD.	Menyetujui untuk melakukan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu ("PMTHMETD") yang meliputi: a. Rencana Perseroan untuk melakukan PMTHMETD dengan menerbitkan sebanyak-banyaknya 10% (sepuluh persen) dari jumlah saham yang telah ditempatkan dan disetor penuh pada Perseroan; dan b. Melakukan perubahan Anggaran Dasar Perseroan sehubungan dengan perubahan struktur permodalan dalam rangka PMTHMETD	Disetujui / Agreed: 9.946.831.051 saham / shares (98,891%) Tidak setuju / Disagree: 3500 saham / shares (0,000%) Abstain: 111.593.175 saham / shares (1,109%)	Pelaksanaan Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu ("PMTHMETD") oleh Perseroan. The implementation of the Capital Increase without Pre-emptive Rights (PMTHMETD) by the Company.
Approval to carry out a Capital Increase without Pre-emptive Rights (PMTHMETD), which includes: a. The Company's plan to implement PMTHMETD by issuing up to a maximum of 10% (ten percent) of the total issued and fully paid-up shares of the Company; and b. Amendments to the Company's Articles of Association in connection with changes in the capital structure in the context of the PMTHMETD.	Approved to carry out a Capital Increase without Pre-emptive Rights (PMTHMETD), which includes: a. The Company's plan to implement PMTHMETD by issuing up to a maximum of 10% (ten percent) of the total issued and fully paid-up shares of the Company; and b. Amendments to the Company's Articles of Association in connection with changes in the capital structure in the context of the PMTHMETD.		

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPSLB 2025 (PERTAMA)
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2025 EGMS (First)

Nama Name	Jabatan Title	Kehadiran Attendance
Utaryo Suwanto	Komisaris Utama President Commissioner	1
Suyitno Patmosukismo	Komisaris Commissioner	1
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	1
Rudianto Rimbono	Komisaris Commissioner	1
Syamsu Alam	Komisaris Independen Independent Commissioner	1
Rizal Malarangeng	Komisaris Commissioner	1
Syailendra S. Bakrie	Direktur Utama President Director	1
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	1
Edi Sutriono	Direktur Director	1
Tri Firmanto	Direktur Director	1
Kelik R. Suharya	Direktur Director	1
Riri H. Harahap	Direktur Director	1

Rapat Umum Pemegang Saham Luar Biasa 2025 (Kedua)

RUPSLB diselenggarakan pada Rabu, 20 Agustus 2025 di Ruang Rapat Bakrie Tower Lantai 30, Rasuna Epicentrum, Jl. H.R. Rasuna Said, Jakarta Selatan.

RUPSLB dihadiri oleh pemegang saham dan/atau kuasanya yang mewakili sebanyak 21.368.427.320 saham atau setara dengan 82,198% dari jumlah total saham sebanyak 25.996.230.250 lembar saham dengan hak suara sah yang dikeluarkan oleh Perseroan.

Keputusan RUPSLB telah direalisasikan dan disahkan ke dalam Akta Berita Acara RUPSLB No. 123 tanggal 20 Agustus 2025, dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta ("Akta No. 123") sebagaimana berikut:

Extraordinary General Meeting of Shareholders (EGMS) 2025 (Second)

The EGMS was held on Wednesday, 20 August 2025, at the Bakrie Tower Meeting Room, 30th Floor, Rasuna Epicentrum, Jl. H.R. Rasuna Said, South Jakarta.

The EGMS was attended by shareholders and/or their proxies representing 21,368,427,320 shares, equivalent to 82.198% of the total issued shares of 25,996,230,250 shares with valid voting rights issued by the Company.

The EGMS resolutions have been realized and formalized in the Deed of Minutes of EGMS No. 123 dated 20 August 2025, drawn up before Notary Jose Dima Satria, S.H., M.Kn., Notary in Jakarta ("Deed No. 123"), as follows:

AGENDA DAN REALISASI KEPUTUSAN RUPSLB 2025 (KEDUA)
Agenda and Realization of Resolutions of 2025 EGMS (Second)

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan atas perubahan susunan anggota Direksi Perseroan. Approval of the change in the composition of the members of the Company's Board of Directors.	Menyetujui perubahan susunan anggota Direksi Perseroan Approved the change in the composition of the members of the Company's Board of Directors.	Disetujui / Agreed: 21.359.522.620 saham / shares (99,958%) Tidak setuju / Disagree: 8.904.700 saham / shares (0,042%) Abstain: 12.089.275 saham / shares (0,057%)	Pengangkatan Ibu Adinda Andarina Bakrie sebagai Direktur Perseroan telah berlaku efektif pada tanggal 20 Agustus 2025. The appointment of Mrs. Adinda Andarina Bakrie as Director of the Company became effective on 20 August 2025.
Persetujuan penetapan jumlah gaji dan tunjangan bagi anggota Direksi dan Dewan Komisaris serta melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan besaran gaji dan tunjangan yang diterima masing-masing anggota Direksi dan Dewan Komisaris Perseroan. Approval of the determination of salaries and allowances for members of the Board of Directors and the Board of Commissioners, and the delegation of authority to the Board of Commissioners to determine the amount of salaries and allowances received by each member of the Board of Directors and the Board of Commissioners of the Company.	Menyetujui penetapan jumlah gaji dan tunjangan bagi anggota Direksi dan Dewan Komisaris Perseroan dengan jumlah total sebesar Rp3.340.000.000 (tiga miliar tiga ratus empat puluh juta Rupiah) net per bulan dimana penetapan besaran gaji dan tunjangan yang diterima masing-masing anggota Direksi dan Dewan Komisaris Perseroan dilimpahkan kewenangannya kepada Dewan Komisaris. Approved the determination of salaries and allowances for members of the Company's Board of Directors and Board of Commissioners with a total amount of Rp3,340,000,000 (three billion three hundred forty million Rupiah) net per month, whereby the authority to determine the amount of salaries and allowances received by each member of the Board of Directors and Board of Commissioners is delegated to the Board of Commissioners.	Disetujui / Agreed: 21.361.596.420 saham / shares (99,968%) Tidak setuju / Disagree: 6.830.900 saham / shares (0,032%) Abstain: 12.099.275 saham / shares (0,057%)	Jumlah remunerasi yang diberikan kepada anggota Direksi dan Dewan Komisaris sebagaimana dilaporkan dalam Laporan Tahunan. The total remuneration granted to members of the Board of Directors and the Board of Commissioners as reported in the Annual Report.
Persetujuan untuk menjaminkan seluruh atau sebagian aset dan/atau kekayaan Perseroan dan/atau anak-anak perusahaan Perseroan atau untuk menerbitkan Jaminan Perusahaan (*Corporate Guarantee*) dalam rangka pendanaan (*financing*) dan/atau pendanaan kembali (*refinancing*). Approval to pledge all or part of the Company's assets and/or properties and/or those of the Company's subsidiaries, or to issue a Corporate Guarantee in connection with financing and/or refinancing.	Menyetujui untuk menjaminkan seluruh atau sebagian aset dan/atau kekayaan Perseroan dan/atau anak-anak perusahaan Perseroan atau untuk menerbitkan Jaminan Perusahaan (*Corporate Guarantee*) dalam rangka pendanaan (*financing*) dan/atau pendanaan kembali (*refinancing*). Approved to pledge all or part of the Company's assets and/or properties and/or those of the Company's subsidiaries, or to issue a Corporate Guarantee in connection with financing and/or refinancing.	Disetujui / Agreed: 21.329.650.720 saham / shares (99,968%) Tidak setuju / Disagree: 38.776.600 saham / shares (0,181%) Abstain: 12.089.875 saham / shares (0,057%)	Perseroan telah melakukan penjaminan atas seluruh atau sebagian aset dan/atau kekayaan Perseroan dan/atau anak perusahaan Perseroan untuk menerbitkan Jaminan Perusahaan (*Corporate Guarantee*) dalam rangka pendanaan (*financing*) dan/atau pendanaan kembali (*refinancing*). The Company has pledged all or part of the Company's assets and/or properties and/or those of the Company's subsidiaries to issue a Corporate Guarantee in connection with financing and/or refinancing.

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPSLB 2025 (KEDUA)
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2025 EGMS (Second)

Nama Name	Jabatan Title	Kehadiran Attendance
Utaryo Suwanto	Komisaris Utama President Commissioner	1
Suyitno Patmosukismo	Komisaris Commissioner	1
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	1
Rudianto Rimbono	Komisaris Commissioner	1
Syamsu Alam	Komisaris Independen Independent Commissioner	1
Rizal Malarangeng	Komisaris Commissioner	1
Syailendra S. Bakrie	Direktur Utama President Director	1
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	1
Edi Sutriono	Direktur Director	1
Tri Firmanto	Direktur Director	1
Kelik R. Suharya	Direktur Director	1
Riri H. Harahap	Direktur Director	1

Rapat Umum Pemegang Saham Luar Biasa 2025 (Ketiga)

RUPSLB diselenggarakan pada Rabu, 23 Oktober 2025 di Ruang Rapat Bakrie Tower Lantai 30, Rasuna Epicentrum, Jl. H.R. Rasuna Said, Jakarta Selatan.

RUPSLB dihadiri oleh pemegang saham dan/atau kuasanya yang mewakili sebanyak 20.226.911.035 saham atau setara dengan 77,80% dari jumlah total saham sebanyak 25.996.230.250 lembar saham dengan hak suara sah yang dikeluarkan oleh Perseroan.

Keputusan RUPSLB telah direalisasikan dan disahkan ke dalam Akta Berita Acara RUPSLB No. 117 tanggal 23 Oktober 2025 , dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta ("Akta No. 117") sebagaimana berikut:

Extraordinary General Meeting of Shareholders (EGMS) 2025 (Third)

The EGMS was held on Wednesday, 23 October 2025, at the Bakrie Tower Meeting Room, 30th Floor, Rasuna Epicentrum, Jl. H.R. Rasuna Said, South Jakarta.

The EGMS was attended by shareholders and/or their proxies representing 20,226,911,035 shares, equivalent to 77.80% of the total issued shares of 25,996,230,250 shares with valid voting rights issued by the Company.

The EGMS resolutions have been realized and formalized in the Deed of Minutes of EGMS No. 117 dated 23 October 2025, drawn up before Notary Jose Dima Satria, S.H., M.Kn., Notary in Jakarta ("Deed No. 117"), as follows:

AGENDA DAN REALISASI KEPUTUSAN RUPSLB 2025 (KETIGA)
Agenda and Realization of Resolutions of the 2025 EGMS (Third)

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan atas perubahan susunan anggota Dewan Komisaris Perseroan. Approval of the change in the composition of the members of the Company's Board of Commissioners.	Menyetujui perubahan susunan anggota Dewan Komisaris Perseroan Approved the change in the composition of the members of the Company's Board of Commissioners.	Disetujui / Agreed: 20.008.272.035 saham / shares (98,92%) Tidak setuju / Disagree: 218.639.000 saham / shares (1,08%) Abstain: 40.265.675 saham / shares (0,20%)	Pengangkatan Bapak Rudianto Rimbono sebagai Komisaris Utama Perseroan telah berlaku efektif pada tanggal 23 Oktober 2025. The appointment of Mr. Rudianto Rimbono as President Commissioner of the Company became effective on 23 October 2025.
Persetujuan perubahan Pasal 3 Anggaran Dasar Perseroan mengenai Maksud dan Tujuan serta Kegiatan Usaha. Sesuai ketentuan Pasal 19 ayat (1) UUPT, perubahan anggaran dasar ditetapkan oleh RUPS. Agenda ini terkait penyesuaian kegiatan usaha utama yang memang sudah dijalankan Perseroan dan mengurangi kegiatan usaha yang tidak dijalankan Perseroan, dengan memperhatikan ketentuan kepada Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 2020. Approval of the amendment to Article 3 of the Company's Articles of Association concerning the Purpose and Objectives as well as Business Activities. In accordance with the provisions of Article 19 paragraph (1) of the Company Law (UUPT), amendments to the Articles of Association are determined by the General Meeting of Shareholders (GMS). This agenda relates to the adjustment of the main business activities that have already been carried out by the Company and the reduction of business activities that are not undertaken by the Company, with due consideration to the Indonesian Standard Industrial Classification (KBLI) 2020.	Menyetujui perubahan Pasal 3 Anggaran Dasar Perseroan mengenai Maksud dan Tujuan serta Kegiatan Usaha. Sesuai ketentuan Pasal 19 ayat (1) UUPT, perubahan anggaran dasar ditetapkan oleh RUPS. Agenda ini terkait penyesuaian kegiatan usaha utama yang memang sudah dijalankan Perseroan dan mengurangi kegiatan usaha yang tidak dijalankan Perseroan, dengan memperhatikan ketentuan kepada Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 2020. Approved the amendment to Article 3 of the Company's Articles of Association concerning the Purpose and Objectives as well as Business Activities. In accordance with the provisions of Article 19 paragraph (1) of the Company Law (UUPT), amendments to the Articles of Association are determined by the General Meeting of Shareholders (GMS). This agenda relates to the adjustment of the main business activities that have already been carried out by the Company and the reduction of business activities that are not undertaken by the Company, with due consideration to the Indonesian Standard Industrial Classification (KBLI) 2020.	Disetujui / Agreed: 20.008.035.535 saham / shares (98,92%) Tidak setuju / Disagree: 218.875.500 saham / shares (1,08%) Abstain: 40.265.675 saham / shares (0,20%)	Perseroan mengubah Pasal 3 Anggaran Dasar Perseroan mengenai Maksud dan Tujuan serta Kegiatan Usaha sebagaimana Laporan Tahunan. The Company amended Article 3 of its Articles of Association concerning the Purpose and Objectives as well as Business Activities as reported in the Annual Report.

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPSLB 2025 (KETIGA)
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2025 EGMS (Third)

Nama Name	Jabatan Title	Kehadiran Attendance
Utaryo Suwanto	Komisaris Utama President Commissioner	-
Suyitno Patmosukismo	Komisaris Commissioner	1
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	1
Rudianto Rimbono	Komisaris Commissioner	1
Syamsu Alam	Komisaris Independen Independent Commissioner	1
Rizal Malarangeng	Komisaris Commissioner	1

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPSLB 2025 (KETIGA)
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2025 EGMS (Third)

Nama Name	Jabatan Title	Kehadiran Attendance
Syailendra S. Bakrie	Direktur Utama President Director	1
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	1
Adinda A.Bakrie	Direktur Director	1
Edi Sutriono	Direktur Director	1
Tri Firmanto	Direktur Director	1
Kelik R. Suharya	Direktur Director	1
Riri H. Harahap	Direktur Director	1

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) 2024

RUPSLB diselenggarakan pada Rabu, 26 Juni 2024 di Ruang Rapat Bakrie Tower Lantai 30, Rasuna Epicentrum, Jl. H.R. Rasuna Said, Jakarta Selatan.

RUPSLB dihadiri oleh pemegang saham dan/atau kuasanya yang mewakili sebanyak 19.699.513.177 saham atau setara dengan 79,365% dari jumlah total saham sebanyak 24.821.411 lembar saham dengan hak suara sah yang dikeluarkan oleh Perseroan.

Keputusan RUPSLB telah direalisasikan dan disahkan ke dalam Akta Berita Acara RUPSLB No. 223 tanggal 26 Juni 2024, dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta ("Akta No. 223 / 2024") sebagaimana berikut:

Extraordinary General Meeting of Shareholders (EGMS) 2024

The EGMS was held on Wednesday, 26 June 2024, at the Bakrie Tower Meeting Room, 30th Floor, Rasuna Epicentrum, Jl. H.R. Rasuna Said, South Jakarta.

The EGMS was attended by shareholders and/or their proxies representing 19,699,513,177 shares, equivalent to 79.365% of the total issued shares of 24,821,411 shares with valid voting rights issued by the Company.

The EGMS resolutions have been realized and formalized in the Deed of Minutes of EGMS No. 223 dated 26 June 2024, drawn up before Notary Jose Dima Satria, S.H., M.Kn., Notary in Jakarta ("Deed No. 223/2024"), as follows:



AGENDA DAN REALISASI KEPUTUSAN RUPSLB 2024
Agenda and Realization of Resolutions of EGMS 2024

Agenda	Keputusan Resolutions	Hasil Voting Voting Results	Realisasi Realization
Persetujuan untuk menjaminkan seluruh atau sebagian besar aset dan/atau kekayaan Perseroan dan/atau anak-anak perusahaan Perseroan atau untuk menerbitkan Jaminan *Perusahaan (corporate guarantee)* dalam rangka pendanaan (*financing*) dan/atau pendanaan kembali (*refinancing*). Approval to pledge all or a substantial portion of the Company's assets and/or properties and/or those of the Company's subsidiaries, or to issue a Corporate Guarantee in connection with financing and/or refinancing.	Menyetujui untuk menjaminkan seluruh atau sebagian besar aset dan/atau kekayaan Perseroan dan/atau anak-anak perusahaan Perseroan atau untuk menerbitkan Jaminan Perusahaan (*corporate guarantee*) dalam rangka pendanaan (*financing*) dan/atau pendanaan kembali (*refinancing*). Memberikan kuasa kepada Direksi Perseroan untuk melakukan segala tindakan yang dianggap perlu termasuk untuk menuangkan hasil keputusan Rapat ke dalam bentuk akta Notaril, serta menghadap Notaris untuk menandatangani akta-akta dan/atau surat-surat yang diperlukan serta memohon persetujuan dari pihak yang berwenang dan menjalankan segala tindakan yang perlu dan berguna untuk mencapai maksud tersebut, tidak ada tindakan yang dikecualikan. Approved to pledge all or a substantial portion of the Company's assets and/or properties and/or those of the Company's subsidiaries, or to issue a Corporate Guarantee in connection with financing and/or refinancing. Granted power of attorney to the Board of Directors of the Company to take all actions deemed necessary, including to formalize the resolutions of the Meeting in the form of a notarial deed, to appear before a Notary to sign the required deeds and/or documents, to seek approval from the relevant authorities, and to carry out all actions necessary and useful to achieve such purposes, with no actions excluded.	Setuju / Agreed: 19.317.797.230 saham / shares (98,062%) Tidak setuju / Disagree: 349.055.072 saham / shares (1,772%) Abstain: 32.660.875 saham / shares (0,166%)	Perseroan telah melakukan penjaminan atas sebagian besar asset dan/atau kekayaan Perseroan dan/atau anak-anak perusahaan Perseroan atau untuk menerbitkan Jaminan Perusahaan (*corporate guarantee*) dalam rangka pendanaan (financing) dan/atau pendanaan kembali (*refinancing*). The Company has pledged a substantial portion of the Company's assets and/or properties and/or those of the Company's subsidiaries, or has issued a Corporate Guarantee in connection with financing and/or refinancing.

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DAN DIREKSI PADA RUPSLB 2024
Frequency and Attendance of the Board of Commissioners and the Board of Directors in the 2024 EGMS

Nama Name	Jabatan Title	Kehadiran Attendance
Utaryo Suwanto	Komisaris Utama President Commissioner	-
Suyitno Patmosukismo	Komisaris Commissioner	1
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	1
Rudianto Rimbono	Komisaris Commissioner	1
Syamsu Alam	Komisaris Independen Independent Commissioner	1
Rizal Malarangeng	Komisaris Commissioner	1
Syailendra S. Bakrie	Direktur Utama President Director	1
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	1
Edi Sutriono	Direktur Director	1
Tri Firmanto	Direktur Director	1
Kelik R. Suharya	Direktur Director	1
Riri H. Harahap	Direktur Director	1



DEWAN KOMISARIS

Dewan Komisaris merupakan bagian dari struktur Perseroan yang bertugas dan bertanggung jawab secara untuk melakukan pengawasan dan memberikan nasihat serta panduan kepada Direksi. Dewan Komisaris juga memastikan bahwa Perseroan melaksanakan praktik GCG dengan baik. Namun demikian, Dewan Komisaris tidak boleh turut serta dalam mengambil keputusan operasional. Komisaris Utama bertugas mengkoordinasikan kegiatan Dewan Komisaris, namun kedudukan masing-masing anggota Dewan Komisaris termasuk Komisaris Utama adalah setara.

Dasar Hukum

Pembentukan dan penunjukan Dewan Komisaris EMP didasarkan pada beberapa ketentuan sebagai berikut:

- Undang - Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
- Peraturan Otoritas Jasa Keuangan No. 33 / POJK.04 / 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
- Anggaran Dasar Perusahaan;
- Pedoman Kerja (*Board Manual*) dan Tata Tertib Kerja Dewan Komisaris.

Pedoman Kerja dan Tata Tertib Kerja Dewan Komisaris (*Board Manual*)

Dalam rangka mendukung dan memudahkan Dewan Komisaris dan Direksi untuk menjalankan fungsi, tugas dan tanggung jawabnya, Perseroan telah memiliki *Board Manual* atau Pedoman yang disusun sesuai dengan peraturan perundang-undangan dan ketentuan di Anggaran Dasar yang berlaku.

BOARD OF COMMISSIONERS

The Board of Commissioners is a part of the Company's structure that is in charge of supervising and advising the Board of Directors. Additionally, the Board of Commissioners ensures that the Company follows proper GCG practices. The Board of Commissioners, on the other hand, shall not be involved in operational decisions. While the President Commissioner is responsible for coordinating the Board of Commissioners' activities, however each member of the Board of Commissioners including the President Commissioner, holds an equivalent position.

Legal Basis

The EMP Board of Commissioners is established and appointed in accordance with the following provisions:

- Law No. 40 of 2007 regarding Limited Liability Companies;
- Regulation No. 33 / POJK.04 / 2014 of the Financial Services Authority on the Board of Directors and Board of Commissioners of Issuers or Public Companies;
- Company's Articles of Association;
- Board Manual and Code of Conduct for the Board of Commissioners.

The Board of Commissioners' Work Guidelines and Code of Conduct (Board Manual)

To assist and facilitate the Board of Commissioners in carrying out their functions, duties and responsibilities, the Company has already developed a Board Manual or Guidelines in accordance with applicable laws and regulations and the applicable Articles of Association.

Board Manual mengatur mengenai hal-hal Dewan Komisaris sebagai berikut:

- Persyaratan, Tugas, Wewenang dan Kewajiban Dewan Komisaris;
- Pembagian Kerja Dewan Komisaris;
- Rapat Dewan Komisaris;
- Pengunduran Diri dan Pemberhentian Dewan Komisari;
- Penilaian Sendiri (*Self Assessment*) untuk Menilai Kinerja Dewan Komisaris.

Tugas dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris berpedoman pada tugas dan kewajiban sesuai Peraturan Otoritas Jasa Keuangan (POJK) No. 33 / POJK.04 / 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik ("POJK No. 33 / 2014"), agar tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG dalam mencapai Visi dan Misi Perseroan. Dewan Komisaris melaksanakan tugas pengawasan operasional Perseroan untuk memastikan Perseroan dikelola dengan baik. Selain wewenang pengawasan atas pengelolaan perusahaan yang dijalankan Direksi, Dewan Komisaris juga memberikan rekomendasi untuk persetujuan Laporan Tahunan dan RUPS Tahunan, memberikan persetujuan atas transaksi material seperti digariskan dalam Anggaran Dasar Perseroan.

Dewan Komisaris juga turut mengawasi pelaksanaan manajemen risiko, audit dan penyampaian informasi secara akurat dan tepat waktu sebagaimana disyaratkan oleh peraturan perundang-undangan yang berlaku. Dewan Komisaris juga bertanggung jawab untuk melakukan pengawasan atas pelaksanaan kebijakan Perseroan dan pengurusan pada umumnya, baik mengenai Perseroan maupun anak usaha Perseroan dan memberi nasihat kepada Direksi untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan.

Jumlah dan Komposisi Dewan Komisaris

Perseroan memiliki jumlah anggota Dewan Komisaris sejumlah 5 (lima) orang per 31 Desember 2025. Komposisi Dewan Komisaris terdiri dari 1 (satu) orang Komisaris Utama, 2 (dua) orang Komisaris dan 2 (dua) orang Komisaris Independen dan telah sesuai dengan ketentuan pada peraturan yang berlaku, yaitu POJK No. 33 Tahun 2014.

The Board Manual regulates the following related Board of Commissioners matters:

- The Requirements, Duties, Authorities and Obligations of the Board of Commissioners;
- The Work Division of the Board of Commissioners.
- Board of Commissioners meeting;
- Resignation and Dismissal of the Board of Commissioners;
- Self Assessment to Assess the Performance of the Board of Commissioners.

The Board of Commissioners' Duties and Responsibilities

The Board of Commissioners is guided by the duties and obligations in accordance with the POJK No. 33 / POJK.04 / 2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies ("POJK No. 33 / 2014"), in order to achieve high work standards in line with GCG principles in achieving the Company's Vision and Mission. The Board of Commissioners supervises the Company's operations to ensure that the Company is well managed. In addition to its supervisory authority over the management of the Company by the Board of Directors, the Board of Commissioners also provides recommendations for the approval of the Annual Report and Annual GMS, and approves material transactions as outlined in the Company's Articles of Association.

Additionally, the Board of Commissioners is responsible for risk management, auditing and delivering information accurately and on time in accordance with applicable laws and regulations. Additionally, the Board of Commissioners is responsible for supervising the Company's policies and management in general, both for the Company and its subsidiaries, as well as advising the Board of Directors for the benefit of the Company in accordance with its purposes and objectives.

Number and Composition of the Board of Commissioners

As of 31 December 2025, the Company's Board of Commissioners consists of a total of 5 (five) members. The Board of Commissioners is composed of 1 (one) President Commissioner, 2 (two) Commissioners and 2 (two) Independent Commissioners, in accordance with applicable regulations, most notably POJK No. 33 of 2014.

KOMPOSISI DEWAN KOMISARIS PERSEROAN PADA TAHUN 2025
The Board of Commissioners Composition in 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Rudianto Rimbono	Komisaris Utama President Commissioner	Akta Berita Acara RUPSLB No. 117 Tanggal 23 Oktober 2025 Deed No. 117 dated October 23rd, 2025
Suyitno Patmosukismo	Komisaris Commissioner	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed No. 222 dated June 26th, 2024
Gita Rusmida Sjahrir	Komisaris Independen Independent Commissioner	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed No. 222 dated June 26th, 2024
Syamsu Alam	Komisaris Independen Independent Commissioner	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed No. 222 dated June 26th, 2024
Rizal Malarangeng	Komisaris Commissioner	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed No. 222 dated June 26th, 2024

Rapat Dewan Komisaris

Dewan Komisaris memiliki wewenang untuk menyelenggarakan rapat sewaktu-waktu sesuai dengan kebutuhan. Rapat diadakan atas permintaan dari seorang atau lebih anggota Dewan Komisaris atau atas permintaan tertulis dari seorang atau lebih anggota Direksi. Dewan Komisaris wajib mengadakan rapat secara berkala paling sedikit 1 (satu) kali dalam 2 (dua) bulan. Selain itu, Dewan Komisaris juga wajib mengadakan rapat bersama Direksi secara berkala paling sedikit 1 (satu) kali dalam 4 (empat) bulan.

Meeting of the Board of Commissioners

The Board of Commissioners is authorized to held meetings at any time deemed necessary. Meetings are convened upon the request of one or more members of the Board of Commissioners or upon written request of members of the Board of Directors. The Board of Commissioners are required to hold a meeting once every two months. Additionally, the Board of Commissioners is also obliged to hold regular meetings with the Board of Directors at least once in 4 (four) months.

Frekuensi Rapat dan Tingkat Kehadiran Dewan Komisaris

Rapat Dewan Komisaris diselenggarakan secara rutin dengan frekuensi rapat sebanyak 6 (enam) kali. Berikut tabel Rapat Dewan Komisaris di tahun buku 2025:

Board of Commissioners Meeting Frequency and Attendance

The Board of Commissioners meets on a regular basis, with meetings occurring as frequently as six (6) times. In the Board of Commissioners meeting tables in 2025 as follow:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Utaryo Suwanto*	5	4	80%
Suyitno Patmosukismo	6	6	100%
Gita R. Sjahrir	6	6	100%
Rudianto Rimbono	6	6	100%
Syamsu Alam	6	6	100%
Rizal Malarangeng	6	6	100%

* Tidak lagi menjabat sejak 23 Oktober 2025
No longer serving since 23 October 2025

Hasil Rapat Dewan Komisaris

Dewan Komisaris menjalankan tugasnya di tahun buku 2025. Dalam melakukan pengawasan dan pemberian nasihat kepada Direksi disampaikan melalui saran, rekomendasi dan surat keputusan Dewan Komisaris. Berikut hasil rapat:

The Board of Commissioners Meeting's Outcomes

The Board of Commissioners assumes its responsibilities in the financial year 2025. Supervision and advice to the Board of Directors are conveyed through the Board of Commissioners' advice, recommendations and decrees. The following are the meeting resolutions:

Tanggal Date	Agenda Rapat Meeting Agenda	Keputusan Hasil Rapat Dekom Board of Commissioners Meeting Resolutions	Lokasi Venue
7-Jan-2025	Persetujuan Penandatanganan Conditional Sales and Purchase Agreement for Kangean and Gebang Transactions. Approval of the Conditional Sales and Purchase Agreement for Kangean and Gebang Transactions Signing.	Menyetujui Tindakan Direksi untuk Menandatangani Conditional Sales and Purchase Agreement for Kangean and Gebang Transactions. Approved the Conditional Sales and Purchase Agreement for Kangean and Gebang Transactions Signing.	Ruang Rapat Bakrie Tower Lantai 32
18-Mar-2025	Penunjukan Salah Satu Anggota Dewan Komisaris untuk Menandatangani Surat Pernyataan Kesanggupan Membayar Ganti Rugi terkait WK Malacca Strait. Appointment of one member of the Board of Commissioners to sign the Statement of Undertaking to Pay Compensation related to the Malacca Strait Working Area (WK Malacca Strait).	Menyetujui penunjukan Salah Satu Anggota Dewan Komisaris untuk Menandatangani Surat Pernyataan Kesanggupan Membayar Ganti Rugi terkait WK Malacca Strait. Approved the appointment of one member of the Board of Commissioners to sign the Statement of Undertaking to Pay Compensation related to the Malacca Strait Working Area (WK Malacca Strait).	Virtual Meeting (Zoom)
21-Mar-2025	Persetujuan atas Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024. Approval of the Consolidated Financial Statements for the year ended 31 December 2024.	Menyetujui Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024. Approved the Consolidated Financial Statements for the year ended 31 December 2024.	Virtual Meeting (Zoom)
30-Apr-2025	Persetujuan atas Laporan Keuangan Konsolidasian untuk periode tiga bulan yang berakhir pada tanggal 31 Maret 2025. Approval of the Consolidated Financial Statements for the three-month period ended 31 March 2025.	Menyetujui Laporan Keuangan Konsolidasian untuk periode tiga bulan yang berakhir pada tanggal 31 Maret 2025. Approved the Consolidated Financial Statements for the three month period ended 31 March 2025.	Virtual Meeting (Zoom)
04-Jun-25	Persetujuan Dokumen Pedoman Tata Kelola Perusahaan Yang Baik (GCG) dan Pedoman Etika Usaha dan Tata Perilaku Perseroan Edisi tahun 2025. Approval of the 2025 Edition of the Good Corporate Governance (GCG) Guidelines and the Company's Code of Business Ethics and Conduct.	Menyetujui Dokumen Pedoman Tata Kelola Perusahaan Yang Baik (GCG) dan Pedoman Etika Usaha dan Tata Perilaku Perseroan Edisi tahun 2025. Approved the 2025 Edition of the Good Corporate Governance (GCG) Guidelines and the Company's Code of Business Ethics and Conduct.	Virtual Meeting (Zoom)
28-Aug-25	Persetujuan Penawaran Minyak Mentah Lalang kepada TIS Petroleum (Asia) Pte. Ltd. dan PT Kilang Pertamina Internasional untuk periode 1 Januari 2026 – 31 Desember 2026. Approval of the Lalang Crude Oil Offering to TIS Petroleum (Asia) Pte. Ltd. and PT Kilang Pertamina Internasional for the period 1 January 2026 – 31 December 2026.	Menyetujui Penawaran Minyak Mentah Lalang kepada TIS Petroleum (Asia) Pte. Ltd. dan PT Kilang Pertamina Internasional untuk periode 1 Januari 2026 – 31 Desember 2026. Approved the Lalang Crude Oil Offering to TIS Petroleum (Asia) Pte. Ltd. and PT Kilang Pertamina Internasional for the period 1 January 2026 – 31 December 2026.	Virtual Meeting (Zoom)
10-Sep-25	Tinjauan Implementasi Sistem Anti Penyuapan (SMAP) di Perseroan. Review of the Implementation of the Anti Bribery Management System (ABMS) in the Company.	Menyetujui Implementasi Sistem Anti Penyuapan (SMAP) di Perseroan. Approved the implementation of the Anti Bribery Management System (ABMS) in the Company.	Virtual Meeting (Zoom)

05-Nov-25	Pemaparan Komite Audit kepada Dewan Komisaris Perseroan mengenai: a. Pemaparan Rencana Kerja Komite Audit Tahun 2025; b. Pemaparan hasil update Komite Audit tahun 2025; c. Pembahasan penguatan pengendalian internal dan *internal control over financial reporting*; d. Review audit eksternal, audit internal dan kepatuhan; dan e. pemaparan transformasi proses keuangan dan ICT. Presentation by the Audit Committee to the Company's Board of Commissioners regarding: a. Presentation of the Audit Committee Work Plan for 2025; b. Presentation of the 2025 Audit Committee update results; c. Discussion on strengthening internal control and internal control over financial reporting; d. Review of external audit, internal audit, and compliance; and e. Presentation on the transformation of financial and ICT processes.	Menyetujui pemaparan Komite Audit kepada Dewan Komisaris Perseroan mengenai: a. Pemaparan Rencana Kerja Komite Audit Tahun 2025; b. Pemaparan hasil update Komite Audit tahun 2025; c. Pembahasan penguatan pengendalian internal dan internal control over financial reporting; d. Review audit eksternal, audit internal dan kepatuhan; dan e. pemaparan transformasi proses keuangan dan ICT. Approved the presentation by the Audit Committee to the Company's Board of Commissioners regarding: a. Presentation of the Audit Committee Work Plan for 2025; b. Presentation of the 2025 Audit Committee update results; c. Discussion on strengthening internal control and internal control over financial reporting; d. Review of external audit, internal audit, and compliance; and e. Presentation on the transformation of financial and ICT processes.	Virtual Meeting (Zoom)

Program Orientasi dan Peningkatan Kompetensi

Setiap anggota Dewan Komisaris sudah mengikuti Program Pengenalan dan Pelatihan yang telah diatur di dalam *Board Manual* (Pedoman Kerja Dewan Komisaris dan Direksi) Perseroan.

Pada tahun 2025, Perusahaan tidak melakukan pelatihan dan/atau pendidikan bagi Dewan Komisaris Perusahaan.

Penilaian (*Self Assessment*) Dewan Komisaris

Kinerja Dewan Komisaris dinilai berdasarkan pelaksanaan tugas dan tanggung jawabnya yakni pelaksanaan tugas pengawasan atas kebijakan pengurusan jalannya perusahaan dan pemberian nasihat serta rekomendasi kepada Direksi untuk kepentingan dan tujuan Perseroan serta pelaksanaan tugas yang secara khusus diberikan kepadanya berdasarkan Anggaran Dasar dan peraturan pasar modal. Pemegang saham juga memberikan penilaian atas pencapaian pelaksanaan tugas dan tanggung jawab Dewan Komisaris dan Direksi melalui RUPST.

Ketentuan Komisaris Independen

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau Pemegang Saham pengendali atau dengan Perseroan yang mungkin menghalangi atau menghambat

Competency Orientation & Improvement Program

Each member of the Board of Commissioners has completed the Introduction and Training Program as specified in the Company's Board Manual (Working Guidelines for the Board of Commissioners and Board of Directors).

In 2025, the Company did not conduct training and/or education for its Board of Commissioners of the Company.

Board of Commissioners Self Assessment

The Board of Commissioners performance is evaluated on the basis of its performance in carrying out its duties & responsibilities, which include carrying out supervisory duties over the Company's management policy, providing advice and recommendations to the Board of Directors regarding the Company's interests and objectives and carrying out tasks specifically assigned to it under the Articles of Association and capital market regulations. Shareholders also provide feedback on the Board of Commissioners and Board of Directors' performance in carrying out their duties and responsibilities through the AGMS.

Terms of Reference for the Independent Commissioner

An Independent Commissioner is a member of the Board of Commissioners who does not have a financial, management, shares ownership and/or family relationship with any member of the Board of Commissioners, the Board of Directors and/or controlling Shareholders or with the Company, which could obstruct or impair its ability to act

posisinya untuk bertindak independen sesuai dengan prinsip-prinsip GCG. Keberadaan Komisaris Independen dalam Perseroan bertujuan untuk menciptakan suasana kerja yang adil dan objektif.

Persyaratan dan Kriteria Komisaris Independen

Ketentuan khusus bagi Komisaris Independen adalah:

- Komisaris Independen yang telah menjabat 2 (dua) periode masa jabatan dapat diangkat kembali dengan menyatakan dirinya tetap independen kepada RUPS.
- Pernyataan independensi tersebut juga diungkapkan pada Laporan Tahunan.
- Dalam hal Komisaris Independen menjabat sebagai anggota Komite Audit, maka Komisaris Independen yang bersangkutan hanya dapat diangkat kembali sebagai anggota Komite Audit untuk 1 (satu) periode masa jabatan Komite Audit berikutnya.

Pernyataan Independensi Bagi Komisaris

Komisaris Independen telah membuat surat pernyataan independensi yang berisi pernyataan-pernyataan berikut:

- Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya;
- Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
- Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan; dan
- Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Pernyataan Komisaris Independen yang Menjabat Lebih dari Dua Kali

Ibu Gita R. Sjahrir merupakan Komisaris Independen yang telah menjabat lebih dari 2 (dua) periode dengan tetap memegang ketentuan independensi komisaris yang tertuang dalam peraturan perundang-undangan yang berlaku.

Komite di Bawah Dewan Komisaris

Dalam pelaksanaan tugasnya, Dewan Komisaris dibantu oleh sejumlah komite yang bertanggungjawab terhadap Dewan Komisaris yakni Komite Audit, Komite Afiliasi dan Benturan Kepentingan, Komite *Good Corporate Governance*

independently in accordance with the GCG principles. The Company's establishment of Independent Commissioners aims to establish a fair and objective work environment.

Requirements and Criteria for Independent Commissioner

Specific provisions for Independent Commissioners are:

- Independent Commissioners who have served 2 (two) terms of office may be reappointed by declaring themselves to remain independent to the GMS.
- The declaration of independence is also disclosed in the Annual Report.
- In the event that the Independent Commissioner serves as an Audit Committee member, the relevant Independent Commissioner may only be reappointed as an Audit Committee member for the next 1 (one) term of office of the Audit Committee

Commissioners' Statement of Independence

The Independent Commissioner has made an Independence statement containing the following statements:

- Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for reappointment as Independent Commissioner of the Company in the next period;
- Not own shares either directly or indirectly in the Company;
- Have no affiliation with the Company, members of the Board of Commissioners, the Board of Directors, or principal shareholders of the Company; and
- Have no business relationship either directly or indirectly related to the Company's business activities.

Statement of an Independent Commissioner Who Served More Than Twice

Mrs. Gita R. Sjahrir is an Independent Commissioner who has served for more than 2 (two) periods while maintaining the provisions of commissioner independence as stipulated on the applicable laws and regulations.

Committee Under the Board of Commissioners

The Board of Commissioners is assisted in carrying out its duties by a number of committees, including the Audit Committee, the Affilated and Conflict of Interest Committee, the Supervisory and Compliance Committee

(GCG), serta Komite Nominasi dan Remunerasi.

Pengunduran Diri Dewan Komisaris

Apabila dalam menjalankan tugasnya, anggota Dewan Komisaris terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perseroan mengacu pada ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Remunerasi Dewan Komisaris

Penetapan remunerasi bagi Dewan Komisaris dan Direksi dilakukan pada tanggal 2 Juni 2025 dengan total sebesar Rp2.820.000.000,00 (dua miliar delapan ratus dua puluh juta Rupiah) net per bulan. Selanjutnya, melalui Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada tanggal 20 Agustus 2025, dilakukan penyesuaian remunerasi seiring dengan penambahan satu orang anggota Direksi, sehingga total remunerasi Dewan Komisaris dan Direksi menjadi sebesar Rp3.340.000.000 (tiga miliar tiga ratus empat puluh juta Rupiah) net per bulan. Dewan Komisaris tidak menerima bonus kinerja maupun bonus non-kinerja.

Remunerasi Bentuk Opsi Saham

Perusahaan tidak memberikan remunerasi dalam bentuk opsi saham kepada Dewan Komisaris.

Kebijakan Keberagaman Komposisi Dewan Komisaris dan Direksi

Perseroan meyakini bahwa keberagaman dalam komposisi Dewan Komisaris dan Direksi merupakan faktor penting dalam menciptakan efektivitas pengawasan dan pengambilan keputusan strategis yang objektif, inovatif, serta berkelanjutan. Oleh karena itu, Perseroan menerapkan kebijakan keberagaman berdasarkan prinsip kesetaraan, kompetensi, dan profesionalisme tanpa membedakan latar belakang suku, agama, ras, gender, maupun golongan tertentu.

Kebijakan keberagaman ini mencakup aspek-aspek utama seperti latar belakang keahlian, pengalaman kerja, usia, pendidikan, serta independensi. Perseroan berupaya untuk menyeimbangkan komposisi Dewan Komisaris dan Direksi agar mencerminkan kombinasi kemampuan teknis di bidang keuangan, hukum, operasional, energi, dan manajemen risiko, serta pemahaman mendalam terhadap industri minyak dan gas bumi.

and the Good Corporate Governance (GCG) Committee and the Nomination and Remuneration Committee.

Resignation of the Board of Commissioners

If in carrying out their duties, members of the Board of Commissioners are involved in financial crimes, then the follow-up actions taken by the Company refer to the provisions in the Company's Articles of Association and applicable laws and regulations.

Remuneration of the Board of Commissioners

The remuneration for the Board of Commissioners and the Board of Directors was determined on 2 June 2025 with a total amount of Rp2,820,000,000 (two billion eight hundred twenty million Rupiah) net per month. Subsequently, through the Extraordinary General Meeting of Shareholders (EGMS) on 20 August 2025, a remuneration adjustment was made in line with the addition of one member of the Board of Directors, resulting in the total remuneration of the Board of Commissioners and the Board of Directors becoming Rp3,340,000,000 (three billion three hundred forty million Rupiah) net per month. The Board of Commissioners did not receive any performance bonuses or non-performance bonuses.

Remuneration in the Form of Stock Options

The Company does not compensate the Board of Commissioners with stock options.

Policy on Diversity in the Composition of the Board of Commissioners and Directors

The Company believes that diversity in the composition of the Board of Commissioners and the Board of Directors is an important factor in creating effective oversight and strategic decision-making that is objective, innovative, and sustainable. Therefore, the Company implements a diversity policy based on the principles of equality, competence, and professionalism without distinguishing ethnic background, religion, race, gender, or any particular group.

This diversity policy covers key aspects such as professional expertise, work experience, age, education, and independence. The Company strives to balance the composition of the Board of Commissioners and the Board of Directors to reflect a combination of technical capabilities in finance, law, operations, energy, and risk management, as well as a deep understanding of the oil and gas industry.

Dalam proses nominasi dan pengangkatan anggota Dewan Komisaris dan Direksi, Perseroan berpedoman pada peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, dan rekomendasi dari Komite Nominasi dan Remunerasi. Proses tersebut mempertimbangkan keberagaman latar belakang dan keahlian guna memastikan adanya sinergi serta keseimbangan antara kemampuan strategis, pengawasan, dan pengelolaan operasional.

Hingga akhir tahun 2025, komposisi Dewan Komisaris dan Direksi Perseroan telah mencerminkan penerapan prinsip keberagaman tersebut, di mana setiap anggota memiliki latar belakang pendidikan dan pengalaman yang beragam, baik di sektor energi, keuangan, hukum, maupun tata kelola perusahaan. Perseroan akan terus mempertahankan dan memperkuat kebijakan keberagaman ini guna mendukung tercapainya tata kelola perusahaan yang baik (Good Corporate Governance) dan kinerja yang berkelanjutan.

Menimbang hal tersebut, Perseroan akan membutuhkan beragam kompetensi dan keahlian pada level manajemen, khususnya pada Dewan Komisaris dan Direksi agar senantiasa dapat menjawab tantangan dunia usaha dengan kebijakan-kebijakan strategisnya. Penjelasan keberagaman komposisi Dewan Komisaris dan Direksi dapat diketahui pada Bab Profil Perusahaan di Laporan Tahunan ini.

In the nomination and appointment process of members of the Board of Commissioners and the Board of Directors, the Company adheres to the applicable laws and regulations, the Company's Articles of Association, and the recommendations of the Nomination and Remuneration Committee. The process takes into account diversity in background and expertise to ensure synergy and balance between strategic capability, oversight, and operational management.

As of the end of 2025, the composition of the Company's Board of Commissioners and the Board of Directors reflects the implementation of these diversity principles, where each member has diverse educational and professional backgrounds, including the energy, finance, legal, and corporate governance sectors. The Company will continue to maintain and strengthen this diversity policy to support the achievement of Good Corporate Governance (GCG) and sustainable performance.

Considering the above, the Company requires diverse competencies and expertise at the management level, particularly within the Board of Commissioners and the Board of Directors, to continuously address business challenges through strategic policies. An explanation of the diversity in the composition of the Board of Commissioners and the Board of Directors can be found in the Company Profile chapter of this Annual Report.





DIREKSI

Direksi adalah organ perusahaan yang secara umum bertugas mengelola perusahaan untuk kepentingan dan tujuan perusahaan berdasarkan ketentuan dalam POJK No. 33 / 2014. Direksi secara umum memiliki tanggung jawab penuh terhadap pengelolaan Perseroan sesuai Anggaran Dasar Perseroan dan menjamin terlaksananya prinsip-prinsip GCG.

Direksi mempunyai tugas menyusun kebijakan umum dan menyusun kebijakan strategis, serta menjalankan seluruh tugasnya dengan itikad baik dan penuh tanggung jawab untuk sepenuhnya kepentingan Perseroan. Untuk menopang tugasnya tersebut, Direksi berkewajiban melakukan konsultasi dengan Dewan Komisaris sebelum mengambil keputusan strategis seperti antara lain: meminjam dana, menjual aset Perseroan dan membayar dividen dan bonus. Pengangkatan dan pemberhentian anggota direksi Perseroan tetap dilakukan melalui mekanisme Rapat Umum Pemegang Saham (RUPS) sesuai UU No. 40 Tahun 2007 tentang Perseroan Terbatas. Anggota Direksi ditunjuk dan diangkat sesuai kebutuhan Perseroan menurut kualifikasi dan pengalaman kerja yang dimiliki untuk divisi yang akan dipimpinnya.

Dasar Hukum

Pembentukan dan penunjukan Direksi EMP didasarkan pada beberapa ketentuan sebagai berikut:

- Undang - Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
- Peraturan Otoritas Jasa Keuangan No. 33 / POJK.04 / 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
- Anggaran Dasar Perseroan;

BOARD OF DIRECTORS

The Board of Directors is an organ of the Company that is generally responsible for managing the Company for the benefit and purposes of the Company according to the provisions of POJK No. 33 / 2014. In general, the Board of Directors is fully responsible for the management of the Company in accordance with its Articles of Association and for ensuring compliance with GCG principles.

The Board of Directors is responsible for developing general policies and strategic policies, as well as for carrying out all of its duties in good faith and with full accountability for the Company's best interests. To carry out its responsibilities, the Board of Directors is required to consult with the Board of Commissioners prior to making strategic decisions such as borrowing money, selling the Company's assets, paying dividends and bonuses. Members of the Company's Board of Directors are still appointed and dismissed through the GMS, as required by Law No. 40 of 2007 on Limited Liability Company. Members of the Board of Directors are appointed and removed based on the Company's needs and the qualifications and work experience required to lead the division.

Legal Basis

The establishment and appointment of the EMP Board of Directors is based on the following provisions:

- Law No. 40 Year 2007 regarding Limited Liability Companies;
- Financial Services Authority Regulation No. 33 / POJK.04 / 2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies;
- Company's Articles of Association;

Pedoman dan Tata Tertib Kerja Direksi

Dalam rangka mendukung dan memudahkan Direksi untuk menjalankan fungsi, tugas dan tanggung jawabnya, Perseroan telah memiliki *Board Manual* atau Pedoman Kerja yang disusun sesuai dengan peraturan perundang-undangan dan ketentuan di Anggaran Dasar yang berlaku.

Board Manual (Pedoman Kerja) mengatur mengenai hal-hal Direksi sebagai berikut:

- Persyaratan, Tugas, Wewenang dan Kewajiban.
- Susunan dan Pembagian Kerja.
- Tata cara penyelenggaraan rapat.
- Pengunduran Diri dan Pemberhentian Sementara.
- *Self-Assessment* untuk Menilai Kinerja.

Tugas dan Tanggung Jawab Direksi

Mengacu pada Anggaran Dasar Perseroan serta peraturan yang berlaku, Direksi bertugas untuk mengatur, mengurus, serta mengelola Perseroan. Setiap anggota Direksi wajib menunjukkan loyalitas dan profesionalisme dalam menjalankan perannya dan memiliki niat baik dalam tugas mengelola Perseroan untuk sepenuhnya kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan. Direksi mempunyai tugas dan tanggung jawab sebagai berikut:

Guidelines and Working Procedures for the Board of Directors

To assist and facilitate the Board of Directors in carrying out their functions, duties and responsibilities, the Company already has a Board Manual or Work Guidelines in place that has been prepared in accordance with applicable laws and regulations and the Articles of Association.

The Board Manual governs the following related Board of Directors matters:

- Requirements, Duties, Authorities and Obligations.
- Composition and work division.
- Meeting's procedure.
- Resignation and Temporary Dismissal
- Self-Assessment to Assess the Performance

The Board of Directors' Duties and Responsibilities

The Board of Directors is in charge with regulating, operatingand managing the Company in accordance with the Company's Articles of Association and applicable regulations. Each member of the Board of Directors shall act with integrity and professionalism in carrying out his or her duties and shall have the best interests when managing the Company in accordance with the Company's purposes and objectives. The following are the duties and responsibilities of the Board of Directors:

1. **Memimpin serta menentukan arah kebijakan dan strategi Perseroan secara keseluruhan, sesuai dengan maksud dan tujuan Perseroan.**
   Lead and determine the direction of the Company's policies and strategies as a whole, in accordance with the aims and objectives of the Company.
2. **Memastikan seluruh rencana dan kegiatan Perseroan telah sesuai dengan tujuan Perseroan.**
   Ensure that all plans and activities of the Company are in accordance with the objectives of the Company.
3. **Mengangkat, memberikan penghargaan, memberikan sanksi dan memberhentikan karyawan sesuai dengan peraturan kepegawaian Perseroan.**
   Appoint, impose award and sanctions, and terminate employees in accordance with the Company's employment regulations.
4. **Mengkaji situasi pasar dan ekonomi guna menentukan strategi Perseroan serta merencanakan kegiatan usaha yang selalu dapat meningkatkan daya saing Perseroan.**
   Review the market and economic situation in order to determine the Company's strategy and plan business activities that can always improve the Company's
5. **Mengidentifikasi dan mengelola risiko utama yang mempengaruhi Perseroan.**
   Identify and manage the main risks that affect the Company.
6. **Memimpin dan mengawasi keseluruhan kegiatan operasional Perseroan sehari-hari.**
   Lead and supervise the entire daily operational activities of the Company.
7. **Menindaklanjuti temuan audit dan rekomendasi dari unit kerja Audit Internal Perseroan, auditor eksternal, hasil pengawasan OJK dan / atau hasil pengawasan dari otoritas lain**
   Follow-up on audit findings and recommendations from the Company's Internal Audit work unit, external auditors, results of OJK supervision and / or results of supervision from other authorities.

Program Orientasi dan Peningkatan Kompetensi

Setiap anggota Direksi sudah mengikuti Program Pengenalan dan Pelatihan yang telah diatur di dalam *Board Manual* (Pedoman Kerja Dewan Komisaris dan Direksi) Perseroan. Pada tahun 2025, Direksi mengikuti beberapa pelatihan untuk meningkatkan kompetensi.

Competency Orientation & Improvement Program

Each member of the Board of Directors has completed the Introduction and Training Program as specified in the Company's Board Manual (Working Guidelines for the Board of Commissioners and Board of Directors). In 2025, the Board of Directors participated in several training for competency improvement.

Rincian Tugas dan Tanggung Jawab Tiap Anggota Direksi

Direksi Perseroan terdiri atas 7 (tujuh) orang. Komposisi Direksi terdiri 1 (satu) orang Direktur Utama, 1 (satu) orang Wakil Direktur Utama dan 5 (lima) orang Direktur. Berikut rincian tugas dan tanggung jawab masing-masing anggota Direksi:

Details of Duties & Responsibilities of Each Member of the Board of Directors

The Board of Directors of the Company consists of 7 (seven) people. The composition of the Board of Directors consists of 1 (one) President Director, 1 (one) Vice President Director and 5 (five) Directors. The following are the details of duties and responsibilities of each member of the Board of Directors:

Jabatan & Nama Position & Name	**Tugas dan Tanggung Jawab**	Duties and Responsibilities
Direktur Utama President Director (Syailendra S. Bakrie)	Mengimplementasikan visi dan misi Perseroan yang sudah ditetapkan secara kolegial.	Implementing the Company's vision and mission that has been collegially determined.
	Mengarahkan dan mengintegrasikan operasional seluruh jajaran tertinggi dan fungsi bisnis dalam Perseroan untuk memastikan bahwa semua sumber daya digunakan, disesuaikan dan digerakkan untuk memenuhi tingkat hasil keuntungan serta sasaran maupun target perusahaan yang disetujui.	Directing and integrating the operations of all the highest levels and business functions within the Company to ensure that all resources are used, adjusted and mobilized to meet the level of profit yields as well as the agreed targets and targets of the Company.
	Menetapkan falsafah operasional serta standar tata kelola perusahaan dan memimpin seluruh operasional organisasi untuk menuju Tata Kelola Perusahaan Yang Baik.	Establishing operational philosophy and corporate governance standards and leading all organizational operations towards Good Corporate Governance.
	Mengawasi pengembangan dan implementasi sistem manajemen bisnis dengan kualitas standar nasional maupun internasional bagi pencapaian tujuan-tujuan strategis.	Supervising the development and implementation of business management systems with national and international quality standards for the achievement of strategic goals.
	Mengembangkan nilai-nilai dasar perusahaan dan menjadi penggerak utama budaya sadar risiko serta budaya K3LL sehingga diharapkan budaya kerja GCG dapat terbentuk dan menjadi modal dasar perusahan untuk maju berkembang berkelas internasional.	Developing the Company's basic values and becoming the main driver of a risk-aware culture and HSE culture so that it is hoped that a GCG work culture can be formed and becoming the Company's basic capital to move forward and develop internationally.
	Mengidentifikasi potensi bisnis dan bisnis baru, terkait atau tidak terkait dengan bisnis saat ini melalui kemitraan strategis dengan pihak terkait dan dilaksanakan oleh Direktur terkait, sehingga Perseroan dapat mengajukan usulan bisnis baru untuk dijalankan guna menjaga kesinambungan Perseroan.	Identifying potential new businesses and businesses, related or unrelated to the current business through strategic partnerships with related parties and implemented by the relevant Directors, so that the Company can submit new business proposals in order to maintain the sustainability of the Company.
	Menetapkan arah masa depan dan memastikan semua persyaratan organisasi (struktur organisasi, proses kepemimpinan manajerial, mekanisme penghargaan, kemampuan masa depan dan kumpulan talenta) tersedia untuk mendukung pencapaian strategi sumber daya manusia dan jalur kepemimpinan dapat disumbangkan.	Establishing future direction and ensuring all organizational requirements (organizational structure, managerial leadership processes, reward mechanisms, future capabilities and talent pool) are in place to support the achievement of human resource strategy and leadership pathways can be contributed.
	Memandu pengembangan dan implementasi strategi dan infrastruktur K3LL serta kualitasnya untuk mendukung pencapaian kinerja bisnis Perseroan dan memastikan kesesuaian K3LL dengan persyaratan Pemerintah.	Guiding the development and implementation of HSE strategy and infrastructure as well as its quality to support the achievement of the Company's business performance and ensure HSE conformity with Government requirements.
	Memimpin, mengembangkan dan mengelola seluruh bawahan langsung dan lingkungan kerjanya guna memungkinkan seluruh staf secara perorangan atau bersama-sama dapat mencapai hasil kinerja yang disepakati.	Leading, developing and managing all direct subordinates and their work environment to enable all staff individually or collectively to achieve agreed performance results.

Jabatan & Nama Position & Name	Tugas dan Tanggung Jawab	Duties and Responsibilities
Wakil Direktur Utama Vice President Director (Edoardus Ardianto)	Membantu Direktur Utama dalam melaksanakan tugasnya, melaksanakan fungsi corporate finance, treasury, accounting, reporting, tax, economic planning dan commercial serta mengelola penggunaan dana untuk mendukung seluruh aktivitas operasional sesuai visi dan misi Perusahaan.	Assisting the President Director in carrying out his duties, carrying out the functions of corporate finance, treasury, accounting, reporting, tax, economic planning, and commercial as well as managing the use of funds to support all operational activities in accordance with the vision and mission of the Company.
Direktur Director (Adinda A. Bakrie)	Memimpin dan mengoordinasikan fungsi business development Perusahaan, termasuk termasuk new venture & partnership dan asset development Perseroan dalam mendorong ekspansi usaha, pengembangan portofolio aset, dan penciptaan nilai jangka panjang bagi Perusahaan sesuai visi dan misi Perusahaan.	Lead and coordinate the Company's Business Development function, including new venture & partnership and asset developmention of the Company in order to drive business expansion, develop the asset portfolio, and create long-term value for the Company in line with the Company's vision and mission.
Direktur Director (Edi Sutriono)	Menetapkan peringkat proyek Perusahaan, memberikan rekomendasi teknis dan operasional sesuai target dan visi misi Perusahaan, melaksanakan proyek dengan biaya yang efektif, aman, kelestarian lingkungan, tepat waktu dan memenuhi praktik standar industri minyak dan gas, serta mendorong pengembangan bisnis untuk mempercepat pertumbuhan Perusahaan.	Establish the Company's project ranking, provide technical and operational recommendations in accordance with the Company's targets and vision and mission, implement projects in a cost-effective, safe, environmental sustainability , timely manner and meet the standard practices of the oil and gas industry, as well as encourage business development to accelerate the Company's growth.
Direktur Director (Tri Firmanto)	Memimpin pelaksanaan *operational excellence* di operating unit Aset Region B Perseroan (Blok: Bentu, Korinci Baru, Tonga, South CPP, Kampar, Kangean dan Sengkang) dalam pencapaian sasaran strategis jangka pendek, menengah atau jangka panjang.	Lead the implementation of operational excellence in the operating units of the Company's Region B Assets (Blocks: Bentu, Korinci Baru, Tonga, South CPP, Kampar, Kangean and Sengkang) in achieving short, medium or long-term strategic goals.
Direktur Director (Kelik R. Suharya)	Memimpin pelaksanaan *operational excellence* di operating unit Aset Region A Perseroan (Blok: Malacca, WK 'B', Bireun Sigli, Buzi, Siak) dan (*Operated by others*: Gebang), dalam pencapaian sasaran strategis jangka pendek, menengah atau jangka panjang	Lead the implementation of operational excellence in the operating unit of the Company's Region A Assets (Block: Malacca, WK 'B', Bireun Sigli, Buzi, Siak) and (Operated by others: Gebang) in achieving short, medium or long term strategic goals.
Direktur Director (Riri H. Harahap)	Menjalankan fungsi Sekretaris Perusahaan, fungsi hukum, *risk management*, sumber daya manusia dan *internal control*, memastikan kepatuhan Perusahaan serta anak Perusahaannya terhadap peraturan perundang-undangan Migas, pasar modal dan ketentuan hukum terkait lainnya	Carrying out the functions of Corporate Secretary, legal function, risk management, human resources, and internal control, ensuring the Company's and its subsidiaries' compliance with oil and gas laws and regulations, capital markets and other relevant legal provisions.

Susunan dan Komposisi Direksi

Susunan Direksi Perseroan per 31 Desember 2025 terdiri dari seorang Direktur Utama, seorang Wakil Direktur Utama dan 5 (lima) orang Direktur.

Composition of the Board of Directors

The Composition of the Company's Board of Directors as of 31 December 2025 consists of a President Director, a Vice President Director and 5 (five) Directors.

Jabatan Position	Nama Name	Dasar Pengangkatan Basis of Appointment
Direktur Utama President Director	Syailendra S. Bakrie	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024
Wakil Direktur Utama Vice President Director	Edoardus Ardianto	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024
Direktur Director	Adinda A. Bakrie	Akta Berita Acara RUPS Luar Biasa No. 124 Tanggal 20 Agustus 2025 Deed of Minutes of EGMS No. 124 dated August 20th, 2025
Direktur Director	Edi Sutriono	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024
Direktur Director	Tri Firmanto	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024
Direktur Director	Kelik R. Suharya	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024
Direktur Director	Riri H. Harahap	Akta Berita Acara RUPS Tahunan No. 222 Tanggal 26 Juni 2024 Deed of Minutes of AGMS No. 222 dated June 26th, 2024

Rapat Direksi

Direksi wajib mengadakan rapat berkala bersama paling sedikit 1 (satu) kali dalam 1 (satu) bulan. Rapat Direksi pada 2025 membahas materi seputar strategi-strategi, risiko, permasalahan dan solusinya, serta hal-hal penting lainnya yang berkaitan dengan Perseroan.

Mengacu pada POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, Direksi wajib menyelenggarakan rapat Direksi secara berkala paling sedikit 1 (satu) kali dalam sebulan serta rapat bersama Dewan Komisaris paling sedikit 1 (satu) kali dalam 4 (empat) bulan. Pada tahun 2025, rapat Direksi difokuskan pada pembahasan agenda strategis yang meliputi perumusan strategi usaha, pengelolaan risiko, identifikasi permasalahan beserta solusi, serta isu-isu penting lainnya yang berkaitan dengan Perseroan.

Frekuensi Rapat dan Tingkat Kehadiran Direksi

Pada tahun 2025, Direksi Perseroan telah menyelenggarakan rapat sebanyak 13 (tiga belas) kali, dengan tingkat kehadiran Direksi dalam rapat sebagai berikut:

Board of Directors Meeting

The Board of Directors shall hold periodic meetings at least once in 1 (one) month. The Board of Directors Meeting in 2025 discussed materials about its strategies, risks, problems and solutions, as well as other important matters related to the Company.

Referring to POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, the Board of Directors is required to hold Board meetings periodically at least 1 (one) time per month, as well as joint meetings with the Board of Commissioners at least 1 (one) time every 4 (four) months. In 2025, the Board of Directors' meetings were focused on discussing strategic agendas, including the formulation of business strategies, risk management, identification of issues along with their solutions, and other important matters related to the Company.

Meeting Frequency and Attendance Rate of the Board of Directors

In 2025, the Board of Directors of the Company has held 13 (thirteen) meetings, with the level of attendance of the Board of Directors in the meeting as follows:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Syailendra S. Bakrie	13	13	100%
Edoardus Ardianto	13	13	100%
Adinda A. Bakrie*	5	5	100%
Edi Sutriono	13	13	100%
Tri Firmanto	13	13	100%
Kelik R. Suharya	13	13	100%
Riri H. Harahap	12	13	100%

* Mulai menjabat sejak Agustus 2025
Served from August 2025

Hasil Rapat Direksi

Dalam melakukan aktivitas operasional Perusahaan, Direksi melaksanakan rapat dengan hasil sebagai berikut:

Board of Director Meeting Results

In carrying out operational activities, the results of the Board of Directors meeting are as follows:

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Keputusan Rapat Meeting Resolutions	Lokasi Venue
1.	2 Januari 2025	Penyampaian Informasi atas Amandemen Perjanjian Operasi Bersama Penggunaan Sementara atas Fasilitas Terminal Lalang yang Dioperasikan oleh PT Imbang Tata Alam antara PT Imbang Tata Alam dengan PT Bumi Siak Pusako.	Menerima penyampaian informasi atas Amandemen Perjanjian Operasi Bersama Penggunaan Sementara atas Fasilitas Terminal Lalang yang Dioperasikan oleh PT Imbang Tata Alam antara PT Imbang Tata Alam dengan PT Bumi Siak Pusako.	Virtual Meeting (Zoom)
	2 January 2025	Dissemination of Information Regarding the Amendment to the Joint Operation Agreement for the Temporary Use of the Lalang Terminal Facilities Operated by PT Imbang Tata Alam between PT Imbang Tata Alam and PT Bumi Siak Pusako.	Accepted the information regarding the Amendment to the Joint Operation Agreement for the Temporary Use of the Lalang Terminal Facilities Operated by PT Imbang Tata Alam between PT Imbang Tata Alam and PT Bumi Siak Pusako.	
2	21 Februari 2025	Persetujuan atas Alokasi dan Harga Gas dari Wilayah Kerja Bentu untuk PT Perusahaan Gas Negara Tbk dan/atau afiliasinya.	Menyetujui Alokasi dan Harga Gas dari Wilayah Kerja Bentu untuk PT Perusahaan Gas Negara Tbk dan/atau afiliasinya.	Virtual Meeting (Zoom)
	21 February 2025	Approval of the Gas Allocation and Price from the Bentu Working Area for PT Perusahaan Gas Negara Tbk and/or its affiliates.	Approved the Gas Allocation and Price from the Bentu Working Area for PT Perusahaan Gas Negara Tbk and/or its affiliates.	
3	20 Maret 2025	Persetujuan atas Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024.	Menyetujui Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024.	Virtual Meeting (Zoom)
	20 March 2025	Approval of the Consolidated Financial Statements for the year ended 31 December 2024.	Approved the Consolidated Financial Statements for the year ended 31 December 2024.	
4	15 April 2025	Persetujuan atas Pengalihan Partisipasi Interes pada Wilayah Kerja Malacca Strait di Provinsi Riau.	Menyetujui pengalihan Partisipasi Interes pada Wilayah Kerja Malacca Strait di Provinsi Riau.	Virtual Meeting (Zoom)
	15 April 2025	Approval of the Transfer of Participating Interest in the Malacca Strait Working Area in Riau Province.	Approved the Transfer of Participating Interest in the Malacca Strait Working Area in Riau Province.	
5	29 April 2025	Persetujuan atas Laporan Keuangan Konsolidasian untuk periode tiga bulan yang berakhir pada tanggal 31 Maret 2025	Menyetujui Laporan Keuangan Konsolidasian untuk periode tiga bulan yang berakhir pada tanggal 31 Maret 2025	Virtual Meeting (Zoom)
	29 April 2025	Approval of the Consolidated Financial Statements for the three-month period ended 31 March 2025.	Approved the Consolidated Financial Statements for the three month period ended 31 March 2025.	
6	19 Mei 2025	Persetujuan atas penjualan saham THP di EMP Gebang kepada JAPEX dan Persetujuan pembelian seluruh saham JAPEX di EMP Inc.	Menyetujui penjualan saham THP di EMP Gebang kepada JAPEX dan Persetujuan pembelian seluruh saham JAPEX di EMP Inc.	Virtual Meeting (Zoom)
	19 May 2025	Approval of the sale of THP shares in EMP Gebang to JAPEX and the approval of the purchase of all JAPEX shares in EMP Inc.	Approved the sale of THP shares in EMP Gebang to JAPEX and the approval of the purchase of all JAPEX shares in EMP Inc.	
7	2 Juni 2025	Persetujuan Dokumen Pedoman Tata Kelola Perusahaan Yang Baik (GCG) dan Pedoman Etika Usaha dan Tata Perilaku Perseroan Edisi tahun 2025.	Menyetujui dokumen Pedoman Tata Kelola Perusahaan Yang Baik (GCG) dan Pedoman Etika Usaha dan Tata Perilaku Perseroan Edisi tahun 2025.	Virtual Meeting (Zoom)
	2 June 2025	Approval of the Good Corporate Governance (GCG) Guidelines and the Company's Code of Business Ethics and Conduct (2025 Edition).	Approved the Good Corporate Governance (GCG) Guidelines and the Company's Code of Business Ethics and Conduct (2025 Edition).	

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Keputusan Rapat Meeting Resolutions	Lokasi Venue
8	9 Juli 2025	Persetujuan Penandatanganan: 1. Nota Kesepahaman antara EMP Gebang Limited dan PT Pupuk Indonesia (Persero) tentang Pemanfaatan Gas dari Wilayah Kerja Gebang untuk Rencana Pengembangan Pupuk Indonesia. 2. Nota Kesepahaman antara PT Pema Global Energi dan PT Pupuk Indonesia (Persero) tentang Studi Kelayakan Pengembangan Carbon, Capture & Storage ("CCS") dan/atau Carbon, Capture, Utilization & Storage ("CCUS") di Wilayah Kerja 'B', Provinsi Aceh.	Menyetujui Penandatanganan: 1. Nota Kesepahaman antara EMP Gebang Limited dan PT Pupuk Indonesia (Persero) tentang Pemanfaatan Gas dari Wilayah Kerja Gebang untuk Rencana Pengembangan Pupuk Indonesia. 2. Nota Kesepahaman antara PT Pema Global Energi dan PT Pupuk Indonesia (Persero) tentang Studi Kelayakan Pengembangan Carbon, Capture & Storage ("CCS") dan/atau Carbon, Capture, Utilization & Storage ("CCUS") di Wilayah Kerja 'B', Provinsi Aceh.	Virtual Meeting (Zoom)
	9 July 2025	Signing Approval for: 1. Memorandum of Understanding between EMP Gebang Limited and PT Pupuk Indonesia (Persero) regarding the Utilization of Gas from the Gebang Working Area for Pupuk Indonesia's Development Plan. 2. Memorandum of Understanding between PT Pema Global Energi and PT Pupuk Indonesia (Persero) regarding the Feasibility Study for the Development of Carbon, Capture & Storage ("CCS") and/or Carbon, Capture, Utilization & Storage ("CCUS") in Working Area 'B', Aceh Province.	Approved the signing of: 1. The Memorandum of Understanding between EMP Gebang Limited and PT Pupuk Indonesia (Persero) regarding the Utilization of Gas from the Gebang Working Area for Pupuk Indonesia's Development Plan. 2. The Memorandum of Understanding between PT Pema Global Energi and PT Pupuk Indonesia (Persero) regarding the Feasibility Study for the Development of Carbon, Capture & Storage ("CCS") and/or Carbon, Capture, Utilization & Storage ("CCUS") in Working Area 'B', Aceh Province.	
9	28 Agustus 2025	Persetujuan Penawaran Minyak Mentah Lalang kepada TIS Petroleum (Asia) Pte. Ltd. dan PT Kilang Pertamina Internasional untuk periode 1 Januari – 31 Desember 2026.	Menyetujui penawaran Minyak Mentah Lalang kepada TIS Petroleum (Asia) Pte. Ltd. dan PT Kilang Pertamina Internasional untuk periode 1 Januari – 31 Desember 2026.	Virtual Meeting (Zoom)
	28 August 2025	Approval of the Offer of Lalang Crude Oil to TIS Petroleum (Asia) Pte. Ltd. and PT Kilang Pertamina Internasional for the period 1 January – 31 December 2026.	Approved the offer of Lalang Crude Oil to TIS Petroleum (Asia) Pte. Ltd. and PT Kilang Pertamina Internasional for the period 1 January – 31 December 2026.	
10	9 September 2025	Tinjauan Implementasi Sistem Anti Penyuapan (SMAP) di Perseroan.	Menyetujui tinjauan Implementasi Sistem Anti Penyuapan (SMAP) di Perseroan.	Virtual Meeting (Zoom)
	9 September 2025	Review of the Implementation of the Anti-Bribery Management System (ABMS) in the Company.	Approved the review of the implementation of the Anti-Bribery Management System (ABMS) in the Company.	
11	31 Oktober 2025	Persetujuan Pelaksanaan Penawaran Umum Berkelanjutan Obligasi Berkelanjutan I Perseroan.	Menyetujui pelaksanaan Penawaran Umum Berkelanjutan Obligasi Berkelanjutan I Perseroan.	Virtual Meeting (Zoom)
	31 October 2025	Approval of the Implementation of the Company's Continuing Public Offering (Shelf Registration) of Bonds – Sustainable Bonds I.	Approved the implementation of the Company's Continuing Public Offering (Shelf Registration) of Bonds – Sustainable Bonds I.	
12	25 November 2025	Persetujuan Pengembalian Wilayah Kerja (*Relinquishment*) PSC WK Malacca Strait Kepada Pemerintah Republik Indonesia.	Menyetujui Pengembalian Wilayah Kerja (*Relinquishment*) PSC WK Malacca Strait Kepada Pemerintah Republik Indonesia.	Virtual Meeting (Zoom)
		Approval of the Relinquishment of the Malacca Strait PSC Working Area to the Government of the Republic of Indonesia.	Approved the relinquishment of the Malacca Strait PSC Working Area to the Government of the Republic of Indonesia.	
13	19 Desember 2025	Persetujuan Kesepakatan Bersama dengan PT Pertamina Gas terkait Pengangkutan Minyak Bumi Melalui Pipa Rokan untuk Wilayah Kerja Tonga dan Wilayah Kerja Siak.	Menyetujui Kesepakatan Bersama dengan PT Pertamina Gas terkait Pengangkutan Minyak Bumi Melalui Pipa Rokan untuk Wilayah Kerja Tonga dan Wilayah Kerja Siak.	Virtual Meeting (Zoom)
		Approval for the Memorandum of Agreement with PT Pertamina Gas regarding the Transportation of Crude Oil through Rokan Pipeline for Tonga Working Area and Siak Working Area.	Approved the Memorandum of Agreement with PT Pertamina Gas regarding the Transportation of Crude Oil through Rokan Pipeline for Tonga Working Area and Siak Working Area.	

Pelatihan Anggota Direksi

Berikut adalah pelatihan yang diikuti oleh Direksi sepanjang tahun 2025:

Board of Directors Training

The following are the training held by the member of the Board of Directors in 2025:

No.	Agenda Pelatihan Training Agenda	Tanggal Date	Peserta Participant	Penyelenggara Organizer
1	ESG Metrics Reporting Pada Form E020, Penyampaian Laporan Tahunan dan Keberlanjutan di SPE-IDXNet/ ESG Metrics Reporting in Form E020, Submission of the Annual Report and Sustainability Report on SPE-IDXNet.	22 Januari 2025	Riri H. Harahap	Bursa Efek Indonesia
2	Sosialisasi Sarana Whistleblowing System oleh PT DC Solutions (Deloitte) / Socialization of the Whistleblowing System Facilities by PT DC Solutions (Deloitte).	27 Februari 2025	Riri H. Harahap	PT DC Solutions (Deloitte)
3	IDX Net Zero Incubator 2025	9 November 2025	Riri H. Harahap	Bursa Efek Indonesia
4	Seminar Kompas 100 Outlook Investasi Berkelanjutan di dalam Ekosistem Bisnis Global / Kompas 100 Seminar: Sustainable Investment Outlook in the Global Business Ecosystem.	17 Februari 2025	Riri H. Harahap	Bursa Efek Indonesia
5	Ketentuan Pelaporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka / Regulations on Reporting Share Ownership or Any Changes in Share Ownership of a Public Company and the Report on Pledging Activities of Public Company Shares.	19 Desember 2025	Riri H. Harahap	Otoritas Jasa Keuangan & KSEI

Kebijakan Terkait Pengunduran Diri Direksi Apabila Terlibat Dalam Kejahatan Keuangan

Apabila dalam menjalankan tugasnya, anggota Direksi terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perseroan mengacu pada ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Policies Related to Resignation of the Board of Directors If Involved in Financial Crime

If in carrying out its duties, a member of the Board of Directors is involved in a financial crime, then the follow-up carried out by the Company refers to the provisions of the Articles of Association and prevailing laws and regulations.

Kebijakan Penilaian (*Self-Assessment*) Terhadap Kinerja Direksi

Kinerja Direksi dinilai berdasarkan pelaksanaan tugas dan tanggung jawabnya, yakni dinilai berdasarkan kinerja pengurusan organisasi sesuai tugas dan tanggung jawab masing-masing anggota Direksi pada anggaran dasar dan peraturan Pasar Modal.

Self-Assessment Policy for the Board of Directors' Performance

The performance of the Board of Directors is assessed based on the implementation of their duties and responsibilities, namely the performance of organizational management according to their duties and responsibilities in the articles of association and Capital Market regulations.

Kebijakan dan Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Remunerasi bagi anggota Dewan Komisaris dan Direksi ditetapkan melalui prosedur berikut:

- Berdasarkan permintaan Dewan Komisaris, Komite Nominasi dan Remunerasi akan menyampaikan kepada Dewan Komisaris usulan mengenai besarnya gaji dan tunjangan untuk anggota-anggota baru atau calon anggota Dewan Komisaris dan Direksi.

Board of Commissioners and Board of Directors Compensation Policies and Procedures

The following procedures govern the compensation of members of the Board of Commissioners and Board of Directors:

- At the request of the Board of Commissioners, the Nomination and Remuneration Committee will submit to the Board of Commissioners a proposal regarding the amount of salary and benefits to be paid to new or prospective members of the Board of Commissioners and Board of Directors.

- Setelah adanya persetujuan dari Rapat Umum Pemegang Saham, Dewan Komisaris akan menerbitkan surat keputusan mengenai besarnya gaji dan tunjangan untuk anggota Dewan Komisaris dan Direksi, serta memberikan persetujuan pada surat usulan dari Komite nominasi dan remunerasi atas hal tersebut.

- Following approval by the General Meeting of Shareholders, the Board of Commissioners will issue a resolution regarding the salary and benefits for members of the Board of Commissioners and Board of Directors, as well as approving the Nomination and Remuneration Committees proposal letter for the said matters.

Remunerasi Direksi

Penetapan remunerasi bagi Dewan Komisaris dan Direksi dilakukan pada tanggal 26 Juni 2025 dengan total sebesar Rp2.820.000.000,00 (dua miliar delapan ratus dua puluh juta Rupiah) net per bulan. Selanjutnya, melalui Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada tanggal 20 Agustus 2025, dilakukan penyesuaian remunerasi seiring dengan penambahan satu orang anggota Direksi, sehingga total remunerasi Dewan Komisaris dan Direksi menjadi sebesar Rp3.340.000.000,00 (tiga miliar tiga ratus empat puluh juta Rupiah) net per bulan. Dewan Komisaris tidak menerima bonus kinerja maupun bonus non-kinerja.

Remuneration of the Board of Directors

The determination of remuneration for the Board of Commissioners and the Board of Directors was carried out on 26 June 2025, with a total amount of Rp2,820,000,000 (two billion eight hundred twenty million Rupiah) net per month. Furthermore, through the Extraordinary General Meeting of Shareholders (EGMS) held on 20 August 2025, an adjustment to the remuneration was made in line with the addition of one member to the Board of Directors, bringing the total remuneration for the Board of Commissioners and the Board of Directors to Rp3,340,000,000 (three billion three hundred forty million Rupiah) net per month. The Board of Commissioners does not receive performance bonuses or non-performance bonuses.

Remunerasi Bentuk Opsi Saham

Perusahaan tidak memberikan remunerasi dalam bentuk opsi saham kepada Direksi.

Compensation for Stock Option Contracts

The Company does not compensate its directors with stock options.

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi wajib mengadakan rapat berkala bersama paling sedikit 1 (satu) kali dalam 4 (empat) bulan. Rapat gabungan Dewan Komisaris dan Direksi dilaksanakan untuk menyelaraskan rencana kerja dan langkah-langkah strategis ke depan untuk menghadapi tantangan bisnis yang semakin kompetitif.

JOINT MEETING OF THE BOARD OF COMMISSIONERS & THE BOARD OF DIRECTORS

The Board of Commissioners and the Board of Director shall hold periodic joint meetings at least once in 4 (four) months. The joint meetings of the Board of Commissioners and the Board of Directors were held to align work plans and strategic initiatives in response to increasingly competitive business challenges.

Tanggal Date	Materi Rapat Meeting Agenda	Lokasi Venue	Keterangan Remarks
30 April 2025 30 April 2025	Persetujuan atas (*Draft*) Final Laporan Tahunan (*Annual Report*) Perseroan tahun 2024 dan Laporan Berkelanjutan (*Sustainability Report*) Perseroan tahun 2024. Approval of the (Draft) Final Company Annual Report for 2024 and the Company Sustainability Report for 2024.	Virtual Meeting (Zoom)	Dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi. Attended by all members of the Board of Commissioners and the Board of Directors.
27 Agustus 2025 27 August 2025	Persetujuan atas Laporan Keuangan Konsolidasian Interim Beserta Laporan Auditor Independen untuk Periode Enam Bulan yang berakhir pada tanggal 30 Juni 2025. Approval of the Interim Consolidated Financial Statements together with the Independent Auditor's Report for the six-month period ended 30 June 2025.	Virtual Meeting (Zoom)	Dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi. Attended by all members of the Board of Commissioners and the Board of Directors.

Tanggal Date	Materi Rapat Meeting Agenda	Lokasi Venue	Keterangan Remarks
29 Desember 2025 29 December 2025	Pemaparan update informasi atas Pelaksanaan Penawaran Umum Berkelanjutan Obligasi Berkelanjutan I Perseroan oleh Direksi Perseroan. Presentation of updated information on the implementation of the Company's Continuing Public Offering (Shelf Registration) of Bonds – Sustainable Bonds I by the Board of Directors.	Virtual Meeting (Zoom)	Dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi. Attended by all members of the Board of Commissioners and the Board of Directors.

Frekuensi Rapat dan Tingkat Kehadiran Dewan Komisaris dan Direksi

Sepanjang tahun 2025, rapat gabungan telah diselenggarakan sebanyak 3 (tiga) kali, dengan tingkat kehadiran Dewan Komisaris dan Direksi dalam rapat sebagai berikut:

Frequency of Meetings and Attendance of the Board of Commissioners and Directors

During 2025, joint meetings were held three (3) times, with the attendance level of the Board of Commissioners and Board of Directors in the meetings as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Tingkat Kehadiran Attendance Rate	Persentase Kehadiran Attendance Percentage
Rudianto Rimbono	Komisaris Utama President Commissioner	3	3	100%
Suyitno Patmosukismo	Komisaris Commissioner	3	3	100%
Gita R. Sjahrir	Komisaris Independen Independent Commissioner	3	3	100%
Syamsu Alam	Komisaris Independen Independent Commissioner	3	3	100%
Rizal Malarangeng	Komisaris Commissioner	3	3	100%
Utaryo Suwanto*	Komisaris Utama Presiden Commissioner	2	2	100%
Syailendra S. Bakrie	Direktur Utama President Director	3	3	100%
Edoardus Ardianto	Wakil Direktur Utama Vice President Director	3	3	100%
Adinda A. Bakrie**	Direktur Director	2	2	100%
Edi Sutriono	Direktur Director	3	3	100%
Tri Firmanto	Direktur Director	3	3	100%
Kelik R. Suharya	Direktur Director	3	3	100%
Riri H. Harahap	Direktur Director	3	3	100%

* Tidak lagi menjabat sejak 23 Oktober 2025
No longer serving since 23 October 2025

**Mulai menjabat sejak 20 Agustus 2025
**Serving since 20 August 2025

Rangkapan Jabatan Dewan Komisaris dan Direksi pada Komite Perseroan

Hingga 31 Desember 2025, anggota Dewan Komisaris dan Direksi menjabat sejumlah posisi sebagai Anggota Komite Perseroan.

Concurrent Position of Board of Commissioners and Board of Directors on the Company's Committee

As of 31 December 2025, members of the Board of Commissioners and Board of Directors occupied a number of Members of the Company's Committee.

Nama Name	Komite Audit Audit Committee	Komite Afiliasi dan Benturan Kepentingan Affiliated and Conflict of Interest Committee	Komite Pengawasan dan Kepatuhan Supervisory and Compliance Committee	Komite Tata Kelola Perusahaan yang Baik Good Corporate Governance Committee	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Komite Manajemen Risiko Risk Management Committee	Komite Lingkungan, Sosial dan Tata Kelola (ESG) ESG Committe
Dewan Komisaris / Board of Commissioners							
Rudianto Rimbono	-	-	-	Ketua Head	Anggota Member	-	-
Suyitno Patmosukismo	-	-	-	-	-	-	-
Rizal Malarangeng	-	-	-	-	-	-	-
Gita R. Sjahrir	-	-	-	-	-	-	-
Syamsu Alam	Ketua Head	Ketua Head	-	-	Ketua Head	-	-
Direksi / Board of Directors							
Syailendra S. Bakrie	-	Anggota Member	Ketua Head	-	Ketua Head	Ketua Head	
Edoardus Ardianto	-	-	Wakil Alternate	-	-	Wakil Alternate	Ketua Head
Adinda A. Bakrie*	-	-	-	-	-	Anggota Member	-
Edi Sutriono**	-	-	-	-	-	Anggota Member	-
Tri Firmanto***	-	-	-	-	Anggota Member	-	Anggota Member
Kelik R. Suharya****	-	-	-	-	Anggota Member	-	Anggota Member
Riri H. Harahap*****	-	Anggota Member	Anggota Member	Anggota Member	-	Anggota Member	Anggota Member

*sebagai Chief Business Development / as Chief Business Development
**sebagai Chief Operating Officer / as Chief Operating Officer
***sebagai Chief Operation Aset B / as Chief Operation Asset B
**** sebagai Chief Operation Aset A / as Chief Operation Asset A
***** sebagai Chief Legal, Compliance, HCS & GPA dan Corporate Secretary / as Chief Legal, Compliance, HCS & GPA and Corporate Secretary

Hubungan Afiliasi antara Anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama dan/atau Pengendali

Hingga 31 Desember 2025, tidak terdapat hubungan afiliasi antara anggota Dewan Komisaris, Direksi dan pemegang saham utama dan/atau pengendali, kecuali Bapak Syailendra S. Bakrie dan Ibu Adinda A. Bakrie yang memiliki hubungan afiliasi dengan pengendali Perseroan melalui PT Bakrie Kalila Investment.

Affiliated Relationships between Commissioners, Directors and Principal and/or Controlling Shareholders

As of 31 December 2025, there were no affiliated relationships among members of the Board of Commissioners, the Board of Directors, and the main and/or controlling shareholders, except for Mr. Syailendra S. Bakrie and Ms. Adinda A. Bakrie, who have an affiliated relationship with the Company's controlling shareholder through PT Bakrie Kalila Investment.

Hubungan Afiliasi Affilitation	Hubungan Keluarga dengan Family Affiliation with						Hubungan Keuangan dengan Financial Affiliation with					
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pemegang Saham Pengendali Controlling Shareholders		Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pemegang Saham Pengendali Controlling Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Rudianto Rimbono		√		√		√		√		√		√
Suyitno Patmosukismo		√		√		√		√		√		√
Rizal Malarangeng		√		√		√		√		√		√
Gita R. Sjahrir		√		√		√		√		√		√
Syamsu Alam		√		√		√		√		√		√
Syailendra S. Bakrie	√			√	√		√			√	√	
Edoardus Ardianto		√		√		√		√		√		√
Adinda A. Bakrie	√			√	√		√			√	√	
Edi Sutriono		√		√		√		√		√		√
Tri Firmanto		√		√		√		√		√		√
Kelik R. Suharya		√		√		√		√		√		√
Riri H. Harahap		√		√		√		√		√		√





KOMITE - KOMITE PERSEROAN
COMPANY'S COMMITTEES

KOMITE AUDIT
AUDIT COMMITTEE

Dewan Komisaris menjalankan fungsi pengawasan dengan turut didukung dan dibantu oleh Komite Audit. Dalam melaksanakan tugasnya, Komite Audit bertanggung jawab langsung kepada Dewan Komisaris serta berpedoman pada Piagam Komite Audit yang disusun dengan mengacu kepada POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

The Board of Commissioners performs its supervisory function with the assistance and support of the Audit Committee. The Audit Committee is directly accountable to the Board of Commissioners and guided in its work by the Audit Committee Charter, which was drafted in reference to POJK No. 55/POJK.04/2015 on the Establishment and Implementation of Audit Committee Work.

Komposisi Komite Audit

Komposisi Komite Audit memiliki susunan sebagai berikut:

Composition of the Audit Committee

Composition of the Audit Committee, is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Jabatan Period
Syamsu Alam	Ketua Head	SK Dewan Komisaris No. 241/SK-KOM/EMP/VIII/2024 / Decree of the Board of Commissioners No. 241/SK-KOM/EMP/VIII/2024	2024 - 2029
Poppy Sofia Koeswayo	Anggota Member	SK Dewan Komisaris No. 241/SK-KOM/EMP/VIII/2024 / Decree of the Board of Commissioners No. 241/SK-KOM/EMP/VIII/2024	2024 - 2029
Yosephin E. Dewi	Anggota Member	SK Dewan Komisaris No. 241/SK-KOM/EMP/VIII/2024 / Decree of the Board of Commissioners No. 241/SK-KOM/EMP/VIII/2024	2024 - 2029

Profil Komite Audit

Komite Audit Perseroan mempunyai masa tugas selama 5 tahun dan bertanggung jawab langsung kepada Dewan Komisaris. Komite Audit yang bertugas saat ini beranggotakan 3 anggota. Berikut adalah profil anggota Komite Audit:

Audit Committee Profile

The Company's Audit Committee has a tenure of 5 years and reports directly to the Board of Commissioners. The current Audit Committee consists of three members. Below are the profiles of the Audit Committee members:

Nama Name	Jabatan Position	Keterangan Description
Syamsu Alam	Ketua Head	Profil Bapak Syamsu Alam dapat dilihat di Bab Profil Dewan Komisaris Laporan Tahunan ini / Profile of Syamsu Alam can be found in the Profile Chapter of the Board of Commissioners of this Annual Report.
Poppy Sofia Koeswayo 	Anggota Member	Warga Negara Indonesia dan berusia 62 tahun Indonesian national, 62 years old. **Riwayat Pendidikan** / Educational Background • Sarjana Akuntansi dari Universitas Padjajaran (1987) / Bachelor Degree in Accounting from University of Padjajaran (1987) • Magister Akuntansi dari University of Kentucky Lexington (1995) / Master Degree in Accountancy from University of Kentucky Lexington (1995) • Doktor Akuntansi dari Universitas Padjajaran (2009) / Doctor Degree in Accounting from University of Padjajaran (2009) **Riwayat Pekerjaan** / Job Experiences • Komite Audit PT Jasa Sarana (BUMD Pemerintah Provinsi Jawa Barat) (2021 - sekarang) / Audit Committee of PT Jasa Sarana (BUMD of West Java Provincial Government) (2021 - present) • Anggota Dewan Komisaris PT Pelayaran Bahtera Adhiguna (2019 - 2023) / Member of the Board of Commissioners of PT Pelayaran Bahtera Adhiguna (2019 - 2023) • Anggota Komite Audit PT Pertamina EP (2018 - 2024) / Member of the Audit Committee of PT Pertamina EP (2018 - 2024) • Ketua Program Studi Pendidikan Profesi Akuntan (PPAk) FE Unpad (2017 - 2021) / Head of the Accountant Professional Education Study Program (PPAk) FE Unpad (2017 - 2021) • Anggota Dewan Audit OJK (2013 - 2017) / Member of the OJK Audit Board (2013 - 2017) • Anggota Komite Audit PT Nusantara Regas (2013 - 2017) / Member of the Audit Committee of PT Nusantara Regas (2013 - 2017) • Tim Implementasi SAK IAI (2013 - 2018) / IAI SAK Implementation Team (2013 - 2018) • Bendahara Kompartemen Akuntan Pendidik (KAPD) IAI (2012 - 2014) / Treasurer of the IAI Accountant Educator Compartment (KAPD) (2012 - 2014)
Yosephin E. Dewi 	Anggota Member	Warga Negara Indonesia dan berusia 53 tahun Indonesian national, 53 years old. **Riwayat Pendidikan** / Educational Background • Sarjana Ekonomi dari Universitas Katolik Parahyangan (1991) / Bachelor Degree of Economy from University Catholic of Parahyangan (1991) **Riwayat Pekerjaan** / Job Experiences • Auditor Supervisor Deloitte Indonesia (1996 – 2002) • Assistant Director Treasury Control & Administration PT Energi Timur Jauh (2002 – 2004) • Group Finance Controller PT Energi Mega Persada Tbk (2004 – 2010) • Chief Financial Officer Risco Energy Pte Ltd (2011 – 2016) • Director & Chief Financial officer PT Marsh Indonesia (2016 – current) • Controller PT Mercer Indonesia, PT Oliver Wyman Indonesia, PT Quantum Support Services (2016 – current)

Piagam Komite Audit

Pada tahun 2025, Perseroan telah memiliki Piagam Komite Audit.

Tugas dan Tanggung Jawab Komite Audit

Komite Audit memiliki serangkaian tugas dan tanggung jawab dalam menjalankan pekerjaannya, yakni:

- Menelaah laporan keuangan Perseroan, baik interim maupun tahunan serta laporan proyeksi keuangan tahunan;
- Menelaah sistem akuntansi dan pengendalian internal (standard operating procedures) Perseroan apakah sudah dijalankan dengan tepat;

Charter of the Audit Committee

In 2025, the Company have had an Audit Committee Charter.

The Audit Committee's Duties and Responsibilities

The Audit Committee is in charge with a number of duties and responsibilities in the course of its work, as follows:

- Examine the Company's financial statements, including interim and annual financial statements, as well as annual financial projection reports;
- Conduct an audit of the Company's accounting & internal control systems (standard operating procedures) to determine whether they have been implemented properly;

- Menelaah pelaksanaan pemeriksaan internal audit, terutama menyangkut temuan audit dan pelaksanaan rekomendasi audit;
- Memberikan penilaian terhadap pemilihan kandidat Akuntan Publik yang direkomendasikan oleh Dewan Komisaris;
- Menelaah tingkat kepatuhan Perseroan terhadap peraturan perundang undangan di bidang Pasar Modal dan peraturan perundangan lainnya yang berhubungan dengan kegiatan usaha Perseroan.

- Conduct a review of the implementation of internal audit examinations, in particular related to audit findings and recommendations;
- Provide an assessment of the Board of Commissioners' selection of Public Accountant candidates;
- Conduct an audit of the Company's compliance with capital market laws and regulations, as well as other laws and regulations related to the Company's business activities.

Independensi Anggota Komite Audit

Setiap anggota Komite Audit harus memenuhi kompetensi / persyaratan tertentu, yaitu persyaratan bahwa setiap anggota Komite Audit harus memiliki integritas dan mempunyai pengetahuan dan pengalaman yang memadai dalam sedikitnya salah satu di antara audit, perbankan, keuangan atau akunting serta memiliki pengetahuan dan pengalaman yang memadai di bidang lain yang mungkin penting untuk membantu mereka menjalankan tugasnya.

Rangkap jabatan anggota Komite Audit dari pihak Independen harus memperhatikan dan mempertimbangkan kompetensi, kriteria, independensi, kerahasiaan, kode etik serta pelaksanaan tugas dan tanggung jawab.

Anggota Komite Audit dari pihak Independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau pemegang saham pengendali, yang dapat mempengaruhi kemampuannya untuk bertindak secara independen.

Rapat Komite Audit

Komite Audit menyelenggarakan rapat guna membahas rencana keuangan dan kinerja dalam mendukung pelaksanaan pengawasan di Perseroan. Selain rapat internal, Komite Audit turut mengadakan rapat bersama dengan Dewan Komisaris dan/atau Direksi, auditor internal dan auditor eksternal untuk menyelaraskan pikiran dan gagasan terhadap keseluruhan aspek operasional Perseroan.

Frekuensi Rapat dan Tingkat Kehadiran Anggota Komite Audit

Pada 2025, Komite Audit menyelenggarakan rapat sebanyak 6 (enam) kali dengan tingkat kehadiran dalam rapat sebagai berikut:

Independency of the Audit Committee's Members

Each member of the Audit Committee must meet certain competencies / requirements, namely the requirement that each member of the Audit Committee must have integrity and have adequate knowledge and experience in at least one of the audits, banking, finance or accounting and have adequate knowledge and experience in other fields that may be important to help them carry out their duties.

Concurrent positions of members of the Audit Committee from an independent parties must pay close attention to and consider their competence, criteria, independence, confidentiality, code of ethics and ability to carry out their duties and responsibilities.

Independent Audit Committee members have no financial, managerial, shares ownership and/or family relation to the Board of Commissioners, the Board of Directors, or controlling shareholders, which could jeopardize their ability to act independently.

Meeting of the Audit Committee

The Audit Committee meeet to discuss financial plans and performance in supporting the Company's supervision. Along with internal meetings, the Audit Committee convened a joint meeting with the Board of Commissioners and/or Directors, internal auditor and external auditors to coordinate thoughts and ideas regarding the Company's overall operational aspects.

Audit Committee Members' Meeting Frequency and Attendance Rate

The Company's Audit Committee held 6 (six) meetings in 2025, with the following level of attendance:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Tingkat Kehadiran Attendance Rate	%
Syamsu Alam	Ketua / Head	6	6	100
Poppy Sofia Koeswayo	Anggota / Member	6	6	100
Yosephin E. Dewi	Anggota / Member	6	6	100

Pelatihan Komite Audit

Periode 1 Januari - 31 Desember 2025, Komite Audit di Perusahaan mengikuti pelatihan dan/atau pendidikan sebanyak 11 (sebelas) kali sebagai berikut.

Audit Comittee Training

For the period January 1 - 31 December 2025, the Audit Committee participate in eleven (11) trainings and/or education.

No	Agenda Pelatihan Training Agenda	Tanggal Date	Penyelenggara Organizer	Peserta Participant
1	Kode Etik dan Independensi Dalam Perikatan Audit / Code of Ethics and Independence in Audit Engagements.	21 Januari 2025	IAPI	Yosephin E. Dewi
2	Transformasi Digital: Tren Inovasi Teknologi di Sektor / Digital Transformation: Trends in Technological Innovation in the Sector.	23 Januari 2025	OJK	Yosephin E. Dewi
3	Financial Modeling dan Pengambilan Keputusan Stratejik bidang Keuangan / Financial Modeling and Strategic Decision-Making in the Finance Field.	24 Januari 2025	IAPI	Yosephin E. Dewi
4	Program Peningkatan Profesionalisme Chartered Accountant / Chartered Accountant Professional Development Program.	10 – 14 Februari 2025	IAI	Yosephin E. Dewi
5	Ahli Tata Kelola Resiko Terintegrasi /Certified Risk Governance Professional / Integrated Risk Governance Expert / Certified Risk Governance Professional.	7 – 8 Juli 2025	LSPMR/RAP	Yosephin E. Dewi
6	Strategi Perusahaan Pialang untuk Mematuhi Ketentuan Undang-Undang Perlindungan Data Pribadi / Brokerage Company Strategies to Comply with Personal Data Protection Law Provisions.	19 Agustus 2025	Apparindo-Verum	Yosephin E. Dewi
7	Chartered Accountant	14 Oktober 2025	IAI	Yosephin E. Dewi
8	Peran Digital Forensik Dalam Penanganan dan Pengungkapan Kejahatan Keuangan / The Role of Digital Forensics in Handling and Uncovering Financial Crimes.	13 November 2025	OJK	Yosephin E. Dewi
9	Menumbuhkan Generasi Melek Financial: Memahami Dinamika Ekonomi dan Stabilitas Keuangan sebagai Pilar Perekonomian Nasional / Fostering a Financially Literate Generation: Understanding Economic Dynamics and Financial Stability as Pillars of the National Economy.	11 November 2025	OJK	Yosephin E. Dewi
10	Forum Keberlanjutan & ESG / Sustainability & ESG Forum	2 Desember 2025	IDX-ACCA	Yosephin E. Dewi
11	Over Financial Reporting (ICOFR)	26 Agustus 2025	Manhattan Hotel Jakarta	Poppy Sofia Koeswayo

Pelaksanaan Tugas Komite Audit

Selama tahun 2025, Komite Audit telah melaksanakan tugas-tugas sebagai berikut:

- Menelaah keandalan dan kewajaran laporan keuangan sebelum diungkapkan kepada publik dan/atau otoritas.
- Memberikan masukan atas kebijakan akuntansi yang signifikan serta pertimbangan manajemen.
- Menelaah dan menyetujui rencana audit, ruang lingkup, biaya, serta independensi auditor eksternal.
- Membahas hasil audit eksternal maupun internal, temuan signifikan, serta tindakan perbaikan oleh manajemen.

Implementation of the Audit Committee's Responsibilities

The Audit Committee completed the following tasks in 2025:

- Review the reliability and fairness of financial statements prior to disclosure to the public and/or authorities.
- Provided feedback to significant accounting policies, and management judgments.
- Review and approve the audit plan, scope, fees, and independence of external auditors.
- Discuss audit results, significant findings, and management's corrective actions.

- Menelaah dan mengevaluasi implementasi pengendalian internal untuk memastikan kecukupan dan efektivitasnya.
- Menelaah praktik manajemen risiko perusahaan.
- Memantau kepatuhan perusahaan terhadap peraturan perundang-undangan, regulasi, serta kode etik internal.
- Menyusun dan menyampaikan laporan mengenai aktivitas Komite Audit kepada Dewan Komisaris.

- Review and evaluate the implementation of internal controls to ensure adequacy and effectiveness.
- Review the company's risk management practices.
- Monitor the Company's compliance with laws, regulations, and internal codes of conduct.
- Prepare and submit reports on the Audit Committee's activities to the Board of Commissioners.

Penilaian Kinerja Komite Audit

Penilaian kinerja Komite Audit dilakukan oleh Dewan Komisaris atau Komite melakukan penilaian sendiri (*self-assessment*) dengan menggunakan kriteria evaluasi yang ditetapkan dalam Piagam Komite Audit.

Evaluation of the Audit Committee's Performance

The Audit Committee's performance is evaluated either by the Board of Commissioners or by the Committee itself (self assessment) using the evaluation criteria outlined in the Audit Committee Charter.

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Komite Nominasi dan Remunerasi adalah komite yang wajib dimiliki Perseroan sebagai organ pendukung, dibentuk oleh dan bertanggung jawab kepada Dewan Komisaris untuk membantu fungsi dan tugas Dewan Komisaris terkait nominasi dan remunerasi anggota Direksi dan anggota Dewan Komisaris.

Nomination and Remuneration Committee is a committee that must be owned by the Company as a supporting organ, formed by and responsible to the Board of Commissioners to assist the functions and duties of the Board of Commissioners related to nomination and remuneration of members of the Board of Directors and members of the Board of Commissioners.

Komite Nominasi dan Remunerasi Perseroan yang bertugas saat ini beranggotakan 3 anggota yang terdiri dari:

The Nomination and Remuneration Committee of the Company currently consists of 3 members:

Nama Name	**Jabatan** Position	**Keterangan** Description
Syamsu Alam	Ketua Head	Profil Bapak Syamsu Alam dapat dilihat di Bab Profil Dewan Komisaris Laporan Tahunan ini / Mr. Syamsu Alam's profile can be seen in the Company Profiles of the Board of Commissioners of this Annual Report.
Rudianto Rimbono	Anggota Member	Profil Bapak Rudianto Rimbono dapat dilihat di Bab Profil Dewan Komisaris Laporan Tahunan ini Mr. Rudianto Rimbono's profile can be seen in the Company Profiles Chapter of the Board of Commissioners of this Annual Report.
Reno Ranendra SVP HCS & GPA	Anggota Member	Warga Negara Indonesia dan berusia 48 tahun. Indonesian citizen and 48 years old. **Riwayat Pendidikan** / Educational Background S1 dari Fakultas Ekonomi di Curtin University of New Technology, Australia Barat / Bachelor degree from Faculty of Economics at Curtin University of New Technology, Western Australia **Riwayat Pekerjaan** / Job Experiences Corporate Secretary (Thames Business School); Risk Management Executive (PT Jaya Wijaya Raya); Business Development Assistant Manager (Jardine Lloyd Thompson); Business Development and Aviation Division Head (Willis Group Holdings Plc.); Risk Management and Insurance Manager (EMP); VP Human Capital and Services (EMP)

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi adalah membantu Dewan Komisaris dalam hal mengawasi setiap hal yang berkaitan dengan:

Terkait Fungsi Nominasi

Memberikan rekomendasi kepada Dewan Komisaris mengenai:

- Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris.
- Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi.
- Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi.
- Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.
- Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.
- Menyusun komposisi dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris.
- Menyusun kebijakan dan kriteria yang dibutuhkan dalam proses nominasi calon anggota Direksi dan/atau anggota Dewan Komisaris.
- Membantu pelaksanaan evaluasi atas kinerja anggota Direksi dan/atau anggota Dewan Komisaris.
- Menyusun program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.
- Menelaah dan mengusulkan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

Terkait Fungsi Remunerasi

Memberikan rekomendasi kepada Dewan Komisaris mengenai:

- Struktur remunerasi.
- Kebijakan remunerasi.
- Besaran atas remunerasi.

Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee's duties and responsibilities are to assist the Board of Commissioners in supervising any matters relating to:

In Relation to the Nomination Function

Provide recommendations to the Board of Commissioners regarding the following:

- Composition member of Board of Directors and /or Board of Commissioners.
- Policies and criteria required in the nomination process.
- A policy for evaluating the performance of members of the Board of Directors and/or the Board of Commissioners
- Assist the Board of Commissioners in evaluating the performance of the Board of Directors and/or Board of Commissioners members based on benchmark that has been prepared as evaluation materials.
- Provide recommendations to the Board of Commissioners regarding the Board of Directors' and/or Board of Commissioners' skills development programs.
- Provide proposals to the GMS for candidates who meet the qualifications to be a member on the Board of Directors and/or the Board of Commissioners.
- Develop the composition and nomination process for member of the Board of Directors and/or the Board of Commissioners.
- Develop policies and criteria needed in the nomination process for candidates for member of the Board of Directors and/or the Board of Commissioners.
- Assist in the evaluation of the performance of member of the Board of Directors and/or the Board of Commissioners.
- Compiling a capacity development program for member of the Board of Directors and/or the Board of Commissioners.
- Review and propose candidates who meet the requirements as member of the Board of Directors and/or the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.

In Relation to the Remuneration Function

Provide recommendations to the Board of Commissioners regarding the following:

- Remuneration structure.
- Remuneration policy.
- Remuneration amount.

- Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.
- Menyusun struktur remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- Menyusun kebijakan atas remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- Menyusun besaran atas remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.

Struktur remunerasi yang disusun dapat berupa:
- Gaji
- Honorarium
- Insentif
- Tunjangan yang bersifat tetap dan/atau variabel

Penyusunan struktur, kebijakan dan besaran remunerasi harus memperhatikan hal-hal sebagai berikut:
- Remunerasi yang berlaku pada industri sejenis berskala sama dengan Perusahaan.
- Tugas, tanggung jawab dan wewenang anggota Direksi dan/atau anggota Dewan Komisaris dikaitkan dengan pencapaian tujuan dan kinerja Perusahaan.
- Target kinerja atau kinerja masing-masing anggota Direksi dan/atau anggota Komisaris.
- Keseimbangan tunjangan, antara yang bersifat tetap dan bersifat variabel.

Struktur, kebijakan dan besaran Remunerasi harus dievaluasi oleh Komite Nominasi dan Remunerasi paling kurang 1 (satu) kali dalam 1 (satu) tahun.

Independensi Anggota Komite Nominasi dan Remunerasi

Perseroan menjamin independensi anggota Komite Nominasi dan Remunerasi dengan kriteria sebagai berikut:
- Anggota Komite Nominasi dan Remunerasi harus memiliki kompetensi dan pengetahuan mengenai sistem remunerasi, sistem nominasi dan rencana suksesi Perseroan;
- Anggota Komite Nominasi dan Remunerasi harus memperhatikan dan mempertimbangkan independensi, kerahasiaan, kode etik dan kemampuan dalam melaksanakan tugas dan tanggung jawab;

- Assist the Board of Commissioners in conducting a of Directors and/or the Board of Commissioners in accordance with the compensation received.
- Develop a remuneration structure for Board of Directors and/or Board of Commissioners members.
- Develop remuneration policy for member of the Board of Directors and/or the Board of Commissioners.
- Determine the remuneration amount to be paid to member of the Board of Directors and/or the Board of Commissioners.

Compilation of remuneration structures may include:
- Salary
- Honorarium
- Incentives
- Allowances that are either fixed or variable

The preparation of the structure, policy and amount of remuneration shall take into account the following matters:
- The remuneration that applies to similar industries is the same scale as the Company.
- The duties, responsibilities and authorities of members of the Board of Directors and/or the Board of Commissioners are related to the achievement of company goals and performance.
- Performance targets or performance of each member of the Board of Directors and/or the Board of Commissioners.
- The balance of benefits, between those that are fixed and variable.

The Nomination and Remuneration Committee must evaluate the structure, policy and amount of remuneration at least once a year.

Independence of Members of the Nomination and Remuneration Committees

The Company ensures the independence of the members of the Nomination and Remuneration Committee with the following criteria:
- Members of the Nomination and Remuneration Committee shall have competence and knowledge of the remuneration system, nomination system and succession plan of the Company;
- Members of the Nomination and Remuneration Committee shall pay attention to and consider the independency, confidentiality, code of conduct and

- Anggota Komite Nominasi dan Remunerasi dari pihak Independen harus tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau pemegang saham pengendali, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

ability to carry out duties and responsibilities;

- Independent members of the Nomination and Remuneration Committee must have no financial, management, share ownership and/or family relation with the Board of Commissioners, Board of Directors and/or controlling shareholders, which may affect their ability to act independently.

Dasar Hukum Penunjukkan

Surat Keputusan Dewan Komisaris No. 213B/SK.KOM/EMP/X/25 tanggal 24 Oktober 2025.

Legal Basis of Appointment

Based on the Decree of the Commissioners No No. 213B/SK.KOM/EMP/X/25 dated 24 October 2025.

Frekuensi dan Rapat Komite Nominasi dan Remunerasi

Sepanjang tahun 2025 Komite Nominasi dan Remunerasi mengadakan 4 (empat) kali rapat. Frekuensi kehadiran masing-masing anggota dapat dilihat pada tabel di bawah:

Nomination and Remuneration Committees' Meetings and Frequency

Throughout 2025, the Nomination and Remuneration Committee have conducted four (4) meetings. The frequency of attendance of each member is in the below table:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Syamsu Alam	4	4	100%
Rudianto Rimbono	4	4	100%
Reno Ranendra	4	4	100%

Pedoman Komite Nominasi dan Remunerasi

Pada tahun 2025, Perseroan telah memiliki Pedoman Komite Nominasi dan Remunerasi.

Nomination & Remuneration Committee Guidelines

The Company already has theNomination and Remuneration Committee Guidelines in 2025.

Pelatihan Komite Nominasi dan Remunerasi

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi di Perusahaan tidak mengikuti pelatihan dan/atau pendidikan.

Nomination & Remuneration Committee Training

Throughout 2025, the Company's Nomination and Remuneration Committee did not participate in any training and/or educational programs.

Laporan Kegiatan Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi melaksanakan rapat sebanyak 4 (empat) kali pada tahun 2025.

Report on the Nomination and Remuneration Committee's Activities

The Nomination and Remuneration Committee held four (4) meetings in 2025.

Penilaian Kinerja Komite Nominasi dan Remunerasi

Penilaian kinerja Komite Nominasi dan Remunerasi dilakukan oleh Dewan Komisaris atau Komite melakukan penilaian sendiri (self-assessment) dengan menggunakan kriteria evaluasi yang ditetapkan dalam Pedoman Komite Nominasi dan Remunerasi

Evaluation of the Nomination and Remuneration Committee's Performance

The Board of Commissioners evaluates the Nomination and Remuneration Committee's performance, or the Committee evaluates itself (self-assessment) using the evaluation criteria specified in the Nomination and Remuneration Committee Guidelines.

KOMITE MANAJEMEN RISIKO
RISK MANAGEMENT COMMITTEE

Komite Manajemen Risiko merupakan komite yang dibentuk oleh Direksi untuk memantau dan mengelola risiko-risiko strategis yang dihadapi oleh Perseroan. Pembentukan komite ini merupakan bentuk komitmen manajemen dalam memastikan bahwa implementasi pengelolaan risiko Perseroan sudah memadai dan setiap risiko-risiko strategis ditangani secara cermat dan tepat sasaran.

The Risk Management Committee is a commitee established by the Board of Directors to monitor and manage the strategic risks faced by the Company. The establishment of this committee is a form of management's commitment to ensuring that the implementation of the Company's risk management is adequate and that every strategic risk is handled carefully and on target.

Komite Manajemen Risiko Perseroan bertanggung jawab kepada Direksi. Anggota Komite Manajemen Risiko terdiri dari anggota Direksi dan beberapa pejabat strategis sebagai berikut:

The Company's Risk Management Committee is responsible to the Board of Directors. Members of the Risk Management Committee consist of the Board of Directors and several strategic officers as follow:

Nama Name	**Jabatan** Position	**Keterangan** Description
Syailendra S. Bakrie Chief Executive Officer	Ketua Head	Profil Bapak Syailendra S. Bakrie dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mr. Syailendra S. Bakrie's profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Edoardus Ardianto Chief Financial Officer	Anggota Member	Profil Bapak Edoardus Ardianto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mr. Edoardus Ardianto's profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Adinda A. Bakrie Chief Business Development	Anggota Member	Profil Ibu Adinda A. Bakrie dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mrs. Adinda A. Bakrie's profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Edi Sutriono Chief Operating Officer	Anggota Member	Profil Bapak Edi Sutriono dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mr. Edi Sutriono profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Tri Firmanto Chief Operation Asset B	Anggota Member	Profil Bapak Tri Firmanto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mr. Tri Firmanto profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Kelik R. Suharya Chief Operation Asset A	Anggota Member	Profil Bapak Kelik R. Suharya dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mr. Kelik R. Suharya profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Riri H. Harahap Chief Legal, Compliance, HCS & GPA	Anggota Member	Profil Ibu Riri H. Harahap dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Ms. Riri H. Harahap's profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Iwan Kristiantono VP Supply Chain Management	Anggota Member	Warga Negara Indonesia dan berusia 54 tahun Indonesian citizen and is currently 54 years old.

Riwayat Pendidikan / Educational Background

Meraih gelar Sarjana Teknik Perminyakan dari UPN Yogyakarta pada tahun 1994 dan Magister Teknik Perminyakan di Institut Teknologi Bandung pada tahun 1999 / Bachelor's Degree in Petroleum Engineering from Universitas UPN Yogyakarta in 1994 and Master's Degree Petroleum Engineering from Institut Teknologi Bandung in 1999.

Riwayat Pekerjaan / Job Experiences

Vice President Supply Chain Management at EMP (2019 – Present); SCM Dept Manager at EMP (2016 – 2019); Procurement Manager at EMP (2012 – 2016); Risk Management Manager at EMP (2005 – 2012); Risk Management Superintendent at PetroChina International (2003 – 2005); Energy dan Aviation Division Manager at PT AON Indonesia (2001 -2003); Risk Management Assistant Manager at PT Asuransi Raksa Pratikara (1999 – 2001); H2S Safety Engineer at PT Pandu Selamat Utama (1997); Staff Ahli Perminyakan at PT Amythas Expert & Associates (1995 – 1997)

Sutedja E. Saputra VP Safety, Health and Environment	Anggota Member	Warga Negara Indonesia dan berusia 53 tahun Indonesian citizen and currently 53 years old.	**Riwayat Pendidikan** / Educational Background Meraih gelar Sarjana Teknik Mesin dari Universitas Sriwijaya pada tahun 1995 / Bachelor's Degree in Mechanical Engineering from Universitas Sriwijaya in 1995 **Riwayat Pekerjaan** / Job Experiences Vice President Safety, Health, Environment EMP (2019 – current); Maintenance Manager / Production Manager / Area Manager / Operation Manager EMP MS (2008 - 2019); Elnusa Tristar Ramba (2007 - 2008); Conocophilips Indonesia (2003 - 2007); Gulf Resources Indonesia (1999 - 2002); JGC Cooperation (1997 - 1998); PT Xilo (1996 - 1997); Karya Makmur Armada (1995 - 1996)
Narumalia Ulfa VP Business Development	Anggota Member	Warga Negara Indonesia dan berusia 42 tahun Indonesian citizen and currently 42 years old.	**Riwayat Pendidikan** / Educational Background Meraih gelar Sarjana Teknik Industri dari Institut Teknologi Bandung (2006) Bachelor Degree of Industrial Engineering from Bandung Institute of Technology (2006) **Riwayat Pekerjaan** / Job Experiences VP Business Development PT Energi Mega Persada Tbk (2021 - present), Business Development Manager PT Energi Mega Persada Tbk (2020 - 2021), Oil & Gas Commercial Manager PT Energi Mega Persada Tbk (2019 - 2020), Business Analyst & Oil and Gas Commercial Officer PT Energi Mega Persada Tbk (2010 - 2018), Inventary Analyst PT Energi Mega Persada Tbk (2007 - 2009); Compensation & Benefit Analyst PT Watson Wyatt Indonesia (2006 - 2007)
Amir Mustofa Risk Management Division Manager	Anggota & Sekretaris Member & Secretary	Warga Negara Indonesia dan berusia 56 tahun Indonesian citizen and is currently 56 years old.	**Riwayat Pendidikan** / Educational Background Meraih Diploma IV Akuntansi dan gelar profesi Akuntan dari Sekolah Tinggi Akuntansi Negara (STAN) pada tahun 1997, gelar Magister Sains dari Universitas Indonesia pada tahun 2004 / Earned Associate's Degree of Accounting and Accountant professional title from Sekolah Tinggi Akuntansi Negara (STAN) in 1997 and Master of Science from Universitas Indonesia in 2004 **Riwayat Pekerjaan** / Job Experiences Risk Management Manager, PT Energi Mega Persada Tbk (2023 - current); Risk Management Coordinator, PT Energi Mega Persada Tbk (2013 - 2023); Corporate Management Accountant, PT Bakrie & Brothers Tbk (2012 - 2013); Internal Audit Department Head PT Bakrie & Brothers Tbk (2010 - 2012); Corporate Internal Audit Manager, PT Bakrie & Brothers Tbk (2006 - 2010); VAT and Reconciliation Section Head PT Truba Jurong Engineering (2004 - 2006)



Tugas dan Tanggung Jawab Komite Manajemen Risiko

Tugas dan tanggung jawab Komite Manajemen Risiko adalah:

- Memberikan masukan dan saran kepada Direksi dalam rangka perumusan strategi penciptaan budaya sadar risiko perusahaan dan mendorong serta mengawasi penerapannya;
- Memberikan masukan dan saran kepada Direksi dalam rangka perumusan strategi, kebijakan dan kerangka kerja pengelolaan risiko;
- Memberi masukan dan saran kepada Direksi atas pengelolaan risiko-risiko penting yang dihadapi perusahaan;
- Mendorong dan mengawasi terciptanya budaya sadar risiko sesuai dengan konteks fungsinya masing-masing;
- Memberikan penilaian dan rekomendasi terhadap profil risiko, kriteria risiko, infrastruktur dan metodologi pengelolaan risiko;
- Mengadakan rapat secara periodik untuk membahas profil risiko dan pemantauan implementasi dari rencana aksi yang telah dilakukan oleh unit pengelola risiko.

The Risk Management Committee's Duties and Responsibilities

The Risk Management Committee's duties and responsibilities are as follows:

- Provide input and advice to the Board of Directors in order to formulate a strategy for developing a risk aware culture within the Company & encouraging also supervising its implementation;
- Provide input and advice to the Board of Directors in the context of formulating strategies, policies and risk management frameworks;
- Provide input and advice to the Board of Directors on the management of significant risks faced by the Company;
- Encouraging and supervising the creation of a risk-aware culture in accordance with the context of their respective functions;
- Provide assessments and recommendations on risk profiles, risk criteria, infrastructure and risk management methodologies;
- Hold periodic meetings to discuss the risk profile and monitoring the implementation of the action plans that have been carried out by the risk management unit.

Independensi Anggota Komite Manajemen Risiko

Rangkap jabatan anggota Komite Manajemen Risiko telah memperhatikan dan mempertimbangkan kompetensi, kriteria, independensi, kerahasiaan, kode etik dan sifat dari tugas dan tanggung jawab dari Komite Manajemen Risiko itu sendiri.

Independence of Members of the Committee on Risk Management

Concurrent positions of members of the Risk Management Committee have taken into account the competence, criteria, independence, confidentiality, code of conduct and nature of the duties and responsibilities of the Risk Management Committee.

Pedoman Komite Manajemen Risiko

Pada tahun 2025, Perseroan telah memiliki Pedoman Komite Manajemen Risiko.

Guidelines for the Risk Management Committee

The Company has a Risk Management Committee Guideline in 2025.

Frekuensi dan Rapat Komite Manajemen Risiko

Sepanjang tahun 2025, Komite Manajemen Risiko telah mengadakan rapat sebanyak 1 (satu) kali.

Frequency & the Risk Management Committee Meeting

Throughout 2025, the Risk Management Committee held 1 (one) meeting.

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Syailendra S. Bakrie	1	1	100
Edoardus Ardianto	1	1	100
Edi Sutriono	1	1	100
Tri Firmanto	1	1	100
Kelik R. Suharya	1	1	100
Riri H. Harahap	1	1	100
Adinda A. Bakrie	1	1	100
Iwan Kristiantono	1	1	100
Sutedja E. Saputra	1	1	100
Narumalia Ulfa	1	1	100
Amir Mustofa	1	1	100

Pelatihan Komite Manajemen Risiko

Sepanjang tahun 2025, Komite Manajemen Risiko Perusahaan tidak mengikuti pelatihan dan/atau pendidikan

Training for the Risk Management Committee

Throughout 2025, the Risk Management Committee in the Company did not participate in any training and/or education

Laporan Kegiatan Manajemen Risiko

Pada periode 1 Januari - 31 Desember 2025, Komite Manajemen Risiko telah melaksanakan tugas dan tanggung jawab sesuai dengan ketentuan dalam EMP *Enterprise Risk Management Policy*.

Report on Risk Management Activities

The Risk Management Committee carried out its duties and responsibilities during the period 1 January to 31 December 2025 in accordance with the provisions of the EMP Enterprise Risk Management Policy.

Penilaian Kinerja Komite Manajemen Risiko

Penilaian kinerja Komite Manajemen Risiko dilakukan melalui kriteria evaluasi yang ditetapkan dalam Pedoman Komite Manajemen Risiko.

Report on Risk Management Activities

The performance assessment of the Risk Management Committee is conducted based on evaluation criteria established in the Risk Management Committee Guidelines.

KOMITE AFILIASI DAN BENTURAN KEPENTINGAN
AFFILIATED AND CONFLICT OF INTEREST COMMITTEE

Komite Afiliasi dan Benturan Kepentingan adalah organ pendukung yang dibentuk membantu Dewan Komisaris untuk mengatur tentang transaksi yang mengandung afiliasi dan benturan kepentingan dan/atau mengungkapkan transaksi yang mengandung afiliasi dan benturan kepentingan.

Affiliated and Conflict of Interest Committee is a supporting organ established to assist the Board of Commissioners in regulating transactions containing affiliated and conflicts of interest and/or disclosing transactions containing affiliated and conflicts of interest.

Profil Komite Afiliasi dan Benturan Kepentingan

Komite Afiliasi dan Benturan Kepentingan Perseroan bertanggung jawab kepada Dewan Komisaris. Dasar Hukum Penunjukan berdasarkan Surat Keputusan ("SK") Dewan Komisaris No. 214A/SK-KOM/EMPTbk/X/25 tanggal 24 Oktober 2025. Anggota Komite Afiliasi dan Benturan Kepentingan terdiri satu anggota Direksi dan beberapa pejabat strategis sebagai berikut:

Profile of the Affiliated and Conflict of Interest Committee

The Company's Affiliation and Conflict of Interest Committee is responsible to the Board of Commissioners. The legal basis for the appointment is based on the Decree ("SK") of the Board of Commissioners No. 214A/SK-KOM/EMPTbk/X/25 dated October 24, 2025. The members of the Affiliation and Conflict of Interest Committee consist of one member of the Board of Directors and several strategic officials as follows:

Ketua Head	Komisaris Utama President Commissioner
Anggota Member	Wakil Direktur Utama / Vice President Director VP Corporate Legal VP Supply Chain Management Financial Controller Divisional Manager

Nama Name	**Jabatan** Position	**Keterangan** Description
Rudianto Rimbono	Ketua Head	Profil Bapak Rudianto Rimbono dapat dilihat pada bab Profil Dewan Komisaris di Laporan Tahunan ini. Mr. Rudianto Rimbono's profile can be seen in the Company Profiles of the Board of Commissioners in this Annual Report.
Edoardus Ardianto	Anggota Member	Profil Bapak Edoardus Ardianto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini. Mr. Edoardus Ardianto's profile can be seen in the Company Profiles of the Board of Directors in this Annual Report.
Rida Handayani	Anggota Member	Profil Ibu Rida handayani dapat dilihat pada halaman 292 pada Laporan Tahunan ini. Mrs. Rida handayani's profile can be seen at page 292 in this Annual Report.
Iwan Kristiantono	Anggota Member	Profil Bapak Iwan Kristiantono dapat dilihat pada halaman 278 pada Laporan Tahunan ini. Mr. Iwan Kristiantono's profile can be seen at page 278 in this Annual Report.
Rahmad Dianoor	Anggota Member	Warga Negara Indonesia dan berusia 52 tahun Indonesian citizen and is currently 52 years old.



Riwayat Pendidikan / Educational Background

Meraih gelar Sarjana Akuntansi dari Universitas Trisakti pada tahun 1996
Earned Bachelor's Degree in Accounting from Universitas Trisakti in 1996

Riwayat Pekerjaan / Job Experiences

- Finance Controller Div Manager di EMP (2010 – sekarang/current);
- Auditor di BP MIGAS (2009 – 2010);
- Management Reporting Manager - EMP (2006 – 2009);
- Audit Supervisor di Deloitte (1996 - 2006).

Tugas dan Tanggung Jawab Komite Afiliasi dan Benturan Kepentingan

Tugas dan tanggung jawab Komite Afiliasi dan Benturan Kepentingan adalah:

- Membuat prosedur pengaturan transaksi yang mengandung benturan kepentingan & yang dikecualikan serta prosedur pelaksanaan pengungkapan transaksi yang mengandung benturan kepentingan.
- Mengkaji kesesuaian transaksi dengan prosedur dan ketentuan yang berlaku.
- Memantau dan memastikan bahwa semua transaksi yang berpotensi menimbulkan benturan kepentingan atas rekomendasi yang diberikan kepada Perseroan diajukan terlebih dahulu dan disetujui oleh pemegang saham dalam RUPS.

The Affiliated and Conflict of Interest Committee's Duties and Responsibilities

The Affiliated and Conflict of Interest Committee has the following duties and responsibilities:

- Develops transaction arrangement procedures that contain conflicts of interest and exclusions, as well as procedures for the disclosure of transactions that contain conflicts of interest.
- Reviews transactions on a continuous basis for compliance with applicable procedures and provisions.
- Monitors and ensures that all transactions which may result in conflicts of interest based on the Company's recommendations are submitted in advance to and approved by shareholders in the GMS.

Independensi Anggota Komite Afiliasi dan Benturan Kepentingan

Kualifikasi anggota Komite Afiliasi dan Benturan Kepentingan sudah memenuhi persyaratan, yakni setiap anggota komite harus memiliki integritas yang baik dan memiliki pengetahuan serta pengalaman yang cukup. Pengalaman yang dimiliki minimal menguasai bidang hukum, pasar modal, perbankan, audit, keuangan atau akuntansi. Semua anggota komite ini juga harus memiliki pengetahuan serta pengalaman yang cukup dalam bidang-bidang lain yang dianggap perlu dalam melaksanakan tugasnya.

Seluruh anggota Komite Afiliasi dan Benturan Kepentingan telah memenuhi persyaratan penunjukan, termasuk kerahasiaan, independensi, ketaatan pada Pedoman Etika Usaha dan Tata Perilaku Perusahaan dan kemampuan untuk melaksanakan tugas dan tanggung jawabnya.

Independency of Affiliated and Conflict of Interest Committee Members

The qualifications of members of the Affiliated and Conflict of Interest Committee met the requirements, which include that each member have high integrity and sufficient knowledge and experience. At the very least, experience in the fields of law, capital markets, banking, audit, finance or accounting is required. Additionally, all members of this committee must possess the necessary knowledge and experience in other areas deemed necessary for the performance of their duties.

All members of the Affiliated and Conflict of Interest Committee have met the appointment requirements, which include confidentiality, independence, adherence to the Code of Business Ethics and Corporate Conduct and the ability to discharge their duties and responsibilities.

Pedoman Komite Afiliasi dan Benturan Kepentingan

Perseroan pada tahun 2025 telah memiliki Pedoman Komite Afiliasi dan Benturan Kepentingan.

Guidelines for the Affiliated and Conflict of Interest Committee

By 2025, the Company has a Affiliated and Conflict of Interest Committee Guideline.

Frekuensi dan Rapat Komite Afiliasi dan Benturan Kepentingan

Pada 2025, Komite Afiliasi dan Benturan Kepentingan mengadakan 1 (satu) kali rapat. Frekuensi kehadiran masing-masing anggota dapat dilihat pada tabel di bawah:

Frequency and Meetings of Affiliated and Conflict of Interest Committees

The Affiliated and Conflict of Interest Committee held one (1) meeting in 2025. The table below details the frequency of each member's appearances:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Rudianto Rimbono	1	1	100
Edoardus Ardianto	1	1	100
Riri H. Harahap	1	1	100
Iwan Kristiantono	1	1	100
Rahmad Dianoor	1	1	100

Pelatihan Komite Afiliasi dan Benturan Kepentingan

Pada tahun 2025, anggota Komite Afiliasi dan Benturan Kepentingan tidak mengikuti pelatihan dan/atau pendidikan.

Training for the Affiliated and Conflict of Interest Committee

Members of the Affiliated and Conflict of Interest Committee have not participated in any training or education in 2025.

Laporan Kegiatan Komite Afiliasi dan Benturan Kepentingan

Komite Afiliasi dan Benturan Kepentingan pada tahun 2025 telah melaksanakan peninjauan atas transaksi yang dilaksanakan oleh Perseroan sepanjang tahun.

Report on Potential Conflicts of Interest

In 2025, the Affiliated and Conflict of Interest Committee reviewed the Company's transactions throughout the year.

Penilaian Kinerja Komite Afiliasi dan Benturan Kepentingan

Penilaian kinerja Komite Afiliasi dan Benturan Kepentingan dilakukan melalui kriteria evaluasi yang ditetapkan dalam Pedoman Komite Afiliasi dan Benturan Kepentingan.

Evaluation of the Affiliated and Conflict of Interest Committee's Performance

The Affiliated and Conflict of Interest Committee's performance is evaluated using the evaluation criteria outlined in the Affiliated and Conflict of Interest Committee Guidelines.

KOMITE PENGAWASAN DAN KEPATUHAN
SUPERVISORY AND COMPLIANCE COMMITTEE

Komite Pengawasan dan Kepatuhan merupakan organ pendukung yang dibentuk membantu Direktur Utama untuk memastikan semua peraturan perusahaan termasuk kebijakan *Good Corporate Governance* secara menyeluruh yang disusun oleh Direksi dan kebijakan yang dikeluarkan oleh instansi Migas atau lainnya yang terkait dengan aktivitas Perseroan, dipatuhi dan dilaksanakan sesuai dengan tata kelola perusahaan yang baik. Komite Pengawasan dan Kepatuhan bertanggung jawab kepada Direktur Utama.

Anggota Komite Pengawasan dan Kepatuhan terdiri dari Direksi dan beberapa pejabat strategis sebagai berikut:

The Supervisory and Compliance Committee is a supporting organ that was establish to assist the Board of Commissioners in ensuring that all Company regulations, including the Board of Directors' Good Corporate Governance policy as a whole and policies issued by oil and gas agencies or others related to the Company's activities, are adhered and implemented in accordance with good corporate governance. The Supervisory and Compliance Committee is accountable to the Board of Commissioners.

The Supervisory and Compliance Committee is consisting of the Board of Directors and several strategic officials:

Anggota Komite Pengawasan dan Kepatuhan periode 16 Mei 2025 – Sekarang:

Members of the Audit and Compliance Committee for the period of 16 May 2025 – Present:

Ketua Head	Chief Executive officer
Wakil Alternate	Chief Financial officer
Anggota Members	• GM Blok Malacca Strait • GM Blok Bentu & Korinci Baru • GM Blok Tonga • GM Blok Gebang • GM Blok Bireun Sigli • GM Blok Sengkang • GM Blok WK B • GM Blok Buzi • GM Blok South CPP • GM Blok Siak • GM Blok Kampar • Chief Legal, Compliance, HCS & GPA • SVP HCS & GPA
Sekretaris Secretary	• Internal Audit • Manager Control & Compliance

Nama Name	**Jabatan** Position	**Keterangan** Description	
Syailendra S. Bakrie	Ketua Head	Profil Bapak Syailendra S. Bakrie dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Mr. Syailendra S. Bakrie's profile can be seen in the Board of Directors Profile in this Annual Report.	
Edoardus Ardianto	Wakil Alternate	Profil Bapak Edoardus Ardianto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Mr. Edoardus Ardianto's profile can be seen in the Board of Director Profile in this Annual Report	
Kelik R. Suharya	Anggota Member	Profil Bapak Kelik R. Suharya dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Mr. Kelik R. Suharya profile can be seen in the Board of Directors Profile in this Annual Report	
Tri Firmanto	Anggota Member	Profil Bapak Tri Firmanto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Mr. Tri Firmanto profile can be seen in the Board of Directors Profile in this Annual Report	
Nita Apriyani	Anggota Member	Warga Negara Indonesia dan berusia 39 tahun Indonesian citizen and is currently 39 years old.	**Riwayat Pendidikan** / Educational Background • Sarjana Teknik Geologi dari Universitas Padjadjaran (2009) / Bachelor of Geological Engineering from Padjadjaran University (2009) • Magister Petroleum Geoscience dari Institut Teknologi Bandung (2013) / Magister in Petroleum Geoscience from the Bandung Institute of Technology (2013) **Riwayat Pekerjaan** / Job Experiences • General Manager PT EMP Tonga (2022-sekarang) • Geologist & Geosciences Div. Manager PT EMP Energi Terbarukan (2020-2022) • Geologist & Geosciences Div. Manager EMP Mining offshore Africa Lda (2020-2022) • Senior Geologist PT Visi Multi Artha (2012 - 2022) • CBM Geologist PT Artha Widya Persada (2012 - 2016) • CBM Geologist PT Uangel Sigma Energi (2010 - 2012) • Geologist PT Bumi Parahyangan Energy (2009 - 2010)

Nama Name	Jabatan Position	Keterangan Description	
Suhaimi Oesman Bany	Anggota Member	Warga Negara Indonesia dan berusia 65 tahun Indonesian citizen and is currently 65 years old	**Riwayat Pendidikan** / Educational Background Sarjana Teknik Geofisika dari Institut Teknologi Bandung (1979) / Bachelor of Geophysical Engineering from Bandung Institute of Technology (1979) **Riwayat Pekerjaan** / Job Experiences • General Manager PT Aceh Energy (2023 - sekarang) • Sr. Exploration Advisor PT Energi Mega Persada Tbk (2019 - 2023) • Sr. Manager Business Development Asia Pacific Upstream Petronas Carigali (2016 - 2019) • Sr. Advisor Exploration G&G Expert PT Pertamina (Persero) & PT Pertamina EP (2014 - 2016) • Sr. Exploration Advisor Energy Quest (2013 - 2014) • Geophysical & NV Manager Malaysia Mubadala Petroleum Ltd (2010 - 2013) • Corp. Geophysical & NV Manager Mubadala Petroleum Ltd/Aabar/Pearl Energy Ltd (2003 - 2010) • Sr. Staff Geophysicist/NV & Field Supervisor Amerada Hess Indonesia (1998 - 2002) • Sr. Geophysicist & NV FECO/PremierOil Ltd (1996 - 1998) • Geophysicist & Field Supervisor Humpuss Patragas (1990 - 1995) • Geophysicist JOB Pertamina - Trend (Tuban) Ltd/SanteFe (1988 - 1990) • Jr. Geophysicist Petromer Trend Corp (1986 - 1988)
Farid Gaffar	Anggota Member	Warga Negara Indonesia dan berusia 53 tahun Indonesian citizen and currently 53 years old	**Riwayat Pendidikan** / Educational Background • Sarjana Teknik Sipil dari Institut Teknologi Sepuluh November (1996) / Bachelor of Civil Engineering from Sepuluh November Institute of Technology (1996) • Magister Manajemen Konstruksi dari University of New South Wales (1998) / Master of Construction Management from University of New South Wales (1998) **Riwayat Pekerjaan** / Job Experiences • General Manager Energy Equity Epic (Sengkang) Pty Ltd (2023 - current) • Deputy General Manager and Commercial Manager Energy Equity Epic (Sengkang) Pty Ltd (2020 - 2023) • Special Advisor to President of INPEX Indonesia (2019 - 2020) • Executive Vice President and Vice President Public Relation and Government Affairs, Kangean Energy Indonesia Ltd (2010 - 2019) • Head of Oil and Gas Commercial Division PT Energi Mega Persada Tbk (2007 - 2009) • Senior Analyst – Business Development Department PT Energi Mega Persada Tbk (2006 - 2007) • Senior Business Coordinator – Planning and Commercial Dept. EMP Kangean Ltd (2004 - 2005) • Marketing Team BP West Java (2003 - 2004) • Corporate Petroleum Economist Gulf Indonesia Resources, Ltd (ConocoPhillips Indonesia) (1998 - 2002) • Project Team member for Surabaya Sport Centre, Wijaya Karya (1997 - 1998)
Resha Ramadian	Anggota Member	Warga Negara Indonesia dan berusia 45 tahun Indonesian citizen and is currently 45 years old.	**Riwayat Pendidikan** / Educational Background • Meraih gelar Sarjana Teknik Geologi dari Universitas Gadjah Mada (2006) / Earned Bachelor Degree in Geological Engineering from Gadjah Mada University (2006) • Magister Geofisika dari Universitas Indonesia (2010) / Master of Geophysics from University of Indonesia (2010) **Riwayat Pekerjaan** / Job Experiences • Director PT Pema Global Energi (2024 - 2026) • General Manager EMP Tonga (2021 - 2022) • General Manager EMP Gebang Limited (2019 - 2026) • Head of Geosciences EMP (2018 - 2019) • Geosciences Manager EMP (2013 - 2018) • Geosciences EMP (2006 - 2013)

Nama Name	**Jabatan** Position	**Keterangan** Description	
Fachrizal	Anggota Member	Warga Negara Indonesia dan berusia 59 tahun Indonesian citizen and is currently 59 years old	**Riwayat Pendidikan** / Educational Background • Sarjana Teknik dari Universitas Islam Riau (1992) / Bachelor of Engineering from Riau Islamic University (1992) • Diploma Teknik dari Politeknik Energi dan Mineral Akamigas Cepu (1992) / Diploma in Engineering from Akamigas Cepu Energy and Minerals Polytechnic (1992) **Riwayat Pekerjaan** / Job Experiences • General Manager, Buzi Hydrocarbons Pte Ltd (2021 - sekarang) • General Manager, PT Bunyu Tapa Energy – KSO Pertamina (2017 - 2021) • General Manager, PT Santika Pendopo Energy (2016 - 2017) • Operation Manager, PT Santika Pendopo Energy – KSO Pertamina (2015 - 2016) • Field Manager, PT Santika Pendopo Energy – KSO Pertamina (2015) • Head of Field Operation, TATELY NV – PSC (2013 - 2015) • Project and Operation Manager KALILA Production and Exploration (2010 - 2012)
Herman Dahlina	Anggota Member	Warga Negara Indonesia dan berusia 73 tahun Indonesian citizen and is currently 73 years old	**Riwayat Pendidikan** / Educational Background • Sarjana Teknik Geologi dari Universitas Pembangunan Nasional Veteran (1994) / Bachelor of Geological Engineering from Veteran National Development University (1994) • Sarjana Muda Teknik Geologi dari Universitas Pembangunan Nasional Veteran (1980) / Diploma: Bachelor of Science in Geological Engineering from Veteran National Development University (1980) **Riwayat Pekerjaan** / Job Experiences • General Manager, PT EMP Tunas Energi (2021-sekarang) • Direktur, PT Capitalinc (2010-2020) • General Manager, PT Capitalinc (2010-2020) • Head of G&G Exploration Department, PT Capitalinc (2010-2020) • Direktur of CBM, PT Baturaja Energy (2011-2017) • Head of G&G EP Department, TAC Pertamina Elnusa Tristar Ramba Ltd (2007-2010) • JOB Pertamina Indelberg Indonesia (2004-2007) • Senior Geologist Interpretation, PT Humpus Patragas (1990-2000) • Ass. Geologist and Senior Geologist, PT Gondwana Jakarta Service Company (1980-1990)
Chairul Achsan	Anggota Member	Warga Negara Indonesia dan berusia 58 tahun Indonesian citizen and is currently 58 years old	**Riwayat Pendidikan** / Educational Background Pendidikan Teknik Elektro - Institut Teknologi Indonesia **Riwayat Pekerjaan** / Job Experiences 2024 - present : General Manager PT EMP Energi Gandewa 2020 - 2023 : EMP - Communications and Formalities Manager 2018 - 2020 : EMP - Business Partnership Manager 2007 - 2017 : EMP - Drilling Support Manager 2006 - 2007 : EMP - Drilling Contract Engineer 2000 - 2006 : ConocoPhillips - Drilling Contract Analyst 1995 - 2000 : Asamera Oil - Field Logistics and Procurement
Yoyok S. Purwanto	Anggota Member	Warga Negara Indonesia dan berusia 49 tahun Indonesian citizen and is currently 49 years old	**Riwayat Pendidikan** / Educational Background • Sarjana Teknik Mesin dari Institut Teknologi Bandung (1998) / Bachelor of Mechanical Engineering from Bandung Institute of Technology (1998) • Magister Manajemen Proyek dari Universitas Indonesia (2002) / Magister in Project Management from the University of Indonesia (2002) **Riwayat Pekerjaan** / Job Experiences 2025 - present: General Manager PT EMP Energi Riau 2019 - present : Area Manager Bentu Korinci Baru 2017 - 2018 : Field Manager EMP Malacca Strait S.A. 2016 - 2017 : Production and Maintenance Manager EMP Malacca Strait S.A. 2016 : Operation Support Manager EMP Malacca Strait S.A. 2014 - 2016 : Project Manager Buzi Hidrocarbons Pte, Ltd 2012 - 2016 : Maintenance Manager EMP Malacca Strait S.A.
Riri H. Harahap	Anggota Member	Profil Ibu Riri H. Harahap dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Ms. Riri H. Harahap profile can be seen in the the Board of Directors Profile in this Annual Report	
Reno Ranendra	Anggota Member	Profil Bapak Reno Renendra dapat dilihat pada halaman 274 pada Laporan Tahunan ini / Mr. Reno Ranendra profile can be seen at page 274 in this Annual Report	

Tugas dan Tanggung Jawab Komite Pengawasan dan Kepatuhan

Tugas dan tanggung jawab Komite Pengawasan dan Kepatuhan adalah membantu Dewan Komisaris dalam hal memastikan agar semua peraturan Perusahaan dan kebijakan serta panduan kualitas dipatuhi dan dilaksanakan dengan baik dan benar. Komite mempunyai tanggung jawab menentukan apakah ada situasi tertentu, baik yang masih merupakan potensi ataupun sedang berlangsung, yang akan menyebabkan terjadinya benturan kepentingan dan akan menempatkan Perseroan dalam situasi yang berisiko.

The Supervisory and Compliance Committee's Duties and Responsibilities

The Supervisory and Compliance Committee's duties and responsibilities are to assist the Board of Commissioners in ensuring that all Company regulations, policies and quality guidelines are adhered to and implemented correctly. The Committee is responsible for determining whether certain situations, either potential or current, will result in a conflict of interest and will place the Company at risk.

Independensi Anggota Komite Pengawasan dan Kepatuhan

Setiap anggota Komite Pengawasan dan Kepatuhan harus memiliki integritas yang baik dan memiliki pengetahuan serta pengalaman yang cukup, paling tidak dalam salah satu bidang antara lain teknik, hukum, keuangan, atau akuntansi serta memiliki pengetahuan serta pengalaman yang cukup dalam bidang-bidang lain yang dianggap perlu dalam melaksanakan tugasnya.

Seluruh anggota Pengawasan dan Kepatuhan telah memenuhi persyaratan penunjukan, termasuk kerahasiaan, independensi, ketaatan pada Pedoman Etika Usaha dan Tata Perilaku Perusahaan dan kemampuan untuk melaksanakan tugas dan tanggung jawabnya.

Independence of Supervisory and Compliance Committee Members

Each member of the Supervisory and Compliance Committee must possess high moral character and sufficient knowledge and experience in at least one of the following fields among others engineering, law, finance, or accounting, as well as sufficient knowledge and experience in other areas deemed necessary for the performance of their duties.

All members of Supervisory and Compliance have met the appointment requirements, including confidentiality, independency, compliance with the Business Ethics and Corporate Conduct Guidelines and the ability to carry out their duties and responsibilities.

Pedoman Komite Pengawasan dan Kepatuhan

Perseroan pada tahun 2025 telah memiliki Pedoman Komite Pengawasan dan Kepatuhan.

Supervisory & Compliance Committee Guidelines

The Company has the Supervisory and Compliance Committee Guidelines in 2025.

Frekuensi dan Rapat Komite Pengawasan dan Kepatuhan

Pada tahun 2025, Komite Pengawasan dan Kepatuhan 2 (dua) kali rapat. Frekuensi kehadiran masing-masing anggota dapat dilihat pada tabel berikut:

Frequency and Meeting of Supervisory and Compliance Committee

In 2025, the Supervisory and Compliance Committee have conducted two (2) meeting. The frequency of each member's attandence is in the following table:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Syailendra S. Bakrie	2	2	100
Edoardus Ardianto	2	2	100
Kelik R. Suharya	2	2	100
Tri Firmanto	2	2	100
Nita Apriyani	2	2	100
Suhaimi Oesman Bany	2	2	100

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Farid Gaffar	2	2	100
Fachrizal	2	2	100
Herman Dahlina	2	2	100
Resha Ramadian	2	2	100
Chairul Ahsan	2	2	100
Yoyok S. Purwanto*	1	1	50
Agung B. Darmoyo**	1	1	50
Riri H. Harahap	2	2	100
Reno Ranendra	2	2	100

* Mulai menjabat sejak November 2025
Serve from November 2025

** Tidak menjabat sejak November 2025
No longer served from November 2025

Pelatihan Komite Pengawasan dan Kepatuhan

Pada tahun 2025, Komite Pengawasan dan Kepatuhan di Perusahaan tidak mengikuti pelatihan dan/atau pendidikan.

Supervisory and Compliance Committee Training

In 2025, the Supervisory and Compliance Committee did not conduct any training and/or education.

Laporan Kegiatan Pengawasan dan Kepatuhan

Realisasi pelaksanaan tugas Komite Pengawasan dan Kepatuhan pada tahun 2025 di antaranya adalah peninjauan kegiatan internal dan operasional Perseroan pada tahun 2025.

Report on Monitoring and Compliance Activities

The accomplishment of the Supervisory and Compliance Committee's responsibilities in 2025 included a review of the Company's internal and operational activities in 2025.

Penilaian Kinerja Komite Pengawasan dan Kepatuhan

Penilaian kinerja Komite Pengawasan dan Kepatuhan dilakukan melalui kriteria evaluasi yang ditetapkan dalam Pedoman Komite Pengawasan dan Kepatuhan.

Evaluation of the Supervisory and Compliance Committee's Performance

Supervisory and Compliance Committee's performance assessment is carried out through evaluation criteria stipulated in the Supervisory and Compliance Committee Guidelines.

KOMITE TATA KELOLA PERUSAHAAN YANG BAIK (GCG)
GOOD CORPORATE GOVERNANCE COMMITTEE

Komite Tata Kelola Perusahaan Yang Baik ("Komite GCG") adalah organ pendukung perusahaan yang dibentuk membantu Dewan Komisaris untuk mengkaji kebijakan Tata Kelola Perusahaan yang Baik secara menyeluruh yang disusun oleh Direksi serta menilai konsistensi penerapannya, termasuk yang bertalian dengan etika bisnis dan Tanggung Jawab Sosial Perusahaan.

Komite GCG Perseroan bertanggung jawab kepada Dewan Komisaris. Dasar Hukum Penunjukkan berdasarkan Surat Keputusan Dewan Komisaris No. 213A/SK.KOM/EMP/

The Good Corporate Governance Committee ("GCG Committee") is a support organ established to assist the Board of Commissioners in thoroughly reviewing the Board of Directors' Good Corporate Governance policy and evaluating its implementation, including those relating to business ethics and Corporate Social Responsibility.

The Company's GCG Committee is responsible to the Board of Commissioners. The legal basis for appointment is based on the Decree of the Board of Commissioners No.

X/25 tanggal 24 Oktober 2025. Anggota Komite GCG terdiri dari Komisaris dan beberapa pejabat strategis sebagai berikut:

213A/SK.KOM/EMP/X/25 dated October 24, 2025. The members of the GCG Committee consist of Commissioners and several strategic officials as follows:

Ketua / Head	Komisaris Utama / President Commissioner
Anggota / Members	• Chief Legal, Compliance, HCS & GPA and Corporate Secretary • Finance Control Divisional Manager • Internal Control

Profil Komite GCG

GCG Committee Profile

Nama Name	Jabatan Position	Keterangan Description
Rudianto Rimbono	Ketua Head	Profil Bapak Rudianto Rimbono dapat dilihat di Bab Profil Dewan Komisaris dalam Laporan Tahunan Ini / Mr. Rudianto Rimbono's profile can be seen in the Company Profiles of the Board of Commissioners in this Annual Report.
Riri H. Harahap	Anggota Member	Profil Ibu Riri H. Harahap dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Ms. Riri H Harahap profile can be seen in the Board of Directors Profile in this Annual Report
Rahmad Dianoor	Anggota Member	Profil Bapak Rahmad Dianoor dapat dilihat di halaman 281 Laporan Tahunan ini / Mr. Rahmad Dianoor's Profile can be seen in page 281 on this Annual Report.
Andreadi Hartoyo	Anggota Member	Warga Negara Indonesia dan berusia 55 tahun. Indonesian citizen and is currently 55 years old.



Riwayat Pendidikan / Educational Background

Sarjana Akuntansi dari Universitas Trisakti, Jakarta / Bachelor of Accountancy from Trisakti University.

Riwayat Pekerjaan / Job Experiences

- Internal Control Divisional Manager (2022 - current)
- Internal Control Coordinator (2014 - 2022)
- Co-founder, PT Tiga Sinergi Muda - Creativo (2013-2014)
- Oil & Gas Commercial Coordinator EMP (2012 - 2013)
- Senior Internal Control EMP (2004 - 2011)
- Senior Associate Ernst & Young Prasetio, Sarwoko & Sandjaja (1999 - 2004).

Tugas dan Tanggung Jawab Komite GCG

Tugas dan tanggung jawab Komite GCG adalah:

- Memantau pelaksanaan penerapan GCG oleh setiap organ perusahaan, baik organ utama maupun organ pendukung perusahaan.
- Mengevaluasi hasil penilaian berkala penerapan GCG untuk memastikan efektifitas peranan organ utama dan organ pendukung perusahaan dalam penegakan GCG.
- Menilai rencana kerja dan laporan tentang pelaksanaan GCG sebagai bagian dari Laporan tahunan perusahaan.
- Memberikan rekomendasi penyempurnaan sistem dan kelengkapan perangkat serta mekanisme pelaksanaan GCG atas dasar hasil evaluasi penilaian berkala yang dilakukan dan penilaian masukan whistle blower bagi peningkatan kualitas penerapan GCG.
- Melakukan kajian tentang praktek terbaik dalam penerapan GCG untuk kemudian merekomendasikannya agar dapat diimplementasikan di perusahaan.

The GCG Committee's Duties & Responsibilities

The GCG Committee's duties and responsibilities are as follow:

- Supervise the implementation of GCG by the Company's various organs, both the primary and supporting organs.
- Evaluate the results of periodic assesment of GCG implementation to ensure the effectiveness of the Company's primary and supporting organs in enforcing GCG.
- Evaluate work plans and reports on GCG implementation as part of the Annual Report of the Company.
- Provide recommendations for system enhancements and completeness of GCG devices and implementation mechanisms based on the results of periodic assessment and whistle blower input assessments for improving the quality of GCG implementation.
- Conduct a study on best practices for implementing GCG and then recommend them to the Company for implementation.

- Melakukan tugas-tugas lain yang diberikan oleh Komisaris terkait dengan penyempurnaan penerapan GCG di Perusahaan.

Independensi Anggota Komite GCG

Setiap anggota Komite GCG harus memiliki integritas yang baik dan memiliki pengetahuan serta pengalaman yang cukup, paling tidak dalam salah satu bidang antara lain teknik, hukum, keuangan, atau akuntansi serta memiliki pengetahuan serta pengalaman yang cukup dalam tata kelola perusahaan dan bidang-bidang lain yang dianggap perlu dalam melaksanakan tugasnya.

Penunjukan anggota Komite GCG harus memperhatikan dan mempertimbangkan kompetensi, kriteria, independensi, kerahasiaan, ketaatan pada Pedoman Etika Usaha dan Tata Perilaku Perusahaan dan kemampuan melaksanakan tugas dan tanggung jawabnya.

Piagam Komite GCG

Perseroan pada periode 2025 telah memiliki Piagam Komite GCG.

Frekuensi dan Rapat Komite GCG

Di tahun 2025, Komite GCG mengadakan 1 (satu) kali rapat. Frekuensi kehadiran masing-masing anggota dapat dilihat pada tabel di bawah:

- Carry out any additional tasks assigned by related Commissioner in order to improve the Company's GCG implementation.

Independency of the GCG Committee's Members

Each member of the GCG Committee must have high moral character and sufficient knowledge and experience in at least one among others, engineering, law, finance, or accounting, as well as sufficient knowledge and experience in corporate governance and other areas deemed necessary for the performance of their duties.

Members of the GCG Committee shall be appointed with due regard for and consider their competence, criteria, independency, confidentiality, compliance with the GCG Committee's Guidelines for Business Ethics and Corporate Conduct and ability to perform their duties and responsibilities.

GCG Committee's Charter

The Company already has a GCG Committee charter in place for the period 2025.

GCG Committee Meetings and Frequency

The GCG Committee held one (1) meeting in 2025. The table below details the frequency of each member's attendance:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Rudianto Rimbono	1	1	100
Riri H. Harahap	1	1	100
Rahmad Dianoor	1	1	100
Andreadi Hartoyo	1	1	100

Pendidikan dan Pelatihan Komite GCG

Anggota Komite GCG Perseroan tidak mengikuti pendidikan dan pelatihan di tahun 2025.

Laporan Kegiatan GCG

Pada tahun 2025, Komite GCG melaksanakan peninjauan dokumen-dokumen GCG yang ada di Perseroan antara lain Board Manual, Pedoman GCG dan kode etik sesuai dengan ketentuan peraturan yang berlaku.

GCG Committee Education and Training

Members of the Company's GCG Committee did not participate in any education and training in 2025.

GCG Activity Report

During the year 2025, the GCG Committee conducted a review of GCG documents in the Company, including the Board Manual, GCG Guideline and Code of Conduct in accordance with applicable regulations.

Penilaian Kinerja Komite GCG

Penilaian kinerja Komite GCG dilakukan melalui kriteria evaluasi yang ditetapkan dalam Piagam Komite GCG.

GCG Committee Performance Assessment

The performance assessment of the GCG Committee is carried out through the evaluation criteria set out in the GCG Committee Charter.

KOMITE LINGKUNGAN, SOSIAL, DAN TATA KELOLA (ESG)
ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) COMMITTEE

Komite Lingkungan, Sosial dan Tata Kelola ("Komite ESG") adalah organ pendukung perusahaan yang dibentuk untuk menjaga pengawasan terhadap inisiatif keberlanjutan EMP, memantau efektivitasnya dan membimbing kesesuaiannya dengan tujuan strategis jangka panjang perusahaan.

Komite ESG Perseroan bertanggung jawab kepada Direktur Utama. Dasar Hukum Penunjukkan berdasarkan Pedoman Komite Lingkungan, Sosial dan Tata Kelola Perseroan tertanggal 1 Maret 2024. Anggota Komite ESG terdiri dari Direksi dan beberapa pejabat strategis sebagai berikut:

The Environmental, Social, and Governance Committee ("ESG Committee") is a corporate supporting body established to maintain oversight of EMP's sustainability initiatives, monitor their effectiveness and guide their alignment with the company's long-term strategic objectives.

The ESG Committee of the Company is responsible to the President Director. The legal basis for the appointment is based on the Company's Environmental, Social, and Governance Committee Guidelines dated March 1, 2024. The ESG Committee members consist of Directors and several strategic officials as follows:

Ketua / Head	Wakil Direktur Utama
Anggota / Members	Chief Operation Asset 'A' Chief Operation Asset 'B' Corporate Secretary SVP HCS & GPA VP Corporate Legal VP Safety, Health, and Environment (SHE) VP Supply Chain Management (SCM) CSR and Communication Divisional Manager Financial Controller Department Manager

Profil Komite ESG / ESG Committee Profile

Nama Name	Jabatan Position	Keterangan Description
Edoardus Ardianto	Ketua Head	Profil Bapak Edoardus Ardianto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Mr. Edoardus Ardianto profile can be seen in the Board of Directors Profile in this Annual Report
Kelik R. Suharya	Anggota Member	Profil Bapak Kelik R. Suharya dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini / Mr. Kelik R. Suharya profile can be seen in the Board of Directors Profile in this Annual Report
Tri Firmanto	Anggota Member	Profil Bapak Tri Firmanto dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Mr. Tri Firmanto profile can be seen in the Board of Directors Profile in this Annual Report
Riri H. Harahap	Anggota Member	Profil Ibu Riri H. Harahap dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini Ms. Riri H. Harahap profile can be seen in the Board of Directors Profile in this Annual Report
Reno Ranendra	Anggota Member	Profil Bapak Reno Ranendra dapat dilihat di halaman 274 Laporan Tahunan ini Mr. Reno Ranendra's Profile can be seen in page 274 on this Annual Report.

Rida Handayani	Anggota Member	**Riwayat Pendidikan** / Educational Background • Sarjana Hukum dari Universitas Trisakti / Bachelor degree of Law from Trisakti University (1996) • Magister Hukum dari Bond University Australia / Legal Law Master from Bond University Australia (1998) • Magister Kenotariatan dari Universitas Jayabaya / Master of Notary from Jayabaya University (2021) **Riwayat Pekerjaan** / Job Experiences • Legal Staff at Koperasi Pengusaha Nasional Telekomunikasi (Kopnatel) (1998 – 2001) • Senior Associate at Jurnalis & Ponto Law Firm (2001 – 2005) • Legal Advisory and Contract Manager at PT Energi Mega Persada Tbk (2005 – 2024) • VP Corporate Legal at PT Energi Mega Persada Tbk (2024 - present)
Sutedja E. Saputra	Anggota Member	Profil Bapak Sutedja E. Saputra dapat dilihat di halaman 278 Laporan Tahunan ini Mr. Sutedja E. Saputra's Profile can be seen in page 278 on this Annual Report
Iwan Kristiantono	Anggota Member	Profil Bapak Iwan Kristiantono dapat dilihat di halaman 278 Laporan Tahunan ini Mr. Iwan Kristiantono's Profile can be seen in page 278 on this Annual Report
Rahmad Dianoor	Anggota Member	Profil Bapak Rahmad Dianoor dapat dilihat di halaman 281 Laporan Tahunan ini Mr. Rahmad Dianoor's Profile can be seen in page 281 on this Annual Report
Iman Soerjasantosa 	Anggota Member	**Riwayat Pendidikan** / Educational Background • Sarjana Akuntansi dari Perbanas Institute (1991) / Bachelor degree from Perbanas Institute (1991) • Bachelor of Marketing from San Francisco State University (1996) **Riwayat Pekerjaan** / Job Experiences • Corporate Social Responsibility & Communication Manager, PT Energi Mega Persada Tbk (2024 - current) • Corporate Social Responsibility & Land Matters Coordinator, PT Energi Mega Persada Tbk (2022 - 2024) • Senior Procurement & Logistic International Operation, PT Energi Mega Persada Tbk (2010 - 2022) • Purchasing Manager, PT Alam Sumber Perkasa (2007 - 2008) • Purchasing & Logistic Manager, PT Altra Excis Investama (2003 - 2007)

Tugas dan Tanggung Jawab Komite ESG

Tugas dan tanggung jawab Komite ESG adalah:

- Mengembangkan kebijakan dan prosedur terkait ESG yang sejalan dengan tujuan dan prinsip keberlanjutan EMP.
- Mengawasi dan mengevaluasi kinerja EMP dalam bidang lingkungan hidup, sosial dan tata kelola, serta memastikan tercapainya target yang telah ditetapkan.
- Memberikan arahan mengenai penerapan pendanaan berbasis keberlanjutan, termasuk pada Pembiayaan Berkelanjutan, Dekarbonisasi, Keberagaman dan Hak Asasi Manusia.
- Mengawasi pengembangan dan penerapan inisiatif keberagaman untuk mendorong inklusi di tempat kerja yang mendukung rekrutmen dan retensi karyawan yang beragam.
- Menjalin hubungan dengan pemangku kepentingan terkait ESG, termasuk dialog dengan investor, masyarakat dan pihak terkait lainnya.
- Berkoordinasi dengan Dewan Komisaris dan Direksi dalam penerapan aspek ESG.

Duties and Responsibilities of the ESG Committee

The duties and responsibilities of the ESG Committee are:

- Develop policies and procedures related to ESG that are in line with EMP's objectives and sustainability principles.
- Supervise and evaluate EMP's performance in environmental, social and governance matters, and ensure the achievement of targets set.
- Provide direction regarding the implementation of sustainability-based funding, including on Sustainable Financing, Decarbonization, Diversity and Human Rights.
- Oversee the development and implementation of diversity initiatives to encourage inclusion in the workplace that supports the recruitment and retention of diverse employees.
- Establish relationships with stakeholders related to ESG, including dialogue with investors, the community and other related parties.
- Coordinate with the Board of Commissioners and Directors in implementing ESG aspects.

Independensi Anggota Komite ESG

Setiap anggota Komite ESG harus memiliki integritas yang baik dan memiliki pengetahuan serta pengalaman yang cukup dalam salah satu bidang antara lain teknik, hukum, keuangan, atau akuntansi serta memiliki pengetahuan serta pengalaman yang cukup dalam tata kelola perusahaan dan bidang-bidang lain yang dianggap perlu dalam melaksanakan tugasnya.

Penunjukan anggota Komite ESG harus memperhatikan dan mempertimbangkan kompetensi, kriteria, independensi, kerahasiaan, ketaatan pada Pedoman Etika Usaha dan Tata Perilaku Perusahaan dan kemampuan melaksanakan tugas dan tanggung jawabnya.

Piagam Komite ESG

Pada tahun 2025, Perseroan telah memiliki Piagam Komite ESG.

Frekuensi dan Rapat Komite ESG

Di tahun 2025, Komite ESG mengadakan 1 (satu) kali rapat. Frekuensi kehadiran masing-masing anggota dapat dilihat pada tabel di bawah:

Independence of ESG Committee Members

Each member of the ESG Committee must possess high integrity and sufficient knowledge and experience in the following fields such as engineering, law, finance, or accounting and also they have adequate experience in corporate governance and other relevant areas necessary to fulfill their duties.

The appointment of ESG Committee members must consider competence, criteria, independence, confidentiality, adherence to the Business Ethics and Code of Conduct, and the ability to carry out their roles and responsibilities.

ESG Committee Charter

In 2025, the company has established an ESG Committee Charter.

Frequency and Meetings of the ESG Committee

In 2025, the ESG Committee held one (1) meetings. The attendance frequency of each member is detailed in the table below:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	%
Edoardus Ardianto	1	1	100
Kelik R. Suharya	1	1	100
Tri Firmanto	1	1	100
Riri H. Harahap	1	1	100
Reno Ranendra	1	1	100
Rida Handayani	1	1	100
Sutedja E. Saputra	1	1	100
Iwan Kristiantono	1	1	100
Iman Soerjasantosa	1	1	100
Rahmad Dianoor	1	1	100

Pendidikan dan Pelatihan Komite ESG

Anggota Komite ESG Perseroan tidak mengikuti pendidikan dan pelatihan di tahun 2025.

Laporan Kegiatan ESG

Pada tahun 2025, Komite ESG melaksanakan peninjauan dokumen-dokumen ESG yang ada di Perseroan antara lain Board Manual, Pedoman ESG dan kode etik sesuai dengan ketentuan peraturan yang berlaku.

Penilaian Kinerja Komite ESG

Penilaian kinerja Komite ESG dilakukan melalui kriteria evaluasi yang ditetapkan dalam Piagam Komite ESG.

Education and Training of the ESG Committee

The members of the Company's ESG Committee did not participate in any education or training programs in 2025.

ESG Activity Report

In 2025, the ESG Committee conducted a review of the Company's ESG-related documents, including the Board Manual, ESG Guidelines, and Code of Ethics, ensuring compliance with applicable regulations.

ESG Committee Performance Assessment

The performance assessment of the ESG Committee is conducted based on evaluation criteria established in the ESG Committee Charter.

SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY

Perseroan merupakan perusahaan terbuka dan wajib memiliki Sekretaris Perusahaan sebagai fungsi yang melakukan penerapan kepatuhan Tata Kelola Perusahaan yang Baik (GCG) sesuai peraturan. Sekretaris Perusahaan berfungsi sebagai penghubung Perseroan dengan Pemegang Saham, pembuatan rilis berita (informasi) dan pengumuman dalam website Perseroan serta media, pelaksanaan RUPS, regulator, analis, media serta Pemangku Kepentingan lainnya untuk memastikan kepatuhan Perusahaan terhadap peraturan perundang-undangan di bidang Pasar Modal serta tugas dan tanggung jawab lain dalam POJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

Sekretaris Perusahaan memfasilitasi komunikasi yang efektif dan memastikan tersedianya informasi yang memadai, akurat dan relevan untuk berbagai pihak. Diantaranya terkait informasi industri, korporasi, pasar modal, isu tenaga kerja, isu hukum dan isu lainnya yang terkait dengan Perseroan.

Dasar Hukum

- POJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
- Peraturan Bapepam-LK No. IX.1.4.
- Anggaran Dasar Perusahaan.

Profil Sekretaris Perusahaan

Profil Ibu Riri H. Harahap dapat dilihat pada bab Profil Direksi di Laporan Tahunan ini

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Berikut rincian tugas dan tanggung jawabnya:

- Memfasilitasi rapat-rapat Pemegang Saham, Dewan Komisaris dan Direksi sesuai ketentuan Anggaran Dasar serta menyiapkan laporan dan bahan-bahan yang digunakan dalam rapat-rapat;
- Sebagai Contact Person yang mewakili Perseroan sebagai Emiten dalam memberikan informasi yang telah disetujui oleh Direksi kepada Otoritas Jasa Keuangan, Bursa Efek Indonesia, KSEI, Perusahaan Sekuritas, Media Massa dan Pemegang Saham;
- Membina hubungan dengan pihak-pihak Pemerintah dan organisasi terkait yang sejalan dengan aktivitas Perseroan;

The Company as a public company required to have a Corporate Secretary as a function that implements Good Corporate Governance (GCG) compliance according to regulations. The Corporate Secretary acts as a liaison between the Company and its shareholders, is responsible for preparation of press releases (information) and announcements on the Company's website and media, GMS implementation and works with regulators, analysts, the media and other Stakeholders to ensure the Company complies with applicable Capital Market laws and regulations, as well as other duties and responsibilities set forth in POJK No. 35/POJK.04/2014 regarding the Corporate Secretary of Issuer or Public Company.

The Corporate Secretary facilitates effective communication and ensures that all parties have access to adequate, accurate and pertinent information. They include information about the industry, corporations, capital markets, labor issues, legal issues and other matters relating to the Company.

Legal Basis

- POJK No. 35/POJK.04/2014 regarding the Corporate Secretary of Issuers or Public Companies.
- Bapepam-LK Regulation No. IX.1.4.
- The Company's Articles of Association.

Profile of the Corporate Secretary

Ibu Riri H. Harahap profile can be seen in the the Board of Directors Profile in this Annual Report

Corporate Secretary's Duties and Responsibilities

The following are the specific duties and responsibilities:

- Facilitate Shareholders, Board of Commissioners and Board of Directors meetings in accordance with the Articles of Association as well as preparing reports and materials used in meetings;
- As a Contact Person who represents the Company as an Issuer in providing information that has been approved by the Board of Directors to FSA, IDX, KSEI, Securities Companies, Media and Shareholders;
- Foster relationships with Government parties and related organizations that are in line with the Company's activities;

- Mempersiapkan pelaksanaan kegiatan Public Expose maupun aksi korporasi yang akan dilakukan oleh Perseroan; dan
- Bertanggung jawab atas penyebarluasan informasi resmi mengenai Perseroan kepada para pemangku kepentingan, menjadi pejabat penghubung dengan otoritas pasar modal.

- Prepare for the implementation of Public Expose activities and corporate actions that will be carried out by the Company; and
- Being responsible for disseminating official information about the Company to Stakeholders, being the liaison officer with the capital market authority.

Pendidikan / Pelatihan dan Pengembangan Kompetensi

Perseroan menganggap penting upaya meningkatkan keahlian, pengetahuan, pemahaman maupun potensi dan bagi semua setiap karyawannya, termasuk Sekretaris Perusahaan, dengan tujuan mendorong pertumbuhan dan kemajuan Perseroan. Sepanjang tahun 2025, Riri H. Harahap telah mengikuti 6 (enam) kali pelatihan dan pengembangan kompetensi, yakni:

Education / Training and Competency Development

The Company believes it is critical to develop expertise, knowledge, understanding and potential in all of its employees, including the Corporate Secretary, in order to foster the Company's growth and development. Riri H. Harahap has participated in six (6) trainings and competency development in 2025, specifically:

No	Agenda Pelatihan Training Agenda	Tanggal Date	Penyelenggara Organizer
1	ESG Metrics Reporting Pada Form E020, Penyampaian Laporan Tahunan dan Keberlanjutan di SPE-IDXNet / ESG Metrics Reporting in Form E020, Submission of the Annual Report and Sustainability Report on SPE-IDXNet.	22 Januari 2025	Bursa Efek Indonesia
2	Seminar Kompas 100 Outlook Investasi Berkelanjutan di dalam Ekosistem Bisnis Global / Kompas 100 Seminar: Sustainable Investment Outlook in the Global Business Ecosystem.	17 Februari 2025	Bursa Efek Indonesia
3	Sosialisasi Sarana Whistleblowing System oleh PT DC Solutions (Deloitte) / Socialization of the Whistleblowing System Facilities by PT DC Solutions (Deloitte).	27 Februari 2025	PT DC Solutions (Deloitte)
4	IDX Net Zero Incubator 2025	9 November 2025	Bursa Efek Indonesia
5	Ketentuan Pelaporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka / Regulations on Reporting Share Ownership or Any Changes in Share Ownership of a Public Company and the Report on Pledging Activities of Public Company Shares.	19 Desember 2025	Otoritas Jasa Keuangan & KSEI

Pelaksanaan Tugas Sekretaris Perusahaan

Sekretaris Perusahaan telah melakukan tugas dan tanggung jawab pada tahun buku 2025 berdasarkan peraturan dan perundang-undangan yang berlaku. Berikut pelaksanaan tugas yang dikerjakan pada tahun 2025:

- Melaksanakan RUPST dan RUPSLB pada tanggal 26 Juni 2025, melaksanakan RUPSLB ke-2 pada tanggal 20 Agustus 2025 dan melaksanakan RUPSLB ke 3 pada tanggal 23 Oktober 2025. Hasil RUPST dan RUPSLB tersebut telah disampaikan kepada publik melalui situs BEI dan Perseroan.
- Menyusun Laporan Tahunan dan Laporan Keberlanjutan.

Implementation of Corporate Secretary Duties

The Corporate Secretary has performed duties and responsibilities in the financial year 2025 based on applicable laws and regulations. The following are the tasks performed throughout 2025:

- Conducted the Annual General Meeting of Shareholders (AGMS) and the Extraordinary General Meeting of Shareholders (EGMS) on 26 June 2025, held the 2nd EGMS on 20 August 2025, and held the 3rd EGMS on 23 October 2025. The results of the AGMS and EGMS were disclosed to the public through the IDX website and the Company's website.
- Prepared Annual Report and Sustainability Report.

- Menyampaikan laporan berkala dan insidental serta korespondensi kepada OJK dan BEI.
- Menyampaikan Keterbukaan Informasi kepada publik melalui situs web BEI dan Perseroan serta melalui pertemuan baik secara fisik maupun secara virtual.
- Menghadiri setiap pelaksanaan rapat Dewan Komisaris, Direksi dan rapat bersama Dewan Komisaris dan Direksi serta membuat risalah rapat.

- Submitted periodic and incidental reports as well as correspondence to OJK and IDX.
- Delivered Disclosure of Information to the public via IDX and the Company's websites as well as through meetings both physically and virtually.
- Attended every meeting of the Board of Commissioners, the Board of Directors and joint meetings of the Board of Commissioners and the Board of Directors and prepared the minutes of the meeting.

Kontak Sekretaris Perusahaan Perseroan

Bakrie Tower Lantai 32, Rasuna Epicentrum
Jl. HR Rasuna Said, Jakarta Selatan 12940
Telp. : (021) 2994-1500
Faks. : (021) 2994-1247
Email : corsec@emp.id
Website : www.emp.id

Contact of the Corporate Secretary

Bakrie Tower 32nd Floor, Rasuna Epicentrum
Jl. HR Rasuna Said, South Jakarta 12940
Phone : (021) 2994-1500
Fax. : (021) 2994-1247
Email : corsec@emp.id
Website : www.emp.id

HUBUNGAN INVESTOR
INVESTOR RELATIONS

Tanggung jawab untuk membina hubungan dengan para investor, calon investor dan para analis merupakan tugas utama Divisi Hubungan Investor. Divisi ini bertanggung jawab kepada Wakil Direktur Utama dan memiliki tugas, antara lain:

- mempromosikan rencana pertumbuhan perusahaan kepada komunitas investor dalam acara *Equity Forum, Road Shows, Podcast, Live Streaming* dan lain-lain,
- memberikan informasi terkini mengenai kinerja keuangan dan produksi Perusahaan kepada komunitas investor secara berkala,
- membuat siaran pers atas transaksi material oleh Perusahaan untuk konsumsi oleh investor, media, BEI dan OJK,
- melakukan supervisi atas website Perseroan dan bertanggung jawab atas Laporan Tahunan dan Laporan Keberlanjutan Perseroan.

Sepanjang tahun 2025, Divisi Hubungan Investor melakukan kegiatan-kegiatan sebagai berikut:

The Investor Relations division is responsible for developing relationships with investors, potential investors and analysts. This division is responsible to the Vice President Director and has the following tasks, among others:

- promote the company's growth plans to the investment community in the Equity Forum, Road Shows, Podcast. Live Streaming and other events,
- provide current information on the Company's financial performance and production to the investment community on a regular basis,
- a press release on material transactions by the Company to be consumed by the investors, the media, IDX and FSA,
- supervision on the Company's website and is responsible for the Company's Annual Report and Sustainability Report.

Throughout 2025, Investor Relations Division conducted the following activities:

PERTEMUAN ANALIS
Analyst Meeting

No	Tanggal Date	Description	Lokasi Venue
1	5-Mar-25	Tahan Capital	Singapore
2	8-May-25	Capital Market Happy Hour	Jakarta, Menara Imperium
3	27-May-25	Samuel Sekuritas	Jakarta, Menara Imperium
4	28-May-25	Sucor Sekuritas	Jakarta, Bakrie Tower
5	4-Jun-25	Samuel Sekuritas	Jakarta, Bakrie Tower
6	5-Jun-25	Panin Sekuritas	Jakarta, Bakrie Tower
7	13-Jun-25	Panin Sekuritas	Jakarta, Bakrie Tower
8	19-Jun-25	UOB Kay Hian Sekuritas	Jakarta, Bakrie Tower
9	24-Jun-25	RHB Sekuritas	Zoom call
10	1-Jul-25	Joint Convention	Semarang
11	8-Jul-25	UOB Kay Hian Sekuritas	Jakarta, Bakrie Tower
12	10-Jul-25	RHB Sekuritas	Jakarta, Bakrie Tower
13	10-Jul-25	CGSI Sekuritas	Jakarta, Bakrie Tower
14	11-Jul-25	Manulife	Jakarta, Bakrie Tower
15	23-Jul-25	CGSI Sekuritas	Zoom call
16	28-Jul-25	Mandiri Sekuritas - Sun Life	Jakarta, Bakrie Tower
17	31-Jul-25	Mandiri Sekuritas - Mandiri Asset Management	Jakarta, Bakrie Tower
18	31-Jul-25	Indo Premier Sekuritas	Jakarta, Bakrie Tower
19	6-Aug-25	Samuel Sekuritas	Jakarta, Bakrie Tower
20	8-Aug-25	Verdhana Sekuritas	Jakarta, Deutsche Bank Building
21	15-Aug-25	Verdhana Sekuritas	Jakarta, Bakrie Tower
22	15-Aug-25	Verdhana Sekuritas - Pricipal AM	Jakarta, Grand Rubina
23	16-Sep-25	Mandiri Sekuritas	Jakarta, Vong Kitchen SCBD
24	25-Sep-25	PT Taspen (Persero)	Jakarta, Bakrie Tower
25	26-Sep-25	Bahana TCW Investment Management	Jakarta, Bakrie Tower
26	2-Oct-25	BNI Asset Management	Jakarta, Bakrie Tower
27	7-Oct-25	OUB Kay Hian Sekuritas	Zoom call
28	9-Oct-25	Verdhana Sekuritas	Jakarta, Deutsche Bank Building
29	9-Oct-25	BRI Danareksa	Jakarta, BRI 2 Building
30	10-Oct-25	Verdhana Sekuritas	Zoom call
31	14-Oct-25	Trimegah AM	Zoom call
32	6-Nov-25	CGSI Sekuritas	Jakarta, Bakrie Tower
33	19-Nov-25	JP Morgan Indonesia	Jakarta, Bakrie Tower
34	18-Des-25	Eastspring Investments Indonesia	Jakarta, Bakrie Tower
35	22-Des-25	Grow investments Indonesia	Jakarta, Seuis Tower

ACARA TAHUNAN PERSEROAN
Company Annual Event

Tanggal Date	Acara Event	Lokasi Venue
26-Jun-2025	RUPST & RUPSLB / AGMS & EGMS	Bakrie Tower Lt.30
20-Aug-2025	RUPSLB / EGMS	Bakrie Tower Lt.30
23-Oct-2025	RUPSLB / EGMS	Bakrie Tower Lt.30
23-Oct-2025	Paparan Publik Tahunan / Annual Public Expose	Zoom Webinar

LAPORAN ANALIS
Analyst Report

No	Tanggal Date	Description	Recommendation
1	16-Jun-2025	Panin Sekuritas	Not Rated
2	25-Jun-2025	UOB Kay Hian	Not Rated
3	25-Jul-2025	Samuel Sekuritas	Buy IDR 650
4	16-Sep-2025	Kiwoom Sekuritas	Buy IDR 775
5	16-Dec-2025	Samuel Sekuritas	Buy IDR 2,300
6	25-Dec-2025	Kiwoom Sekuritas	Buy IDR 1,720

PENCATATAN DALAM INDEKS
Index Listing

Tanggal Date	Index
3 Februari 2025	KOMPAS100
8 Juli 2025	ISSI
1 Januari 2025	IDX Energy
25 Nov 2025	MSCI Small Cap

PRESS RELEASE
Siaran Pers

No	Tanggal Date	Title
1	25-Mar-2025	EMP menunjukkan kinerja keuangannya yang semakin membaik di tahun 2024 / shows improved financial results in year 2024
2	26-Mar-2025	Energi Mega Persada berencana untuk mengembangkan proyek CCS atau CCUS di beberapa wilayah kerjanya / Energi Mega Persada plans to develop CCS or CCUS projects throughout its working areas
3	30-Apr-2025	EMP menyampaikan kenaikan laba bersih pada Q1 2025 / EMP recorded higher profit in Q1 2025
4	14-May-2025	EMP menemukan kandungan minyak bumi / EMP announced oil discovery from its Bentu gas asset in Riau Sumatera
5	22-May-2025	EMP dan JAPEX membentuk kerjasama strategis untuk mempercepat pembangunan blok gas Gebang di Sumatera Utara / nergi Mega Persada increases its stake in the Kangean PSC in the effort to boost production and reserves
6	22-May-2025	Energi Mega Persada menambah kepemilikannya di KKS blok Kangean dalam usahanya untuk meningkatkan produksi dan Cadangan migasnya / Energi Mega Persada increases its stake in the Kangean PSC in the effort to boost production and reserves
7	26-Jun-2025	EMP menyampaikan hasil rapat umum pemegang saham tahunan dan luar biasa Perusahaan mencatatkan laba bersih US$75 juta di tahun 2024 / EMP reported the results of its Annual and Extraordinary General Meeting of the Shareholders The Company recorded US$75 million Net Profit in year 2024
8	10-Jul-2025	Dua anak usaha Energi Mega Persada menandatangani Nota Kesepahaman / Two of Energi Mega Persada's subsidiaries signed MoUs

9	01-Sep-2025	EMP membukukan peningkatan kinerja keuangan pada semester pertama 2025 / EMP recorded growth in its 1H 2025 financial results
10	15-Sep-2025	EMP mendapatkan peringkat A+ dari PEFINDO dan berhasil mencapai nilai MEDIUM dalam kinerja ESG nya / EMP secured A+ rating from PEFINDO and achieved a MEDIUM score in its ESG performance
11	18-Sep-2025	EMP berhasil menyelesaikan pengeboran sumur Kayuara-20 di blok minyak Kampar (Riau, Sumatera) / EMP successfully completed drilling program of the Kayuara-20 well in the Kampar oil block (Riau, Sumatera)
12	29-Oct-2025	EMP menyampaikan kinerja keuangan 9M 2025 yang semakin membaik, dengan EBITDA sebesar lebih dari Rp 3,5 trilyun dan Laba Bersih sebesar hampir Rp 1 trilyun / EMP reported Year on Year growth in its 9M 2025 financial results with EBITDA of over Rp 3.5 trillion and Net Profit of almost Rp 1 trillion
13	25-Nov-2025	EMP menjadi pengendali tunggal di KKS Kangean melalui akuisisi atas 25% kepemilikan JAPEX / EMP has fully control of the Kangean gas asset through the acquisition of JAPEX's 25% stake
14	25-Nov-2025	EMP bekerja sama dengan JAPEX untuk memproduksikan KKS Gebang / EMP formally joined force with JAPEX to monetize its Gebang gas asset in North Sumatera
15	1-Dec-2025	EMP berhasil mendapatkan temuan gas baru di KKS Sengkang (Sulawesi Selatan) / EMP successfully discovers new gas in place in Sengkang PSC (South Sulawesi)

AKUNTAN PUBLIK

Perseroan menggunakan jasa Akuntan Publik untuk melakukan proses audit finansial Perseroan serta bagian penerapan Prinsip-prinsip GCG. Dalam melaksanakan tugasnya, akuntan publik memberikan pemeriksaan sekaligus penilaian yang obyektif terkait kewajaran dan kesesuaian laporan keuangan Perseroan dengan mengacu pada Standar Akuntansi Keuangan Indonesia (SKAI) dan peraturan perundang-undangan yang berlaku di Indonesia.

Perseroan telah menunjuk KAP Y. Santosa dan Rekan untuk melakukan audit terhadap laporan keuangan Perseroan dan anak Perusahaan Perseroan yang berakhir pada tanggal 30 Juni 2025 dan 31 Desember 2025. Biaya jasa audit pada tahun 2025 adalah sebesar Rp5.550.000.000,- (lima miliar lima ratus lima puluh juta Rupiah).

Jasa Lain yang Diberikan

Perseroan tidak menggunakan jasa tambahan lain yang diberikan KAP Y. Santosa Rekan pada Tahun 2025.

PUBLIC ACCOUNTANT

The Company retains the services of Public Accountant to conduct financial audits and to assist in the implementation of the GCG Principles. The Public Accountant provides an examination as well as an objective assessment regarding the fairness and suitability of the Company's financial statements with reference to the Financial Accounting Standards in Indonesia and the laws and regulations in force in Indonesia.

The Company has appointed KAP Y. Santosa dan Rekan to audit the Company's financial statements and those of its subsidiaries for the periods ended June 30, 2025 and 31 December 2025. The audit service fee for 2025 amounts to Rp5,550,000,000 (five billion five hundred fifty million Rupiah).

Other Services Provided

The Company did not engage any additional services provided by KAP Y. Santosa and Rekan in 2025.

UNIT AUDIT INTERNAL
INTERNAL AUDIT UNIT

Internal Audit adalah unit yang melakukan pemeriksaan operasional dan keuangan Perseroan. Audit Internal dipimpin oleh Kepala Audit Internal yang bertanggung jawab langsung kepada Direktur Utama. Audit Internal merupakan pelaksana utama pengendalian internal Perseroan, yang meliputi manajemen risiko, pengendalian dan tata kelola dan memberikan konsultasi sesuai kebutuhan departemen dan unit Perseroan yang dirancang untuk memperkuat kegiatan operasional.

Internal Audit is a division of the Company that is responsible for conducting operational and financial examinations. Internal Audit is led by the Head of Internal Auditor who reports directly to the President Director. Internal Audit is the primary implementer of the Company's internal control framework, which encompasses risk management, control and governance and provides consultations to the Company's departments and units to help them strengthen operational activities.

Berdasarkan POJK Nomor 56/POJK.04/2015 tentang Pembentukan Unit Audit Internal, Perseroan telah membentuk Unit Audit Internal yang dipimpin oleh Eddy Warnov terhitung sejak tahun 2017 dengan latar belakang pendidikan Sarjana Akuntansi dan pengalaman kerja selama 39 Tahun.

In accordance with POJK No. 56/POJK.04/2015, the Company established an Internal Audit Unit in 2017 led by Eddy Warnov, who holds a Bachelor of Accounting degree and has 39 years of work experience.

Struktur dan Kedudukan Unit Audit Internal

Perseroan memiliki struktur dan komposisi Unit Audit Internal Perseroan yang terdiri dari 5 (lima) orang staf Auditor Internal. Pengangkatan dan pemberhentian kepala Unit Audit Internal dilakukan oleh Direktur Utama atas persetujuan Dewan Komisaris. Dalam menjalankan tugas dan tanggung jawabnya, kepala Unit Audit Internal bertanggung jawab langsung kepada Direktur Utama

Internal Audit Unit's Structure and Position

The Company's Internal Audit Unit is structured and composed of five (5) staffs. The President Director appoints and dismisses the head of the Internal Audit Unit with the approval of the Board of Commissioners. The head of the Internal Audit Unit is directly accountable to the President Director for the performance of its duties and responsibilities.

Profil Kepala Unit Audit Internal / Head of Internal Audit Unit Profile

Eddy Warnov

Warga Negara Indonesia dan berusia 67 tahun
Indonesian citizen and is currently 67 years old.

Riwayat Pendidikan / Educational Background

Sarjana Akuntansi (S1)

Riwayat Pekerjaan / Job Experiences

- Akuntan di KAP SGV Utomo, Arthur Andersen.
- Audit Manager di ExxonMobil.
- Internal Control Manager di Kondur Petroleum S.A.

Dasar Hukum Penunjukkan

Surat Keputusan Direktur Utama No. 214/SK.DIRUT/EMP/X/2025 tanggal 24 Oktober 2025.

Legal Basis of Appointment

Based on the Decree of the President Director No. 214/SK.DIRUT/EMP/X/2025 dated October 24, 2025.

Piagam Audit Internal

Pada tahun 2020, Perseroan memiliki Piagam Audit Internal dan masih diberlakukan pada tahun buku 2025.

Internal Audit Charter

In 2020, The Company has an Internal Audit Charter and still in effect in the financial year 2025.

Tugas dan Tanggung Jawab Unit Audit Internal

Unit Audit Internal memiliki tugas dan tanggung jawab yang dipaparkan sebagai berikut:

- Menyusun dan melaksanakan Program Audit Internal tahunan;
- Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perseroan;
- Melakukan pemeriksaan dan penilaian atas efisiensi dan efektifitas dibidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi dan kegiatan lainnya;
- Memberikan saran perbaikan dan informasi yang obyektif tentang kegiatan yang diperiksa pada semua tingkat manajemen;

Internal Audit Unit's Duties and Responsibilities

The Internal Audit Unit is charged with the following duties and responsibilities:

- Developing and implementing an annual Internal Audit Program;
- Conducting tests and evaluations to ensure that internal control and risk management systems are implemented in accordance with the Company's policies.
- Conduct examinations and assessments of efficiency and effectiveness in the areas of finance, accounting, operations, human resources, marketing, information technology and other activities;
- Provide remedial advice and objective information to all levels of management regarding the activities examined;

- Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris Perseroan;
- Memantau, menganalisa dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.
- Melakukan audit koordinasi dalam pelaksanaan audit pemerintah untuk *cost recovery* dan perhitungan bagian negara
- Melakukan pemeriksaan khusus yang diperlukan
- Memberikan konsultasi control sesuai dengan permintaan Operating Unit

- Prepare a report on the audit findings and submit it to the President Director and the Board of Commissioners;
- Monitor, analyze, and report on the implementation of recommended corrective actions;
- Conduct coordination audits in the execution of government audits related to cost recovery and state share calculations;
- Conduct specified audits as required;
- Provide control-related consultation in accordance with requests from the Operating Unit.

Pelatihan Unit Audit Internal

Sepanjang tahun 2025, UAI Perseroan mengikuti:

Internal Audit Unit Training

Throughout 2025, the Company's UAI participated in:

No	Topic	Penyelenggara	Tanggal Pelaksanaan
1	Performance Auditing: Ensuring Effective and Efficient Business Process	The Center of Internal Audit Resources (IAR)	12 – 13 Maret 2025
2	Audit for Tomorrow: Strategic, Future, Ready, Sustainable	IIA Indonesia National Conference	27 – 18 Agustus 2025

Pelaksanaan Tugas Unit Audit Internal

Unit Internal Audit berpedoman pada peraturan perundang-undangan yang berlaku dalam melaksanakan tugasnya. Berikut pelaksanaan tugas Audit Internal Perseroan yang dilakukan sepanjang tahun 2025:

- Melakukan audit terhadap General Support Services;
- Melakukan audit terhadap *CSR and Communication;*
- Melakukan audit terhadap *Project Facilities Wasambo;*
- Melakukan audit terhadap *Drilling Operation*;
- Melalukan Audit Khusus (investigasi);
- Melakukan Audit Koordinasi dengan Auditor eksternal khususnya perlaksanaan audit *cost recovery* dan perhitungan bagian negara;
- Memberikan Konsultasi Pengawasan Internal.

Execution of Internal Audit Unit-Related Tasks

The Internal Audit Unit is guided in carrying out its responsibilities by applicable laws and regulations. The following are the Company's internal audit tasks that has been performed in 2025:

- Conduct audits of General Support Services;
- Conduct audits of CSR and Communication;
- Conduct audits of Project Facilities Wasambo;
- Conduct audits of Drilling Operations;
- Conducting Special Audits (investigations);
- Coordinating Audits with External Auditors, focusing on cost recovery audits and state part calculations;
- Provide Consultation on Internal Supervision.

PENGENDALIAN INTERNAL

Perseroan memiliki sistem pengendalian keuangan dan operasional serta kepatuhan terhadap peraturan dan perundang-undangan. Sistem pengendalian internal Perseroan memadai dalam melindungi Aset dan Investasi Perseroan. Sistem tersebut merupakan bagian dari penerapan GCG yang meliputi kerangka kerja pengawasan internal, penilaian resiko bisnis, sistem informasi dan komunikasi, aktivitas pengawasan dan monitoring. Sistem pengendalian internal efektif di setiap Divisi dan anak Perseroan dengan penerapan *Financial Signing Authority Limit* / Pembatasan Kuasa Penandatanganan Keuangan sesuai dengan tugas dan kewenangan masing – masing fungsi.

INTERNAL CONTROL

The Company maintains a financial and operational control system that comply with applicable regulations and laws. The internal control system of the Company is adequate for safeguarding the Company's assets and investments. The system is a component of the GCG's implementation, which also includes an internal control framework, risk assessment, information and communication systems, supervision and monitoring activities. Internal control systems are effective in each Division and subsidiary through the application of Financial Signing Authority Limits / Limitation of Financial Signing Authority in accordance with the duties and authorities of each function.

Sistem Pengendalian Internal (SPI)

Perseroan menjalankan Sistem Pengendalian Internal (SPI) sebagai fungsi kontrol yang menunjang peran Direksi dalam mengelola dan mengamankan aset finansial dan operasional. Perseroan memastikan sistem ini senantiasa dijalankan melalui mekanisme yang baik, sehingga mampu berdampak pada hadirnya pengendalian dan mitigasi risiko secara efektif di seluruh bisnis Perseroan.

Ruang lingkup sistem pengendalian internal mencakup aspek-aspek pengawasan, serta pengendalian operasional dan keuangan Perseroan. Kedua aspek tersebut meliputi kontrak, anggaran, kegiatan, keuangan, hingga pelaporan. Seluruh aspek tersebut dilakukan secara terintegrasi satu sama lainnya. Pelaporan untuk seluruh aspek tersebut dilaksanakan sesuai ketentuan yang telah disepakati oleh internal Perseroan agar tidak terjadi duplikasi serta inkonsistensi pelaporan dan informasi.

Evaluasi Efektivitas SPI

Untuk menilai efektivitas pelaksanaan SPI, Direksi didukung oleh Unit Audit Internal dan Divisi Internal Control, guna memberikan keyakinan bahwa penerapan pengendalian internal telah sesuai dengan tujuan dan sasaran Perseroan.

Secara umum proses control telah sesuai dengan prosedur Perseroan dan Organisasi sangat memahami proses pengawasan tersebut. Transaksi keuangan telah dieksekusi sesuai dengan *Financial Signing Authority Limit*, Operasi Perseroan dijalani sesuai dengan peraturan Pemerintah dan Pedoman Tata Kerja SKK Migas.

Perseroan juga menerapkan Sistem Managament Anti Penyuapan (SMAP) dan mendapatkan sertifikasi ISO 37001:2016

Ruang Lingkup Pengendalian Internal

Pengendalian internal aktif dijalankan melalui penetapan dan pelaksanaan strategi bisnis, pengembangan dan penerapan manajemen risiko, penyusunan organisasi dan pendelegasian wewenang dengan akuntabilitas yang jelas, pengembangan kebijakan pengendalian internal, serta pemantauan terhadap kecukupan dan efektivitas sistem pengendalian internal yang telah ditetapkan.

Internal Control System (ICS)

The Company implements an Internal Control System (ICS) as a control function that supports the role of the Board of Directors in managing and safeguarding financial and operational assets. The Company ensures that this system is consistently implemented through sound mechanisms, enabling effective control and risk mitigation across all of the Company's business activities.

The scope of the internal control system includes supervisory aspects, as well as the Company's operational and financial controls. These two aspects cover contracts, budgets, activities, finance, and reporting. All of these aspects are carried out in an integrated manner. Reporting for all aspects is conducted in accordance with provisions agreed upon internally by the Company to avoid duplication as well as inconsistencies in reporting and information.

Evaluation of ICS Effectiveness

To assess the ICS effectivenes, the Board of Directors is supported by the Internal Audit Unit and the Internal Control Division to provide assurance that the implementation of internal controls is aligned with the Company's goals and objectives.

In general, control processes have been carried out in accordance with the Company's procedures, and the organization has a strong understanding of these supervisory processes. Financial transactions have been executed in accordance with the Financial Signing Authority Limit. The Company's operations have been conducted in compliance with Government regulations and the SKK Migas Work Procedures Guidelines.

The Company has also implemented an Anti-Bribery Management System (ABMS) and obtained ISO 37001:2016 certification.

Scope of Internal Control

Internal control is actively implemented through the establishment and execution of business strategies, the development and implementation of risk management, organizational structuring and delegation of authority with clear accountability, the development of internal control policies, as well as monitoring the adequacy and effectiveness of the established internal control system.

Pengendalian Internal Aspek Keuangan

Sistem pengendalian internal dalam hal keuangan dilakukan guna memberikan jaminan Kewajaran informasi keuangan, efektivitas dan efisiensi proses pengelolaan Perseroan serta aspek kepatuhan terhadap peraturan perundang-undangan terkait. Direksi harus menetapkan suatu sistem pengendalian internal yang efektif untuk melindungi aset Perseroan, memastikan keakuratan laporan keuangan, meminimalkan risiko keuangan, serta mengamankan investasi.

Pengendalian Internal Aspek Operasional

Pengendalian dalam kegiatan operasional yang meliputi kegiatan usaha, penjualan, operasi maupun investasi dilakukan agar tercapainya target Perseroan yang terbebas dari kecurangan dan sesuai dengan peraturan di dalam Perseroan.

Identifikasi dan Penilaian Risiko

Pelaksanaan identifikasi dan penilaian terhadap risiko yang melekat pada kegiatan operasional Perseroan dilakukan secara terus-menerus, baik secara individual maupun keseluruhan, di bawah naungan Divisi *Risk Management* yang merumuskan jenis risiko yang dihadapi, penetapan limit risiko dan teknik pengendalian atau pengelolaan risiko.

Kegiatan Pengendalian dan Pemisahan Fungsi Operasional

Kegiatan pengendalian diterapkan pada semua jabatan fungsional sesuai dengan struktur organisasi Perseroan yang meliputi kaji ulang manajemen, kaji ulang kinerja operasional, pengendalian sistem informasi, pengendalian aset fisik, dokumentasi atas kebijakan, sistem dan prosedur, prinsip pengecekan kembali dan mekanisme pelaporan pelanggaran serta sanksi atas tindakan pelanggaran tersebut.

Sistem Pengendalian Internal yang efektif mensyaratkan adanya pemisahan fungsi dan pemberian wewenang serta tanggung jawab yang menimbulkan benturan kepentingan. Dengan pemisahan fungsi, setiap karyawan dalam jabatannya tidak memiliki peluang untuk melakukan dan menyembunyikan kesalahan atau penyimpangan dalam pelaksanaan tugasnya.

Kegiatan Pemantauan dan Tindakan Koreksi Penyimpangan

Perseroan memastikan bahwa fungsi pemantauan telah ditetapkan secara jelas dan terstruktur dengan baik dalam organisasi Perseroan untuk mendukung kegiatan pemantauan yang efektif, serta mengintegrasikan sistem pengendalian internal ke dalam kegiatan operasional Perseroan.

Internal Control of Financial Aspects

The internal control system in financial matters is carried out to provide assurance of the fairness of financial information, the effectiveness and efficiency of the Company's management process and aspects of compliance with relevant laws and regulations. The Board of Directors must establish an effective internal control system to protect the company's assets, ensure the accuracy of financial statements, minimize financial risks, and secure investment.

Internal Control of Operational Aspects

Control in operational activities which include business activities, sales, operations and investments are carried out in order to achieve the Company's targets that are free from fraud and in accordance with the regulations within the Company.

Risk Identification and Assessment

The implementation of identification and assessment of risks inherent in the Company's operational activities is carried out continuously, both individually and as a whole, under the auspices of the Risk Management Division which formulates the types of risks faced, the determination of risk limits, and risk control or management techniques.

Control Activities and Separation of Operational Functions

Control activities are applied to all functional positions in accordance with the Company's organizational structure which includes management review, operational performance review, information system control, physical asset control, documentation of policies, systems and procedures, dual control principles, and violation reporting mechanisms and sanctions for violations.

An effective Internal Control System requires the separation of functions and the granting of authority and responsibilities that give rise to conflicts of interest. With the separation of functions, each employee in his position has no opportunity to commit and hide errors or irregularities in the implementation of his duties.

Monitoring Activities and Deviation Correction Actions

The Company ensures that the monitoring function has been clearly established and well structured in the Company's organization to support effective monitoring activities, as well as integrating the internal control system into the Company's operational activities.

Efektivitas Sistem Pengendalian Internal Periode Tahun 2025

Dalam periode 2025, kegiatan audit dilakukan untuk menguji kepatuhan dan efektivitas sistem pengendalian internal. Perbaikan terhadap kebijakan dan standar operasional prosedur yang ada dilakukan untuk meningkatkan efektivitas pengendalian internal. Untuk memastikan bahwa rekomendasi yang disetujui telah ditindaklanjuti, Divisi Audit Internal melakukan pengawasan atas tindak lanjut tersebut dan melaporkan hasil pemantauan kepada Direksi.

Pernyataan Manajemen atas Kecukupan Sistem Pengendalian Internal

Perseroan telah menetapkan kebijakan dan standar operasional prosedur untuk mendukung terciptanya aktivitas pengendalian internal dan manajemen risiko yang efektif. Selain itu, Perseroan juga sudah memiliki organ-organ yang lengkap serta mempunyai perangkat kebijakan internal yang memadai untuk mendukung terlaksananya kegiatan pengendalian internal yang menyeluruh pada setiap aspek bisnis dan tingkatan organisasi.

Effectiveness of the Internal Control System for the 2025 Period

In the 2025 period, audit activities were carried out to test the compliance and effectiveness of the internal control system. Improvements to existing policies and standard operating procedures were made to increase the effectiveness of internal control. To ensure that the approved recommendations have been followed up, the Internal Audit Division supervises the follow-up and reports the monitoring results to the Board of Directors.

Management Statement on the Adequacy of Internal Control System

The Company has established policies and standard operating procedures to support the creation of effective internal control and risk management activities. In addition, the Company also has complete organs and has adequate internal policy tools to support the implementation of comprehensive internal control activities in every aspect of the business and organizational level.

MANAJEMEN RISIKO PERSEROAN
COMPANY RISK MANAGEMENT

Dalam industri hulu minyak dan gas (migas), Perseroan menyadari bahwa risiko, baik yang bersumber dari faktor internal maupun eksternal, merupakan bagian yang tidak terpisahkan dari kegiatan usaha. Oleh karena itu, risiko harus dikelola dan dipantau secara berkelanjutan agar berbagai ancaman dan peluang dapat direspons secara efektif dan efisien. Upaya tersebut dilakukan untuk menjaga kinerja dan keberlanjutan usaha, sekaligus mengoptimalkan nilai Perseroan bagi setiap pemangku kepentingan. Melalui pendekatan Manajemen Risiko Perusahaan (*Enterprise Risk Management–"ERM"*), Perseroan selalu berupaya mengidentifikasi, menganalisis, dan mengelola risiko secara terstruktur sebagai bagian dari proses pengambilan keputusan bisnis.

Pada tahun 2025, industri migas masih berada dalam kondisi yang dinamis dan penuh tantangan, baik di tingkat nasional maupun global. Pergerakan harga minyak dan gas yang dipengaruhi oleh dinamika geopolitik serta kondisi ekonomi global menciptakan ketidakpastian terhadap

In the upstream oil and gas industry, the Company recognizes that risks—whether arising from internal or external factors—are an inherent and inseparable part of its business activities. Therefore, risks must be managed and continuously monitored so that potential threats and opportunities can be addressed effectively and efficiently. These efforts are undertaken to safeguard performance and business sustainability, while optimizing the Company's value for all stakeholders. Through an Enterprise Risk Management ("ERM") approach, the Company consistently seeks to identify, analyze, and manage risks in a structured manner as part of its business decision-making process.

In 2025, the oil and gas industry remains dynamic and challenging, both nationally and globally. Oil and gas price movements, influenced by geopolitical dynamics and global economic conditions, create uncertainty in the balance of energy supply and demand. Domestically,

keseimbangan pasokan dan permintaan energi. Di tingkat domestik, target produksi migas nasional yang tinggi serta kompleksitas teknis dan operasional di lapangan menjadi tantangan tersendiri bagi pelaku industri. Situasi tersebut mencerminkan karakteristik lingkungan usaha yang sarat dengan unsur volatilitas, ketidakpastian, kompleksitas, dan ambiguitas (VUCA: *Volatility, Uncertainty, Complexity, Ambiguity*).

ambitious national oil and gas production targets, along with technical and operational complexities in the field, present distinct challenges for industry players. These conditions reflect a business environment characterized by volatility, uncertainty, complexity, and ambiguity (VUCA).

Di sisi lain, peningkatan perhatian terhadap transisi energi dan praktik usaha berkelanjutan turut menambah kompleksitas bisnis. Kebijakan energi yang lebih ramah lingkungan, adopsi teknologi untuk meningkatkan efisiensi operasional, serta tuntutan pengelolaan kegiatan usaha yang lebih rendah emisi karbon menjadi faktor yang perlu dikelola secara cermat. Selain itu, ekspektasi pemangku kepentingan terhadap penerapan prinsip *Environmental, Social, and Governance* ("*ESG*") semakin meningkat dan menjadi bagian penting dalam penilaian kinerja perusahaan.

On the other hand, increasing attention to energy transition and sustainable business practices has added further complexity to the industry. More environmentally friendly energy policies, the adoption of technology to enhance operational efficiency, and demands for lower-carbon business operations are factors that must be carefully managed. In addition, stakeholder expectations regarding the implementation of Environmental, Social, and Governance ("ESG") principles continue to rise and have become an important component in evaluating corporate performance.

Sebagai bagian dari penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance* / "*GCG*") sekaligus penguatan kerangka manajemen risiko, Perseroan pada tahun 2025 melakukan berbagai inisiatif untuk memastikan keselarasan nilai etika dan praktik operasional dengan prinsip ESG. Komitmen tersebut diwujudkan antara lain melalui penerapan serta perolehan sertifikasi Sistem Manajemen Anti Penyuapan yang mengacu pada standar internasional ISO 37001. Implementasi sistem ini mencerminkan komitmen Perseroan dalam menjalankan kegiatan usaha secara berintegritas, transparan, dan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, sekaligus memperkuat kepercayaan para pemangku kepentingan.

As part of implementing Good Corporate Governance ("GCG") and strengthening its risk management framework, in 2025 the Company undertook various initiatives to ensure alignment between ethical values and operational practices with ESG principles. This commitment is demonstrated, among others, through the implementation and certification of an Anti-Bribery Management System in accordance with the international standard ISO 37001. The implementation of this system reflects the Company's commitment to conducting its business with integrity, transparency, and in compliance with applicable laws and regulations, while reinforcing stakeholder trust.

Dalam menghadapi berbagai dinamika industri tersebut, Perseroan memastikan bahwa pengelolaan risiko diterapkan secara menyeluruh di setiap lini bisnis. Perseroan secara bertahap melakukan penyempurnaan terhadap Sistem Manajemen Risiko Perusahaan agar tetap relevan dan adaptif terhadap perubahan lingkungan usaha, termasuk perkembangan regulasi, tuntutan pemangku kepentingan, serta standar tata kelola yang terus berkembang.

In navigating the various industry dynamics, the Company ensures that risk management is applied comprehensively across all business lines. The Company continuously refines its Enterprise Risk Management System to ensure it remains relevant and adaptive to changes in the business environment, including regulatory developments, stakeholder expectations, and evolving governance standards.

Komitmen Manajemen Risiko Perseroan

Komitmen terhadap penerapan Manajemen Risiko merupakan bagian integral dari komitmen Perseroan dalam menjalankan Tata Kelola Perusahaan yang Baik. Direksi menyadari bahwa pengelolaan risiko yang efektif tidak hanya bertujuan untuk memitigasi potensi kerugian, tetapi juga menjaga kesinambungan usaha serta mendukung pencapaian sasaran strategis Perseroan.

The Company's Risk Management Commitment

Commitment to the implementation of Risk Management is an integral part of the Company's commitment to Good Corporate Governance. The Board of Directors recognizes that effective risk management is not only aimed at mitigating potential losses, but also at safeguarding business continuity and supporting the achievement of the Company's strategic objectives.

Komitmen Manajemen dalam menerapkan Manajemen Risiko Perusahaan tertuang dalam berbagai dokumen Tata Kelola Perusahaan, yang mencakup kebijakan beserta dokumen pendukung lainnya, antara lain:

- **Board Manual – 2021**, yang mengatur peran dan tanggung jawab Dewan Komisaris, Direksi, serta Komite Manajemen Risiko dalam memastikan penerapan Manajemen Risiko berjalan secara efektif.
- **Pedoman Tata Kelola Perusahaan yang Baik - 2025**, khususnya Bab III "Proses Tata Kelola Perusahaan", poin C.3. mengenai "Pengelolaan Manajemen Risiko", yang memberikan pedoman penerapan pengelolaan risiko di lingkungan Perseroan.
- **Kebijakan Manajemen Risiko Perusahaan (Enterprise Risk Management–ERM) No. Dok. EMP-LGL-PCY-00.001 (Revisi 03)**, yang mencakup Pernyataan Kebijakan Manajemen Risiko oleh Direksi, penetapan Struktur Tata Kelola Risiko, pembagian peran dan tanggung jawab entitas terkait Manajemen Risiko, serta penyesuaian pengelolaan risiko dengan aspek *ESG* dan Sistem Manajemen Anti Penyuapan.
- **Kebijakan Perasuransian EMP No. Dok. EMP-RSM-PCY-00.002 (Revisi 01)**, yang mengatur prinsip-prinsip perasuransian, kebijakan umum di bidang Manajemen Perasuransian, serta pembagian peran dan tanggung jawab entitas terkait.
- **Manual Manajemen Risiko Perusahaan (*Enterprise Risk Management*) No. Dok. EMP-RSM-MAN-00.001 (Revisi 02),** yang memuat konsep risiko, kerangka kerja Manajemen Risiko Perusahaan, serta perangkat dan prosedur operasional terstandardisasi. Pada pemutakhiran tahun 2025, manual ini telah dilengkapi dengan kerangka pengelolaan risiko penyuapan ke luar dan ke dalam ("*outbound* "dan "*inbound" bribery risk*).
- **Manual Kosakata Manajemen Risiko No. Dok. EMP-RSM-MAN-00.002 (Revisi 02)**, yang mengatur penggunaan istilah dan definisi terstandardisasi dalam lingkup Manajemen Risiko Perusahaan, termasuk penambahan definisi risiko penyuapan *outbound* dan *inbound* pada tahun 2025.
- **Manual Perasuransian EMP No. Dok. EMP-LGL-MAN-00.003-01 (Revisi 01),** yang memuat jenis-jenis penutupan asuransi dan penjaminan yang diterapkan di Perseroan serta pembagian peran dan tanggung jawab dalam proses bisnis Manajemen Perasuransian.

Management's commitment to implementing Enterprise Risk Management is set forth in various corporate governance documents, including policies and supporting documents, among others:

- **Board Manual – 2021**, which regulates the roles and responsibilities of the Board of Commissioners, the Board of Directors, and the Risk Management Committee in ensuring the effective implementation of Risk Management.
- **Good Corporate Governance Guidelines – 2025**, particularly Chapter III "Corporate Governance Process," point C.3. on "Risk Management," which provides guidance for the implementation of risk management within the Company.
- **Enterprise Risk Management (ERM) Policy** No. Doc. EMP-LGL-PCY-00.001 (Revision 03), which includes the Risk Management Policy Statement by the Board of Directors, the establishment of a Risk Governance Structure, the allocation of roles and responsibilities of entities related to Risk Management, as well as alignment of risk management with ESG aspects and the Anti-Bribery Management System.
- **EMP Insurance Policy** No. Doc. EMP-RSM-PCY-00.002 (Revision 01), which sets out insurance principles, general policies in the field of Insurance Management, and the allocation of related roles and responsibilities.
- **Enterprise Risk Management Manual** No. Doc. EMP-RSM-MAN-00.001 (Revision 02), which contains risk concepts, the Enterprise Risk Management framework, and standardized operational tools and procedures. In its 2025 update, the manual has been enhanced with a framework for managing outbound and inbound bribery risks.
- **Risk Management Glossary Manual** No. Doc. EMP-RSM-MAN-00.002 (Revision 02), which governs the use of standardized terms and definitions within the scope of Enterprise Risk Management, including the addition of definitions for outbound and inbound bribery risks in 2025.
- **EMP Insurance Manual** No. Doc. EMP-LGL-MAN-00.003-01 (Revision 01), which sets out the types of insurance coverage and guarantees applied within the Company, as well as the allocation of roles and responsibilities in the Insurance Management business process.

Perseroan juga memperkuat komitmen terhadap integritas dan kepatuhan melalui penerapan Sistem Manajemen Anti Penyuapan yang telah tersertifikasi ISO 37001. Implementasi sistem tersebut merupakan bagian dari penguatan pengendalian internal serta upaya pencegahan risiko kepatuhan, hukum, dan reputasi yang dapat berdampak terhadap kegiatan usaha Perseroan.

Perseroan secara berkelanjutan mendorong seluruh unit kerja untuk mengintegrasikan pengelolaan risiko dalam pelaksanaan tugas dan tanggung jawab masing-masing, serta membangun budaya sadar risiko secara bertahap di seluruh lini organisasi sebagai fondasi dalam menjaga ketahanan usaha dan meningkatkan kualitas pengambilan keputusan.

Sebagai wujud komitmen terhadap perbaikan berkelanjutan sesuai dengan Pedoman Tata Kelola Perusahaan yang Baik, pada tahun 2025 Perseroan melakukan berbagai pembaruan terhadap Kebijakan dan Manual Manajemen Risiko. Pembaruan tersebut ditegaskan melalui Pernyataan Kebijakan Manajemen Risiko yang berlaku di seluruh lingkungan Perseroan dan anak perusahaan. Pada tahun 2025 Direksi memperbarui komitmen Kebijakan Manajemen Risiko Perusahaan sebagai berikut:

- Perseroan berkomitmen untuk menjadikan Manajemen Risiko sebagai bagian dari proses perencanaan, pengambilan keputusan, pemantauan, serta menerapkan prinsip perbaikan berkelanjutan pada setiap aspek kegiatan usaha.
- Perseroan berkomitmen untuk memastikan bahwa proses Manajemen Risiko Perusahaan telah memperhatikan berbagai risiko terkait dengan dampak kegiatan Perusahaan terhadap lingkungan hidup, hubungan sosial individual dan kemasyarakatan, serta memastikan perusahaan dikelola dan dikendalikan secara beretika dan berkelanjutan.
- Perseroan berkomitmen untuk mengintegrasikan Sistem Manajemen Anti Penyuapan ("SMAP") ke dalam kerangka kerja Manajemen Risiko Perusahaan.

Komitmen EMP atas Manajemen Risiko diuraikan dalam sebuah kerangka kerja yang dirancang untuk mencapai beberapa sasaran, yaitu:

- Membangun kepemimpinan dan budaya sadar risiko Perusahaan yang baik, diindikasikan oleh terciptanya ketaatan, kedisiplinan, inisiatif risiko, dan efektivitas komunikasi proses Manajemen Risiko.
- Menciptakan ekosistem bisnis yang berintegritas dengan proaktif menerapkan dan mengkomunikasikan

The Company has also strengthened its commitment to integrity and compliance through the implementation of an Anti-Bribery Management System certified to ISO 37001. The implementation of this system forms part of strengthening internal controls and preventing compliance, legal, and reputational risks that may impact the Company's business activities.

The Company continuously encourages all work units to integrate risk management into the execution of their respective duties and responsibilities, and to gradually build a risk-aware culture throughout all levels of the organization as a foundation for maintaining business resilience and improving the quality of decision-making.

As part of its commitment to continuous improvement in accordance with the Good Corporate Governance Guidelines, in 2025 the Company undertook various updates to its Risk Management Policies and Manuals. These updates were reaffirmed through a Risk Management Policy Statement applicable throughout the Company and its subsidiaries. In 2025, the Board of Directors renewed its commitment to the Enterprise Risk Management Policy as follows:

- The Company is committed to making Risk Management an integral part of planning, decision-making, monitoring processes, and to applying the principle of continuous improvement in every aspect of its business activities.
- The Company is committed to ensuring that the Enterprise Risk Management process takes into account various risks related to the impact of the Company's activities on the environment, individual and community social relations, and ensures that the Company is managed and controlled ethically and sustainably.
- The Company is committed to integrating the Anti-Bribery Management System ("ABMS") into the Enterprise Risk Management framework.

EMP's commitment to Risk Management is outlined in a framework designed to achieve several objectives, namely:

- To build strong leadership and a sound risk-aware corporate culture, as reflected in compliance, discipline, risk initiative, and effective communication of Risk Management processes.
- To create a business ecosystem with integrity by proactively implementing and communicating Enterprise Risk Management and Anti-Bribery

standar Manajemen Risiko Perusahaan dan SMAP dalam setiap interaksi dengan pemangku kepentingan.
- Menyediakan proses perencanaan yang dapat diandalkan, dengan menekankan pada proses pengambilan keputusan strategis dan operasional, serta sejalan dengan prinsip Tata Kelola Perusahaan yang baik dan beretika, memegang teguh etika hubungan sosial kemasyarakatan, dan keberlanjutan lingkungan hidup.
- Menaruh perhatian pada dampak aktivitas perusahaan terhadap lingkungan, yang meliputi perubahan iklim, emisi karbon, efisiensi sumber daya, pengelolaan limbah, serta kelestarian keanekaragaman hayati dan ekosistem.
- Menjaga hubungan baik antara Perusahaan dengan individu, kelompok, masyarakat, serta menerapkan praktik ketenagakerjaan yang baik serta menjunjung tinggi keberagaman dan kesetaraan kesempatan.
- Memfasilitasi program partisipasi dan pemberdayaan komunitas secara efektif dan tepat sasaran serta menciptakan nilai tambah bagi seluruh pemangku kepentingan.
- Memastikan perbaikan berkelanjutan atas Sistem Manajemen Risiko Perusahaan dan SMAP, sehingga tetap diperbarui dan siap untuk mengantisipasi berbagai tantangan di masa depan.

Sejumlah kebijakan lain yang ditetapkan dalam lingkup Sistem Manajemen Risiko Perusahaan, mencakup penyelarasan standar Kosakata Risiko Perusahaan, pedoman Proses Pengelolaan Risiko Perusahaan, penyelarasan Kriteria Risiko Perusahaan, serta kebijakan pengalihan risiko kerugian keuangan melalui asuransi.

Struktur Tata Kelola Risiko Perseroan

Struktur Tata Kelola Risiko Perseroan dirancang untuk memastikan bahwa pengelolaan risiko dilaksanakan secara terarah, terkoordinasi, dan selaras dengan prinsip Tata Kelola Perusahaan yang Baik. Struktur ini mengatur peran dan tanggung jawab setiap unit kerja Perseroan dalam menjalankan proses identifikasi, analisis, evaluasi, pengendalian, serta pemantauan risiko.

Dewan Komisaris melaksanakan fungsi pengawasan atas penerapan Manajemen Risiko sebagai bagian dari tugas pengawasan terhadap kebijakan dan pengelolaan Perseroan oleh Direksi. Dalam menjalankan fungsi tersebut, Dewan Komisaris dapat memperoleh laporan dan informasi terkait pengelolaan risiko sesuai kebutuhan.

Management System (ABMS) standards in every interaction with stakeholders.
- To provide a reliable planning process, emphasizing strategic and operational decision-making aligned with the principles of good and ethical corporate governance, upholding social responsibility and environmental sustainability.
- To give due attention to the environmental impacts of the Company's activities, including climate change, carbon emissions, resource efficiency, waste management, and the preservation of biodiversity and ecosystems.
- To maintain good relationships between the Company and individuals, groups, and communities, while implementing sound employment practices and upholding diversity and equal opportunity.
- To effectively facilitate community participation and empowerment programs in a targeted manner, thereby creating added value for all stakeholders.
- To ensure continuous improvement of the Enterprise Risk Management System and the ABMS, keeping them updated and ready to anticipate future challenges.

Other policies established within the Enterprise Risk Management System include the alignment of Corporate Risk Vocabulary standards, guidelines for the Corporate Risk Management Process, harmonization of Corporate Risk Criteria, and policies for transferring financial loss risks through insurance.

The Company's Risk Governance Structure

The Company's Risk Governance Structure is designed to ensure that risk management is implemented in a directed, coordinated manner and aligned with Good Corporate Governance principles. This structure regulates the roles and responsibilities of each work unit in carrying out risk identification, analysis, evaluation, control, and monitoring processes.

The Board of Commissioners performs a supervisory function over the implementation of Risk Management as part of its oversight duties regarding policies and management conducted by the Board of Directors. In carrying out this function, the Board of Commissioners may obtain reports and information related to risk management as necessary.

Direksi bertanggung jawab atas efektivitas penerapan Sistem Manajemen Risiko Perusahaan, termasuk memastikan bahwa kebijakan, manual, dan prosedur terkait pengelolaan risiko dijalankan secara konsisten di seluruh lini organisasi. Direksi juga menetapkan kebijakan dan komitmen Manajemen Risiko serta memastikan bahwa risiko-risiko utama yang dihadapi Perseroan telah diidentifikasi dan dikelola secara memadai.

The Board of Directors is responsible for the effective implementation of the Enterprise Risk Management System, including ensuring that policies, manuals, and procedures related to risk management are consistently applied across all organizational lines. The Board of Directors also establishes risk management policies and commitments and ensures that the Company's key risks have been adequately identified and managed.

Komite Manajemen Risiko merupakan komite yang berada di bawah Direksi dan dibentuk untuk mendukung Direksi dalam mengelola risiko-risiko yang berdampak material bagi Perseroan. Komite ini memiliki peran dalam memberikan rekomendasi terkait kebijakan dan pengelolaan risiko strategis sesuai dengan ruang lingkup yang ditetapkan dalam pedoman yang berlaku.

The Risk Management Committee, established under the Board of Directors, supports the Board in managing risks that have material impacts on the Company. The Committee provides recommendations related to policies and strategic risk management within the scope set out in the applicable guidelines.

Dalam pelaksanaannya, pengelolaan risiko dilakukan secara berlapis sesuai dengan fungsi masing-masing, yang sesuai kebutuhannya dapat dikonsolidasikan menjadi suatu profil risiko terpadu. Setiap unit kerja yang dipimpin oleh Manajer Divisi/Departemen bertindak sebagai Pemilik Risiko yang bertanggung jawab atas identifikasi dan pengendalian risiko pada kegiatan operasionalnya. Setiap Unit Manajemen Risiko memfasilitasi proses identifikasi dan evaluasi risiko serta melakukan pemantauan dan pelaporan kepada manajemen. Sementara itu, fungsi audit internal melaksanakan penilaian atas kecukupan dan efektivitas pengendalian yang diterapkan.

In practice, risk management is implemented in layers according to respective functions and, where necessary, consolidated into an integrated risk profile. Each work unit led by a Division/Department Manager acts as a Risk Owner responsible for identifying and controlling risks within its operational activities. Each Risk Management Unit facilitates risk identification and evaluation processes and conducts monitoring and reporting to management. Meanwhile, the internal audit function assesses the adequacy and effectiveness of the controls implemented.

Manajemen Risiko Perusahaan (*ERM*) dijalankan oleh Divisi Manajemen Risiko dan Asuransi yang melaksanakan kegiatan harian proses Manajemen Risiko sesuai pedoman dan prosedur yang berlaku, termasuk pelaksanaan Manajemen Perasuransian di lingkungan Perseroan. Divisi Manajemen Risiko dan Asuransi berada di bawah fungsi Hukum dan Kepatuhan.

Enterprise Risk Management (ERM) is carried out by the Risk Management and Insurance Division, which conducts daily risk management activities in accordance with applicable guidelines and procedures, including the implementation of Insurance Management within the Company. The Risk Management and Insurance Division operates under the Legal and Compliance function.

Dalam melaksanakan tugas dan tanggung jawabnya, Divisi Manajemen Risiko dan Asuransi didukung oleh 4 (empat) personel yang tersertifikasi kompetensi di bidang Manajemen Risiko Perusahaan, yaitu sertifikasi *QRMA* (*Qualified Risk Management Analyst*), serta 2 (dua) personel yang tersertifikasi di bidang Tata Kelola, Manajemen Risiko, dan Kepatuhan, yaitu sertifikasi *CGRCP* (*Certified Governance Risk Compliance Professional*).

In performing its duties and responsibilities, the Risk Management and Insurance Division is supported by four (4) personnel certified in Enterprise Risk Management (QRMA – Qualified Risk Management Analyst), and two (2) personnel certified in Governance, Risk, and Compliance (CGRCP – Certified Governance Risk Compliance Professional).

Peningkatan Kapabilitas Manajemen Risiko Perusahaan

Guna mendukung peningkatan kapabilitas Manajemen Risiko Perusahaan dan Perasuransian sesuai dengan tugas dan tanggung jawab Divisi Manajemen Risiko dan Asuransi, pada tahun 2025 Perseroan menjalankan serta berpartisipasi dalam berbagai program pengembangan kompetensi dan kegiatan teknis. Upaya ini dilakukan untuk memastikan bahwa Divisi Manajemen Risiko dan Asuransi tetap memiliki pemahaman yang memadai terhadap perkembangan praktik Tata Kelola, Manajemen Risiko, dan Kepatuhan terbaik, pengelolaan risiko operasional, serta pengelolaan asuransi aset di industri hulu migas.

Enhancement of Enterprise Risk Management Capability

To support the enhancement of Enterprise Risk Management and Insurance capabilities in line with the duties and responsibilities of the Risk Management and Insurance Division, in 2025 the Company implemented and participated in various competency development programs and technical activities. These efforts were undertaken to ensure that the Division maintains adequate understanding of best practices in Governance, Risk, and Compliance, operational risk management, and asset insurance management in the upstream oil and gas industry.

Program dan kegiatan yang diikuti sepanjang tahun 2025 antara lain sebagai berikut:

The programs and activities undertaken throughout 2025 include the following:

No.	**Program dan Kegiatan** Programs and Activities	**Penyelenggara** Organizer
1	Pelatihan "Implementing GRC" / Implementing GRC Training.	CRMS Indonesia
2	Pendidikan dan Pelatihan Kompetensi Profesional Bersertifikasi di Bidang *Governance, Risk*, dan *Compliance* / Certified Professional Education and Training in the Field of Governance, Risk, and Compliance.	CRMS Indonesia – LSP GRK
3	Sosialisasi Asuransi Aset Industri, Sumur dan Aset LNG SKK Migas – KKKS / Socialization of Industrial Asset, Well, and LNG Asset Insurance for SKK Migas – KKKS.	Konsorsium Asuransi Aset dan Sumur SKK Migas – KKKS
4	KoM Engineering Program SKK Migas KKKS Periode 2024-2026 tahun Ke-2 / KoM Engineering Program SKK Migas – KKKS Period 2024–2026, Year 2.	Konsorsium Asuransi Aset dan Sumur SKK Migas – KKKS
5	Survey Risiko Operasional dan Valuasi Aset EMP Bentu Ltd. (WK Bentu) / Operational Risk Survey and Asset Valuation of EMP Bentu Ltd. (Bentu Working Area) / Operational Risk Survey of EMP Korinci Baru Ltd. Assets (Korinci Baru Working Area).	Konsorsium Asuransi Aset dan Sumur SKK Migas – KKKS
6	Survey Risiko Operasional Aset EMP Korinci Baru Ltd. (WK Korinci Baru) / Operational Risk Survey of EMP Korinci Baru Ltd. Assets (Korinci Baru Working Area).	Konsorsium Asuransi Aset dan Sumur SKK Migas – KKKS
7	Survey Valuasi Aset PT EMP Energi Gandewa (WK Siak) / Asset Valuation Survey of PT EMP Energi Gandewa (Siak Working Area).	Konsorsium Asuransi Aset dan Sumur SKK Migas – KKKS
8.	Sosialisasi Asuransi Proyek Konstruksi SKK Migas-KKKS Periode 2025-2028 / Socialization of Construction Project Insurance for SKK Migas–KKKS Period 2025–2028.	Konsorsium Asuransi Proyek Konstruksi SKK Migas – KKKS.
9.	Workshop Asuransi Hulu Migas / Upstream Oil and Gas Insurance Workshop.	Konsorsium Asuransi Proyek Konstruksi SKK Migas – KKKS.
10.	Panitia Pembentukan Konsorsium Asuransi Aset Industri, Sumur, dan Aset LNG dan Tim Evaluasi Penutupan Asuransi Aset Industri, Sumur, dan Aset LNG Periode 2026-2028 / Committee for the Establishment of the Industrial Asset, Well, and LNG Asset Insurance Consortium and the Evaluation Team for the Placement of Industrial Asset, Well, and LNG Asset Insurance for the 2026–2028 Period.	SKK Migas

Partisipasi dalam berbagai program tersebut mencerminkan komitmen Perseroan untuk terus meningkatkan kompetensi sumber daya manusia di bidang Manajemen Risiko dan Perasuransian khususnya di bidang migas. Melalui pembaruan pengetahuan dan keterlibatan dalam kegiatan industri, Divisi Manajemen Risiko dan Asuransi diharapkan mampu mendukung pengelolaan risiko yang lebih terstruktur dan responsif terhadap dinamika industri.

Participation in these various programs reflects the Company's commitment to continuously enhancing human capital competencies in the fields of Risk Management and Insurance, particularly within the oil and gas sector. Through knowledge updates and active involvement in industry activities, the Risk Management and Insurance Division is expected to further support a more structured and responsive risk management approach amid industry dynamics.

Risiko-Risiko Utama Perseroan

Pada tahun 2025, Perseroan menghadapi beragam risiko yang dapat menjadi tantangan sekaligus peluang yang perlu dikelola secara efektif, baik yang bersumber dari faktor eksternal maupun internal. Dinamika industri hulu migas yang kompleks menuntut Perseroan untuk senantiasa menjaga keseimbangan antara pertumbuhan usaha, ketahanan operasional, dan disiplin pengelolaan risiko.

Dalam konteks eksternal, risiko utama yang dihadapi Perseroan antara lain fluktuasi harga minyak dunia dan pergerakan nilai tukar rupiah terhadap valuta asing. Harga komoditas energi yang dipengaruhi oleh kondisi geopolitik, keseimbangan pasokan dan permintaan global, serta dinamika ekonomi dunia secara langsung berdampak terhadap pendapatan dan arus kas Perseroan. Selain itu, arah kebijakan energi nasional dan global yang mendorong transisi menuju energi yang lebih bersih serta peningkatan pemanfaatan Energi Baru dan Terbarukan (EBT) turut membentuk lanskap risiko jangka menengah dan panjang (*strategic emerging risk*) bagi industri migas.

Dengan meningkatnya perhatian terhadap isu perubahan iklim dan potensi regulasi emisi karbon di masa mendatang, struktur biaya dan strategi jangka panjang industri migas berpotensi mengalami penyesuaian. Perseroan secara berkelanjutan memantau perkembangan risiko iklim dan transisi energi serta secara bertahap mengintegrasikannya dalam proses perencanaan strategis guna memastikan keberlanjutan usaha dalam jangka panjang. Selain itu, ekspektasi publik terhadap transparansi dan keberlanjutan industri migas terus meningkat. Perseroan menyadari bahwa risiko reputasi merupakan bagian yang tidak terpisahkan dari kegiatan usaha, sehingga Perseroan menjaga komunikasi yang terbuka dengan para pemangku kepentingan serta memastikan setiap aktivitas operasional dijalankan secara bertanggung jawab.

Kinerja industri Migas nasional pada tahun 2025 secara umum menunjukkan dinamika yang relatif stabil, di tengah tantangan penurunan alamiah produksi dan dinamika harga minyak global dalam rangka pencapaian target produksi nasional. Realisasi lifting minyak 2025 berhasil melampaui target APBN. Catatan lifting minyak bumi tahun 2025 mencapai rata-rata 605,3 MBOPD (ribu barel per hari) atau 100,05% dari target APBN. Sementara lifting gas bumi mencapai rata-rata 951,8 MBOEPD sepanjang tahun 2025, lebih rendah dibandingkan target yang ditetapkan pada APBN 2025 sebesar 1.005 MBOEPD.

Major Risks Faced by the Company

In 2025, the Company faces a range of risks that present both challenges and opportunities requiring effective management, whether originating from external or internal factors. The complex dynamics of the upstream oil and gas industry require the Company to continuously maintain a balance between business growth, operational resilience, and disciplined risk management.

From an external perspective, the Company's primary risks include fluctuations in global oil prices and movements in the Rupiah exchange rate against foreign currencies. Energy commodity prices, influenced by geopolitical conditions, global supply and demand balances, and worldwide economic dynamics, directly impact the Company's revenues and cash flows. In addition, national and global energy policies promoting the transition toward cleaner energy and increased utilization of New and Renewable Energy (NRE) shape the medium- and long-term risk landscape (strategic emerging risks) for the oil and gas industry.

With growing attention to climate change issues and the potential introduction of carbon emission regulations in the future, the cost structure and long-term strategy of the oil and gas industry may require adjustments. The Company continuously monitors climate and energy transition risks and gradually integrates them into its strategic planning processes to ensure long-term business sustainability. Moreover, public expectations regarding transparency and sustainability in the oil and gas industry continue to rise. The Company recognizes that reputational risk is inherent in its business activities and therefore maintains open communication with stakeholders while ensuring that all operational activities are conducted responsibly.

National oil and gas industry performance in 2025 generally showed relatively stable dynamics amid natural production decline challenges and global oil price fluctuations in pursuit of national production targets. The realization of oil lifting in 2025 exceeded the State Budget (APBN) target, reaching an average of 605.3 MBOPD (thousand barrels of oil per day), or 100.05% of the APBN target. Meanwhile, gas lifting averaged 951.8 MBOEPD throughout 2025, below the APBN 2025 target of 1,005 MBOEPD.

Pemerintah tetap mendorong optimalisasi produksi dari lapangan eksisting, percepatan onstream proyek-proyek strategis, peningkatan kegiatan pemboran dan *workover*, akselerasi pengembangan lapangan baru, termasuk proyek-proyek strategis nasional di sektor hulu migas. Di sisi investasi, realisasi investasi hulu migas pada tahun 2025 berada di angka USD18 miliar, dimana hal ini menunjukkan tren positif dengan kenaikan dibanding tahun sebelumnya di angka USD17,5 miliar. Hal ini menunjukkan keberlanjutan komitmen investasi dalam menjaga keberlangsungan produksi dan pengembangan proyek-proyek hulu migas.

Target kinerja operasi dan produksi minyak dan gas nasional yang ditetapkan oleh Pemerintah turut menjadi tantangan strategis sekaligus operasional bagi Perseroan. Pencapaian target tersebut menuntut peningkatan efisiensi operasional, optimalisasi fasilitas produksi, serta pengelolaan proyek yang disiplin dan terukur guna menjaga kesinambungan produksi. Sejalan dengan itu, perkembangan teknologi baru yang mampu meningkatkan efisiensi biaya sekaligus mendukung operasi rendah emisi karbon semakin berperan penting dalam strategi bisnis Perseroan. Pada saat yang sama, meningkatnya ekspektasi terhadap penerapan prinsip *ESG* turut memengaruhi cara industri dinilai oleh pasar dan lembaga pembiayaan, sehingga mendorong perusahaan untuk tidak hanya berfokus pada aspek produksi, tetapi juga pada keberlanjutan dan Tata Kelola Perusahaan yang Baik.

Dalam konteks internal, pada tahun 2025 risiko yang dihadapi Perseroan mencakup pencapaian kinerja entitas anak, keberhasilan pengelolaan dan pengembangan Wilayah Kerja ("WK"), pemenuhan komitmen pasti dan komitmen kerja sesuai Kontrak Kerja Sama ("KKS"), efektivitas pengendalian proyek-proyek dengan nilai investasi tinggi, pengembangan lini usaha, peningkatan daya saing di sektor industri baik dari sisi teknis maupun non teknis, serta kemampuan untuk mengakuisisi aset-aset strategis yang dapat menambah nilai bagi perusahaan. Selain itu sektor industri hulu migas juga merupakan salah satu sektor industri yang diatur secara ketat oleh Pemerintah, dan tunduk pada berbagai peraturan perundang-undangan baik di tingkat nasional maupun daerah.

Risiko terkait cadangan migas tetap menjadi risiko utama bagi Perseroan, mengingat cadangan merupakan sumber daya terbatas dan tidak terbarukan. Seiring waktu, produksi lapangan migas akan mengalami penurunan alamiah (*natural decline*), sementara upaya penemuan cadangan baru melalui kegiatan eksplorasi membutuhkan investasi yang

The Government continues to encourage optimization of production from existing fields, acceleration of onstream strategic projects, increased drilling and workover activities, and acceleration of new field developments, including national strategic projects in the upstream oil and gas sector. In terms of investment, upstream oil and gas investment realization in 2025 reached USD18 billion, reflecting a positive trend compared to USD17.5 billion in the previous year. This demonstrates sustained investment commitment to maintaining production continuity and developing upstream projects.

The national oil and gas operational and production performance targets set by the Government present both strategic and operational challenges for the Company. Achieving these targets requires enhanced operational efficiency, optimization of production facilities, and disciplined, measurable project management to sustain production continuity. In parallel, the development of new technologies that improve cost efficiency while supporting low-carbon operations plays an increasingly important role in the Company's business strategy. At the same time, growing expectations regarding ESG implementation influence how the industry is assessed by markets and financial institutions, encouraging companies to focus not only on production performance but also on sustainability and Good Corporate Governance.

From an internal perspective, risks faced by the Company in 2025 include the performance achievement of subsidiaries, successful management and development of Working Areas (WK), fulfillment of firm commitments and work commitments under Production Sharing Contracts (PSC), effective control of high-investment-value projects, development of business lines, enhancement of competitiveness in both technical and non-technical aspects, and the ability to acquire strategic assets that add value to the Company. Furthermore, the upstream oil and gas sector is highly regulated by the Government and subject to various national and regional laws and regulations.

Reserves-related risk remains a key risk for the Company, as reserves represent finite and non-renewable resources. Over time, oil and gas field production naturally declines, while efforts to discover new reserves through exploration require significant investment and involve a relatively high degree of uncertainty. To manage this challenge, the Company

signifikan dengan tingkat ketidakpastian yang cukup tinggi. Untuk mengelola tantangan tersebut, Perseroan secara berkelanjutan melaksanakan program studi geologi dan geofisika, akuisisi dan pemrosesan data seismik, pemboran sumur-sumur baru, serta program *workover* dan *well services* untuk menjaga tingkat produksi dan juga *Reserve Replacement Ratio* yang memadai. Strategi pertumbuhan juga dilakukan melalui evaluasi peluang akuisisi dan pengembangan WK baru secara selektif dan terukur guna memperkuat portofolio aset Perseroan dalam jangka menengah dan panjang.

continuously conducts geological and geophysical studies, seismic data acquisition and processing, drilling of new wells, as well as workover and well services programs to maintain production levels and an adequate Reserve Replacement Ratio. Growth strategies are also pursued through selective and measured evaluation of acquisition opportunities and development of new Working Areas to strengthen the Company's asset portfolio over the medium and long term.

Dalam aspek operasional, kegiatan hulu migas memiliki risiko inheren yang tinggi, termasuk kegagalan peralatan, kerusakan fasilitas, kebocoran pipa, potensi tumpahan minyak, gangguan sosial, dan keamanan, hingga kondisi cuaca ekstrem dan bencana alam yang dapat menyebabkan penghentian produksi tidak terencana (*unplanned shutdown*). Risiko-risiko tersebut berpotensi memengaruhi kinerja operasional, keselamatan kerja, serta keberlanjutan produksi Perseroan. Untuk memitigasi risiko tersebut, Perseroan menerapkan *Operation Excellence Management System* ("*OEMS*") yang mencakup kebijakan, pedoman kerja, dan prosedur operasi standar sesuai regulasi dan praktik terbaik industri. Selain itu, program pemeliharaan aset dan inspeksi fasilitas dilaksanakan secara berkala dan terstruktur untuk menjaga keandalan operasional, menjaga integritas aset, serta meningkatkan aspek keselamatan dan perlindungan lingkungan.

From an operational perspective, upstream oil and gas activities inherently carry high risks, including equipment failure, facility damage, pipeline leaks, potential oil spills, social and security disturbances, as well as extreme weather conditions and natural disasters that may result in unplanned shutdowns. These risks may affect operational performance, occupational safety, and the sustainability of the Company's production. To mitigate such risks, the Company implements an Operation Excellence Management System ("OEMS") encompassing policies, work guidelines, and standard operating procedures in accordance with regulations and industry best practices. In addition, asset maintenance programs and facility inspections are conducted periodically and systematically to maintain operational reliability, safeguard asset integrity, and enhance safety and environmental protection.

Kegiatan operasional Perseroan bergantung pada ketersediaan material, peralatan khusus, serta jasa penunjang hulu migas dari pihak ketiga, sehingga gangguan rantai pasok global, keterbatasan kapasitas penyedia jasa, maupun dinamika regulasi pengadaan dapat memengaruhi jadwal pelaksanaan proyek dan struktur biaya. Untuk mengantisipasi hal tersebut, Perseroan menerapkan sistem manajemen rantai pasok yang terstruktur dan terintegrasi dengan teknologi informasi, serta dijalankan sesuai dengan Pedoman Tata Kerja (PTK) SKK Migas terkait pengelolaan rantai suplai. Perseroan juga mengelola daftar rekanan terseleksi serta memperkuat pengawasan dan pengendalian atas proyek-proyek bernilai signifikan guna memastikan efisiensi, akuntabilitas, dan kepatuhan terhadap ketentuan yang berlaku.

The Company's operations depend on the availability of materials, specialized equipment, and upstream oil and gas supporting services from third parties. Therefore, global supply chain disruptions, limited service provider capacity, and regulatory dynamics in procurement may affect project schedules and cost structures. To anticipate such risks, the Company applies a structured supply chain management system integrated with information technology and implemented in accordance with SKK Migas Work Procedure Guidelines (PTK) relating to supply chain management. The Company also manages a list of selected vendors and strengthens supervision and control over significant-value projects to ensure efficiency, accountability, and compliance with applicable regulations.

Dari sisi keuangan, Perseroan menghadapi sejumlah risiko, antara lain fluktuasi harga komoditas, risiko kredit pelanggan, risiko nilai tukar Rupiah terhadap Dolar Amerika Serikat, risiko suku bunga, serta risiko likuiditas yang

From a financial perspective, the Company faces various risks, including commodity price fluctuations, customer credit risk, Rupiah exchange rate risk against the US Dollar, interest rate risk, and liquidity risk, all of which may affect

dapat memengaruhi kinerja dan arus kas. Sebagian besar pendapatan Perseroan berasal dari penjualan gas bumi melalui perjanjian jual beli jangka panjang yang memberikan tingkat stabilitas arus kas yang lebih baik, sementara penerapan strategi lindung nilai alamiah dilakukan mengingat sebagian besar pendapatan dan belanja modal didenominasikan dalam mata uang Dolar Amerika Serikat. Selain itu, Perseroan menerapkan manajemen likuiditas yang disiplin melalui pemantauan proyeksi arus kas secara berkala serta pengelolaan struktur pendanaan secara hati-hati guna menjaga ketahanan keuangan terhadap dinamika pasar.

performance and cash flow. A significant portion of the Company's revenue is derived from natural gas sales under long-term gas sales agreements, providing greater cash flow stability. Natural hedging strategies are also implemented, considering that most revenues and capital expenditures are denominated in US Dollars. Furthermore, the Company applies disciplined liquidity management through regular cash flow projections and prudent funding structure management to maintain financial resilience amid market dynamics.

Seiring dengan meningkatnya digitalisasi proses bisnis dan operasional, serta diberlakukannya regulasi terkait keamanan data vital dan perlindungan data pribadi, Perseroan menghadapi risiko keamanan sistem informasi dan potensi gangguan siber yang dapat memengaruhi kelangsungan operasi. Untuk mengelola risiko tersebut, Perseroan secara bertahap memperkuat tata kelola teknologi informasi, pengendalian akses dan keamanan jaringan, serta perlindungan dan pemantauan data secara berkelanjutan. Perseroan juga melakukan evaluasi dan peningkatan sistem secara berkala guna memastikan ketahanan infrastruktur digital terhadap potensi ancaman siber sebagai bagian dari pengelolaan risiko operasional.

As business and operational processes become increasingly digitalized, and with the enactment of regulations concerning vital data security and personal data protection, the Company faces information system security risks and potential cyber disruptions that may affect operational continuity. To manage these risks, the Company progressively strengthens information technology governance, access control and network security, as well as continuous data protection and monitoring. The Company also conducts periodic system evaluations and enhancements to ensure the resilience of its digital infrastructure against potential cyber threats as part of its operational risk management.

Sebagai entitas yang beroperasi dalam industri yang diatur secara ketat, Perseroan terekspos pada risiko perubahan regulasi, kebijakan fiskal, perizinan, serta pemenuhan ketentuan dalam setiap Kontrak Kerja Sama ("KKS") yang dapat memengaruhi kelangsungan operasi dan keekonomian proyek. Perubahan regulasi maupun interpretasi kebijakan, baik di tingkat pusat maupun daerah, berpotensi menimbulkan implikasi hukum dan operasional bagi Perseroan. Untuk mengelola risiko tersebut, Perseroan secara proaktif memantau perkembangan peraturan perundang-undangan, memastikan kepatuhan dalam setiap aktivitas usaha, serta menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik secara konsisten. Pendekatan ini didukung oleh fungsi hukum internal yang memberikan kajian dan pendampingan hukum secara berkelanjutan, serta kerja sama dengan konsultan hukum independen apabila diperlukan, guna memperkuat pengelolaan risiko hukum dan memastikan perlindungan atas kepentingan Perseroan.

As an entity operating in a highly regulated industry, the Company is exposed to risks arising from changes in regulations, fiscal policies, licensing requirements, and compliance with provisions under each Production Sharing Contract ("PSC"), which may affect operational continuity and project economics. Regulatory changes or policy interpretations, whether at the central or regional level, may have legal and operational implications for the Company. To manage these risks, the Company proactively monitors regulatory developments, ensures compliance in all business activities, and consistently applies Good Corporate Governance principles. This approach is supported by the internal legal function, which provides ongoing legal review and advisory support, as well as collaboration with independent legal consultants when necessary, to strengthen legal risk management and safeguard the Company's interests.

Sebagai bagian dari komitmen terhadap kepatuhan aspek Perasuransian Migas yang kewenangan dan pengawasannya diatur dalam Pedoman Tata Kerja PTK-044/SKKMA0000/2017/S0 Revisi Ke-02 (Buku Kesatu:

As part of its commitment to compliance with oil and gas insurance aspects—regulated and supervised under SKK Migas Work Procedure Guidelines PTK-044/SKKMA0000/2017/S0 Revision 02 (Book One: General

Ketentuan Umum tentang Pengelolaan Asuransi), Perseroan secara konsisten melaksanakan penutupan asuransi guna melindungi nilai aset migas dari potensi kerugian serta mengalihkan risiko tanggung jawab hukum yang dapat timbul dari keputusan strategis maupun aktivitas operasional. Kebijakan perasuransian Perseroan difokuskan pada kegiatan dengan tingkat risiko tinggi yang berpotensi mengganggu kelancaran operasi, arus kas, serta reputasi Perseroan. Sepanjang tahun 2025, perlindungan asuransi juga mencakup risiko non-aset migas, termasuk muatan umum dan tanggung jawab hukum pihak ketiga, sementara risiko yang timbul dari kegiatan kontraktor dikelola melalui penerapan kewajiban kepemilikan asuransi dalam proses pengadaan barang dan jasa, guna memastikan proyek dan operasi tetap terlindungi serta menjaga kepentingan seluruh pemangku kepentingan.

Provisions on Insurance Management) the Company consistently maintains insurance coverage to protect the value of oil and gas assets against potential losses and to transfer legal liability risks arising from strategic decisions and operational activities. The Company's insurance policy focuses on high-risk activities that may disrupt operations, cash flow, and reputation. Throughout 2025, insurance protection also covered non–oil and gas asset risks, including general cargo and third-party liability, while risks arising from contractor activities were managed through mandatory insurance requirements in procurement processes to ensure that projects and operations remain protected and stakeholder interests are safeguarded.

Melalui komitmen dan upaya pengelolaan risiko yang berkelanjutan, Perseroan senantiasa menjaga ketahanan usaha, melindungi nilai pemegang saham, serta memastikan bahwa setiap risiko yang dihadapi dapat dikelola secara efektif dan proporsional.

Through its ongoing commitment and risk management efforts, the Company continuously safeguards business resilience, protects shareholder value, and ensures that every risk encountered is managed effectively and proportionately.

Efektivitas Kebijakan dan Sistem Manajemen Risiko

Sejalan dengan komitmen Perseroan terhadap penerapan prinsip Tata Kelola Perusahaan yang Baik, Perseroan senantiasa memantau efektivitas penerapan Manajemen Risiko melalui Komite Manajemen Risiko. Upaya ini diperkuat melalui prinsip perbaikan berkelanjutan terhadap kebijakan dan Sistem Manajemen Risiko Perusahaan guna memastikan implementasinya berjalan optimal serta selaras dengan dinamika industri dan strategi Perseroan.

Effectiveness of Risk Management Policies and Systems

In line with the Company's commitment to implementing Good Corporate Governance principles, the Company continuously monitors the effectiveness of Risk Management implementation through the Risk Management Committee. This effort is reinforced by the principle of continuous improvement in the Company's Risk Management policies and Enterprise Risk Management System to ensure optimal implementation and alignment with industry dynamics and the Company's strategy.

Guna memastikan relevansi, konsistensi dan integritas Sistem Manajemen Risiko Perusahaan, pada tahun 2025 Perseroan telah melakukan pembaruan serta penerbitan beberapa dokumen sebagai berikut:

To ensure the relevance, consistency, and integrity of the Enterprise Risk Management System, in 2025 the Company updated and issued several documents as follows:

NO.	**No. Dokumen** Document No.	**Judul Dokumen** Document Title
1	EMP-LGL-PCY-00.001-03 (Revisi 03)	Kebijakan Manajemen Risiko Perusahaan Enterprise Risk Management Policy
2	EMP-LGL-MAN-00.001-02 (Revisi 02)	Manual Manajemen Risiko Perusahaan Enterprise Risk Management Manual
3	EMP-LGL-MAN-00.002-02 (Revisi 02)	Kosakata Manajemen Risiko Perusahaan Enterprise Risk Management Vocabular

Pembaruan dokumen tersebut bertujuan untuk memperkuat tata kelola risiko dan aspek perasuransian, serta mempertegas komitmen Perseroan terutama yang terkait dengan aspek *ESG* serta penerapan Sistem Manajemen Anti Penyuapan di lingkungan Perseroan.

Pada tahun 2025 terdapat 1 (satu) klaim asuransi bernilai material atas salah satu aset yang dikelola oleh entitas anak. Melalui pengelolaan kondisi darurat yang memadai oleh tim penanganan keadaan darurat, potensi kerugian yang lebih besar dapat diminimalkan. Selain itu, melalui kedisiplinan dan kepatuhan dalam pelaporan nilai pertanggungan dan risiko operasional atas aset yang diasuransikan, klaim tersebut dapat diajukan sebagai klaim yang valid kepada perusahaan asuransi. Hal ini mencerminkan bahwa dalam kondisi risiko operasional yang bersifat darurat, Perseroan tetap mampu mengendalikan dampak kerugian secara proporsional serta menjaga integritas fasilitas dan keberlangsungan kegiatan usaha.

Tantangan Risiko Perseroan Ke Depan

Memasuki tahun 2026, Perseroan memandang bahwa industri hulu migas akan tetap berada dalam lingkungan yang dinamis dan kompetitif. Pergerakan harga komoditas, perkembangan kondisi geopolitik global, arah kebijakan energi nasional, serta dinamika nilai tukar dan biaya pendanaan proyek maupun pengembangan bisnis berpotensi memengaruhi struktur biaya dan kinerja keuangan. Di saat yang sama, dorongan peningkatan produksi nasional dan optimalisasi investasi hulu migas menghadirkan peluang sekaligus tuntutan untuk menjaga disiplin operasional dan ketepatan alokasi modal.

Dalam jangka menengah, tantangan utama industri mencakup pengelolaan penurunan alamiah produksi lapangan eksisting, kebutuhan peningkatan cadangan melalui kegiatan eksplorasi yang selektif dan terukur, serta pengembangan proyek-proyek bernilai investasi signifikan di tengah tuntutan efisiensi biaya. Ketersediaan rantai pasok, keandalan kontraktor pelaksana pekerjaan, serta pengelolaan proyek yang tepat waktu dan tepat anggaran akan menjadi faktor penting dalam menjaga keberlanjutan produksi dan stabilitas arus kas.

Selain itu, tekanan global terhadap transisi energi dan pengurangan emisi karbon diperkirakan akan terus memengaruhi arah kebijakan dan standar industri. Peningkatan perhatian terhadap aspek *Environmental,*

The document updates were intended to strengthen risk governance and insurance aspects, as well as to reaffirm the Company's commitment, particularly in relation to ESG aspects and the implementation of the Anti-Bribery Management System within the Company.

In 2025, there was one (1) material insurance claim related to an asset managed by a subsidiary. Through adequate emergency response management by the emergency response team, the potential for greater losses was minimized. In addition, through discipline and compliance in reporting insured values and operational risks of the insured asset, the claim was successfully submitted as a valid claim to the insurance company. This reflects that, even under emergency operational risk conditions, the Company remains capable of proportionately controlling loss impacts while maintaining facility integrity and business continuity.

The Company's Future Risk Challenges

Entering 2026, the Company anticipates that the upstream oil and gas industry will continue to operate in a dynamic and competitive environment. Commodity price movements, developments in global geopolitical conditions, national energy policy directions, as well as exchange rate fluctuations and project financing and business development costs may affect cost structures and financial performance. At the same time, the push to increase national production and optimize upstream oil and gas investment presents both opportunities and demands to maintain operational discipline and precise capital allocation.

In the medium term, key industry challenges include managing the natural decline of production from existing fields, the need to increase reserves through selective and measured exploration activities, and the development of projects with significant investment value amid cost-efficiency pressures. Supply chain availability, contractor reliability, and timely and on-budget project execution will be critical factors in sustaining production continuity and cash flow stability.

Furthermore, global pressure related to energy transition and carbon emission reduction is expected to continue influencing policy directions and industry standards. Increasing attention to Environmental, Social, and

Social, dan *Governance,* serta penguatan regulasi lingkungan (termasuk pengawasan dari lembaga independen) dapat berdampak pada struktur biaya dan strategi jangka panjang Perseroan.

Seiring dengan meningkatnya digitalisasi dan otomatisasi operasi, risiko keamanan siber dan perlindungan data juga menjadi perhatian yang perlu dikelola secara sistematis, bertahap, dan berkelanjutan. Perseroan berencana untuk mengadopsi standar ISO 27001 tentang manajemen keamanan informasi guna memperkuat kerangka tata kelola keamanan data, meningkatkan ketahanan sistem terhadap potensi ancaman siber, serta memastikan perlindungan atas informasi strategis dan data pemangku kepentingan. Penerapan standar tersebut juga diharapkan dapat mendukung kepatuhan terhadap regulasi perlindungan data yang berlaku, sekaligus meningkatkan kepercayaan mitra usaha, investor, dan pemangku kepentingan lainnya terhadap integritas sistem informasi Perseroan.

Dalam menghadapi berbagai tantangan tersebut, Perseroan berkomitmen untuk terus memperkuat kerangka Manajemen Risiko yang adaptif, meningkatkan disiplin operasional dan keuangan, serta memastikan setiap pengambilan keputusan dilakukan secara cermat dan berbasis pengelolaan risiko. Pendekatan ini diharapkan mampu menjaga kelangsungan usaha, memastikan kesinambungan proses produksi, serta menciptakan nilai jangka panjang yang berkelanjutan bagi pemegang saham dan seluruh pemangku kepentingan.

Governance aspects, along with strengthened environmental regulations (including oversight from independent institutions), may impact the Company's cost structure and long-term strategy.

In line with increasing digitalization and automation of operations, cybersecurity and data protection risks have become key areas requiring systematic, gradual, and continuous management. The Company plans to adopt ISO 27001 standards on information security management to strengthen its data security governance framework, enhance system resilience against potential cyber threats, and ensure protection of strategic information and stakeholder data. The implementation of this standard is also expected to support compliance with applicable data protection regulations and further enhance the confidence of business partners, investors, and other stakeholders in the integrity of the Company's information systems.

In addressing these challenges, the Company remains committed to strengthening an adaptive Risk Management framework, enhancing operational and financial discipline, and ensuring that all decision-making processes are conducted prudently and based on sound risk management principles. This approach is expected to safeguard business continuity, ensure sustainable production processes, and create long-term value for shareholders and all stakeholders.

Perkara Hukum & Sanksi Administratif yang Dihadapi Perusahaan, Anggota Direksi & Komisaris

Sepanjang tahun 2025, Perseroan melaporkan bahwa tidak terdapat adanya perkara atau gugatan, baik perdata maupun pidana, serta sanksi administratif yang dihadapi dan diterima Perseroan.

Legal Cases & Administrative Sanctions Faced by the Company, Board of Directors & Commissioners

Throughout 2025, the Company reported that there were no legal cases or lawsuits, whether civil or criminal, as well as no administrative sanctions faced or received by the Company.



KODE ETIK PERSEROAN

Perseroan memiliki tanggung jawab untuk melaksanakan GCG dalam setiap kegiatan usahanya. Penerapan GCG pada Perseroan menjadi pedoman bagi seluruh sistem dan struktur yang ada baik level operasional hingga level manajerial. Pelaksanaan GCG di Perseroan guna menciptakan mentalitas SDM yang memiliki integritas, dedikasi tinggi dan menjadikan GCG sebagai budaya Perseroan.

Kode etik Perseroan disusun untuk menjadi landasan perilaku bagi Komisaris, Direksi dan seluruh karyawan Perseroan guna terwujudnya visi, misi dan tujuan Perseroan. Kode etik Perseroan mengandung beberapa aspek, yaitu:

Etika Usaha

Perseroan dalam melaksanakan seluruh kegiatannya memiliki etika Perusahaan baik dengan Pekerja EMP, Pembeli, Pesaing, Pemasok, Mitra Kerja, Kreditur / Investor, Pemerintah, Masyarakat, Organisasi Profesi, Media Massa dan Pemegang Saham.

Etika Tata Perilaku

Perseroan mengatur etika dalam berperilaku bagi seluruh pekerjanya yang mencakup sebagai berikut:

- Etika Perilaku Secara Umum;
- Etika Kerja Sesama Pekerja EMP;
- Menjaga Kerahasiaan Data dan Informasi Perusahaan;
- Mencatat Data dan Pelaporan;
- Menjaga Keamanan, Keselamatan, Kesehatan Kerja dan Lindung Lingkungan;
- Menjaga Aset Perusahaan;

COMPANY CODE OF ETHICS

The Company is responsible for incorporating GCG into all of its business activities. The application of GCG to the Company serves as a guide for all existing or existing system and structure in operation level to managerial level. The implementation of GCG in the Company aims to foster an ethical and dedicated human resource mentality, thereby establishing GCG as the Company's culture.

The Company's Code of Ethics is structured to serve as a guide for the Board of the Commissioner, Board of Directors and all employees in achieving the vision, mission and goals of the Company. The Company's Code of Ethics covers several areas, including:

Business Ethics

The Company maintains a strong corporate ethic in all of its dealings with Employees, Buyers, Competitors, Suppliers, Partners, Creditors / Investors, Government, Society, Professional Organizations, the Mass Media and Shareholders.

Code of Ethics

The Company maintains a code of ethics for all of its employees, which includes the following:

- General Ethics of Conduct;
- Work Ethics of Fellow Employees;
- Confidentiality of Company Data and Information;
- Data Collection and Reporting;
- Security, Safety, Occupational Health and Environmental Protection;
- Asset Maintenance;

- Menghindari Benturan Kepentingan dan Penyalahgunaan Jabatan;
- Menerima Hadiah, Hiburan dan Pemberian Lainnya
- Memberi Suap, Hadiah dan Jamuan;
- Korupsi dan Penyuapan;
- Penyalahgunaan Obat, Penggunaan Narkotika dan Psikotropika, Minuman Keras, Merokok, Pornografi, Pornoaksi dan Perjudian;
- Aktivitas Politik

- Avoiding Conflicts of Interest and Abuse of Power;
- Accepting Gifts, Entertainment and other Gifts.
- offering Bribes, Gifts and Banquets;
- Corruption and Bribery;
- Substance Abuse, Narcotic and Psychotropic Use, Alcohol, Smoking, Pornography, Pornoaction and Gambling;
- Political Activity.

Sosialisasi Kode Etik

Perseroan telah melakukan komunikasi kebijakan kode etik kepada seluruh Pekerja Perseroan antara lain melalui Website Perseroan, Intranet Perseroan, email, poster dan media lain pada kantor Perseroan.

Socialization of the Code of Ethics

The Company has communicated the code of ethics policy to all employees of the Company, including through Company website, the Company's Intranet, email, poster and other media at the Company's office.

Program Kepemilikan Saham oleh Karyawan dan Manajemen (ESOP/MSOP)

Perusahaan tidak memiliki program kepemilikan saham bagi karyawan dan/atau manajemen, baik dalam bentuk Employee Stock Option Program (ESOP) maupun Management Stock Option Program (MSOP).

Employee and Management Stock Ownership Program (ESOP/MSOP)

The Company does not implement any Employee Stock Option Program (ESOP) or Management Stock Option Program (MSOP).





SISTEM PELAPORAN PELANGGARAN

Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) merupakan salah satu unsur pengendalian internal Perusahaan. Sistem ini dikelola dan dijalankan oleh Tim Pengelolaan Internal untuk memperoleh fakta atas setiap laporan yang diterima melalui WBS.

Pengelolaan WBS oleh Pihak Ketiga Independen

Perusahaan menunjuk pihak ketiga independen, yaitu PT DC Solutions (Deloitte), untuk mengelola sistem whistleblowing, termasuk dalam menerima, mencatat, dan mengadministrasikan setiap pengaduan yang disampaikan. Penunjukan ini bertujuan untuk memastikan proses pelaporan berjalan secara objektif, menjaga kerahasiaan, serta meningkatkan kepercayaan bagi seluruh pihak dalam menyampaikan indikasi pelanggaran.

Maksud dan Tujuan WBS – *Letter to EMP*

Sarana WBS merupakan bagian dari komitmen Perseroan dalam menerapkan Tata Kelola Perusahaan yang Baik serta pengendalian terhadap potensi pelanggaran. Adapun tujuan dari penerapan WBS adalah sebagai berikut:

1. Menyediakan sarana pelaporan yang aman, rahasia, dan dapat diakses oleh seluruh pemangku kepentingan, baik internal maupun eksternal, untuk menyampaikan dugaan pelanggaran terhadap peraturan perundang-undangan, kebijakan internal, maupun prinsip etika Perseroan, dengan atau tanpa mencantumkan identitas pelapor, guna memungkinkan dilakukannya proses penelaahan dan investigasi secara objektif.

WHISTLEBLOWING SYSTEM

The Whistleblowing System (WBS) is one of the Company's internal control elements. Internal Management Team manages and operates this system to do a fact finding for every report received through WBS.

Management of WBS by an Independent Third Party

The Company has appointed an independent third party, PT DC Solutions (Deloitte), to manage the whistleblowing system, including receiving, recording, and administering all submitted reports. This appointment is intended to ensure that the reporting process is conducted objectively, to maintain confidentiality, and to enhance trust among all parties in reporting alleged violations.

Purpose and Objectives of WBS – Letter to EMP

The WBS serves as part of the Company's commitment to implementing Good Corporate Governance and controlling potential violations. The objectives of implementing the WBS are as follows:

1. To provide a secure, confidential, and accessible reporting channel for all stakeholders, both internal and external, to report alleged violations of laws and regulations, internal policies, and the Company's ethical principles, with or without disclosing the identity of the reporter, thereby enabling an objective review and investigation process.

2. Mendorong partisipasi aktif seluruh karyawan dan pihak terkait dalam menjaga integritas lingkungan kerja, dengan meningkatkan kesadaran terhadap pentingnya pelaporan pelanggaran serta memperkuat budaya kepatuhan dan rasa tanggung jawab bersama dalam melindungi Perseroan dari risiko hukum, finansial, maupun reputasi.
3. Memperkuat kepercayaan para pemangku kepentingan terhadap Perseroan melalui penerapan mekanisme pelaporan pelanggaran yang transparan, independen, dan akuntabel, sebagai bagian dari upaya berkelanjutan dalam meningkatkan kualitas tata kelola perusahaan.

Sosialisasi WBS – *Letter to EMP*

Dalam rangka memastikan pemahaman yang menyeluruh mengenai Whistleblowing System (WBS), Perseroan secara berkelanjutan melakukan sosialisasi kepada seluruh karyawan dan pemangku kepentingan. Kegiatan sosialisasi ini dilakukan melalui berbagai saluran komunikasi internal, seperti town hall, memo, dan media komunikasi internal lainnya.

Selain itu, untuk menjangkau pihak eksternal, Perseroan juga menyampaikan informasi terkait WBS melalui situs web perusahaan, termasuk kepada mitra kerja dan vendor. Upaya ini dilakukan agar seluruh pihak memahami mekanisme pelaporan, jaminan kerahasiaan, serta perlindungan yang diberikan, sehingga sistem WBS dapat dimanfaatkan secara optimal dan efektif.

Media Pelaporan WBS - *Letter to EMP*

Untuk menjunjung tinggi komitmen yang dibuat berdasarkan kebijakan Pelaporan Pelanggaran, Perseroan melibatkan Konsultan Sistem Pelaporan Pelanggaran yang independen ("Konsultan WBS") untuk mengelola dan menerima pengaduan Pelapor. Konsultan WBS akan mengambil tindakan pencegahan yang diperlukan untuk memastikan kerahasiaan, dan bertindak sebagai titik kontak antara Pelapor dan Tim Pengelola Internal selama penyelidikan. Media pelaporan WBS EMP antara lain sebagai berikut:

1. Pelapor membuat pengaduan/ penyingkapan dan mengirimkannya kepada Konsultan WBS melalui media seperti telepon, situs web, email, fax, dan SMS/ Whatsapp.
2. Saluran komunikasi menerima laporan dalam Bahasa Indonesia dan Bahasa Inggris dan terbuka untuk semua orang (termasuk karyawan, pemasok, pelanggan, dan anggota masyarakat umum).

2. To encourage active participation of all employees and relevant parties in maintaining the integrity of the work environment by increasing awareness of the importance of reporting violations and strengthening a culture of compliance and shared responsibility in protecting the Company from legal, financial, and reputational risks.
3. To strengthen stakeholders' trust in the Company through the implementation of a transparent, independent, and accountable whistleblowing mechanism, as part of the Co\mpany's ongoing efforts to enhance the quality of corporate governance.

WBS Socialization – Letter to EMP

In order to ensure comprehensive understanding of the Whistleblowing System (WBS), the Company continuously conducts socialization initiatives to all employees and stakeholders. These initiatives are carried out through various internal communication channels, such as town hall meetings, memoranda, and other internal communication media.

In addition, to reach external parties, the Company also disseminates information regarding the WBS through its corporate website, including to business partners and vendors. These efforts are undertaken to ensure that all parties understand the reporting mechanisms, confidentiality safeguards, and protections provided, so that the WBS can be utilized optimally and effectively.

WBS Reporting Channels – Letter to EMP

In upholding the commitments set forth under the Whistleblowing Policy, the Company engages an independent Whistleblowing System Consultant ("WBS Consultant") to manage and receive reports from whistleblowers. The WBS Consultant shall take necessary preventive measures to ensure confidentiality and shall act as the point of contact between the whistleblower and the Internal Management Team throughout the investigation process. The EMP WBS reporting channels include the following:

1. The whistleblower submits a report/disclosure to the WBS Consultant through channels such as telephone, website, email, fax, and SMS/WhatsApp.
2. The communication channels accept reports in Bahasa Indonesia and English and are open to all parties (including employees, suppliers, customers, and members of the general public).

3. Saluran ini akan dibuka 24 (dua puluh empat) jam sehari dalam 7 (tujuh) hari seminggu, kecuali untuk saluran telepon hanya tersedia dari pukul 09.00 -18.00 Waktu Indonesia Barat pada hari kerja.

3. These channels are available 24 (twenty-four) hours a day, 7 (seven) days a week, except for the telephone channel, which is available from 09:00 to 18:00 Western Indonesia Time on business days.

Tindak Lanjut Pelaporan atas Pengaduan Tahun 2025

Sepanjang 2025, terdapat sebanyak 6 laporan atas dugaan pelanggaran disampaikan melalui saluran sistem pelaporan pelanggaran. Dari laporan-laporan tersebut, sebanyak 3 laporan telah selesai diproses sesuai dengan ketentuan yang berlaku di Perseroan dan 3 laporan sedang dalam proses evaluasi dan tindak lanjut.

Follow-up on Reports for Complaints in 2025

Throughout 2025, a total of 6 reports of alleged violations were submitted through the whistleblowing system channels. Of these reports, 3 have been resolved in accordance with the Company's applicable provisions, while the remaining 3 are currently under evaluation and follow-up.

Akses Informasi dan Data Perseroan

EMP telah menyediakan website yang berisi informasi komprehensif tentang Perseroan yang mudah diakses oleh masyarakat luas yakni www.emp.id. Dengan menerapkan prinsip keterbukaan informasi sebagai komitmen penerapan

Access to the Company's Data and Information

The Company has established a website, www.emp.id, that contains comprehensive information about the Company and is easily accessible to the general public by committing to GCG implementation through the application of the





GCG. Website Perseroan tersaji bilingual dalam Bahasa Indonesia dan Bahasa Inggris, dengan sistem navigasi yang memudahkan komunikasi kepada masyarakat luas.

principle of information disclosure. The Company's website is bilingual in Indonesian and English and features a user-friendly navigation system to facilitate communication with the broader community.

Uraian Description	Ketersediaan Availability	Keterangan Remarks
Profil Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Profile	√	Tersedia pada situs web Perseroan Available in the Company's website
Struktur Grup Perusahaan Company Group Structure	√	Tersedia pada situs web Perseroan Available in the Company's website
Informasi pemegang saham sampai dengan pemilik akhir individu / Shareholder information up to individual ultimate owners	√	Tersedia pada situs web Perseroan Available in the Company's website
Laporan Keuangan Tahunan (5 tahun terakhir) Annual finance report (last 5 years)	√	Tersedia pada situs web Perseroan Available in the Company's website
Analisis Kinerja Keuangan Financial Performance Analysis	√	Tersedia pada situs web Perseroan Available in the Company's website
Laporan Tahunan (5 tahun terakhir) Annual report (last 5 years)	√	Tersedia pada situs web Perseroan Available in the Company's website
Laporan Keberlanjutan Sustainability report	√	Tersedia pada situs web Perseroan Available in the Company's website
Laporan Eksplorasi Exploration Report	√	Tersedia pada situs web Perseroan Available in the Company's website
RUPS GMS	√	Tersedia pada situs web Perseroan Available in the Company's website
Prospektus Prospectus	√	Tersedia pada situs web Perseroan Available in the Company's website
Keterbukaan Informasi Kepada BEI Information Disclosure to IDX	√	Tersedia pada situs web Perseroan Available in the Company's website

Kebijakan Mengenai Insider Trading

Perseroan telah memiliki kebijakan terkait *insider trading*.

Insider Trading Policy

The Company has a policy regarding insider trading.

Kebijakan Mengenai Seleksi dan Peningkatan Kemampuan Pemasok (Vendor)

Perseroan memiliki Pedoman Etika Usaha dan Tata Perilaku (CoC) yang mengatur antara lain mengenai etika Perseroan dengan Pemasok. Salah satu poin dalam CoC adalah melakukan pembinaan yang intensif terhadap pemasok. Beberapa anak Perusahaan Perseroan yang merupakan Kontraktor Kontrak Kerja Sama Migas dalam pelaksanaan proses pengadaan barang dan jasa harus selalu memenuhi ketentuan dalam Pedoman Tata Kerja Pengadaan Barang / Jasa Hulu Migas yang diatur oleh SKK Migas.

Policies Concerning the Selection and Development of Supplier (Vendor) Capacities

The Company has a Code of Business Ethics and CoC that governs, among other things, how the Company conducts business with Suppliers. Conducting intensive coaching of suppliers is one of the points in the CoC. Certain subsidiaries of the Company that are Oil and Gas Production Sharing Contract (PSC) Contractors must always adhere to the provisions of the Upstream Oil and Gas Procurement Work Code as regulated by SKK Migas when conducting procurement of goods and services.

Kebijakan Anti Penyuapan dan Korupsi

Perseroan telah memiliki kebijakan anti penyuapan dan korupsi sebagai bentuk komitmen Perseroan untuk menjalankan bisnis tanpa toleransi terhadap segala bentuk suap dan korupsi. Sebagai upaya implementasi dan peningkatan kesadaran, Perseroan juga telah melakukan sosialisasi kebijakan ini melalui berbagai media, antara lain banner yang dipasang di head office dan seluruh site, serta melalui media screen saver di lingkungan kerja.

Anti Bribery and Corruption Policy

The Company has established an Anti-Bribery and Corruption Policy as a form of its commitment to conducting business with zero tolerance for all forms of bribery and corruption. As part of its implementation efforts and to enhance awareness, the Company has also carried out socialization of this policy through various media, including banners displayed at the head office and all sites, as well as through screen saver media within the workplace.

Kebijakan Pemenuhan Hak-Hak Kreditur

Perseroan memiliki Pedoman Etika Usaha dan Tata Perilaku (CoC) yang mengatur antara lain mengenai etika Perseroan dengan Kreditur / Investor.

Policy for the Application of Creditor Rights

The Company adheres to a CoC that regulates, among other things, the Company's ethics with Creditors / Investors.

Kebijakan Pemberian Insentif Jangka Panjang Kepada Direksi dan Karyawan

Perseroan memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan Karyawan.

Long-Term Incentives for the Board of Directors and Employees

The Company has a long-term incentive policy for its Board of Directors and Employees.

Informasi Mengenai Budaya Perusahaan

Perseroan melakukan penyelarasan atau pengintegrasian nilai-nilai yang tertanam dalam Trimatra Bakrie yakni Keindonesiaan, Kebersamaan dan Kemanfaatan ke dalam Budaya Perseroan.

Information on Corporate Culture

The Company aligns or integrates the values embedded in Trimatra Bakrie, namely Indonesian-ness, Togetherness and Usefulness into the Company's Culture.

Pernyataan Ada/Tidak Ada Pelanggaran Selama Tahun 2025

Selama tahun 2025, tidak terjadi pelanggaran terhadap peraturan-peraturan terkait tuntutan hukum, aktivitas kriminal, kesalahan terhadap peraturan akuntansi atau pelanggaran terhadap kode etik Perseroan.

Statement of Any/No Violations that Occurred During 2025

In 2025, there were no violations of regulations involving lawsuits, criminal activity, errors in accounting regulations, or violations of the Company's code of conduct.

Penerapan Prinsip GCG Sesuai dengan Pedoman Tata Kelola Perusahaan Terbuka dari OJK

Implementasi prinsip-prinsip GCG ke dalam seluruh lini bisnis Perseroan telah mengikuti ketentuan yang tertuang dalam Surat Edaran OJK No. 32/SEOJK.04/2015 yang dikeluarkan OJK sebagai lembaga Pemerintah yang menyelenggarakan pengawasan terintegrasi terhadap keseluruhan kegiatan di sektor jasa keuangan dan pasar modal.

GCG Principles Implementation in Accordance With FSA's Public Company Governance Guidelines

The Company has implemented GCG principles across all business lines in accordance with the provisions of FSA Circular Letter No. 32 / SEOJK.04 / 2015, which was issued by FSA as the Government agency responsible for integrated supervision of all financial services and capital market activities.

Rencana GCG 2026

Pada tahun 2026, perusahaan berkomitmen untuk melanjutkan program GCG yang sukses pada periode tahun-tahun sebelumnya.

GCG Plan for 2026

In 2026, the Company is committed to continuing its successful GCG (Good Corporate Governance) program from previous years.



Penerapan GCG EMP
Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka
GCG Implementation in EMP
FSA Circular Letter No. 32 / SEOJK.04 / 2015 regarding Governance Guidelines for Public Company

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation
Aspek 1 / Aspect 1 **Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham** Public Company Relationship with Shareholders in Ensuring Shareholders' Rights;		
Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS **Principle 1** Increase the Value of GMS Implemantation	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan pemegang saham. Public companies have technical voting methods or procedures, both openly and privately, that prioritize independence and the interests of shareholders.	Memenuhi Complied
	Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. All members of the Board Directors and the Board of Commissioners of Public Company attend the Annual GMS.	Memenuhi Complied
	Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	Memenuhi Complied
Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. **Principle 2** Improving the Quality of Public Company Communication with Shareholders or Investors.	Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. Public Company has a communication policy with shareholders or investors.	Memenuhi Complied
	Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web. Public Company discloses the communication policy of Public Company with shareholders or investors on the Website.	Memenuhi Complied
Aspek 2 / Aspect 2 **Fungsi dan Peran Dewan Komisaris** Functions and Roles of the Board of Commissioners		
Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris **Principle 3** Strengthening the Membership and Composition of the Board of Commissioners	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. Determining number of members of the Board of Commissioners by considering the conditions of the Public Company.	Memenuhi Complied
	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. Determining the composition of the members of the Board of Commissioners by taking into account diversity of expertise, knowledge and experience required.	Memenuhi Complied

Penerapan GCG EMP
Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka

GCG Implementation in EMP
FSA Circular Letter No. 32 / SEOJK.04 / 2015 regarding Governance Guidelines for Public Company

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation
Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. **Principle 4** Improving the Quality of Implementation Duties and Responsibilities of the Board of Commissioners.	Dewan Komisaris mempunyai kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	Memenuhi Complied
	Kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. Self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company.	Memenuhi Complied
	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has a policy regarding the resignation of a member of the Board of Commissioners if involved in a financial crime.	Memenuhi Complied
	Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. The Board of Commissioners or Committees that carry out the Nomination and Remuneration functions formulate a succession policy in the Nomination process for members of the Board Directors.	Memenuhi Complied
Aspek 3 / Aspect 3 **Fungsi dan Peran Direksi** Functions and Role of the Board of Directors		
Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi. **Principle 5** Strengthening the Membership and Composition of the Board of Directors.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan / The determination of the number of members of the Board of Directors by taking into account the conditions of the Public Company and the effectiveness in making decisions.	Memenuhi Complied
	Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. Determination of the composition members of the Board of Directors by taking into account the diversity of expertise, knowledge and experience required.	Memenuhi Complied
	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors who are in charge in accounting or finance have expertise and/or knowledge in accounting.	Memenuhi Complied
Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. **Principle 6** Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Directors.	Direksi mempunyai kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Direksi. Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Memenuhi Complied
	Kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. Self-assessment policies to assess the performance of the Board of Directors are disclosed in the annual report of the Public Company.	Memenuhi Complied
	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. Board of Directors has a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime.	Memenuhi Complied

Penerapan GCG EMP
Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka

GCG Implementation in EMP
FSA Circular Letter No. 32 / SEOJK.04 / 2015 regarding Governance Guidelines for Public Company

Prinsip Principle	**Rekomendasi** Recommendation	**Implementasi** Implementation
Aspek 4 / **Aspek 4** **Partisipasi Pemangku Kepentingan** Stakeholders Participation		
Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. **Principle 7** Improve Corporate Governance Aspects through Stakeholders Participation.	Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya insider trading. Public Company has a policy to prevent insider trading.	Memenuhi Complied
	Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti fraud. Public Company has anti-corruption and anti-fraud policies.	Memenuhi Complied
	Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. Public Company has a policy regarding the selection and to supplier or vendor capability improvement.	Memenuhi Complied
	Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Public Company has a policy regarding the fulfillment of creditor rights	Memenuhi Complied
	Perusahaan Terbuka memiliki kebijakan sistem whistleblowing. Public Company has a whistleblowing system policy.	Memenuhi Complied
	Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. Public Company has a policy of providing long-term incentives to Board of Directors and employees	Memenuhi Complied
Aspek 5 / **Aspek 5** **Keterbukaan Informasi** Information Disclosure		
Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. **Principle 8** Improving the Implementation of Information Disclosure.	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. Public Company make wider use of information technology in addition to Web Sites as a medium for information disclosure.	Memenuhi Complied
	Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. Annual Report of Public Company discloses the ultimate beneficial owner in ownership of the shares of Public Company of at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner in the ownership shares of Public Company through the major and controlling shareholders.	Memenuhi Complied



TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

7





PENYAJIAN LAPORAN KEBERLANJUTAN

Sebagai bentuk nyata dari komitmen kami terhadap prinsip-prinsip Lingkungan, Sosial, dan Tata Kelola (ESG), serta untuk memenuhi ketentuan POJK No. 51 dan pedoman Global Reporting Initiative (GRI), kami dengan penuh semangat menyajikan Laporan Keberlanjutan ini secara terpisah untuk melengkapi laporan tahunan ini.

Sepanjang tahun pelaporan, kami terus berupaya melacak dan menyampaikan kinerja keberlanjutan kami secara transparan, dengan mengacu pada indikator-indikator utama yang ditetapkan dalam kerangka GRI. Pendekatan ini tidak hanya memastikan akuntabilitas, tetapi juga memperkuat integrasi aspek keberlanjutan dalam setiap lini operasional kami.

Di bidang lingkungan, berbagai inisiatif telah kami jalankan untuk meminimalkan dampak operasional. Mulai dari peningkatan efisiensi energi, pengurangan limbah, hingga pemanfaatan sumber daya yang lebih bertanggung jawab, semuanya dirancang untuk mendukung masa depan yang lebih hijau dan berkelanjutan.

Pada aspek sosial, kami percaya bahwa keberhasilan jangka panjang hanya dapat diraih melalui hubungan yang kuat dengan para pemangku kepentingan. Oleh karena itu, kami terus mendorong terciptanya lingkungan kerja yang inklusif dan beragam, mendukung pengembangan karyawan, serta mempererat keterlibatan dengan komunitas di sekitar wilayah operasional kami.

SUSTAINABILITY REPORT DISCLOSURE

As a concrete demonstration of our commitment to Environmental, Social, and Governance (ESG) principle also in compliance with POJK No. 51 and the Global Reporting Initiative (GRI) guidelines, we are pleased to present this Sustainability Report as a separate document to complement this Annual Report.

Throughout the reporting period, we have diligently monitored and disclosed our sustainability performance based on key indicators outlined in the GRI framework. This approach not only ensures accountability and transparency but also strengthens the integration of sustainability into every aspect of our operations.

In terms of environmental impact, we have implemented various initiatives aimed at reducing our operational footprint. These include improving energy efficiency, minimizing waste, and adopting more responsible sourcing practices all geared toward supporting a greener and more sustainable future.

On the social front, we believe long-term success can only be achieved through strong engagement with our stakeholders. We continue to foster an inclusive and diverse work environment, invest in employee development, and maintain meaningful relationships with local communities in our areas of operation.

Referensi pada Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik

Reference to FSA Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuer or Public Company

Keterangan Description		Halaman Page
I.	**Bentuk Laporan Tahunan** / Format of Annual Report	
1.	Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik / Annual Reports are presented in the form of printed documents and electronic documents.	√
2.	Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid dan dapat diperbanyak dengan kualitas yang baik / The printed version of the Annual Report should be presented on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.	√
3.	Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami / Annual Reports can present information in the form of images, graphs, tables and/or diagrams by including clear titles and/or captions, making them easy to read and understand.	√
4.	Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam portable document format (PDF) / The Annual Report presented in the form of an electronic document is an Annual Report that is converted in portable document format (PDF).	√
II.	**Isi Laporan Tahunan** / Content of Annual Report	
1. Laporan Tahunan paling sedikit memuat / The Annual Report should contain at least:		
	ikhtisar data keuangan penting / overview of important financial data;	√
	informasi saham (jika ada) / stock information (if any);	√
	laporan Direksi / Board of Directors report	√
	laporan Dewan Komisaris / report of the Board of Commissioners;	√
	profil emiten atau perusahaan publik / profile of Issuer or Public Company	√
	analisis dan pembahasan manajemen / management analysis and discussion	√
	tata kelola emiten atau perusahaan publik / governance of issuer or public company;	√
	tanggung jawab sosial dan lingkungan emiten atau perusahaan publik / social and environmental responsibility of issuer or public company	√
	laporan keuangan tahunan yang telah diaudit / audited annual financial statements	√
	surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan / affidavit of members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report.	√
2. Uraian Isi Laporan Tahunan / Description of the Contents of the Annual Report		
A.	**Ikhtisar Data Keuangan Penting**. Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika emiten atau perusahaan publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: / Overview of Important Financial Data. An overview of important financial data contains financial information presented in the form of comparisons for 3 (three) financial years or since starting their business if the Issuer or Public Company carries out its business activities for less than 3 (three) years, at least containing:	
	pendapatan/penjualan / revenue/sales	15
	laba bruto / gross profit	16
	laba (rugi) / profit (loss)	15
	jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali / the amount of profit (loss) attributable to the owner of the parent entity and non-controlling interests	15
	total laba (rugi) komprehensif / total comprehensive profit (loss)	15
	jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali / the comprehensive amount of profit (loss) attributable to the owner of the parent entity and non-controlling interests	15
	laba (rugi) per saham / earnings (loss) per share	15
	jumlah aset / the number of assets	15
	jumlah liabilitas / the amount of liabilities	15-16
	jumlah ekuitas / the amount of equity	16

Keterangan Description		Halaman Page
	rasio laba (rugi) terhadap jumlah aset / the ratio of profit (loss) to the amount of assets	16
	rasio laba (rugi) terhadap ekuitas / the ratio of profit (loss) to equity	16
	rasio laba (rugi) terhadap pendapatan/penjualan / the ratio of profit (loss) to revenue/sales	16
	rasio lancar / current ratio	16
	rasio liabilitas terhadap ekuitas / the ratio of liabilities to equity	16
	rasio liabilitas terhadap jumlah aset / the ratio of liabilities to the amount of assets	16
	informasi dan rasio keuangan lainnya yang relevan dengan emiten atau perusahaan publik dan jenis industrinya / information and other financial ratios relevant to the Issuer or Public Company and its type of industry	17
B.	**Informasi Saham**. Informasi saham bagi Perusahaan Terbuka paling sedikit memuat: / Stock Information. Stock information for Public Companies should contain at least:	
	saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat: / shares that have been issued for each quarter period presented in the form of comparisons for the last 2 (two) financial years, at least contain:	
	jumlah saham yang beredar / the number of shares outstanding	23-29
	kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan / market capitalization based on the price on the stock exchange on which the shares are listed;	23-29
	harga saham tertinggi, terendah dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan / the highest, lowest and closing stock prices based on the prices on the stock exchanges on which the shares are listed;	23-29
	volume perdagangan pada bursa efek tempat saham dicatatkan / trading volume on the stock exchange on which the stock is listed.	23-29
	dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: / in the event of a corporate action that causes changes in the stock, such as a stock split, stock merger (reverse stock), stock dividends, bonus shares, changes in the face value of shares, issuance of conversion securities and addition and reduction of capital, stock information as intended in number 1) added the least explanation of:	N/A
	tanggal pelaksanaan aksi korporasi / the date of the implementation of the corporate action	100
	rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan dan perubahan nilai nominal saham / the ratio of stock splits, stock merger (reverse stock), stock dividends, bonus shares, the number of convertible securities issued and changes in the face value of shares;	N/A
	jumlah saham beredar sebelum dan sesudah aksi korporasi / the number of shares outstanding before and after the corporate action	100
	jumlah efek konversi yang dilaksanakan (jika ada) / the number of conversion effects performed (if any)	N/A
	harga saham sebelum dan sesudah aksi korporasi / the share price before and after the corporate action	N/A
	dalam hal terjadi penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut / in the event of a temporary suspension of stock trading (suspension) and/or cancellation of the stock listing (delisting) in the financial year, explained the reasons for the temporary suspension of stock trading (suspension) and/or cancellation of the stock listing (delisting) and	100
	dalam hal penghentian sementara perdagangan saham (suspension) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (delisting) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) tersebut / in the event of a temporary suspension of stock trading (suspension) as intended in number 3) and/or the process of canceling the stock listing (delisting) is still ongoing until the end of the Annual Report period, it is explained the actions taken to complete the temporary suspension of stock trading (suspension) and/or cancellation of the stock listing (delisting).	100
C.	**Laporan Direksi**. Laporan Direksi paling sedikit memuat uraian singkat mengenai: **Board of Directors Report**. The Board of Directors' report contains at least a brief description of:	
	kinerja emiten atau perusahaan publik, paling sedikit memuat: / the performance of issuer or public company, at least containing:	
	strategi dan kebijakan strategis emiten atau perusahaan publik / the strategic strategies and policies of issuer or public company;	49-66
	peranan Direksi dalam perumusan strategi dan kebijakan strategis emiten atau perusahaan publik / the role of the Board of Directors in the formulation of strategic strategies and policies of issuer or public company;	49-66
	proses yang dilakukan Direksi untuk memastikan implementasi strategi emiten atau perusahaan publik / the process carried out by the Board of Directors to ensure the implementation of the issuer's strategy or public company;	49-66
	perbandingan antara hasil yang dicapai dengan yang ditargetkan emiten atau perusahaan publik / comparison between the results achieved with those targeted by issuer or public company; and	49-66

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	kendala yang dihadapi emiten atau perusahaan publik / the obstacles faced by issuer or public company;	49-66
	gambaran tentang prospek usaha emiten atau perusahaan publik / description on business prospects of issuer and public company;	49-66
	penerapan tata kelola emiten atau perusahaan publik / implementation of good corporate governance by Issuer or Public Company	49-66
D.	**Laporan Dewan Komisaris**. Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai: Report of the Board of Commissioners **Board of Commissioners Report**. The Report of the Board of Commissioners contains at least a brief description of:	
	penilaian terhadap kinerja Direksi mengenai pengelolaan emiten atau perusahaan publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi emiten atau perusahaan publik yang dilakukan oleh Direksi / assessment of the performance of the Board of Directors regarding the management of issuer or public company, including the supervision of the Board of Commissioners in the formulation and implementation of the Issuer or Public Company strategy carried out by the Board of Directors;	41-48
	pandangan atas prospek usaha emiten atau perusahaan publik yang disusun oleh Direksi / a view of the business prospects of issuer or public company compiled by the Board of Directors	41-48
	pandangan atas penerapan tata kelola emiten atau perusahaan publik / views on the implementation of issuer governance or public companies.	41-48
E.	**Profil Emiten atau Perusahaan Publik**. Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi: **Emiten Profile or Public Company.** The Issuer or Public Company profile contains at least information:	
	nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan dan tanggal efektif perubahan nama pada tahun buku / the name of the Issuer or Public Company including if there is a change in name, reason for change and effective date of name change in the financial year;	69
	akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi / access to issuer or public company including branch offices or representative offices that allow the public to obtain information about issuer or public company, including:	
	alamat / address	69
	nomor telepon / phone number	69
	alamat surat elektronik / email address	69
	alamat situs web / website address	69
	riwayat singkat Emiten atau Perusahaan Publik / a brief history of issuer or public company	70
	visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (corporate culture) atau nilai-nilai perusahaan / the vision and mission of issuer or public company and corporate culture or company values;	74-75
	kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku serta jenis barang dan/atau jasa yang dihasilkan / business activities according to the last articles of association, business activities carried out in the financial year, as well as the types of goods and/or services produced;	71
	wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan / the operational area of the Issuer or Public Company; Operational area is the area or area of implementation of operational activities or the range of operational activities of the company.	71
	struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan / the organizational structure of issuer or public company in the form of charts, at least up to the structure of 1 (one) level under the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions;	98
	daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan / a list of memberships of industry associations on both a national and international scale relating to the implementation of sustainable finance;	Belum ada
	profil Direksi, paling sedikit memuat: / the profile of the Board of Directors, at least contains:	
	nama dan jabatan yang sesuai dengan tugas dan tanggung jawab / names and positions in accordance with duties and responsibilities	84-91
	foto terbaru / recent photos	84-91
	usia / age	84-91
	kewarganegaraan / nationality	84-91
	riwayat pendidikan dan/atau sertifikasi / educational history and/or certification	84-91
	riwayat jabatan, meliputi informasi / history of office, including information:	84-91
	dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan / the legal basis for appointment as a member of the Board of Directors at the Issuer or Public Company concerned;	84-91

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rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut / duality of role, either as a member of the Board of Directors, a member of the Board of Commissioners and/or a member of the committee and other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have dual positions, it is disclosed regarding this matter; and	84-91
pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / work experience and its time period both inside and outside the Issuer or Public Company;	84-91
hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; / affiliate relations with other members of the Board of Directors, members of the Board of Commissioners, principal shareholders and controllers either directly or indirectly reach the individual owner, including the names of affiliated parties. In the event that a member of the Board of Directors does not have an affiliate relationship, the Issuer or the Public Company discloses it;	84-91
perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut / changes in the composition of members of the Board of Directors and the reasons for their changes. In the event that there is no change in the composition of the members of the Board of Directors, it is disclosed about it;	261
profil Dewan Komisaris, paling sedikit memuat: / profile of the Board of Commissioners, should at least contains:	
nama dan jabatan / name and position	79-83
foto terbaru / recent photos	79-83
usia / age	79-83
kewarganegaraan / nationality	79-83
riwayat pendidikan dan/atau sertifikasi / educational history and/or certification	79-83
riwayat jabatan, meliputi informasi / history of office, including information:	79-83
dasar hukum pengangkatan sebagai anggota Dewan Komisaris / the legal basis for appointment as a member of the Board of Commissioners;	79-83
dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan / the legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned;	79-83
rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut / dual positions, either as members of the Board of Commissioners, members of the Board of Directors and/or members of committees and other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Commissioners do not have dual positions, it is disclosed regarding this matter; and	79-83
pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / work experience and their time period both inside and outside the Issuer or Public Company;	79-83
hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut / affiliated relationships with other members of the Board of Commissioners, principal shareholders and controllers either directly or indirectly to the individual owner, including the names of affiliated parties; In the event that members of the Board of Commissioners do not have an affiliate relationship, the Issuer or Public Company discloses this;	79-83, 268
pernyataan independensi Komisaris independen dalam hal Komisaris independen telah menjabat lebih dari 2 (dua) periode / a statement of the independence of an independent commissioner in the event that an independent commissioner has served more than 2 (two) periods; and	255
perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut / changes in the composition of members of the Board of Commissioners and the reasons for their changes. In the event that there is no change in the composition of the members of the Board of Commissioners, it is disclosed regarding this matter;	46
dalam hal terdapat perubahan susunan anggota Direksi dan/atau Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya / in the event that there is a change in the composition of members of the Board of Directors and/or the Board of Commissioners that occurs after the financial year ends until the deadline for submitting the Annual Report, the arrangement listed in the Annual Report is the composition of the members of the Board of Directors and/or the last and previous members of the Board of Commissioners;	N/A
jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel / number of employees by gender, position, age, education level and employment status (fixed/contract) in the financial year; Disclosure of information can be presented in the form of tables.	126-128

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nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: / the name of the shareholder and the percentage of ownership at the beginning and end of the financial year, consisting of information regarding:	
pemegang saham yang memiliki 5% (lima persen) atau lebih saham emiten atau perusahaan publik / shareholders who own 5% (five percent) or more of the shares of issuer or public company;	25 & 28
anggota Direksi dan anggota Dewan Komisaris yang memiliki saham emiten atau perusahaan publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut / members of the Board of Directors and members of the Board of Commissioners who own shares of issuer or public company. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, it is disclosed regarding this matter; and	79-91
kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham emiten atau perusahaan publik; Informasi di atas dapat disajikan dalam bentuk tabel / a group of public shareholders, i.e. a group of shareholders who each own less than 5% (five percent) of the shares of issuer or public company; The above information can be presented in the form of a table.	26-27
persentase kepemilikan tidak langsung atas saham emiten atau perusahaan publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut / percentage of indirect ownership of the shares of issuer or public company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information regarding shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners; In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of issuer or public company, it is disclosed regarding this matter.	25 & 28
jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: / number of shareholders and percentage of ownership per end of the financial year based on classification:	
kepemilikan institusi lokal / ownership of local institutions	29
kepemilikan institusi asing / ownership of foreign institutions	29
kepemilikan individu lokal / ownership of local individuals	29
kepemilikan individu asing / ownership of foreign individuals	29
informasi mengenai pemegang saham utama dan pengendali emiten atau perusahaan publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan; / information concerning the main and controlling shareholders of issuer or public company, either directly or indirectly, to the individual owner, presented in the form of a scheme or chart;	27
nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana emiten atau perusahaan publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut. the name of a subsidiary, associate company, joint venture company in which the issuer or public company has joint control of the entity (if any), along with the percentage of shareholdings, business fields, total assets and operating status of subsidiaries, associate companies, joint venture companies; For a subsidiary, information is added about the address of the subsidiary.	102-103
kronologis pencatatan saham, jumlah saham, nilai nominal dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada) / chronological listing of shares, number of shares, face value and offer price from the beginning of the listing until the end of the financial year as well as the name of the stock exchange in which the shares of issuer or public company are listed, including stock splits, merger (reverse stock), stock dividends, bonus shares and changes in the nominal value of shares, implementation of conversion securities, implementation of capital additions and reductions (if any);	26
informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran dan peringkat efek (jika ada) / other securities recording information other than the securities referred to in number 18), which is not yet due in the financial year at least contains the name of the securities, the year of issuance, the interest rate/yield, the maturity date, the value of the offer and the rating of the securities (if any);	100
informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: / information on the use of the services of public accountants (AP) and public accounting firms (KAP) and their networks / associations / alliances include:	
nama dan alamat / name and address;	101
periode penugasan / the period of assignment;	101
informasi jasa audit dan/atau non audit yang diberikan / audit and/or non-audit services information provided;	101
biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku / audit and/or non-audit service fees for each assignment given during the financial year;	101

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	dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel / in the case of AP and KAP and their networks/associations/alliances, designated not to provide non-audit services, it is disclosed regarding such information; and Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in the form of tables.	299
	nama dan alamat lembaga dan/atau profesi penunjang Pasar Modal selain AP dan KAP / the name and address of institutions and/or capital market supporting professions other than AP and KAP.	101
F.	**Analisis dan Pembahasan Manajemen** Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat: **Management Analysis and Discussion** Management analysis and discussion contains analysis and discussion of financial statements and other important information with an emphasis on material changes that occur in the financial year, namely at least:	
	tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: / review of operations per business segment in accordance with the type of industry issuer or public company, at least regarding:	
	produksi, yang meliputi proses, kapasitas dan perkembangannya / production, which includes its processes, capacities and development;	188
	pendapatan/penjualan / revenue/sales; and	197-198
	profitabilitas / profitability;	198
	kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: / Comprehensive financial performance that includes comparison of financial performance in the last 2 (two) financial years, explanation of the causes of changes and the impact of such changes, at least regarding:	
	aset lancar, aset tidak lancar dan total aset / current assets, non-current assets and total assets;	195
	liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas / short-term liabilities, long-term liabilities and total liabilities;	196
	ekuitas / equity;	196
	pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain dan total laba (rugi) komprehensif / comprehensive revenue/sales, expenses, profit (loss), other comprehensive income and total profit (loss) comprehensive; and	197-198
	arus kas / cash flow;	199-201
	kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan / the ability to pay debts or obligations by presenting the calculation of the relevant ratio;	203-205
	tingkat kolektibilitas piutang emiten atau perusahaan publik dengan menyajikan perhitungan rasio yang relevan / the level of collectibility of receivables receivables of issuer or public company by presenting the calculation of relevant ratios;	205
	struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud / capital structure (capital structure) and management policy on capital structure (capital structure) is accompanied by the basis of determining the policy;	206-207
	bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat / the discussion of material bonds for the investment of capital goods with the least explanation contains:	208
	tujuan dari ikatan tersebut / the purpose of the bond;	208
	sumber dana yang diharapkan untuk memenuhi ikatan tersebut / the source of funds expected to fulfill the bond;	208-209
	mata uang yang menjadi denominasi; / the denominated currency; and	162-165
	langkah yang direncanakan emiten atau perusahaan publik untuk melindungi risiko dari posisi mata uang asing yang terkait / the planned steps of the issuer or public company to protect the risks of the associated foreign currency position;	219
	bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: / The discussion of capital goods investment realized in the last financial year, at least contains:	
	jenis investasi barang modal / the type of investment of capital goods;	208-209
	tujuan investasi barang modal; / the purpose of investing capital goods;	208-209
	nilai investasi barang modal yang dikeluarkan / the investment value of capital goods issued;	208-209
	informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada) / material information and facts that occur after the date of the accountant's report (if any);	227
	prospek usaha dari emiten atau perusahaan publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya / The business prospects of issuer or public company are associated with industrial conditions, the economy in general and the international market accompanied by quantitative supporting data from reliable data sources;	179-187

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perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai / comparison between the targets / projections at the beginning of the financial year with the results achieved (realization), regarding:	
pendapatan/penjualan / revenue/sales;	218
laba (rugi) / profit (loss);	218
struktur modal (capital structure); atau / capital structure (capital structure);	206
hal lainnya yang dianggap penting bagi emiten atau perusahaan publik / other matters that are considered important to issuer or public company;	N/A
target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: / targets / projections to be achieved by issuer or public company for the next 1 (one) year, regarding:	
pendapatan/penjualan / revenue/sales;	218
laba (rugi) / profit (loss);	218
struktur modal (capital structure) / capital structure (capital structure);	218
kebijakan dividen / dividend policy;	N/A
aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar / marketing aspects of the goods and/or services of issuer or public company, at least regarding marketing strategies and market share;	210
uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit / description of dividends during the last 2 (two) financial years, at least:	
kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih / dividend policy, among others, contains information on the percentage of the amount of dividends distributed against net income;	169
tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas / the date of payment of cash dividends and/or the date of distribution of non-cash dividends;	N/A
jumlah dividen per saham (kas dan/atau non kas); / the amount of dividends per share (cash and/or non-cash); and	N/A
jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut / the amount of dividends per year paid; Disclosure of information can be presented in the form of tables. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, it is disclosed regarding this matter.	N/A
realisasi penggunaan dana hasil penawaran umum, dengan ketentuan / realization of the use of funds from public offerings, with the following conditions:	
dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku / in the event that during the financial year, the Issuer has the obligation to submit a report on the realization of the use of funds, then disclosed the realization of the use of funds from the public offering cumulatively until the end of the financial year; and	216
dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut / in the event that there is a change in the use of funds as stipulated in the Financial Services Authority Regulation regarding the report on the realization of the use of funds from the public offering, the Issuer explains the alteration;	N/A
informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat / material information (if any), including investment, expansion, divestment, merger/consolidation, acquisitions, debt/capital restructuring, material transactions, affiliate transactions and conflict of interest transactions, which occur in the financial year, should contain at least:	216-217
tanggal, nilai dan objek transaksi / the date, value and object of the transaction;	N/A
nama pihak yang melakukan transaksi / the name of the party making the transaction;	N/A
sifat hubungan afiliasi (jika ada) / the nature of the affiliate relationship (if any);	N/A
penjelasan mengenai kewajaran transaksi / an explanation of the fairness of the transaction;	N/A
pemenuhan ketentuan terkait / fulfillment of related provisions; and	N/A
dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), emiten atau perusahaan publik juga mengungkapkan informasi / in the event of an affiliate relationship, in addition to disclosing the information as intended in paragraph a) up to the letter e), the Issuer or Public Company also discloses information:	
pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (armslength principle) / the Board of Directors' statement that affiliate transactions have gone through adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, among others, carried out in accordance with the principle of reasonable transactions (armslength principle);	N/A

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	peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (armslength principle) / the role of the Board of Commissioners and audit committee in carrying out adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, among others, carried out by fulfilling the principle of reasonable transactions (armslength principle);	N/A
	untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang dan/atau berkelanjutan; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. for affiliate transactions or material transactions that are business activities that are carried out in order to generate business income and are carried out regularly, repeatedly and/or continuously, it is added that affiliate transactions or material transactions are business activities carried out in order to generate business income and are carried out regularly, repeatedly and/or continuously; In the event that an affiliate transaction or material transaction has been disclosed in the annual financial statements, information is added regarding the disclosure reference in the annual financial statement.	217
	untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut / for the disclosure of affiliate transactions and/or conflict of interest transactions that are the result of the implementation of affiliate transactions and/or conflict of interest transactions that have been approved by independent shareholders, information is added regarding the date of implementation of the GMS that approves affiliate transactions and/or conflict of interest transactions;	217
	dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut / in the event that there are no affiliate transactions and/or conflict-of-interest transactions, it is disclosed regarding it;	N/A
	perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada) / changes in the provisions of laws and regulations that have a significant effect on issuer or public company and their impact on financial statements (if any); and	217
	perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada) / changes in accounting policy, its reasons and impact on financial statements (if any).	217-218
G.	**Tata Kelola Emiten atau Perusahaan Publik** Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: Governance of issuer or public company.The governance of issuer or public company contains at least a brief description of:	
	RUPS, paling sedikit memuat: / GMS, at least contain:	
	Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: / Information regarding the decision of the GMS in the financial year and 1 (one) year before the financial year includes:	
	keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku / the decision of the GMS in the financial year and 1 (one) year before the financial year realized in the financial year; and	235-249
	keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan / the decision of the GMS in the financial year and 1 (one) year before the financial year that has not been realized and the reasons have not been realized;	N/A
	dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut / in the event that the Issuer or Public Company uses an independent party in the implementation of the GMS to conduct the calculation of votes, it is disclosed regarding this matter	235-236
	Direksi, paling sedikit memuat: / Directors, at least contain:	
	tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel / the duties and responsibilities of each member of the Board of Directors; Information regarding the duties and responsibilities of each member of the Board of Directors is outlined and can be presented in the form of a table.	259-261
	pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi / a statement that the Board of Directors has guidelines or charters of the Board of Directors;	258
	kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS; Information on the level of attendance of members of the Board of Directors in meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, or GMS can be presented in the form of tables.	261-266
	pelatihan dan/atau peningkatan kompetensi anggota Direksi: / training and/or improving the competence of members of the Board of Directors:	263

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kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); / training policies and/or improving the competence of members of the Board of Directors, including orientation programs for newly appointed members of the Board of Directors (if any); and	256
pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); / training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);	263
penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: / the Board of Directors' assessment of the performance of the committee that supports the implementation of the Board of Directors' duties in the financial year contains at least:	
prosedur penilaian kinerja / performance assessment procedures	264
kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat / criteria used such as performance achievement during the financial year, competence and attendance in meetings; and	257-264
dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut / in the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, it is disclosed regarding this matter.	N/A
Dewan Komisaris, paling sedikit memuat: / The Board of Commissioners, at least contains:	
tugas dan tanggung jawab Dewan Komisaris; / the duties and responsibilities of the Board of Commissioners;	251
pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris / a statement that the Board of Commissioners has guidelines or charter of the Board of Commissioners;	250-251
kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel / policy and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners together with the Board of Directors and the level of attendance of members of the Board of Commissioners in the meeting including attendance at the GMS; Information on the level of attendance of members of the Board of Commissioners in meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors, or GMS can be presented in the form of tables.	253, 265-266
pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: / training and/or improving the competence of members of the Board of Commissioners:	
kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); / training policies and/or improvement of competencies of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and	254
pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada) / training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any);	254
penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: / the Board of Directors' assessment of the performance of the committee that supports the implementation of the Board of Directors' duties in the financial year contains at least:	
prosedur pelaksanaan penilaian kinerja / performance assessment procedures; and	254
kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat / criteria used such as performance achievement during the financial year, competence and attendance in meetings; and	254
pihak yang melakukan penilaian / the party conducting the assessment; and	-
penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: / the Board of Commissioners' assessment of the performance of the Committee supporting the implementation of the duties of the Board of Commissioners in the financial year includes:	
prosedur penilaian kinerja / performance assessment procedures; and	206
kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat / criteria used such as performance achievement during the financial year, competence and attendance in meetings;	206
Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: / Nomination and remuneration of the Board of Directors and Board of Commissioners, should at least contain:	
prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris / nomination procedures, including a brief description of the policies and nomination processes of members of the Board of Directors and/or members of the Board of Commissioners; and	208
prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: / procedures and implementation of remuneration of the Board of Directors and Board of Commissioners, including:	208
prosedur penetapan remunerasi Direksi dan Dewan Komisaris / procedures for determining remuneration of the Board of Directors and Board of Commissioners;	208
struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya / remuneration structure of the Board of Directors and Board of Commissioners such as, salary, benefits, tantiem / bonus and others; and	208

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besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel / the amount of remuneration of each member of the Board of Directors and members of the Board of Commissioners; Disclosure of information can be presented in the form of tables.	208
Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: / 5) Sharia supervisory board, for issuer or public company that carry out business activities based on sharia principles as stated in the articles of association, at least contain: nama / name;	N/A
dasar hukum pengangkatan dewan pengawas syariah / the legal basis for the appointment of sharia supervisory boards;	-
periode penugasan dewan pengawas syariah / the period of assignment of the sharia supervisory board;	-
tugas dan tanggung jawab dewan pengawas syariah / the duties and responsibilities of the sharia supervisory board; and	-
frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik / frequency and manner of providing advice and advice and supervision of the fulfillment of sharia principles in the capital market to issuer or public company;	-
Komite Audit, paling sedikit memuat: / The Audit Committee, at least contains: nama dan jabatannya dalam keanggotaan komite / his name and position in the membership of the committee	
usia / age	269-273
kewarganegaraan / nationality	269-273
riwayat pendidikan / educational history	269-273
riwayat jabatan, meliputi informasi: / history of the position, including information:	269-273
dasar hukum penunjukan sebagai anggota komitee) history of the position, including information / the legal basis of appointment as a member of the committee;	269-273
rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya (jika ada) / duality of roles, either as a member of the Board of Commissioners, a member of the Board of Directors and/or a member of the committee and other positions (if any); and	269-273
pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / work experience and its time period both inside and outside the Issuer or Public Company;	269-273
periode dan masa jabatan anggota komite audit / the period and tenure of members of the audit committee;	269-273
pernyataan independensi komite audit / statement of independence of the audit committee;	269-273
pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada) / training and/or improvement of competencies that have been followed in the financial year (if any);	269-273
kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut / the policy and implementation of the frequency of audit committee meetings and the level of attendance of members of the audit committee in such meetings; and	269-273
pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) komite audit / the implementation of audit committee activities in the financial year in accordance with those listed in the guidelines or charters of the audit committee;	269-273
Komite atau fungsi Nominasi dan Remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat / Nomination and Remunation Committee functions of issuer or public company, should at least contain	
nama dan jabatannya dalam keanggotaan komite / his name and position in the membership of the committee;	273-277
usia / age;	273-277
kewarganegaraan / nationality;	273-277
riwayat pendidikan / educational history;	273-277
riwayat jabatan, meliputi informasi: / professional history, including information:	
dasar hukum penunjukan sebagai anggota komite / the legal basis of appointment as a member of the committee;	273-277
rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya (jika ada) / duplicate positions, either as a member of the Board of Commissioners, a member of the Board of Directors and/or a member of the committee and other positions (if any); and	273-277
pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / work experience and its time period both inside and outside the Issuer or Public Company;	273-277
periode dan masa jabatan anggota komite / the period and term of office of committee members;	273-277
pernyataan independensi komite / statement of independence of the committee;	273-277
pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada) / training and/or improvement of competencies that have been attended in the financial year (if any);	273-277
uraian tugas dan tanggung jawab / description of duties and responsibilities;	273-277
pernyataan bahwa telah memiliki pedoman atau piagam (charter) / a statement that it has a guideline or charter;	273-277

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kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut / the policy and implementation of the frequency of meetings and the level of attendance of members in the meeting;	273-277
uraian singkat pelaksanaan kegiatan pada tahun buku / a brief description of the implementation of activities in the financial year; and	273-277
dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan / in the event that no nomination and remuneration committee is established, the Issuer or Public Company simply discloses the information as intended in letter i) up to the letter l) and discloses:	N/A
alasan tidak dibentuknya komite / the reason for not establishing a committee; and	N/A
pihak yang melaksanakan fungsi nominasi dan remunerasi / parties carrying out the functions of nomination and remuneration;	N/A
Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat / Other Committee owned by issuer or public company in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, should at least contain:	
nama dan jabatannya dalam keanggotaan komite / his name and position in the membership of the committee;	277-293
usia / age;	277-293
kewarganegaraan / nationality;	277-293
riwayat pendidikan / educational history;	277-293
riwayat jabatan, meliputi informasi / history of the position, including information:	277-293
dasar hukum penunjukan sebagai anggota komite / the legal basis of appointment as a member of the committee;	277-293
rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi dan/atau anggota komite serta jabatan lainnya (jika ada) / duality of role, either as a member of the Board of Commissioners, a member of the Board of Directors and/or a member of the committee and other positions (if any); and	277-293
pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / work experience and its time period both inside and outside the Issuer or Public Company;	277-293
periode dan masa jabatan anggota komite / the period and term of office of committee members;	277-293
pernyataan independensi komite / statement of independence of the committee;	277-293
pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada) / training and/or improvement of competencies that have been attended in the financial year (if any); and	277-293
uraian tugas dan tanggung jawab / description of duties and responsibilities;	277-293
pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite / a statement that it has had guidelines or charters (charters) of the committee;	277-293
kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut / the policy and implementation of the frequency of committee meetings and the level of attendance of committee members in such meetings; and	277-293
uraian singkat pelaksanaan kegiatan komite pada tahun buku / a brief description of the implementation of committee activities in the financial year;	277-293
Sekretaris Perusahaan, paling sedikit memuat: / Corporate Secretary, at least contains:	
nama / name;	293-295
domisili / domicile;	293-295
riwayat jabatan, meliputi / professional history, including:	293-295
dasar hukum penunjukan sebagai sekretaris perusahaan / the legal basis of appointment as corporate secretary; and	293-295
pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / Professional history and their time period both inside and outside the Issuer or Public Company;	293-295
riwayat pendidikan / educational history;	293-295
pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku / training and/or improvement of competencies attended in the financial year; and	293-295
uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku / a brief description of the implementation of the duties of the corporate secretary in the financial year;	293-295
Unit Audit Internal, paling sedikit memuat: / Internal Audit unit, should contain at least:	
nama kepala unit audit internal / the name of the head of the internal audit unit	299-301
riwayat jabatan, meliputi / Professional history, including:	299-301
dasar hukum penunjukan sebagai kepala unit audit internal / the legal basis for appointment as head of the internal audit unit; and	299-301

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pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik / work experience and their time period both inside and outside the Issuer or Public Company;	299-301
kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada) / qualification or certification as an internal audit profession (if any);	299-301
pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku / training and/or competency improvement attended in the financial year;	299-301
struktur dan kedudukan unit audit internal / the structure and position of the internal audit unit;	299-301
uraian tugas dan tanggung jawab / description of duties and responsibilities;	299-301
pernyataan bahwa telah memiliki pedoman atau piagam (charter) unit audit internal / a statement that it has had guidelines or charters of internal audit units;	299-301
uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris dan/atau komite audit / a brief description of the implementation of the duties of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners and/or audit committee;	299-301
uraian mengenai Sistem Pengendalian Internal (Internal Control) yang diterapkan oleh emiten atau perusahaan publik, paling sedikit memuat: / the description of the Internal Control System applied by issuer or public company, at least contains:	
pengendalian keuangan dan operasional serta kepatuhan terhadap peraturan perundang-undangan lainnya / financial and operational control, as well as compliance with other laws and regulations;	301-304
tinjauan atas efektivitas sistem pengendalian internal / a review of the effectiveness of the internal control system; and	301-304
pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal / statements of the Board of Directors and/or the Board of Commissioners on the adequacy of the internal control system;	301-304
Sistem Manajemen Risiko yang diterapkan oleh emiten atau perusahaan publik, paling sedikit memuat / The system of Manajemen Risiko implemented by issuer or public company, at least contains:	
gambaran umum mengenai sistem manajemen risiko emiten atau perusahaan publik / an overview of the risk management system of issuer or public company;	304-317
jenis risiko dan cara pengelolaannya / the type of risk and how it is managed;	304-317
tinjauan atas efektivitas sistem manajemen risiko emiten atau perusahaan publik / a review of the effectiveness of the risk management system of issuer or public company; and	304-317
pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko / statements of the Board of Directors and/or the Board of Commissioners or audit committees on the adequacy of the risk management system;	304-317
Perkara Hukum yang berdampak material yang dihadapi oleh emiten atau perusahaan publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: / Legal Issues which has a material impact faced by issuer or public company, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), should at least contain:	N/A, 317
pokok perkara/gugatan / the subject matter/lawsuit;	-
status penyelesaian perkara/gugatan / the status of settlement of the case/lawsuit; and	-
pengaruhnya terhadap kondisi emiten atau perusahaan publik / its effect on the condition of issuer or public company;	-
informasi tentang sanksi administratif/sanksi yang dikenakan kepada emiten atau perusahaan publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada) / information about administrative sanctions/sanctions imposed on issuer or public company, members of the Board of Commissioners and members of the Board of Directors, by the Financial Services Authority and other authorities in the financial year (if any);	265-268
informasi mengenai kode etik emiten atau perusahaan publik meliputi: / information regarding the code of ethics of issuer or public company includes:	
pokok-pokok kode etik / the subjects of the code of ethics;	318-319
bentuk sosialisasi kode etik dan upaya penegakannya / the form of socialization of the code of ethics and its enforcement efforts; and	319
pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris dan karyawan emiten atau perusahaan publik / a statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners and employees of issuer or public company;	318
uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh emiten atau perusahaan publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP) / a brief description of the policy of providing performance-based long-term compensation to management and/or employees owned by issuer or public company (if any), including in the form of a share ownership program by management (management stock ownership program /MSOP) and/or share ownership program by employees (employee stock ownership program/ESOP);	N/A

Keterangan Description	Halaman Page
Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP), informasi yang diungkapkan paling sedikit memuat: / In the case of compensation in the form of a shareholding program by management (management stock ownership program / MSOP) and/or share ownership program by employees (employee stock ownership program / ESOP), the information disclosed should at least contain:	N/A, 319
jumlah saham dan/atau opsi / the number of shares and/or options;	-
jangka waktu pelaksanaan / the period of execution	-
persyaratan karyawan dan/atau manajemen yang berhak / the requirements of employees and/or management who are entitled; and	-
harga pelaksanaan atau penentuan harga pelaksanaan / the implementation price or determination of the implementation price;	-
uraian singkat mengenai kebijakan pengungkapan informasi mengenai: / a brief description of the information disclosure policy regarding:	
kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; / shareholding of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) business days after the occurrence of ownership or any change of ownership of the shares of the Public Company; and	N/A
pelaksanaan atas kebijakan dimaksud / implementation of the policy in question;	N/A
uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di emiten atau perusahaan publik, paling sedikit memuat: / description of the whistleblowing system in issuer or public company, should at least contains:	
cara penyampaian laporan pelanggaran / how to submit a violation report;	320
perlindungan bagi pelapor / protection policy for whistleblowers;	320
penanganan pengaduan / complaint handling;	320
pihak yang mengelola pengaduan / the party managing the complaint; and	320
hasil dari penanganan pengaduan, paling sedikit: / the result of handling the complaint, at least:	-
jumlah pengaduan yang masuk dan diproses dalam tahun buku / the number of complaints filed and processed in the financial year; and	322
tindak lanjut pengaduan / follow-up of the complaint;	-
Dalam hal emiten atau perusahaan publik tidak memiliki sistem pelaporan pelanggaran (whistleblowing system), maka diungkapkan mengenai hal tersebut / In the event that the Issuer or Public Company does not have a whistleblowing system, it is disclosed regarding it.	-
uraian mengenai kebijakan anti korupsi emiten atau perusahaan publik, paling sedikit memuat: / description of the anti-corruption policy of issuer or public company, at least contains:	
program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam emiten atau perusahaan publik / programs and procedures carried out in addressing corrupt practices, kickbacks, fraud, bribery and/or gratification in issuer or public company;	234, 321
pelatihan/sosialisasi anti korupsi kepada karyawan emiten atau perusahaan publik; / anti-corruption training/ socialization to employees of issuer or public company;	
Dalam hal emiten atau perusahaan publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud / If the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy should be explained	-
penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: / application of the governance guidelines of the Open Company for Issuers that issue equity securities or Public Companies, including:	
pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau / a statement regarding the recommendations that have been implemented; and/or	-
penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada) / explanation of recommendations that have not been implemented, accompanied by reasons and alternatives to their implementation (if any). (Pengungkapan informasi dapat disajikan dalam bentuk tabel / Disclosure of information can be presented in the form of tables.)	-

	Keterangan Description	Halaman Page
H.	**Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik** Social and Environmental Responsibility of issuer or Public Company informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan, silahkan merujuk kepada Laporan Keberlanjutan 2021 PT Energi Mega Persada Tbk / information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report, please refer to the 2021 Sustainability Report of PT Energi Mega Persada Tbk	326 -327
I.	**Laporan Keuangan Tahunan yang Telah Diaudit. Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek.** Audited Annual Financial Statements. The annual financial statements contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by public accountants registered with the Financial Services Authority. The annual financial statement contains a statement on accountability for financial statements as stipulated in the Financial Services Authority Regulation regarding the responsibility of the Board of Directors for financial statements or laws and regulations in the capital market sector that regulate the periodic reports of securities companies in the case that issuers are securities companies.	√
J.	**Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.** Statement Letter of Members of the Board of Directors and Members of the Board of Commissioners on Responsibility for the Annual Report. The statement letter of members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report on responsibility for the Annual Report is an integral part of this Circular Letter of the Financial Services Authority.	67



TERMINOLOGI
GLOSSARY

1P	:	1P atau cadangan terbukti mencerminkan jumlah minyak berdasarkan analisis data geologi dan engineering, dengan tingkat ketepatan atau kepastian tertentu diperkirakan dapat menghasilkan jumlah minyak atau gas yang dapat ditambang (recoverable), berlaku sejak tanggal yang ditetapkan dan seterusnya, dari sumber cadangan yang telah diketahui berdasarkan kondisi ekonomi saat ini, metode-metode operasional serta peraturan Pemerintah yang berlaku / 1P or proven reserves reflects the amount of oil based on geological and engineering data analysis, with a certain level of accuracy or certainty it is estimated that it can produce recoverable amounts of oil or gas, valid from the stipulated date onwards, from known reserve sources based on conditions current economy, operational methods and applicable Government regulations
2C	:	Sumber daya 2C berarti jumlah minyak bumi yang diperkirakan, pada tanggal tertentu, berpotensi dapat diperoleh kembali dari akumulasi yang diketahui dengan penerapan proyek pengembangan, tetapi saat ini dianggap tidak dapat diperoleh kembali secara komersial karena satu atau lebih kontinjensi. / 2C resources means those quantities of petroleum estimated, as of a given date, to be potentially recoverable from known accumulations by application of development projects, but which are not currently considered to be commercially recoverable due to one or more contingencies
2P	:	2P atau cadangan terbukti dan terukur. Cadangan yang terbukti plus cadangan-cadangan lainnya yang belum terbukti berdasarkan analisis data geologi dan engineering yang menunjukkan adanya kecenderungan bahwa sumber daya tersebut memiliki peluang untuk bisa ditambang / 2P or proven and measured reserves. Proven reserves plus other unproven reserves based on analysis of geological and engineering data which shows a tendency that these resources have an opportunity to be mined
3P	:	3P atau cadangan terbukti, terukur, terkira. Cadangan-cadangan lainnya yang belum terbukti berdasarkan analisis data geologi dan engineering yang menunjukkan possible reserves adanya kecenderungan bahwa sumber daya tersebut memiliki peluang untuk bisa ditambang / 3P's or proven, measurable, quantifiable reserves. Other unproven reserves based on analysis of geological and engineering data that show possible reserves there is a tendency that these resources have opportunities to be mined
AEI	:	Asosiasi Emiten Indonesia
AMDAL	:	Analisis Dampak Lingkungan / Enviromental Impact Analysis
APD	:	Alat Pelindung Diri / Personal Protective Equipment
bcf	:	billion cubic feet
BEI/IDX	:	Bursa Efek Indonesia / Indonesia Stock Exchange
Biaya Lifting / Biaya Produksi / Lifting Cost / Production Cost	:	merupakan biaya yang ditimbulkan untuk kegiatan pengoperasian serta pemeliharaan sumur dan peralatan serta sarana pendukung lainnya untuk waktu tertentu / represents costs incurred for the operation and maintenance of wells and equipment and other supporting facilities for a certain time
BKI	:	PT Bakrie Kalila Investment
boe	:	barrels of oil equivalent
bopd	:	barrels oil per day.
btu	:	british thermal unit
CAP	:	Community Action Plan
CoC	:	Pedoman Etika Usaha dan Tata Perilaku Perusahaan / Code of Conduct
CSR	:	Tanggung Jawab Sosial / Corporate Social Responsibility
Ditjen Migas/ DGOG	:	Direktorat Jendral Minyak dan Gas Bumi/ Directorate General of Oil and Gas
EEKL	:	EMP Exploration (Kangean) Limited
EMA	:	PT Energi Maju Abadi
EMP Bentu	:	EMP Bentu Limited
EMP Gebang	:	EMP Gebang Limited
EMP Gelam	:	PT EMP Gelam
EMP Inc.	:	Energi Mega Pratama Inc.
EMP Korinci Baru	:	EMP Korinci Baru Limited
EMP MS	:	EMP Malacca Strait S.A.
EMP Semberah	:	PT EMP Semberah
EMP Tonga	:	PT EMP Tonga
EMP/ Perusahaan/ Perseroan/ Company	:	PT Energi Mega Persada Tbk
ENH	:	Empressa Nacional de Hidrocarbonetos
ESDM	:	Energi dan Sumber Daya Mineral
SDM / HR	:	Sumber Daya Manusia / Human Resources

ETJ	:	PT Energi Timur Jauh
ETJL	:	Energi Timur Jauh Limited
FGD	:	Focus Group Discussion
GCG	:	Tata Kelola Perusahaan yang Baik / Good Corporate Governance
HAM	:	Hak Asasi Manusia / Human Rights
HRIS	:	Human Resources Information System
ICSA	:	Indonesia Corporate Secretary Association
ISO	:	International Organization for Standardization
ITA	:	PT Imbang Tata Alam
K3/OSH	:	Keselamatan dan Kesehatan Kerja / Occupational Safety and Health
K3LL/SHE	:	Kesehatan, Keselamatan Kerja dan Lindungan Lingkungan / Safety, Health and Environment
KEI/KEIL	:	Kangean Energy Indonesia Ltd.
Kelompok Usaha / Group	:	Perseroan dan anak Perusahaan Perseroan / The Company and its subsidiaries
KKKS	:	Kontraktor KKS / PSC Contractor
KKS/PSC	:	Kontrak Kerja Sama / Production Sharing Contract (PSC)
KSEI	:	Kustodian Sentral Efek Indonesia
LSM/NGO	:	Lembaga Swadaya Masyarakat / Non-Governmental Organization
MEMR	:	Ministry of Energy and Mineral Resources
mmscfd	:	million standard cubic feet per day.
mscf	:	thousand standard cubic feet
OEMS	:	Operation Excellence Management System
OJK/FSA	:	Otoritas Jasa Keuangan / Financial Services Authority
P2K3	:	Panitia Pembina Kesehatan dan Keselamatan Kerja / Committee for Occupational Health and Safety
PARCA	:	Participatory Rapid Community Appraisal
PGE	:	PT Pema Global Energi
PKB	:	Perjanjian Kerja Bersama / Collective Labor Agreement
PJBG/GSA	:	Perjanjian Jual Beli Gas / Gas Sales Agreement
POJK	:	Peraturan Otoritas Jasa Keuangan / Financial Services Authority Regulations
POKJA	:	Kelompok Kerja / Working Group
PTK	:	Pedoman Tata Kerja / Guidelines
RUPS/GMS	:	Rapat Umum Pemegang Saham / General Meeting Shareholder
RUPSLB/ EGMS	:	Rapat Umum Pemegang Saham Luar Biasa / Extraordinary General meeting Shareholders
RUPST/ AGMS	:	Rapat Umum Pemegang Saham Tahunan / Annual General Meeting Shareholders
SDG	:	Sustainable Development Goals
SDM/HR	:	Sumber Daya Manusia / Human Resources
SEOJK	:	Surat Edaran Otoritas Jasa Keuangan / Financial Services Authority Circular Letter
SKK Migas	:	Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi / Special Task Force for Upstream Oil and Gas
SMK3LL	:	Sistem Manajemen Keselamatan, Kesehatan Kerja dan Lindungan Lingkungan / Occupational Health, Safety and Environment System
SOP	:	Standard Operating Procedure
SPI	:	Sistem Pengendalian Internal / Internal Control System
tcf	:	trillion cubic feet
TJSL	:	Tanggung Jawab Sosial dan Lingkungan
UMKM	:	Usaha Mikro Kecil Menengah / Micro Small Medium Enterprises
UMR	:	Upah Minimum Regional / Regional Minimum Wages
WI/PI	:	Working Interest / Partisipasi Interes (Participating Interest)
WK	:	Wilayah Kerja

emp

Laporan Keuangan Konsolidasian Beserta Laporan Auditor Independen Untuk Tahun yang Berakhir pada Tanggal-tanggal 31 Desember 2025 dan 2024

PT ENERGI MEGA PERSADA TBK DAN ENTITAS ANAK



Consolidated Financial Statements With Independent Auditors' Report For the Years Ended 31 December 2025 and 2024

PT ENERGI MEGA PERSADA TBK AND SUBSIDIARIES

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SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025
PT ENERGI MEGA PERSADA TBK
DAN ANAK PERUSAHAAN

DIRECTORS' STATEMENT LETTER
RELATING TO
THE RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2025
PT ENERGI MEGA PERSADA TBK
AND SUBSIDIARIES

Guna memenuhi ketentuan Peraturan Otoritas Jasa Keuangan nomor 75/POJK.04/2017 tentang Tanggung Jawab Direksi atas Laporan Keuangan, maka kami yang bertanda tangan dibawah ini:

In order to fulfill the Otoritas Jasa Keuangan Regulation Number 75/POJK.04/2017, concerning Responsibility of The Board of Directors upon Financial Report, we, the undersigned:

Nama	:	Syailendra Surmansyah Bakrie	:	*Name*
Alamat kantor	:	Bakrie Tower Lt. 32, Rasuna Epicentrum, Jl. HR. Rasuna Said Jakarta, Indonesia	:	*Office address*
Alamat domisili sesuai KTP atau kartu identitas lainnya	:	Jl. Mega Kuningan Barat IV/8 RT04 RW 05 Kuningan Timur – Setiabudi Jakarta Selatan	:	*Domicile as stated in ID Card*
Nomor Telepon	:	(021) 29941540	:	*Phone number*
Jabatan	:	Direktur Utama / *President Director*	:	*Position*
Nama	:	Edoardus Ardianto	:	*Name*
Alamat kantor	:	Bakrie Tower Lt. 32, Rasuna Epicentrum, Jl. HR. Rasuna Said Jakarta, Indonesia	:	*Office address*
Alamat domisili sesuai KTP atau kartu identitas lainnya	:	Jl. Cibitung I/3 RT 012 RW 004 Petogogan - Kebayoran Baru Jakarta Selatan	:	*Domicile as stated in ID Card*
Nomor Telepon	:	(021) 29941540	:	*Phone number*
Jabatan	:	Wakil Direktur Utama / *Vice President Director*	:	*Position*

menyatakan bahwa:

1. Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian;
2. Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan prinsip akuntansi yang berlaku umum di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan konsolidasian tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.
4. Bertanggung jawab atas sistem pengendalian intern dalam Perusahaan dan Anak perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

state that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements;*
2. *The consolidated financial statements have been prepared and presented in accordance with generally accepted accounting principles in Indonesia;*
3. a. *All information contained in the consolidated financial statements is complete and correct; and*
   b. *The consolidated financial statements do not contain misleading material information or facts, and do not omit material information and facts.*
4. *We are responsible for the Company and Subsidiaries' internal control system.*

This statement letter is made truthfully.

Jakarta, 26 Februari 2026/
Jakarta, February 26 , 2026

Direktur Utama / *President Director*	Wakil Direktur Utama / *Vice President Director*
Syailendra Surmansyah Bakrie	**Edoardus Ardianto**

PT Energi Mega Persada Tbk
Bakrie Tower 32nd Floor
Rasuna Epicentrum
Jl. HR. Rasuna Said
Jakarta 12940
Indonesia
p +62 21 2994 1540
f +62 21 2994 1247

Y. SANTOSA DAN REKAN

Head Office:
Jl. Sisingamangaraja No. 26, 2nd Floor
Jakarta 12110, Indonesia
Tel: +62 21 720 2605 - Fax: +62 21 7278 8954

Laporan Auditor Independen

Laporan No.

00011/2.0902/AU.1/02/0457-5/1/II/2026

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Energi Mega Persada Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Energi Mega Persada Tbk ("Perusahaan") dan Entitas Anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Independent Auditor's Report

Report No.

00011/2.0902/AU.1/02/0457-5/1/II/2026

The Shareholders, Board of Commissioners and Directors
PT Energi Mega Persada Tbk

Opinion

We have audited the consolidated financial statements of PT Energi Mega Persada Tbk ("the Company") and its Subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Ketidakpastian Material yang Terkait dengan Kelangsungan Usaha

Kami membawa perhatian ke Catatan 47 atas laporan keuangan konsolidasian, yang menjelaskan bahwa pada tanggal 31 Desember 2025, Grup mengalami defisit dan total liabilitas jangka pendek konsolidasian Grup telah melampaui total aset lancar konsolidasiannya. Kondisi tersebut sebagaimana dijelaskan dalam Catatan 47 atas laporan keuangan konsolidasian, mengindikasikan adanya suatu ketidakpastian material yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Rencana manajemen untuk mengatasi kondisi tersebut juga diungkapkan dalam Catatan 47 atas laporan keuangan konsolidasian. Laporan keuangan konsolidasian tidak mencakup penyesuaian yang mungkin harus dilakukan yang berasal dari kondisi ketidakpastian tersebut. Opini kami tidak dimodifikasi sehubungan dengan hal tersebut.

Material Uncertainty Related to Going Concern

We draw attention to Note 47 to the consolidated financial statements, which describes that as of December 31, 2025, the Group incurred a deficit and the consolidated total current liabilities of the Group exceeded its consolidated total current assets. These conditions as set forth in Note 47 to the consolidated financial statements, indicate the existence of a material uncertainty that may cast significant doubt about the Group's ability to continue as a going concern. Management's plans in regard to these matters are also described in Note 47 to the consolidated financial statements. The consolidated financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified in respect of this matter.

Hal Audit Utama

Hal audit utama adalah hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Kecuali untuk hal-hal yang telah diuraikan dalam paragraf Ketidakpastian Material yang terkait dengan Kelangsungan Usaha, kami telah menentukan hal-hal yang diuraikan di bawah ini sebagai hal audit utama yang dikomunikasikan dalam laporan kami.

Key Audit Matter

Key audit matter is matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. This matter is addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter. Except for the matter described in the Material Uncertainty Related to Going Concern paragraph, we have determined the matter described below to be the key audit matter to be communicated in our report.

Hal audit utama yang teridentifikasi dalam audit kami dijabarkan dibawah ini.

The key audit matter identified in our audit is outline below:

Pengaruh estimasi *proven developed, undeveloped* dan *probable reserves* atas cadangan minyak mentah dan gas bumi terhadap aset minyak dan gas bumi

Estimasi *proven developed, undeveloped* dan *probable reserves* minyak mentah dan gas bumi digunakan oleh Grup untuk menghitung kewajaran nilai aset minyak dan gas bumi. Catatan 18 atas laporan keuangan konsolidasian menguraikan bahwa aset minyak dan gas bumi disusutkan, deplesi dan amortisasi dengan menggunakan metode unit produksi berdasarkan estimasi cadangan minyak mentah dan gas bumi tersebut. Cadangan minyak mentah dan gas bumi tersebut diestimasikan sesuai dengan praktek manajemen sumber daya perminyakan berdasarkan panduan yang ditetapkan oleh *Society of Petroleum Engineers* (SPE).

The effect of estimated proven developed, undeveloped and probable reserves of crude oil and natural gas reserves to the oil and gas properties

The estimation of proven developed, undeveloped and probable reserves of crude oil and natural gas reserves is used by the Group to account for its fairness of oil and gas properties. Notes 18 to the consolidated financial statements describe that oil and gas properties is depreciated, depleted and amortized by using the unit-of-production method based on the proven developed, undeveloped and probable reserves of oil and natural gas. These reserves are estimated in accordance with petroleum resource management practices based on guidelines promulgated by Society of Petroleum Engineers (SPE).

Kami mempertimbangkan dampak estimasi *proven developed, undeveloped* dan *probable reserves* minyak mentah dan gas bumi terhadap kewajaran nilai aset minyak dan gas bumi sebagai hal audit utama sejauh evaluasi Manajemen atas asumsi Grup melibatkan pertimbangan tingkat tinggi karena sifat ketidakpastian asumsi tersebut.

We considered the effect of estimated proven developed, undeveloped and probable reserves of crude oil and natural gas reserves is used by the Group to account for its fairness of oil and gas properties is a key audit matter insofar as Management's evaluation of the Group's assumptions involves a high degree of judgment due to the uncertain nature of such assumptions.

Bagaimana audit kami merespon hal audit utama

How our audit addresses the key audit matter

Kami memeroleh pemahaman, mengevaluasi dan menguji terkait dengan penyusutan, deplesi dan amortisasi aset minyak dan gas bumi yang digunakan dalam aktivitas produksi minyak mentah dan gas bumi.

We obtained an understanding, evaluated and tested relating to the depreciation, depletion and amortization of oil and gas properties used in production activities of crude oil and natural gas.

Prosedur yang kami lakukan untuk mengestimasi cadangan oleh Grup terutama terdiri dari:

- menilai kualifikasi dan pengalaman para insinyur perminyakan Grup yang bertanggung jawab untuk memperkirakan cadangan;
- Memeriksa bukti dari pengaturan kontraktual yang menentukan bagian Grup atas cadangan minyak mentah dan gas bumi yang terbukti dan terbukti dikembangkan sampai berakhirnya kontrak; dan
- Memeroleh, menelaah dan melakukan tanya jawab atas laporan penilaian dan *study* cadangan dan sumber daya minyak mentah dan gas bumi, berikut metode dan asumsi yang digunakan.

The procedures we performed on the estimation of the reserves by the Group consisted mainly in:

- *assessing the qualifications and experience of the Group's petroleum engineers responsible for estimating reserves;*
- *inspecting evidence from contractual arrangements that determine the Group's share of proved and proved developed crude oil and natural gas reserves until expiration of the contracts; and*
- *Obtain, review and conduct interview on the reports of assessment and study on crude oil and natural gas reserves and resources, along with the methods and assumptions used.*

Informasi Lain

Other Information

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan, tetapi tidak termasuk laporan keuangan konsolidasian dan laporan auditor kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Management is responsible for other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak dan tidak akan menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistenan material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements of our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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 mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

When we read the Annual Report, if we conclude that where there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Informasi tambahan setelah catatan atas laporan keuangan konsolidasian tidak diharuskan sebagai bagian laporan keuangan pokok, dan kami tidak melakukan audit atau menerapkan prosedur terbatas terhadap informasi tersebut dan kami tidak memberikan keyakinan atas informasi tersebut.

The supplementary information after the notes to the consolidated financial statements is not required as part of the basic financial statements, and we did not audit or apply limited procedure to such information and do not express any assurances on such information.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan konsolidasian Grup.

Those charged with governance are responsible for overseeing the Group's consolidated financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika ada hal tersebut. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh 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.
- 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 keefektivitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 consolidated 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 consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Y. SANTOSA DAN REKAN

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Y. Santosa dan Rekan

Hilda Ong
Registrasi Akuntan Publik / *Public Accountant Registration*
No. AP.0457

00011

26 Februari 2026 / *February 26, 2026*

NOTICE TO READERS

The accompanying consolidated financial statements are not intended to present the financial position, results of operations and cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Indonesia. The standards, procedures and practices utilized to audit such consolidated financial statements may differ from those generally accepted in countries and jurisdictions other than Indonesia. Accordingly, the accompanying consolidated financial statements and the auditor's report thereon are not intended for use by those who are not informed about Indonesian accounting principles and auditing standards, and their application in practice.

Y. Santosa dan Rekan
Registered Public Accountants
Licence Number: 430/KM.1/2012

PRAXITY

PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025 DAN 2024
(Disajikan dalam Dolar Amerika Serikat, kecuali dinyatakan lain)

PT ENERGI MEGA PERSADA Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2025 AND 2024
(Expressed in United States Dollar, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 *)	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	3d,3y,6,29	62.248.969	53.606.326	*Cash and cash equivalents*
Piutang usaha - neto				*Trade receivables - net*
Pihak ketiga	3y,7,29	38.075.506	51.447.715	*Third parties*
Piutang lain-lain - neto				*Other receivables - net*
Pihak ketiga	3y,8,29	52.879.655	74.719.344	*Third parties*
Pihak berelasi	3i,3y,13b,29	877.800	12.747.209	*Related parties*
Persediaan - neto	3e,3q,9	40.201.978	43.790.347	*Inventories - net*
Pajak dibayar dimuka	3u,38a	805.296	4.419.720	*Prepaid Value-Added Tax*
Beban dibayar dimuka	3f,10	2.134.267	1.669.752	*Prepaid expenses*
Aset lancar lainnya	3n,11	9.145.008	13.243.996	*Other current assets*
Total Aset Lancar		**206.368.479**	**255.644.409**	*Total Current Assets*
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Kas yang dibatasi penggunaannya	3j,3y,12,29	127.412.812	95.008.653	*Restricted cash*
Piutang pihak berelasi - neto	3i,3y,13b,29	108.133.020	71.391.618	*Due from related parties - net*
Aset pajak tangguhan - neto	3u,38f	58.250.956	43.561.383	*Deferred tax assets - net*
Investasi pada ventura bersama	3h,14	36.425.621	31.166.120	*Investments in joint venture*
Aset tetap - neto	3k,3q,15	66.072.183	71.264.729	*Fixed assets - net*
Aset hak guna - neto	3o,16	112.646.571	139.257.566	*Right-of-use assets - net*
Aset eksplorasi dan evaluasi - neto	3l,3q,3r,17	115.505.515	115.529.197	*Exploration and evaluation assets - net*
Aset minyak dan gas bumi - neto	3m,3p,3q,18	957.814.439	742.353.105	*Oil and gas properties - net*
Tagihan pajak	3u,38b	1.496.672	894.614	*Claims for tax refund*
Aset tidak lancar lainnya - neto	3n,3y,19	32.194.865	17.187.391	*Other non-current assets - net*
Total Aset Tidak Lancar		1.615.952.654	1.327.614.376	*Total Non-Current Assets*
TOTAL ASET		**1.822.321.133**	**1.583.258.785**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

	Catatan/ *Notes*	2025	2024 *)	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Pinjaman jangka pendek				*Short-term loans*
Pihak ketiga	3y,20,29	10.674.089	12.912.453	*Third parties*
Pembiayaan musyarakah jangka pendek				*Short-term musyarakah financing*
Pihak ketiga	3y,21,29	2.654.506	-	*Third parties*
Utang usaha				*Trade payables*
Pihak ketiga	3y,22,29	81.783.646	81.314.012	*Third parties*
Utang lain-lain - pihak ketiga setelah dikurangi bagian jatuh tempo lebih dari satu tahun	3y,23,29	1.096.017	6.092.417	*Current maturities of other payables - third parties*
Uang muka pelanggan	3y,24,28	10.942.727	18.574.544	*Advance customers*
Beban akrual	3y,25,29	165.453.862	121.589.560	*Accrued expenses*
Utang pajak	3u,38c	88.325.759	98.094.725	*Taxes payable*
Liabilitas jangka panjang - jatuh tempo dalam waktu satu tahun :				*Current maturities of long-term liabilities :*
Sewa	3o,3y,26,29	42.618.930	41.161.954	*Lease*
Pinjaman	3y,27,29	70.683.292	53.762.450	*Loans*
Pembiayaan musyarakah	3y,3aa,28,29	-	1.309.275	*Musyarakah financing*
Total Liabilitas Jangka Pendek		474.232.828	434.811.390	*Total Current Liabilities*
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Utang pihak berelasi	3i,3y,13c,29	115.521	115.521	*Due to related parties*
Utang lain-lain - pihak ketiga jatuh tempo dalam waktu lebih dari satu tahun	3y,23,29	-	6.991.373	*Long-term other payables - third parties*
Liabilitas pajak tangguhan - neto	3u,38f	146.423.496	117.706.955	*Deferred tax liabilities - net*
Liabilitas imbalan kerja	3t,40	14.872.650	11.810.274	*Employee benefits liability*
Liabilitas untuk merestorasi area yang ditinggalkan jangka panjang	3p,44	63.424.523	63.829.322	*Abandonment and site restoration liability non-current*
Liabilitas jangka panjang - setelah dikurangi bagian jatuh tempo dalam waktu satu tahun :				*Long-term liabilities - net of current maturities*
Sewa	3o,3y,26,29	64.551.617	75.083.794	*Lease*
Pinjaman	3y,27,29	235.960.387	213.925.991	*Loans*
Pembiayaan musyarakah	3y,3aa,28,29	-	1.843.547	*Musyarakah financing*
Total Liabilitas Jangka Panjang		525.348.194	491.306.777	*Total Non-Current Liabilities*
Total Liabilitas		999.581.022	926.118.167	*Total Liabilities*

PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025 DAN 2024
(Disajikan dalam Dolar Amerika Serikat, kecuali dinyatakan lain)

PT ENERGI MEGA PERSADA Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2025 AND 2024
(Expressed in United States Dollar, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 *)	
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				***Equity attributable to owners of the parent***
Modal saham				*Share capital*
Modal dasar - 6.138.347.970 saham Seri A nilai nominal Rp800 per saham dan 146.893.216.240 saham Seri B nilai nominal Rp100 per saham				*Authorized - 6,138,347,970 Series A shares par value of Rp800 per share and 146,893,216,240 Series B shares par value of Rp100 per share*
Modal ditempatkan dan disetor penuh - 6.138.347.970 saham Seri A dan 18.682.882.280 saham Seri B pada tanggal 31 Desember 2024 dan 6.138.347.970 saham Seri A dan 20.207.882.280 saham Seri B pada tanggal 31 Desember 2025	30	647.422.128	638.086.082	*Issued and fully paid - 6,138,347,970 Series A shares and 18,682,882,280 Series B shares as of December 31, 2024 and 6,138,347,970 Series A shares and 20,207,882,280 Series B shares as of December 31, 2025*
Tambahan modal disetor - neto	3v,3aa,31	556.514.487	490.943.286	*Additional paid-in capital - net*
Akumulasi pengukuran kembali liabilitas imbalan kerja	3t	(10.621.211)	(9.792.916)	*Cumulative remeasurements on employee benefits liability*
Transaksi dengan kepentingan nonpengendali	3b,32	(13.648.677)	(13.648.677)	*Transactions with non-controlling interest*
Selisih kurs penjabaran laporan keuangan		(92.224)	-	*Translation adjustment*
Defisit		(283.865.234)	(375.398.209)	*Deficit*
Neto		895.709.269	730.189.566	*Net*
Kepentingan nonpengendali - neto	3b,33	(72.969.158)	(73.048.948)	***Non-controlling interest - net***
Ekuitas - Neto		822.740.111	657.140.618	*Equity - Net*
TOTAL LIABILITAS DAN EKUITAS		**1.822.321.133**	**1.583.258.785**	***TOTAL LIABILITIES AND EQUITY***

*) Direreklasifikasi (Catatan 49)

**) As reclassified (Note 49)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL-TANGGAL 31 DESEMBER 2025 DAN 2024
(Disajikan dalam Dolar Amerika Serikat, kecuali dinyatakan lain)

PT ENERGI MEGA PERSADA Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
(Expressed in United States Dollar, unless otherwise stated)

	Catatan/ *Notes*	**2025**	**2024**	
PENJUALAN NETO	3s,34	498.126.837	467.425.177	***NET SALES***
BEBAN POKOK PENJUALAN	3s,35	(316.644.705)	(319.361.232)	***COST OF GOODS SOLD***
LABA BRUTO		181.482.132	148.063.945	***GROSS PROFIT***
BEBAN USAHA	3s,36	(26.723.572)	(23.950.791)	***OPERATING EXPENSES***
LABA USAHA		154.758.560	124.113.154	***OPERATING INCOME***
PENGHASILAN				***OTHER INCOME***
(BEBAN) LAIN-LAIN	3s			***(CHARGES)***
Beban keuangan	37a	(35.382.230)	(38.210.040)	*Financing charges*
Rugi penurunan nilai	7,8,19	(590.806)	(9.656.731)	*Impairment loss*
Keuntungan selisih kurs - neto	3x	39.194	65.822	*Gain on foreign exchange - net*
Lain-lain - neto	37b	9.274.585	18.591.014	*Others - net*
Beban Lain-lain - Neto		(26.659.257)	(29.209.935)	*Other Charges - Net*
LABA SEBELUM				***PROFIT BEFORE***
BEBAN PAJAK PENGHASILAN		128.099.303	94.903.219	***INCOME TAX EXPENSE***
BEBAN PAJAK				***INCOME TAX***
PAJAK PENGHASILAN - NETO	3u, 38d	(36.486.537)	(21.940.161)	***EXPENSE - NET***
LABA NETO		**91.612.766**	**72.963.058**	***NET PROFIT***
PENGHASILAN (BEBAN)				***OTHER COMPREHENSIVE***
KOMPREHENSIF LAIN				***INCOME (EXPENSES)***
Pos-pos yang tidak akan				***Items that will not be***
direklasifikasi lebih lanjut				***reclassified subsequently***
ke laba rugi:				***to profit or loss:***
Selisih kurs penjabaran laporan				*Translation*
Keuangan		(92.224)	-	*adjustment*
Pengukuran kembali liabilitas				*Remeasurement on*
imbalan kerja	41	(1.245.371)	(1.632.152)	*employee benefits liability*
Pajak penghasilan terkait	3u,38f	417.076	704.695	*Related income tax*
Rugi Komprehensif				***Other Comprehensive***
Lain - Setelah Pajak		(920.519)	(927.457)	***Loss - Net of Tax***
LABA KOMPREHENSIF				***NET COMPREHENSIVE***
NETO		**90.692.247**	**72.035.601**	***INCOME***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL-TANGGAL 31 DESEMBER 2025 dan 2024
(Disajikan dalam Dolar Amerika Serikat, kecuali dinyatakan lain)

PT ENERGI MEGA PERSADA Tbk
AND SUBSIDIARIES
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(Expressed in United States Dollar, unless otherwise stated)

	Catatan/ *Notes*	2025	2024	
Laba (rugi) neto yang dapat diatribusikan kepada:				***Net profit (loss) attributable to:***
Pemilik entitas induk		91.532.975	75.394.672	*Owners of the parent*
Kepentingan nonpengendali	3b,33	79.791	(2.431.614)	*Non-controlling interest*
Neto		**91.612.766**	**72.963.058**	***Net***
Laba (rugi) komprehensif neto yang dapat diatribusikan kepada:				***Net comprehensive income (loss) attributable to:***
Pemilik Entitas Induk		90.612.456	74.467.215	*Owners of the Parent*
Kepentingan nonpengendali	3b,33	79.791	(2.431.614)	*Non-controlling interest*
Neto		**90.692.247**	**72.035.601**	***Net***
LABA NETO PER SAHAM DASAR/DILUSIAN DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK	3v,39	**0,00359**	**0,00304**	***BASIC DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL-TANGGAL 31 DESEMBER 2025 DAN 2024
(Disajikan dalam Dolar Amerika Serikat, kecuali dinyatakan lain)

PT ENERGI MEGA PERSADA Tbk
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CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED
DECEMBER 31, 2025 AND 2024
(Expressed in United States Dollar, unless otherwise stated)

		Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Attributable to Owners of the Parent*									
	Catatan/ *Notes*	Modal Saham Ditempatkan dan Disetor/ *Issued and Paid Share Capital*	Tambahan Modal Disetor-Neto/ *Additional Paid-in Capital - Net*	Akumulasi Pengukuran Kembali Liabilitas Imbalan Kerja/ *Cumulative Remeasurement on Employee Benefit Liability*	Transaksi dengan Kepentingan Nonpengendali/ *Transaction with Non-controlling interest*	Selisih kurs penjabaran laporan keuangan/ *Translation Adjustment*	Defisit/ *Deficit*	Neto/ *Net*	Kepentingan Non-Pengendali/ *Non-Controlling Interest*	Ekuitas - Neto/ *Equity - Net*	
Saldo 1 Januari 2024		638.086.082	490.943.286	(8.865.459)	(13.648.677)	-	(450.792.881)	655.722.351	(70.617.334)	585.105.017	*Balance as of January 1, 2024*
Laba neto tahun berjalan		-	-	-	-	-	75.394.672	75.394.672	(2.431.614)	72.963.058	*Net profit for the year*
Penghasilan komprehensif lain tahun berjalan :											*Other comprehensive income for the year :*
Pengukuran kembali imbalan kerja	40	-	-	(1.632.152)	-	-	-	(1.632.152)	-	(1.632.152)	*Remeasurement on employee benefits liability*
Pajak penghasilan terkait	38f	-	-	704.695	-	-	-	704.695	-	704.695	*Related income tax*
Saldo 31 Desember 2024		**638.086.082**	**490.943.286**	**(9.792.916)**	**(13.648.677)**	**-**	**(375.398.209)**	**730.189.566**	**(73.048.948)**	**657.140.618**	***Balance as of December 31, 2024***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
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PT ENERGI MEGA PERSADA Tbk
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FOR THE YEARS ENDED
DECEMBER 31, 2025 AND 2024
(Expressed in United States Dollar, unless otherwise stated)

		Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Attributable to Owners of the Parent*									
	Catatan/ *Notes*	Modal Saham Ditempatkan dan Disetor/ *Issued and Paid Share Capital*	Tambahan Modal Disetor-Neto/ *Additional Paid-in Capital - Net*	Akumulasi Pengukuran Kembali Liabilitas Imbalan Kerja/ *Cumulative Remeasurement on Employee Benefit Liability*	Transaksi dengan Kepentingan Nonpengendali/ *Transaction with Non-controlling interest*	Selisih kurs penjabaran laporan keuangan/ *Translation Adjustment*	Defisit/ *Deficit*	Neto/ *Net*	Kepentingan Non-Pengendali/ *Non-Controlling Interest*	Ekuitas - Neto/ *Equity - Net*	
Saldo 1 Januari 2025		638.086.082	490.943.286	(9.792.916)	(13.648.677)	-	(375.398.209)	730.189.566	(73.048.948)	657.140.618	*Balance as of January 1, 2025*
Penerbitan saham baru		9.336.046	65.571.201	-	-	-	-	74.907.247	-	74.907.247	*Issuance of new stock*
Laba neto tahun berjalan		-	-	-	-	-	91.532.975	91.532.975	79.791	91.612.766	*Net profit for the year*
Penghasilan komprehensif lain tahun berjalan :											*Other comprehensive income for the year:*
Pengukuran kembali imbalan kerja	40	-	-	(1.245.371)	-	-	-	(1.245.371)	-	(1.245.371)	*Remeasurement on employee benefits liability*
Pajak penghasilan terkait	38f	-	-	417.076	-	-	-	417.076	-	417.076	*Related income tax*
Selisih kurs penjabaran laporan keuangan		-	-	-	-	(92.224)	-	(92.224)	-	(92.224)	*Translation adjustment*
Saldo 31 Desember 2025		**647.422.128**	**556.514.487**	**(10.621.211)**	**(13.648.677)**	**(92.224)**	**(283.865.234)**	**895.709.269**	**(72.969.157)**	**822.740.112**	***Balance as of December 31, 2025***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

PT ENERGI MEGA PERSADA Tbk
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PT ENERGI MEGA PERSADA Tbk
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(Expressed in United States Dollar, unless otherwise stated)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan	476.935.575	459.404.442	*Cash receipts from customers*
Penerimaan kas dari penghasilan bunga	98.857	406.545	*Cash receipts from interest income*
Pembayaran kepada pemasok, kontraktor, karyawan dan aktivitas operasional lainnya	(93.664.780)	(192.977.410)	*Cash paid to suppliers, contractors, employees and other operational activities*
Pembayaran pajak penghasilan badan dan dividen	(27.563.553)	(31.973.683)	*Corporate income and dividend taxes paid*
Pembayaran untuk beban keuangan	(25.789.257)	(27.196.575)	*Financing charges paid*
Arus Kas Neto Diperoleh dari Aktivitas Operasi	330.016.842	207.663.319	*Net Cash Flows Provided by Operating Activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	(412.233)	(57.865.344)	*Acquisition of fixed assets*
Perolehan aset minyak dan gas bumi	(269.382.090)	(170.953.545)	*Acquisition of oil and gas properties*
Perolehan aset eksplorasi dan evaluasi	(37.576.636)	(44.482.056)	*Acquisition of exploration and evaluation assets*
Akuisisi entitas anak setelah dikurangi kas diperoleh	-	(34.749.564)	Acquisition of subsidiary after *net of cash obtained*
Arus Kas Neto Digunakan untuk Aktivitas Investasi	(307.370.959)	(308.050.509)	*Net Cash Flows Used in Investing Activities*
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pinjaman jangka pendek			*Short-term loans*
Penerimaan	29.415.705	49.714.183	*Proceeds*
Pembayaran	(31.492.813)	(40.205.042)	*Payments*
Pembiayaan musyarakah jangka pendek			*Short-term musyarakah financing*
Penerimaan	6.976.063	-	*Proceeds*
Pembayaran	(4.321.556)	-	*Payments*
Pinjaman jangka panjang			*Long-term loans*
Penerimaan	121.239.028	289.031.378	*Proceeds*
Pembayaran	(82.562.941)	(170.975.239)	*Payments*
Pembiayaan Musyarakah			*Musyarakah Financing*
Pembayaran	(2.929.008)	(1.284.273)	*Payments*
Pembayaran liabilitas sewa	(55.336.266)	(74.186.745)	*Payment in lease liabilities*
Penurunan piutang pihak berelasi	16.922.401	47.723.834	*Decrease in due from related party*
Penerimaan dari penerbitan saham baru	20.821.576	-	*Cash receipts from new shares issuance*
Kenaikan kas yang dibatasi penggunaannya	(32.404.162)	(27.866.987)	*Increase in restricted cash*
Arus Kas Neto yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	(13.671.973)	71.951.109	*Net Cash Flows Provided by (Used in) Financing Activities*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT ENERGI MEGA PERSADA Tbk
DAN ENTITAS ANAK
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UNTUK TAHUN YANG BERAKHIR PADA TANGGAL-TANGGAL 31 DESEMBER 2025 DAN 2024
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PT ENERGI MEGA PERSADA Tbk
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CONSOLIDATED STATEMENTS OF CASH FLOWS
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DECEMBER 31, 2025 AND 2024
(Expressed in United States Dollar, unless otherwise stated)

	2025	2024	
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS	8.973.910	(28.436.081)	***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT***
PENGARUH PERUBAHAN SELISIH KURS MATA UANG PADA KAS	(331.267)	(398.167)	***EFFECT OF EXCHANGE RATE CHANGES ON CASH***
KAS DAN SETARA KAS AWAL TAHUN	53.606.326	82.440.574	***CASH AND CASH EQUIVALENT AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	62.248.969	53.606.326	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

Lihat Catatan 46 atas laporan keuangan konsolidasian untuk informasi tambahan arus kas.

See Note 46 to the consolidated financial statements for the supplementary cash flows information.

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements are an integral part of these consolidated financial statements.

1. UMUM

a. Pendirian Perusahaan

PT Energi Mega Persada Tbk ("Perusahaan"), didirikan di Republik Indonesia berdasarkan Akta Notaris No. 16 tanggal 16 Oktober 2001 yang dibuat dihadapan H. Rakhmat Syamsul Rizal, S.H, M.H. Akta Pendirian ini telah disahkan oleh Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. C 14507.HT.01.01.TH.2001 tanggal 29 November 2001, serta diumumkan dalam Berita Negara No. 31, Tambahan No. 3684 tanggal 16 April 2002.

Anggaran Dasar Perusahaan telah mengalami beberapa kali diubah dengan perubahan terakhir dimuat dalam Akta No. 27 tanggal 17 November 2025, dibuat oleh Emmyra Fauzia Kariana, S.H., M.Kn., Notaris di Jakarta, yang telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui surat No. AHU-AH.01.03-0252636 tanggal 9 Desember 2025, mengenai peningkatan modal ditempatkan dan disetor Perusahaan menjadi sebagai berikut:

a. Masyarakat Seri A, sebanyak 6.138.347.970 saham seri A dengan nilai nominal seluruhnya sebesar Rp4.910 678.376.000.
b. Masyarakat Seri B, sebanyak 20.207.882.280 saham seri B dengan nilai nominal seluruhnya sebesar Rp2.020.788.228.000.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah menjalankan usaha dalam bidang aktivitas kantor pusat, aktivitas konsultasi manajemen lainnya, dan perdagangan besar berbagai macam barang.

Kantor pusat Perusahaan berlokasi di Jakarta dengan kantor pusat di Bakrie Tower, Lantai 32, Rasuna Epicentrum, Jalan H.R. Rasuna Said, Jakarta. Entitas Anak melakukan kegiatan eksplorasi minyak dan gas yang berlokasi di Kepulauan Kangean, Jawa Timur, Aceh, Riau, Sumatera Utara, Kalimantan Timur, Sulawesi Selatan, Mozambik dan juga melakukan usaha infrastruktur minyak dan gas bumi yang berlokasi di Gorontalo, Sulawesi Utara dan Jepang.

Perusahaan mulai beroperasi secara komersial pada bulan Februari 2003.

Perusahaan tergabung dalam Kelompok Usaha Bakrie.

1. GENERAL

a. Company's Establishment

PT Energi Mega Persada Tbk (the "Company") was established in the Republic of Indonesia based on Notarial Deed No. 16 dated October 16, 2001 made before H. Rakhmat Syamsul Rizal, S.H, M.H. The Deed of Establishment was approved by the Ministry of Justice and Human Rights of the Republic of Indonesia per its Decision Letter No. C-14507.HT.01.01.TH.2001 dated November 29, 2001 and published in State Gazette No. 31, Supplement No. 3684 dated April 16, 2002.

The Company's Articles of Association have been amended several times, the most recent being based on the Notarial Deed No. 27 dated November 17, 2025 from Emmyra Fauzia Kariana, S.H., M.Kn., notary in Jakarta, which has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia based on its Decision Letter No. AHU-AH.01.03-0252636 dated December 9, 2025, concerning the increase of the Company's issued and paid-up capital as follows:

a. Series A Public, as many as 6,138,347,970 Series A shares or with a total nominal value of Rp4,910,678,376,000.
b. Series B Public, as many as 20,207,882,280 series B shares or with a total nominal value of Rp2,020,788,228,000.

In accordance with Article 3 of the Company's Articles of Association, the scope of its activities comprises are to engage in business activities in the fields of head office activities, other management consulting activities, and wholesale trade of various kinds of goods.

The Company's head office is located at Bakrie Tower 32nd Floor, Rasuna Epicentrum, Jalan H.R. Rasuna Said, Jakarta. The Subsidiaries of the Company are engaged in oil and gas exploration, and their activities are located in Kangean Islands, East Java, Aceh, Riau, North Sumatra, East Kalimantan, South Sulawesi, Mozambique and also conducts oil and gas infrastructure business located in Gorontalo, North Sulawesi and Japan.

The Company started its commercial operations in February 2003.

The Company is part of the Bakrie Group.

1. UMUM *(Lanjutan)*

b. Penawaran Umum Saham Perusahaan

Perusahaan memperoleh surat pernyataan efektif dari Ketua Bapepam-LK No. S.1480/PM/2004 tanggal 26 Mei 2004 atas Penawaran Umum Perdana saham Perusahaan kepada masyarakat sebanyak 2.847.433.500 saham. Pada tanggal 7 Juni 2004, saham tersebut telah dicatatkan pada Bursa Efek Jakarta (sekarang Bursa Efek Indonesia).

Berdasarkan persetujuan pemegang saham Perusahaan pada Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada tanggal 22 Desember 2005, Perusahaan melakukan Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu yang pertama (PUT I) kepada masyarakat sebanyak 4.909.368.195 saham dengan nilai nominal Rp100 per saham, yang ditawarkan dengan harga Rp770 per saham sehingga seluruhnya berjumlah Rp3.780.213.510.150. Perusahaan telah memperoleh surat pernyataan efektif dari Ketua Bapepam-LK dan pada tanggal 25 Januari 2006, mencatatkan saham hasil PUT I tersebut pada Bursa Efek Jakarta (sekarang Bursa Efek Indonesia).

Berdasarkan keputusan RUPSLB tanggal 31 Desember 2009, Perusahaan melakukan Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu yang kedua (PUT II) kepada masyarakat sebanyak 26.183.297.040 saham dengan nilai nominal Rp100 per saham yang saham tersebut ditawarkan dengan harga Rp185 per saham sehingga seluruhnya berjumlah Rp4.843.909.952.400. Perusahaan juga menawarkan waran Seri I sebanyak 4.909.368.195 waran. Perusahaan telah memperoleh surat pernyataan efektif dari Ketua Bapepam-LK pada tanggal 30 Desember 2009 dan pada tanggal 5 Januari 2010, Perusahaan telah mendapatkan persetujuan dari PT Bursa Efek Indonesia untuk mencatatkan saham dan waran seri I hasil PUT II tersebut pada Bursa Efek Indonesia.

Pada tahun 2013, Perusahaan menambah modal disetornya dengan menerbitkan saham baru sebesar 4.058.411.000 saham dengan nilai nominal Rp100 per saham melalui Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMT-HMETD). Penambahan modal disetor tersebut telah mendapat persetujuan dari PT Bursa Efek Indonesia untuk dicatat di Bursa Efek Indonesia pada tanggal 23 April 2013.

***1. GENERAL** (Continued)*

b. Public Offering of Shares of the Company

The Company obtained the effective notice for its Initial Public Offering of 2,847,433,500 shares from the Chairman of Bapepam-LK per letter No. S.1480/PM/2004 dated May 26, 2004. On June 7, 2004, the shares were listed on the Jakarta Stock Exchange (now known as the Indonesia Stock Exchange).

Based on the approval of shareholders of the Company in the Extraordinary General Meeting of Shareholders (EGMS) dated December 22, 2005, the Company affected its first Rights Issue with Pre-emptive Rights (Rights Issue I) of 4,909,368,195 shares of nominal value Rp100 per share, which were offered at Rp770 per share totaling Rp3,780,213,510,150. The Company received the effective notice from the Chairman of Bapepam-LK and on January 25, 2006, listed the shares of the Rights Issue I on the Jakarta Stock Exchange (now known as the Indonesia Stock Exchange).

Based on the decision of the EGMS dated December 31, 2009, the Company affected its second Rights Issue with Pre-emptive Rights (Rights Issue II) of 26,183,297,040 shares of nominal value Rp100 per share, which were offered at Rp185 per share totaling Rp4,843,909,952,400. The Company also offered 4,909,368,195 Series I warrant. The Company received the effective notice from the Chairman of Bapepam-LK on December 30, 2009 and on January 5, 2010, the Company obtained approval from PT Bursa Efek Indonesia to list the shares and series I warrants of the Rights Issue II on the Indonesia Stock Exchange.

In 2013, the Company increased its capital by issuance of new shares totaling 4,058,411,000 shares with a nominal value of Rp100 per share through Capital Increase Without Pre-emptive Rights (PMT-HMETD). The increase of share capital was approved by PT Bursa Efek Indonesia for listing on the Indonesia Stock Exchange on April 23, 2013.

1. UMUM *(Lanjutan)*

Berdasarkan keputusan RUPSLB tanggal 17 Juni 2015, Perusahaan menerbitkan saham baru sebanyak 4.464.253.069 saham melalui PMT-HMETD dengan nilai nominal Rp100 per saham. Penambahan modal disetor tersebut telah mendapat persetujuan dari PT Bursa Efek Indonesia untuk dicatat di Bursa Efek Indonesia pada tanggal 27 Juli 2015.

Berdasarkan keputusan RUPSLB tanggal 10 Januari 2018, Perusahaan menerbitkan saham baru sebanyak 4.203.831.300 saham melalui PMT-HMETD dengan nilai nominal Rp100 per saham. Penambahan modal disetor tersebut telah mendapat persetujuan dari PT Bursa Efek Indonesia untuk dicatat di Bursa Efek Indonesia pada tanggal 30 Januari 2018.

Pada tahun 2021, Perusahaan melakukan Penawaran Umum Terbatas III (PUT III) dalam rangka menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) kepada para pemegang saham Perusahaan atas sebanyak 14.479.050.978 saham baru Seri B atau sebanyak 58,33% dari total modal ditempatkan atau disetor penuh dalam Perusahaan setelah PUT III, dengan nilai nominal Rp100 setiap saham yang akan ditawarkan melalui Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) dengan Harga Pelaksanaan sebesar Rp126, sehingga jumlah dana yang diperoleh dari PUT III dalam rangka penerbitan HMETD seluruhnya berjumlah sekitar Rp1.824.360.423.228 atau sebesar USD125.196.296, berdasarkan kurs tengah Bank Indonesia per 30 September 2021 senilai Rp14.572 per USD 1. PUT III ini telah disetujui oleh para pemegang saham dalam RUPSLB pada tanggal 30 November 2020.

Pada tanggal 22 Juni 2021 Perusahaan telah mendapatkan Pernyataan Efektif atas Pendaftaran Penawaran Umum Terbatas III (PUT III) dari Otoritas Jasa Keuangan (OJK). PUT III atas saham baru diterbitkan di Bursa Efek Indonesia adalah 6 Juli 2021.

Berdasarkan keputusan RUPSLB tanggal 26 Juni 2025, Perusahaan menerbitkan saham baru 1.175.000.000 saham dengan nilai nominal Rp100 per saham pada harga pelaksanaan Rp288 per saham melalui PMT-HMETD. Penambahan modal disetor tersebut telah mendapat persetujuan PT Bursa Efek Indonesia dan telah dicatat di Bursa Efek Indonesia pada tanggal 14 Juli 2025.

***1. GENERAL** (Continued)*

Based on the decision of the EGMS dated June 17, 2015, the Company issued new shares totaling 4,464,253,069 shares with a nominal value of Rp100 per share through PMT-HMETD. The increase in share capital was approved by PT Bursa Efek Indonesia for listing on the Indonesia Stock Exchange on July 27, 2015.

Based on the decision of the EGMS dated January 10, 2018, the Company issued new shares totaling 4,203,831,300 shares with a nominal value of Rp100 per share through PMT-HMETD. The increase of share capital was approved by PT Bursa Efek Indonesia for listing on the Indonesia Stock Exchange on January 30, 2018.

In 2021, the Company conducted a Limited Public Offering III (PUT III) in order to issue Pre-emptive Rights (HMETD) to the Company's shareholders for 14,479,050,978 new Series B shares or 58.33% of the total issued capital or fully paid in the Company after the PUT III, with a nominal value of Rp. 100 per share which will be offered through Capital Increase with Pre-emptive Rights (PMHMETD) with an Exercise Price of Rp 126, so that the amount of funds obtained from the PUT III for the issuance of Preemptive Rights, the total amount is approximately Rp1,824,360,423,228 or USD125,196,296, based on the Bank Indonesia's middle exchange rate as of September 30, 2021, amounting to Rp14,572 per USD 1. This PUT III has been approved by the shareholders at the EGMS on November 30, 2020.

On June 22, 2021, the Company obtained an Effective Statement of Registration for a Limited Public Offering III (PUT III) from the Financial Services Authority (OJK). The PUT III on new shares issued on the Indonesia Stock Exchange on July 6, 2021.

Based on the decision of the EGMS dated June 26, 2025, the Company issued new shares totaling 1,175,000,000 with a nominal value of Rp100 per share at an exercise price of Rp288 per share through PMT-HMETD. The increase of share capital was approved by PT Bursa Efek Indonesia for listing on the Indonesia Stock Exchange on July 14, 2025.

1. UMUM *(Lanjutan)*

Pada tanggal 13 Oktober 2025, Perusahaan mengumumkan rencana untuk melaksanakan PMT-HMETD yang telah disetujui RUPSLB pada tanggal 26 Juni 2025. Berdasarkan rencana tersebut, Perusahaan menerbitkan 350.000.000 saham baru Seri B dengan nilai nominal Rp100 per saham pada harga pelaksanaan Rp770 per saham. Seluruh saham baru ini diambil bagian oleh PT Samuel International, pihak ketiga. Penerbitan dan distribusi saham baru pada tanggal 20 Oktober 2025, meningkatkan jumlah modal ditempatkan dan disetor penuh Perusahaan menjadi 26.346.230.250 saham.

c. *Reverse Stock Split*

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa Ketiga tanggal 11 Juli 2017, Perusahaan melakukan peningkatan nilai nominal saham melalui pelaksanaan *Reverse Stock* (pengurangan jumlah saham) dari nilai nominal per saham yang semula Rp100 menjadi Rp800, dan peningkatan modal dasar Perusahaan dari semula sejumlah Rp11.000.000.000.000 menjadi sejumlah Rp19.600.000.000.000. Oleh karenanya, Modal Dasar Perusahaan diubah menjadi sejumlah Rp19.600.000.000.000 yang terbagi atas 6.138.347.970 saham seri A yang bernilai nominal Rp800 per saham, dan 146.893.216.240 saham seri B yang bernilai nominal Rp100 per saham.

Dari modal dasar tersebut telah ditempatkan dan disetor sejumlah 6.138.347.972 saham dengan total nilai nominal keseluruhan sejumlah Rp4.910.678.376.200 yang terdiri dari 6.138.347.970 saham seri A dengan total nilai nominal keseluruhan sejumlah Rp4.910.678.376.000 dan 2 saham Seri B dengan total nilai nominal keseluruhan sebesar Rp200 per saham. Perusahaan telah memperoleh surat persetujuan pelaksanaan *Reverse Stock* dari PT Bursa Efek Indonesia pada tanggal 21 Juli 2017.

d. Struktur Kelompok Usaha

Perusahaan memiliki, baik langsung maupun tidak langsung, lebih atau sama dengan 50% saham Entitas Anak, operasi bersama dan 48% pada ventura bersama berikut ini (selanjutnya secara bersama-sama dengan Perusahaan disebut "Kelompok Usaha"):

***1. GENERAL** (Continued)*

On October 13, 2025, the Company announced a plan to implement PMT-HMETD which was approved at EGMS on June 26, 2025. Based on the plan, the Company will issue 350,000,000 new Series B shares with a nominal value of Rp100 per share at an exercise price of Rp770 per share. All of these new shares will be subscribed by PT Samuel International, a third party. The issuance and distribution of new shares is scheduled for October 20, 2025, increase the Company's issued and fully paid-up capital of 26,346,230,250 shares..

c. Reverse Stock Split

Based on the decision of the Third Extraordinary General Meeting of Shareholders dated July 11, 2017, the Company increased the nominal value of the shares through the implementation of Reverse Stock Split (reduced the amount of shares) from the previous value per share of Rp100 to Rp800 and increased the amount of the authorized capital from Rp11,000,000,000,000 to Rp19,600,000,000,000. The Company's Authorized Capital was therefore changed to Rp19,600,000,000,000, which was divided into 6,138,347,970 series A shares with the nominal value of Rp800 per share, and 146,893,216,240 series B shares with the nominal value of Rp100 per share.

Of the authorized capital has been issued and paid a number 6,138,347,972 shares with the total nominal value of Rp4,910,678,376,200, which consist of 6,138,347,970 series A shares with the total nominal value of Rp4,910,678,376,000, and 2 series B shares with the total nominal value of Rp200 per share. The Company received the letter of approval from PT Bursa Efek Indonesia on July 21, 2017 for the implementation of the Reverse Stock.

d. Structure of the Group

The Company has ownership interest of 50% or more, either directly or indirectly, in the following Subsidiaries, joint operations and 48% in a joint venture (together with the Company hereinafter referred to as the "Group"):

1. UMUM *(Lanjutan)*

***1. GENERAL** (Continued)*

Nama Entitas / *Name of Entities*	*Domisili/ Domicile*	Tahun Operasi *Komersial/ Start of Commercial Operations*	Bidang Usaha/ *Scope of Activities*
Entitas Anak / *Subsidiaries*			
Kepemilikan Secara Langsung/ *Direct Ownership*			
RHI Corporation (RHI)	Delaware, Amerika Serikat/ *Delaware, USA*	1984	Perusahaan Investasi/ *Investment Company*
EMP Holdings Singapore Pte., Ltd. (EMP HS)	Singapura/ *Singapore*	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
PT Tunas Harapan Perkasa (THP)	Indonesia	2005	Minyak dan Gas Bumi/ *Oil and Gas*
PT Imbang Tata Alam (ITA)	Indonesia	2001	Minyak dan Gas Bumi/ *Oil and Gas*
Enviroco Company Limited (ECL)	Seiselensa/ *Seychelles*	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
Freemont Capital Group Ltd. (FCG)	Kepulauan Virgin Britania Raya/ *British Virgin Islands*	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT EMP Tonga (EMP Tonga)	Indonesia	2012	Minyak dan Gas Bumi/ *Oil and Gas*
PT Artha Widya Persada (AWP)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT Visi Multi Artha (VMA)	Indonesia	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
Energy Mega Persada Pte., Ltd. (EMPPL)	Singapura/ *Singapore*	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
EMP International (BVI) Ltd. (EIBL)	Kepulauan Virgin Britania Raya/ *British Virgin Islands*	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT Kencana Surya Perkasa (KSP)	Indonesia	2012	Minyak dan Gas Bumi/ *Oil and Gas*
Buzi Hydrocarbons Pte., Ltd. (Buzi)	Singapura/ *Singapore*	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
EMP Power International Pte., Ltd. (EPI)	Singapura/ *Singapore*	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT Energi Power Utama (EPU)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT EMP Energi Aceh (EMP EA)	Indonesia	2021	Minyak dan Gas Bumi/ *Oil and Gas*
PT EMP Tunas Persada (EMP TP)	Indonesia	2022	Perusahaan Investasi/ *Investment Company*
PT Energi Maju Abadi (EMA)	Indonesia	2021	Minyak dan Gas Bumi/ *Oil and Gas*
Energi Mega Pratama, Inc. (EMP Inc)	Kepulauan Virgin Britania Raya/ *British Virgin Islands*	2003	Minyak dan Gas Bumi/ *Oil and Gas*

1. UMUM *(Lanjutan)*

***1. GENERAL** (Continued)*

Nama Entitas / *Name of Entities*	***Domisili/ Domicile***	**Tahun Operasi *Komersial/ Start of Commercial Operations***	**Bidang Usaha/ *Scope of Activities***
Kepemilikan Secara Tidak Langsung/ *Indirect Ownership*			
Melalui RHI/*Through RHI*			
EMP Malacca Strait S.A. (EMP MS)	Panama	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
Melalui THP/*Through THP*			
PT EMP Semberah (EMP Semberah)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
EMP Bentu Limited (EMP Bentu)	Kepulauan Virgin Britania Raya/ *British Virgin Islands*	2012	Minyak dan Gas Bumi/ *Oil and Gas*
PT EMP Gelam (EMP Gelam)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
EMP Korinci Baru Limited (EMP Korinci)	Kepulauan Virgin Britania Raya/ *British Virgin Islands*	2007	Minyak dan Gas Bumi/ *Oil and Gas*
PT EMP Tunas Energi (EMP TE)	Indonesia	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
PT EMP Energi Riau (EMP Riau)	Indonesia	2024	Minyak dan Gas Bumi/ *Oil and Gas*
PT EMP Energi Sumatra (EMP Sumatra)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT EMP Energi Perkasa (EMP EP)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT EMP Energi Jaya (EMP EJ)	Indonesia	2024	Perusahaan Investasi/ *Investment Company*
PT EMP Energi Gandewa (EMP EG)	Indonesia	2024	Minyak dan Gas Bumi/ *Oil and Gas*
PT Energi Mega Nagendra (EMN)	Indonesia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
PT Aceh Energy (AE)	Indonesia	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
Melalui EIBL/*Through EIBL*			
EMP ONWJ Ltd. (ONWJ)	Labuan, Malaysia	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
Melalui EMP TP/*Through EMP TP*			
PT EMP Energi Terbarukan (EMP ET)	Indonesia	Belum beroperasi/ *Not yet operational*	*Perusahaan Investasi/ Investment Company*
PT EMP Daya Nusantara (EMP DN)	Indonesia	2022	*Perusahaan Investasi/ Investment Company*
EMP Mining Offshore Africa LDA (EMP MOA)	Mozambik/ *Mozambique*	Belum beroperasi/ *Not yet operational*	*Perusahaan Investasi/ Investment Company*

1. UMUM *(Lanjutan)*

***1. GENERAL** (Continued)*

Nama Entitas / *Name of Entities*	*Domisili/ Domicile*	Tahun Operasi *Komersial/ Start of Commercial Operations*	Bidang Usaha/ *Scope of Activities*
Melalui EMP DN/*Through EMP DN*			
PT Energi Nusantara Infrastruktur (ENI) (sebelumnya PT EDN Kilang Nusantara)	Indonesia	Belum beroperasi/ *Not yet operational*	*Perusahaan Investasi/ Investment Company*
PT Sulawesi Regas Satu (SRGS)	Indonesia	2023	*Perusahaan Jasa Lainnya/ Other Services Company*
PT Energi Drilling Utama (EDU)	Indonesia	2024	*Perusahaan Jasa Lainnya/ Other Services Company*
PT Sulawesi Daya Nusantara (SDN)	Indonesia	Belum beroperasi/ *Not yet operational*	*Perusahaan Investasi/ Investment Company*
PT EDN Jaya Marine (EJM)	Indonesia	2025	*Perusahaan Jasa Lainnya/ Other Services Company*
PT Bangun Sarana Samudra Laut (BSSL)	Indonesia	2015	*Perusahaan Jasa Lainnya/ Other Services Company*
Melalui EMP ET/*Through EMP ET*			
EMP Renewable Energy Japan Co.,Ltd (EMPREJ)	Jepang/ *Japan*	2021	*Energi Terbarukan/ Renewable Energy*
EMP Renewables International Pte.Ltd (EMP RI)	Singapura/ *Singapore*	Belum beroperasi/ *Not yet operational*	Perusahaan Investasi/ *Investment Company*
Melalui EMP EJ/*Through EMP EJ*			
Energy Equity Holdings Pty Ltd (EEH)	Australia	2001	Perusahaan Investasi/ *Investment Company*
Epic Sulawesi Gas Pty Ltd (ESG)	Australia	2001	Perusahaan Investasi/ *Investment Company*
Melalui EEH dan ESG			
Energy Equity Epic (Sengkang) Pty Ltd (EEES)	Australia	1997	Minyak dan Gas Bumi/ *Oil and Gas*
Melalui EMP Inc			
Kangean Energy Indonesia Ltd. (KEIL)	Delaware, Amerika Serikat/ *Delaware, USA*	1987	Minyak dan Gas Bumi/ *Oil and Gas*
EMP Exploration (Kangean) Ltd. (EEKL)	Inggris/ *United Kingdom*	1987	Minyak dan Gas Bumi/ *Oil and Gas*
Operasi Bersama/ *Joint Operations*			
EMP Gebang Limited (EMP Gebang)	Kepulauan Virgin Britania Raya/ *British Virgin Islands*	Belum beroperasi/ *Not yet operational*	Minyak dan Gas Bumi/ *Oil and Gas*
Ventura Bersama/*Joint Venture*			
Melalui EMP EA/ *Through EMP EA*			
PT Pema Global Energi (PGE)	Indonesia	2021	Minyak dan Gas Bumi/ *Oil and Gas*

1. UMUM *(Lanjutan)*

***1. GENERAL** (Continued)*

Nama Entitas/*Name of Entities*	Persentase Kepemilikan/ *Percentage of Ownership* (%)		Total Aset Sebelum Eliminasi/ *Total Assets Before Elimination* (dalam USD/*In USD*)	
	2025	2024	2025	2024
Entitas Anak / *Subsidiaries*				
Kepemilikan secara langsung/ *Direct Ownership*				
RHI Corporation (RHI)	100,00	100,00	85.671.701	88.280.766
EMP Holdings Singapore Pte., Ltd. (EMP HS)	100,00	100,00	-	-
PT Tunas Harapan Perkasa (THP)	99,99	99,99	779.245.760	590.381.877
PT Imbang Tata Alam (ITA)	99,99	99,99	573.762.036	546.460.988
Enviroco Company Ltd. (ECL)	100,00	100,00	-	-
Freemont Capital Group Ltd. (FCG)	100,00	100,00	-	-
PT EMP Tonga (EMP Tonga)	99,99	99,99	39.459.142	31.509.077
PT Artha Widya Persada (AWP)	70,00	70,00	38.609	39.246
PT Visi Multi Artha (VMA)	70,00	70,00	167.017	168.892
Energy Mega Persada Pte., Ltd. (EMPPL)	100,00	100,00	10	10
EMP International BVI Ltd. (EIBL)	51,00	51,00	67.542.145	67.543.395
PT Kencana Surya Perkasa (KSP)	100,00	100,00	17.518.512	14.310.377
Buzi Hydrocarbons Pte., Ltd. (Buzi)	100,00	100,00	61.552.442	41.528.475
EMP Power International Pte., Ltd. (EPI)	100,00	100,00	100	100
PT Energi Power Utama (EPU)	99,99	99,99	768.710	769.826
PT EMP Energi Aceh (EMP EA)	99,99	99,99	42.811.712	36.975.390
PT EMP Tunas Persada (EMP TP)	99,99	99,99	261.371.898	266.571.431
PT Energi Maju Abadi (EMA)	99,90	99,90	125.302.292	120.047.972
Energi Mega Pratama Inc. (EMP Inc)	99,99	-	272.229.525	-
Kepemilikan secara tidak langsung/ *Indirect ownership*				
Melalui RHI/*Through RHI*				
EMP Malacca Strait S.A. (EMP MS)	100,00	100,00	85.671.701	88.351.909
Melalui THP/*Through THP*				
PT EMP Semberah (EMP Semberah)	99,99	99,99	977.268	978.828
EMP Bentu Limited (EMP Bentu)	100,00	100,00	521.622.635	493.162.180
PT EMP Gelam (EMP Gelam)	99,99	99,99	114.341	39.967
EMP Korinci Baru Limited (EMP Korinci)	100,00	100,00	22.825.213	24.251.966
EMP Gebang Limited (EMP Gebang)	-	100,00	-	92.102.574
PT EMP Tunas Energi (EMP TE)	99,99	99,99	11.109.173	8.431.007
PT EMP Energi Riau (EMP ER)	99,99	99,99	50.803.682	24.542.865
PT EMP Energi Sumatra (EMP ES)	99,99	99,99	172.586	173.753
PT EMP Energi Perkasa (EMP EP)	99,99	99,99	172.848	174.052
PT EMP Energi Jaya (EMP EJ)	99,99	99,99	115.432.206	59.326.439
PT EMP Energi Gandewa (EMP EG)	99,99	99,99	90.706.810	43.869.727
PT Energi Mega Nagendra (EMN)	99,99	99,99	160.578	161.597
PT Aceh Energy (AE)	64,00	64,00	2.969.117	2.031.984

1. UMUM *(Lanjutan)*

***1. GENERAL** (Continued)*

Nama Entitas/*Name of Entities*	Persentase Kepemilikan/ *Percentage of Ownership* (%)		Total Aset Sebelum Eliminasi/ *Total Assets Before Elimination* (dalam USD/*In USD*)	
	2025	2024	2025	2024
Melalui EIBL/*Through EIBL*				
EMP ONWJ Ltd. (ONWJ)	51,00	51,00	321.281.493	321.282.743
Melalui EMP TP/*Through EMP TP*				
PT EMP Energi Terbarukan (EMP ET)	99,99	99,99	10.670.172	10.710.596
PT EMP Daya Nusantara (EMP DN)	99,99	99,99	88.859.197	91.449.944
EMP Mining Offshore Africa, LDA (EMP MOA)	70,00	70,00	-	-
Melalui EMP ET/*Through EMP ET*				
EMP Renewable Energy Japan Co.,Ltd (EMPREJ)	85,00	85,00	1.492.546	1.505.636
EMP Renewables International Pte.Ltd (EMP RI)	100,00	100,00	440.120	92.360
Melalui EMP DN/*Through EMP DN*				
PT Energi Nusantara Infrastruktur (ENI)	90,00	90,00	-	-
PT Sulawesi Regas Satu (SRGS)	99,99	99,99	63.236.512	61.484.884
PT Energi Drilling Utama (EDU)	99,80	99,80	1.666.159	1.056.571
PT Sulawesi Daya Nusantara (SDN)	61,00	61,00	-	-
PT EDN Jaya Marine (EJM)	99,99	99,99	28.224	131.571
PT Bangun Sarana Samudra Laut (BSSL)	99,80	99,80	15.968.832	20.002.478
Melalui EMP EJ/Through EMP EJ				
Energy Equity Holdings Pty Ltd (EEH)	100,00	100,00	32.674.900	18.570.514
Epic Sulawesi Gas Pty Ltd (ESG)	100,00	100,00	32.674.899	18.570.513
Melalui EEH dan ESG				
Energy Equity Epic (Sengkang) Pty Ltd (EEES)	100,00	100,00	65.349.798	37.141.027
Melalui EMP Inc				
Kangean Energy Indonesia Ltd. (KEIL)	99,99	-	178.844.937	-
EMP Exploration (Kangean) Ltd. (EEKL)	99,99	-	98.528.151	-
Operasi bersama/*Joint operations*				
EMP Gebang Limited (EMP Gebang)	50,00	-	71.435.953	-
Energi Mega Pratama Inc. (EMP Inc)	-	75,00	-	213.402.950
Kangean Energy Indonesia Ltd. (KEIL)	-	75,00	-	147.767.208
EMP Exploration (Kangean) Ltd. (EEKL)	-	75,00	-	88.720.688
Ventura Bersama/*Joint Venture*				
Melalui EMP EA/*Through EMP EA*				
PT Pema Global Energi (PGE)	48,00	48,00	133.479.406	126.442.271

EMP Tonga, KSP, ITA, EMP Bentu, EMP Korinci, EMP Gebang, PGE, EMP TE, KEIL, EEKL, AE, EMA, EMP ER, EMP EG dan EEES memiliki kuasa penambangan minyak dan gas, melalui Perjanjian Bagi Hasil (*Production Sharing Contracts/PSC*) dengan SKK Migas dan Badan Pengelola Migas Aceh (BPMA).

EMP Tonga, KSP, ITA, EMP Bentu, EMP Korinci, EMP Gebang, PGE, EMP TE, KEIL, EEKL, AE, EMA, EMP ER, EMP EG and EEES are holders of working interests in oil and gas production blocks through Production Sharing Contracts (PSC) with SKK Migas and the Aceh Oil and Gas Management Agency (BPMA).

Buzi memiliki kuasa penambangan minyak dan gas melalui EPCC *(Exploration Production and Concession Contract)* di Mozambik.

Buzi is a holder of working interests in oil and gas through EPCC (Exploration Production and Concession Contract) in Mozambique.

1. UMUM *(Lanjutan)*

e. Area Eksplorasi dan Produksi/Pengembangan

Area Eksplorasi

Nama Lokasi/ *Locations*	Nama Pemilik Izin Lokasi/ *Location Permit Owner*	Tanggal Perolehan Izin Eksplorasi/ *Date of Acquisition of Exploration Permit*	Tanggal Jatuh Tempo/ *Due Date*	Persentase Kepemilikan/ *Percentage Ownership* (%)	Akumulasi Biaya Eksplorasi/ *Accumulated Exploration Expenditure*
Blok Buzi	Buzi Hydrocarbons Pte. Ltd.	31 Oktober 2008/ *October 31, 2008*	30 Oktober 2042/ *October 30, 2042*	75	51.706.816
Blok Gebang	EMP Gebang Limited	29 November 2015/ *November 15, 2015*	28 November 2035/ *November 28, 2035*	50	51.447.018
Blok South CPP	PT EMP Tunas Energi	22 Desember 2021/ *December 22, 2021*	21 Desember 2051/ *December 21, 2051*	100	10.504.548
Blok Bireun Sigli	PT Aceh Energy	25 Juli 2023/ *July 25, 2023*	24 Juli 2053/ *July 24, 2053*	64	1.847.133

Sangatta II PSC telah berakhir secara otomatis sejak tanggal 25 April 2023 berdasarkan surat Menteri Energi dan Sumber Daya Mineral tanggal 29 Agustus 2025 terkait pengakhiran kontrak bagi hasil wilayah kerja Sangatta II.

Area Produksi/Pengembangan

Nama Lokasi/ *Locations*	Nama Pemilik Izin Lokasi/ *Location Permit Owner*	Perolehan Izin/ *Date of Acquisition of Permit*	Tanggal Jatuh Tempo/ *Due Date*	Persentase Kepemilikan/ *Percentage Ownership*
Blok Bentu	EMP Bentu Limited	20 Mei 2021/ *May 20, 2021*	19 Mei 2041/ *May 19, 2041*	100,00%
Blok Korinci Baru	EMP Korinci Baru Limited	15 Mei 1997/ *May 15, 1997*	14 Mei 2027/ *May 14, 2027*	100,00%
Blok Malacca Strait	PT Imbang Tata Alam	5 Agustus 2020/ *August 5, 2020*	4 Agustus 2040/ *August 4, 2040*	100,00%
Blok Kangean	Kangean Energy Indonesia Ltd.	14 November 1980/ *November 14, 1980*	13 November 2030/ *November 13, 2030*	100,00%
Blok Tonga	PT EMP Tonga	16 Januari 2007/ *January 16, 2007*	15 Januari 2037/ *January 15, 2037*	95,00%
Blok B	PT Pema Global Energi	17 Mei 2021/ *May 17, 2021*	16 Mei 2041/ *May 16, 2041*	48,00%
Blok Sengkang	Energy Equity Epic (Sengkang) Pty. Ltd	24 Oktober 2022/ *October 24, 2022*	23 Oktober 2042/ *October 23, 2042*	100,00%
Blok Siak	PT EMP Energi Gandewa	28 Mei 2014/ *May 28, 2014*	27 Mei 2034/ *May 27, 2034*	90,00%
Blok Kampar	PT EMP Energi Riau	1 Januari 2016/ *January 1, 2016*	31 Desember 2035/ *December 31, 2035*	90,00%

Pada tanggal 25 Maret 2024, Perusahaan melalui Entitas Anak, EMP EG dan EMP ER, telah menyelesaikan akuisisi atas 90% kepemilikan kuasa penambangan minyak dan gas masing-masing pada blok PSC Siak dan PSC Kampar dari PT Pertamina Hulu Energi Siak dan PT Pertamina Hulu Energi Kampar. Adapun 10% kepemilikan kuasa penambangan minyak dan gas lainnya dimiliki oleh badan usaha milik daerah (BUMD) pada masing-masing PSC tersebut.

***1. GENERAL** (Continued)*

e. Exploration and Production/Development Areas

Exploration Area

The Sangatta II PSC automatically expired on April 25, 2023, based on the letter from the Minister of Energy and Mineral Resources dated August 29, 2025, regarding the termination of the production sharing contract for the Sangatta II contract area.

Production/Development Area

On March 25, 2024, the Company through its Subsidiaries, EMP EG and EMP ER, has completed the acquisition of 90% interest participation in the Siak PSC and Kampar PSC blocks, respectively, from PT Pertamina Hulu Energi Siak and PT Pertamina Hulu Energi Kampar. The remaining 10% of working interest is owned by regionally owned enterprises (BUMD).

1. UMUM *(Lanjutan)*

1. *GENERAL* *(Continued)*

Nama Lokasi/ *Locations*	Jumlah Cadangan Terbukti *) **)/ *Quantity of Proven Reserve*)**)*	Total Produksi *)/ *Production in Total* — Tahun Berjalan/ *Current Year*	Akumulasi Jumlah Produksi/ *Total Accumulated Production*	Sisa Cadangan Terbukti/ *Ending Proven Reserve*
Blok Kangean	363.622	3.126	356.778	6.844
Blok Malacca Strait	271.579	1.732	253.179	18.400
Blok Bentu	89.707	4.466	44.716	44.991
Blok Sengkang	63.288	2.382	7.807	55.481
Blok Gebang	15.500	-	-	15.500
Blok Siak	5.230	607	1.004	4.226
Blok Kampar	4.853	322	575	4.278
Blok Korinci Baru	3.989	14	3.374	615
Blok Tonga	1.144	23	691	453

*) Satuan untuk Cadangan Terbukti dan Jumlah Produksi adalah dalam *Thousand Barrels Oil Equivalent* (MBOE) (Lihat Informasi Tambahan)/*Units for Proven Reserve and Production in Thousand Barrels Oil Equivalent (MBOE) (See Supplementary Information)*

**) Estimasi jumlah cadangan terbukti PSC berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh *Society of Petroleum Engineers* (SPE) (Lihat Informasi Tambahan)/*Estimated amounts of proven reserves were derived from the Group's internal technical team based on guidelines promulgated by Society of Petroleum Engineers (SPE) (See Supplementary Information)*

f. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan

Pada tanggal 31 Desember 2025 dan 2024, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

f. *Boards of Commissioners and Directors, Audit Committee and Employees*

As of December 31, 2025 and 2024, the members of the Company's Boards of Commissioners and Directors are as follows:

	2025	2024	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama	Rudianto Rimbono	Utaryo Suwanto	*President Commissioner*
Komisaris Independen	Gita Rusmida Sjahrir	Gita Rusmida Sjahrir	*Independent Commissioner*
Komisaris Independen	Syamsu Alam	Syamsu Alam	*Independent Commissioner*
Komisaris	Suyitno Patmosukismo	Suyitno Patmosukismo	*Commissioner*
Komisaris	Rizal Malarangeng	Rudianto Rimbono	*Commissioner*
Komisaris	-	Rizal Malarangeng	*Commissioner*

	2025	2024	
Direksi			***Board of Directors***
Direktur Utama	Syailendra Surmansyah Bakrie	Syailendra Surmansyah Bakrie	*President Director*
Wakil Direktur Utama	Edoardus Ardianto	Edoardus Ardianto	*Vice President Director*
Direktur	Adinda A. Bakrie	Edi Sutriono	*Director*
Direktur	Edi Sutriono	Tri Firmanto	*Director*
Direktur	Tri Firmanto	Kelik Rudi Suharya	*Director*
Direktur	Kelik Rudi Suharya	Riri Hosniari Harahap	*Director*
Direktur	Riri Hosniari Harahap	-	*Director*

1. UMUM *(Lanjutan)*

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Ketua	Syamsu Alam	*Chairman*
Anggota	Poppy Sofia Koeswayo	*Member*
Anggota	Yosephin E. Dewi	*Member*

Pada tanggal 31 Desember 2025 dan 2024, Kelompok Usaha mempekerjakan masing-masing 644 dan 616 karyawan.

g. Penyelesaian Laporan Keuangan Konsolidasian

Manajemen Perusahaan bertanggung jawab atas penyusunan laporan keuangan konsolidasian ini yang telah disetujui oleh Direksi untuk diterbitkan pada tanggal 26 Februari 2026.

2. PERNYATAAN KEPATUHAN

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan ("SAK"), yang mencakup Pernyataan dan Interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") dan Dewan Standar Akuntansi Syariah Ikatan Akuntan Indonesia serta peraturan regulator pasar modal yaitu Peraturan No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

3. KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyusunan Laporan Keuangan Konsolidasian

Kebijakan akuntansi penting yang diterapkan dalam penyusunan laporan keuangan konsolidasian ini adalah selaras dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian Kelompok Usaha untuk tahun yang berakhir pada tanggal 31 Desember 2025, kecuali untuk penerapan amendemen standar akuntansi yang berlaku efektif tanggal 1 Januari 2024 seperti yang dijelaskan dalam kebijakan akuntansi terkait.

Efektif tanggal 1 Januari 2025, Kelompok Usaha menerapkan amendemen Standar Akuntansi Keuangan (PSAK):

(a) Amendemen PSAK 221, "Pengaruh Perubahan Kurs Valuta Asing" tentang aturan untuk situasi di mana suatu mata uang tidak dapat ditukar, dan pengungkapannya;

1. *GENERAL* *(Continued)*

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

As of December 31, 2025 and 2024, the Group employed 644 and 616 employees, respectively.

g. Completion of the Consolidated Financial Statements

The management of the Company is responsible for the preparation of these consolidated financial statements, which have been authorized for issue by the Board of Directors on February 26 , 2026.

2. STATEMENT OF COMPLIANCE

The consolidated financial statements have been prepared in accordance with Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants ("DSAK IAI") and Board of Syariah Financial Accounting Standards of the Indonesian Institute of Accountants and capital market regulations which is the Rule No. VIII.G.7 concerning the Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

3. MATERIAL ACCOUNTING POLICIES

a. Basis of Preparation of the Consolidated Financial Statements

The principal accounting policies applied in the preparation of these consolidated financial statements are consistent with the accounting policies applied in the preparation of the Group's consolidated financial statements for the year ended December 31, 2025, except for the adoption of amended accounting standards effective January 1, 2024 as described in the related accounting policies.

Effective January 1, 2025, the Group has applied the following amendment to Statements of Financial Accounting Standards (PSAK):

(a) Amendment to PSAK 221, "The Effects of Changes in Foreign Exchange Rates" related to the rules for situations where a currency is not exchangeable, and its disclosure;

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Penerapan amendemen ini tidak berdampak terhadap laporan keuangan konsolidasian Kelompok Usaha.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung, dan dikelompokkan ke dalam aktivitas operasi, investasi dan pendanaan. Pengungkapan tambahan disajikan untuk mengevaluasi perubahan pada liabilitas yang timbul dari aktivitas pendanaan, termasuk perubahan yang timbul dari arus kas maupun perubahan nonkas.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian adalah mata uang Dolar Amerika Serikat (USD), yang juga merupakan mata uang fungsional Kelompok Usaha.

b. Prinsip-prinsip Konsolidasian

Entitas (entitas induk) yang mengendalikan satu atau lebih entitas lain (entitas anak) menyajikan laporan keuangan konsolidasian. Investor, terlepas dari sifat keterlibatannya dengan entitas (*investee*), menentukan apakah investor merupakan entitas induk dengan menilai apakah investor tersebut mengendalikan *investee*.

Investor mengendalikan *investee* ketika investor terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk memengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika, dan hanya jika, investor memiliki seluruh hal berikut ini:

(a) kekuasaan atas *investee*;
(b) eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
(c) kemampuan untuk menggunakan kekuasaannya atas *investee* untuk memengaruhi jumlah imbal hasil investor.

Investor menilai kembali apakah investor mengendalikan *investee* jika fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga (3) elemen pengendalian.

Konsolidasi atas *investee* dimulai sejak tanggal investor memperoleh pengendalian atas *investee* dan berakhir ketika investor kehilangan pengendalian atas *investee*.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

The adoption of these amendments had no impact on the Group's consolidated financial statements.

The consolidated statements of cash flows are prepared using the direct method and classified into operating, investing and financing activities. Additional disclosure is presented to evaluate changes in liabilities arising from financing activities, including the changes arising from cash flows or non-cash changes.

The presentation currency used in the preparation of the consolidated financial statements is United States Dollar (USD), which is also the functional currency of the Group.

b. Principles of Consolidation

An entity (the parent) that controls one or more other entities (subsidiaries) present consolidated financial statements. An investor, regardless of the nature of its involvement with an entity (investee), determines whether it is a parent by assessing whether it controls the investee.

An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Therefore, the investor controls the investee if, and only if, the investor has all of the following:

(a) power over the investee;
(b) exposure or rights to variable returns from its involvement with the investee; and
(c) the ability to use its power over the investee to affect the amount of the investor's returns.

An investor reassesses whether it controls an investee if facts and circumstances indicate that one or more of the three (3) control elements have changed.

An investee is consolidated from the date the investor obtains control of investee and continues to be consolidated until the date that such control ceases.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Entitas induk menentukan apakah entitas induk adalah entitas investasi. Entitas investasi adalah entitas yang:
(a) memperoleh dana dari satu atau lebih investor dengan tujuan memberikan investor tersebut jasa manajemen investasi;
(b) menyatakan komitmen kepada investor bahwa tujuan bisnisnya adalah untuk menginvestasikan dana yang semata-mata untuk memperoleh imbal hasil dari kenaikan nilai modal, penghasilan investasi, atau keduanya; dan
(c) mengukur dan mengevaluasi kinerja dari seluruh investasinya berdasarkan nilai wajar.

Entitas induk yang adalah entitas investasi mengukur investasi dalam entitas anak pada nilai wajar melalui laba rugi.

Kepentingan nonpengendali mencerminkan bagian atas laba rugi dan aset neto yang tidak diatribusikan kepada entitas induk dan disajikan secara terpisah dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan ekuitas pada laporan posisi keuangan konsolidasian, dipisahkan dari ekuitas yang dapat diatribusikan kepada entitas induk.

Total penghasilan komprehensif lain diatribusikan kepada pemilik entitas induk dan kepentingan nonpengendali bahkan jika hal ini mengakibatkan kepentingan nonpengendali mempunyai saldo defisit.

Seluruh saldo akun dan transaksi yang material antar entitas yang dikonsolidasi telah dieliminasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas, dimana jumlah tercatat kepentingan pengendali dan nonpengendali disesuaikan untuk mencerminkan perubahan bagian relatifnya atas entitas anak. Perbedaan antara jumlah kepentingan nonpengendali disesuaikan dan nilai wajar imbalan yang diberikan atau diterima diakui secara langsung dalam ekuitas dan diatribusikan kepada pemilik entitas induk.

Jika entitas induk kehilangan pengendalian pada entitas anak, maka entitas induk:

(a) menghentikan pengakuan aset (termasuk setiap *goodwill*) dan liabilitas entitas anak terdahulu dari laporan posisi keuangan konsolidasian;

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

A parent determines whether it is an investment entity. An investment entity is an entity that:

(a) obtains funds from one or more investors for the purpose of providing those investor(s) with investment management services;
(b) commits to its investor(s) that its business purpose is to invest funds solely for returns from capital appreciation, investment income, or both; and

(c) measures and evaluates the performance of substantially all of its investments on a fair value basis.

A parent that is an investment entity measures its investments in particular subsidiaries at fair value through profit or loss.

Non-controlling interest represents a portion of the profit or loss and net assets not attributable to the parent and is presented separately in the consolidated statements of profit or loss and other comprehensive income, and within equity in the consolidated statements of financial position, separately from equity attributable to the parent.

Total other comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

All significant intercompany transactions and balances have been eliminated.

Changes in a parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions, in which the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. The difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to the owners of the parent.

If a parent loses control of a subsidiary, the parent:

(a) derecognizes the assets (including goodwill) and liabilities of the former subsidiary from the consolidated statements of financial position;

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

(b) mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian, dan selanjutnya mencatat sisa investasi tersebut dan setiap jumlah terutang oleh atau kepada entitas anak terdahulu. Nilai wajar tersebut dianggap sebagai nilai wajar pada saat pengakuan awal aset keuangan atau, jika sesuai, biaya perolehan pada saat pengakuan awal investasi pada entitas asosiasi atau ventura bersama;

(c) mengakui keuntungan atau kerugian terkait dengan hilangnya pengendalian yang dapat diatribusikan kepada kepentingan pengendali terdahulu.

c. Kombinasi Bisnis

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi.

Aset yang diperoleh bukan suatu bisnis, maka Kelompok Usaha mencatatnya sebagai akuisisi aset. Biaya perolehan dari sebuah akuisisi diukur berdasarkan nilai agregat imbalan yang dialihkan yang diukur pada nilai wajar tanggal akuisisi dan jumlah setiap kepentingan nonpengendali pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, Kelompok Usaha memilih mengukur kepentingan nonpengendali pada pihak yang diakuisisi baik pada nilai wajar atau pada bagian proporsional dari aset neto yang teridentifikasi dari pihak diakuisisi. Biaya terkait akuisisi dibebankan pada saat terjadi dan diakui dalam laba rugi.

Jika kombinasi bisnis dilakukan secara bertahap, setiap kepentingan ekuitas yang dimiliki sebelumnya diukur kembali pada nilai wajar tanggal akuisisi dan setiap keuntungan atau kerugian yang dihasilkan diakui dalam laba rugi.

Setiap imbalan kontinjensi yang dialihkan oleh pihak pengakuisisi diakui pada nilai wajar pada tanggal akuisisi. Imbalan kontinjensi diklasifikasi sebagai aset atau liabilitas yang merupakan instrumen keuangan dan termasuk dalam ruang lingkup PSAK 109, diukur pada nilai wajar dengan perubahan pada nilai wajar diakui baik dalam laba rugi atau penghasilan komprehensif lain. Jika imbalan kontinjensi tidak termasuk dalam ruang lingkup PSAK 109 maka diukur dengan PSAK yang sesuai. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya dicatat dalam ekuitas.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

(b) recognizes any investment retained in the former subsidiary at its fair value at the date when control is lost, and subsequently accounts for it and for any amounts owed by or to the former subsidiary. That fair value shall be regarded as the fair value on initial recognition of a financial asset or, if appropriate, the cost on initial recognition of an investment in an associate or joint venture;

(c) recognizes the gain or loss associated with the loss of control attributable to the former controlling interest.

c. Business Combinations

Business combinations are accounted for using the acquisition method.

Asset acquired is not a business, the Group accounts for it as an asset acquisition. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition-date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and recognized in profit or loss.

If the business combination is achieved in stages, any previously held equity interest is remeasured at its acquisition-date fair value and any resulting gain or loss is recognized in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PSAK 109, is measured at fair value with changes in fair value recognized either in profit or loss or in other comprehensive income. If the contingent consideration is not within the scope of PSAK 109 it is measured in accordance with the appropriate PSAK. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Goodwill pada awalnya diakui sebesar biaya perolehan, menjadi selisih lebih nilai gabungan dari imbalan yang dialihkan dan jumlah yang diakui untuk kepentingan nonpengendali dan setiap kepentingan yang dimiliki sebelumnya, atas jumlah neto aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Dalam kasus pembelian dengan diskon, jika nilai wajar atas aset neto yang diakuisisi melebihi nilai gabungan imbalan yang dialihkan, maka selisih tersebut diakui langsung dalam laba rugi. Setelah pengakuan awal, *goodwill* diukur pada biaya perolehan dikurangi akumulasi rugi penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi, dialokasikan ke setiap unit penghasil kas dari Kelompok Usaha yang diharapkan bermanfaat untuk kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan ke unit-unit tersebut.

Jika *goodwill* yang telah dialokasikan pada suatu unit penghasil kas dan bagian operasi atas unit tersebut dilepas, maka *goodwill* yang terkait dengan operasi yang dilepas tersebut dimasukkan ke dalam jumlah tercatat operasi ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepas dalam keadaan tersebut diukur berdasarkan nilai relatif operasi yang dilepas dan porsi unit penghasil kas yang ditahan.

d. Kas dan Setara Kas

Kas dan setara kas terdiri dari saldo kas dan bank, serta deposito berjangka yang jatuh tempo dalam waktu tiga (3) bulan atau kurang sejak tanggal penempatan dan tidak digunakan sebagai jaminan atau dibatasi penggunaannya.

Kas di bank dan deposito berjangka yang dibatasi penggunaannya disajikan sebagai "Kas di Bank yang Dibatasi Penggunaannya". Kas di bank yang dibatasi penggunaannya yang akan digunakan untuk membayar kewajiban jatuh tempo dalam satu (1) tahun disajikan sebagai bagian dari aset lancar. Rekening bank dan deposito berjangka lainnya yang dibatasi penggunaannya disajikan sebagai aset tidak lancar.

e. Persediaan

Persediaan terdiri dari persediaan kapital dan nonkapital. Persediaan kapital merupakan persediaan yang digunakan sebagai komponen atas konstruksi suatu aset minyak dan gas bumi dan dikapitalisasi sebagai bagian dari aset minyak dan gas bumi. Persediaan nonkapital merupakan persediaan yang digunakan sebagai bagian untuk membangun aset minyak dan gas bumi dan juga digunakan untuk pemeliharaan, perbaikan dan kegiatan operasional.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred as in the case of a bargain purchase, the difference is recognized directly in profit or loss. After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination, from the acquisition date, is allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

If goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed of in these circumstances is measured based on the relative values of the disposed of operation and the portion of the cash-generating unit retained.

d. Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and in banks, and time deposits with original maturities within three (3) months or less and not pledged as collateral or restricted in use.

Cash in banks and time deposits, which are restricted in use, are presented as "Restricted Cash in Banks." Restricted cash in banks to be used to pay currently maturing obligations due within one (1) year is presented under current assets. Other bank accounts and time deposits that are restricted in use are presented under non-current assets.

e. Inventories

Inventories consist of capital and non-capital inventories. Capital inventories represent inventory used as components in the construction of oil and gas properties and are capitalized as part of oil and gas properties. Non-capital inventories represent inventory used as part of inventory to construct oil and gas properties and also used for maintenance, repair and operational activities.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Persediaan nonkapital yang terkait dengan kegiatan untuk membangun aset minyak dan gas bumi dikapitalisasi sebagai bagian dari aset minyak dan gas bumi sedangkan persediaan nonkapital yang terkait dengan kegiatan pemeliharaan, perbaikan dan operasional dibebankan ke dalam laba rugi saat digunakan.

Persediaan kapital dan nonkapital yang dibeli menurut PSC adalah milik SKK Migas ketika persediaan tersebut tiba di Indonesia.

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan atau nilai realisasi neto (*the lower of cost or net realizable value*). Penyisihan atas kerugian persediaan usang dibentuk untuk mengurangi nilai tercatat persediaan ke nilai realisasi netonya yang ditentukan berdasarkan hasil penelaahan terhadap keadaan persediaan yang bersangkutan pada akhir tanggal pelaporan.

f. Beban Dibayar Dimuka

Beban dibayar dimuka diamortisasi sesuai masa manfaatnya dengan menggunakan metode garis lurus.

g. Pengaturan Bersama

Operasi bersama adalah pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset, dan kewajiban terhadap liabilitas, terkait dengan pengaturan tersebut. Para pihak tersebut disebut operator bersama.

Operator bersama mengakui hal berikut terkait dengan kepentingannya dalam operasi bersama:
(a) aset, mencakup bagiannya atas setiap aset yang dimiliki bersama;
(b) liabilitas, mencakup bagiannya atas liabilitas yang terjadi bersama;
(c) pendapatan dari penjualan bagiannya atas *output* yang dihasilkan dari operasi bersama;
(d) bagiannya atas pendapatan dari penjualan *output* oleh operasi bersama; dan
(e) beban, mencakup bagiannya atas setiap beban yang terjadi secara bersama-sama.

h. Ventura Bersama

Ventura bersama adalah pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset neto pengaturan tersebut. Para pihak tersebut disebut *venturer* bersama.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

Non-capital inventories relating to the construction of oil and gas properties are capitalized as part of oil and gas properties, while non-capital inventories relating to maintenance, repair and operations are charged to profit or loss when used.

Capital and non-capital inventories purchased under the terms of the PSC became the properties of SKK Migas when they landed in Indonesia.

Inventories are valued at the lower of cost or net realizable value (NRV). Allowance for inventory obsolescence is provided to reduce the carrying values of inventories to their NRV based on a review of the status of the inventories at the end of the reporting date.

f. Prepaid Expenses

Prepaid expenses are amortized over the periods benefited using the straight-line method.

g. Joint Arrangements

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Those parties are called joint operators.

A joint operator recognizes those in relation to its interest in a joint operation:
(a) its assets, including its share of any assets held jointly;
(b) its liabilities, including its share of any liabilities incurred jointly;
(c) its revenue from the sale of its share of the output of the joint operation;
(d) its share of the revenue from the sale of the output by the joint operation; and
(e) its expenses, including its share of any expenses incurred jointly.

h. Joint Venture

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Those parties are called joint venturers.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Entitas dengan investasinya pada ventura bersama mencatat investasinya dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi pada ventura bersama pada awalnya diakui sebesar biaya perolehan dan jumlah tercatat tersebut ditambah atau dikurang untuk mengakui bagian investor atas laba rugi *investee* setelah tanggal perolehan.

Goodwill yang terkait dengan akuisisi ventura bersama termasuk dalam jumlah tercatat investasi. *Goodwill* tidak diamortisasi dan dilakukan uji penurunan nilai setiap tahun.

Apabila nilai tercatat investasi telah mencapai nilai nol, kerugian selanjutnya akan diakui hanya jika Kelompok Usaha mempunyai komitmen untuk menyediakan bantuan pendanaan atau menjamin kewajiban ventura bersama yang bersangkutan.

Jika investasi pada entitas asosiasi menjadi investasi pada ventura bersama atau sebaliknya, maka entitas melanjutkan penerapan metode ekuitas dan tidak mengukur kembali kepentingan yang tersisa.

i. Transaksi Pihak-pihak Berelasi

Kelompok Usaha mengungkapkan transaksi dengan pihak-pihak berelasi. Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Semua transaksi yang signifikan dengan pihak-pihak berelasi, baik yang dilakukan dengan syarat dan kondisi yang sama dengan pihak ketiga ataupun tidak, diungkapkan dalam catatan atas laporan keuangan konsolidasian.

j. Kas yang Dibatasi Penggunaannya

Kas di bank dan deposito berjangka yang dibatasi penggunaannya disajikan sebagai "Kas yang Dibatasi Penggunaannya" yang akan digunakan untuk membayar kewajiban jatuh tempo dalam satu (1) tahun, disajikan sebagai bagian dari aset lancar. Rekening bank dan deposito berjangka lainnya yang dibatasi penggunaannya disajikan sebagai aset tidak lancar.

k. Aset Tetap

Kelompok Usaha telah memilih untuk menggunakan model biaya sebagai kebijakan akuntansi pengukuran aset tetapnya.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

An entity with investment in a joint venture accounts for its investment using the equity method. Under the equity method, investment in joint venture is initially recognized at cost and the carrying amount is increased or decreased to recognize the investor's share of profit or loss of the investee after the date of acquisition.

Goodwill on acquisition of joint venture is included in the carrying amount of the investment. Goodwill is no longer amortized but annually assessed for impairment.

Once an investment's carrying value has been reduced to zero, further losses are taken up only if the Group has committed to provide financial support to or has guaranteed the obligations of the joint venture.

If an investment in an associate becomes an investment in a joint venture or vice versa, the entity continues to apply the equity method and does not remeasure the retained interest.

i. Transactions with Related Parties

The Group discloses transactions with related parties. The transactions are made based on terms agreed by the parties, whereas such terms may not be the same as those transactions with unrelated parties.

All significant transactions with related parties, whether or not conducted under the same terms and conditions as those with third parties are disclosed in the notes to the consolidated financial statements.

j. Restricted Cash

Cash in banks and time deposits which are restricted in use, are presented as "Restricted Cash" and, if to be used to pay currently maturing obligations that are due within one (1) year, are presented under current assets. Other current accounts and time deposits that are restricted in use are presented under non-current assets.

k. Fixed Assets

The Group has chosen the cost model as the accounting policy for its fixed assets measurement.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Penyusutan dihitung dengan menggunakan metode garis lurus selama masa manfaat aset. Taksiran masa manfaat aset adalah sebagai berikut:

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

Depreciation is calculated on a straight-line basis over the useful lives of the assets. The estimated useful lives of the assets are as follows:

	Tahun / *Years*	
Peralatan dan perlengkapan kantor	4 - 5	*Office supplies and equipment*
Kendaraan	4 - 5	*Vehicles*
Kapal	10 - 20	*Vessel*
Perlengkapan kapal	4	*Vessel Equipment*
Mesin dan peralatan	4	*Machinery and equipment*

Masa manfaat aset tetap dan metode penyusutan ditelaah dan disesuaikan, jika sesuai keadaan, pada setiap akhir periode pelaporan.

The fixed assets' useful lives and methods of depreciation are reviewed and adjusted, if appropriate, at each end of the reporting period.

Aset dalam pengerjaan dinyatakan sebesar biaya perolehan dan disajikan sebagai bagian dari "Aset Tetap" dalam laporan posisi keuangan konsolidasian. Akumulasi biaya perolehan akan dipindahkan ke masing-masing akun aset tetap yang bersangkutan pada saat aset tersebut selesai dikerjakan dan siap digunakan.

Assets under construction are stated at cost and presented as part of "Fixed Assets" in the consolidated statements of financial position. The accumulated costs will be reclassified to the appropriate fixed assets account when construction is completed and the assets are ready for their intended use.

Beban perbaikan dan pemeliharaan dibebankan pada laba rugi pada saat terjadinya; biaya penggantian atau inspeksi yang signifikan dikapitalisasi pada saat terjadinya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke Kelompok Usaha, dan biaya perolehan aset dapat diukur secara andal. Aset tetap dihentikan pengakuannya pada saat dilepaskan atau ketika tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset dimasukkan dalam laba rugi pada periode aset tersebut dihentikan pengakuannya.

The cost of repairs and maintenance is charged to profit or loss as incurred; replacement or major inspection costs are capitalized when incurred if it is probable that future economic benefits associated with the item will flow to the Group, and the cost of the item can be reliably measured. An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on the derecognition of the asset is included in profit or loss in the period in which the asset is derecognized.

l. Aset Eksplorasi dan Evaluasi

Kelompok Usaha telah menentukan kebijakan akuntansi yang menspesifikasikan atas pengeluaran diakui sebagai aset eksplorasi dan evaluasi.

Kelompok Usaha menentukan bahwa seluruh biaya sehubungan dengan aktivitas eksplorasi, akuisisi, dan evaluasi aset minyak dan gas, termasuk biaya *overhead* yang langsung terkait serta beban bunga yang berhubungan langsung dengan kegiatan eksplorasi dan evaluasi atas minyak mentah dan gas bumi dikapitalisasi sebagai aset eksplorasi dan evaluasi tidak berwujud.

l. Exploration and Evaluation Assets

The Group has determined an accounting policy specifying those expenditures to be recognized as exploration and evaluation assets.

The Group determines that all expenditures incurred in connection with the acquisition, exploration, and evaluation of oil and gas properties, including directly attributable overheads and interest expense directly related to exploration and evaluation of crude oil and natural gas are capitalized as exploration and evaluation intangible assets.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Aset eksplorasi dan evaluasi ini tidak diamortisasi. Aset eksplorasi dan evaluasi dinilai untuk penurunan nilai apabila terdapat fakta dan keadaan yang menunjukkan bahwa jumlah tercatat atas aset eksplorasi dan evaluasi dapat melebihi jumlah yang dapat diperoleh kembali. Setiap rugi penurunan nilai yang timbul diakui dalam laba rugi pada saat terjadinya.

Satu atau lebih dari fakta dan keadaan berikut dapat mengindikasikan bahwa Kelompok Usaha harus menguji aset eksplorasi dan evaluasi untuk penurunan nilai:

(a) hak untuk melakukan eksplorasi pada wilayah tertentu telah berakhir atau akan berakhir pada waktu dekat dan tidak dapat diperpanjang;
(b) pengeluaran substantif pada eksplorasi lebih lanjut untuk evaluasi cadangan minyak mentah dan gas bumi di wilayah tertentu tidak dianggarkan atau direncanakan;
(c) kegiatan eksplorasi dan evaluasi atas cadangan minyak mentah dan gas bumi pada wilayah tertentu yang tidak menemukan dalam jumlah yang ekonomis atas cadangan minyak dan gas serta Kelompok Usaha memutuskan untuk menghentikan kegiatan di wilayah tertentu tersebut; dan
(d) data yang tersedia menunjukan bahwa, walaupun kegiatan pengembangan di wilayah tertentu kemungkinan dapat dilakukan, akan tetapi nilai tercatat atas aset eksplorasi dan evaluasi tidak dapat dipulihkan seluruhnya dari penjualan dan pengembangan.

Arus kas terkait dengan kapitalisasi biaya eksplorasi dan evaluasi diklasifikasikan sebagai arus kas dari aktivitas investasi dalam laporan arus kas konsolidasian, sedangkan arus kas terkait dengan biaya eksplorasi dan evaluasi yang dibiayakan diklasifikasikan sebagai arus kas dari aktivitas operasi.

Aset eksplorasi dan evaluasi direklasifikasi ke aset minyak dan gas ketika kelayakan teknis dan komersialitas untuk memproduksi minyak mentah dan gas bumi sudah dapat dibuktikan. Aset eksplorasi dan evaluasi akan dinilai untuk penurunan nilai dan kerugian penurunan nilai diakui sebelum reklasifikasi.

m. Aset Minyak dan Gas Bumi

Biaya atas aset minyak dan gas bumi dicatat secara terpisah dan termasuk didalamnya biaya eksplorasi dan evaluasi yang dipindahkan setelah kelayakan teknis dan kelangsungan komersial atas suatu wilayah kerja yang dapat dibuktikan, dan seluruh kegiatan pengeboran pengembangan dan pengeluaran *subsurface* lainnya.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

The exploration and evaluation assets are not amortized. Exploration and evaluation assets are assessed for impairment when facts and circumstances suggest that the carrying amount of an exploration and evaluation asset may exceed its recoverable amount. Any impairment loss arising is recognized in profit or loss as incurred.

One or more of the following facts and circumstances may indicate that the Group should test exploration and evaluation assets for impairment:

(a) right to explore in the specific area has expired or will expire in the near future and is not expected to be renewed;
(b) substantive expenditure on further exploration for evaluation of crude oil and natural gas resources in the specific area is neither budgeted nor planned;
(c) exploration and evaluation activities of crude oil and natural gas resources in the specific area have not led to the discovery of commercially viable quantities of oil and gas resources and the Group has decided to discontinue such activities in the specific area; and
(d) existing data indicate that, although development in the specific area is likely to proceed, the carrying amount of the exploration and evaluation asset is unlikely to be recovered in full from successful development or by sale.

Cash flows associated with capitalized exploration and evaluation costs are classified as investing activities in the consolidated statements of cash flows, while cash flows in respect to exploration and evaluation costs that are expensed are classified as operating cash flows.

Exploration and evaluation assets are reclassified to oil and gas properties when the technical feasibility and commercial viability of extracting crude oil and natural gas can be demonstrated. Exploration and evaluation assets shall be assessed for impairment and any impairment loss recognized before reclassification.

m. Oil and Gas Properties

The costs of oil and gas properties are accounted for separately and include costs transferred from exploration and evaluation expenditures once technical feasibility and commercial viability of an area of interest can be demonstrated, as well as all development drilling and other subsurface expenditures.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Entitas Anak tidak mempunyai kepemilikan atas aset produksi maupun atas cadangan minyak mentah dan gas bumi, tetapi mempunyai hak untuk menjalankan aset tersebut dan menerima bagian dari produksi dan/atau pendapatan dari penjualan minyak mentah dan gas bumi sesuai dengan PSC.

Seluruh biaya perolehan aset minyak dan gas bumi yang dikapitalisasi, termasuk estimasi biaya yang akan dikeluarkan untuk pengembangan cadangan terbukti di masa yang akan datang, disusutkan, dideplesi dan diamortisasi dengan basis lokasi per lokasi sumur minyak dan gas bumi berdasarkan masing-masing PSC yang dihitung dengan menggunakan metode unit produksi (UOP).

Investasi dalam proyek-proyek besar yang dalam pengembangan tidak disusutkan dan diamortisasi sampai minyak mentah dan gas bumi diproduksi secara komersial.

n. Aset Lain-Lain

Akun yang tidak dapat diklasifikasikan sebagai akun aset tertentu disajikan sebagai aset lain-lain.

Aset lain-lain dinyatakan sebesar nilai tercatat, yang sama dengan biaya perolehan dikurangi kombinasi dari akumulasi amortisasi dan penurunan nilai (jika ada).

o. Sewa

Kelompok Usaha sebagai Penyewa

Kelompok Usaha menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka pendek dan sewa aset bernilai rendah. Kelompok Usaha mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

1. Aset Hak-guna

Kelompok Usaha mengakui aset hak-guna pada tanggal permulaan (yaitu, pada tanggal di mana aset pendasar telah tersedia untuk digunakan). Aset hak-guna diukur pada biaya perolehan, dikurangi dengan akumulasi penyusutan dan penurunan nilai. Biaya perolehan aset hak-guna meliputi jumlah pengukuran liabilitas sewa, biaya langsung awal yang dikeluarkan oleh penyewa, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi dengan insentif sewa yang diterima. Aset hak-guna disusutkan selama jangka waktu yang lebih pendek antara umur manfaat aset hak-guna atau masa sewa, sebagai berikut:

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

The Subsidiaries have no ownership interest in the producing assets or in the crude oil and natural gas reserves, but rather have the right to operate the assets and receive a share of production and/or revenues from the sale of crude oil and natural gas in accordance with the PSC.

All capitalized costs relating to oil and gas properties, including the estimated future costs of developing proven reserves, are depreciated, depleted and amortized on a location-by-location basis of oil and gas well based on respective PSC using the unit of production (UOP) method.

Investments in major development projects are not amortized until crude oil and natural gas are produced commercially.

n. Other Assets

Accounts that cannot be classified under specific asset accounts are presented under other assets.

Other assets are stated in the amount of their related carrying values, which are equal to the historical cost less the combination of the accumulated amortization and the value of impairment (if any).

o. Leases

The Group as a Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

1. Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

a) Mesin dan peralatan pabrik 3 sampai 15 tahun.
b) Ruang kantor 3 sampai 15 tahun.

Jika kepemilikan aset sewaan dialihkan kepada Kelompok Usaha pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan eksekusi opsi beli, penyusutan dihitung menggunakan taksiran masa manfaat aset.

2. Liabilitas sewa

Pada tanggal permulaan sewa, Kelompok Usaha mengakui liabilitas sewa diukur pada nilai sekarang pembayaran sewa yang akan dibayar selama masa sewa. Pembayaran sewa meliputi pembayaran tetap (termasuk pembayaran tetap secara substansi) dikurangi dengan piutang insentif sewa, pembayaran sewa variabel yang bergantung pada indeks atau suku bunga dan jumlah yang diperkirakan akan dibayarkan dalam jaminan nilai *residual*. Pembayaran sewa juga meliputi harga eksekusi dari opsi beli cukup pasti untuk mengeksekusi opsi oleh Kelompok Usaha dan pembayaran penalti untuk penghentian sewa, jika masa sewa merefleksikan Kelompok Usaha mengeksekusi opsi untuk menghentikan sewa.

Pembayaran sewa variabel yang tidak bergantung pada indeks atau suku bunga diakui sebagai beban (kecuali jika terjadi untuk menghasilkan persediaan) pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran.

Dalam menghitung nilai kini pembayaran sewa, Kelompok Usaha menggunakan suku bunga pinjaman inkremental pada tanggal permulaan sewa karena suku bunga implisit tidak dapat segera ditentukan. Setelah tanggal permulaan, saldo liabilitas sewa ditingkatkan untuk merefleksikan pertambahan bunga dan dikurangi untuk sewa yang telah dibayar. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasian, perubahan masa sewa (yaitu, perubahan pembayaran sewa masa depan sebagai akibat dari perubahan indeks atau suku bunga yang digunakan untuk menentukan pembayaran sewa tersebut) atau perubahan pada penilaian atas opsi untuk membeli aset pendasar.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

a) Machine and factory equipment 3 to 15 years.
b) Office space 3 to 15 years.

If the ownership of the leased asset transfers to the Group at the end of the lease term or the cost of the right-of-use asset reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

2. Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities are increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities are remeasured if there is a modification, a change in the lease term a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

3. Sewa jangka pendek dan sewa aset bernilai rendah

Pembayaran terkait dengan sewa jangka pendek dan sewa aset bernilai rendah diakui atas dasar garis lurus sebagai beban dalam laporan laba rugi. Sewa jangka pendek adalah sewa dengan masa sewa 12 bulan atau kurang. Aset bernilai rendah terdiri dari peralatan dan perabotan kantor kecil.

p. Liabilitas untuk Merestorasi Area yang Ditinggalkan

Kelompok Usaha mengakui liabilitas pembongkaran untuk memindahkan dan merestorasi area atas fasilitas perlengkapan minyak dan gas, sumur, pipa dan aset-aset lainnya di masa yang akan datang sesuai dengan yang dipersyaratkan dalam PSC dan peraturan lingkungan hidup. Kelompok Usaha juga diwajibkan untuk menyediakan dana yang akan digunakan untuk membiayai program pembongkaran dan restorasi tersebut.

Estimasi atas biaya pembongkaran dan restorasi tersebut diakui sebagai komponen aset dalam aset minyak dan gas, yang disusutkan/dideplesi dengan menggunakan metode unit produksi (UOP). Estimasi tersebut ditelaah setiap tahun dan disesuaikan bila diperlukan. Provisi atas liabilitas pembongkaran dan restorasi area tersebut dinyatakan dalam nilai kini pada akhir tahun.

Pembalikan efek diskonto dalam penghitungan provisi atas liabilitas pembongkaran dan restorasi area diakui sebagai beban keuangan dalam laba rugi tahun berjalan.

Dalam banyak kasus, pembongkaran aset terjadi di masa yang akan datang atau mendekati akhir masa PSC. Perkiraan biaya pembongkaran dimasa yang akan datang tersebut melibatkan estimasi manajemen mengenai saat aktivitas tersebut akan dilakukan, sejauh mana aktivitas tersebut dilakukan dan juga teknologi yang akan digunakan di masa depan. Jumlah yang diakui sebagai provisi merupakan estimasi terbaik dari pertimbangan yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan risiko dan ketidakpastian menyangkut besarnya kewajiban. Estimasi tersebut ditelaah setiap tahun dan disesuaikan setiap tahun bila diperlukan.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

3. Short-term leases and leases of low-value assets

Payments associated with short-term leases and leases of low-value assets are recognized on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise of small items of office furniture and equipment.

p. Abandonment and Site Restoration Liability

The Group recognizes its liability for future dismantlement and restoration of oil and gas production facilities, wells, pipelines and related assets in accordance with the provisions of the PSC and environmental regulations. The Group is also required to provide the funding for any dismantlement and site restoration program established.

The estimated costs for dismantlement and site restoration are recognized as a component of assets in the oil and gas properties, and are depreciated/depleted by using the unit of production (UOP) method. Such estimates are reviewed on an annual basis and adjusted each year as required. The provision of dismantlement and site restoration is stated as the present value at the end of the year.

The reversal effect of discounting for the provision of dismantlement and site restoration is recognized as a finance cost in the current year of profit or loss.

In most instances, the dismantlement of these assets will occur in the future or near the end of the PSC period. The estimate of future dismantlement costs therefore require management to make judgments regarding the timing of dismantlement, the extent of restoration activities that may be required and future removal technologies. 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. Such estimates are reviewed on an annual basis and adjusted each year as required.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

q. Penurunan Nilai Aset Nonkeuangan

Pada setiap tanggal pelaporan, Kelompok Usaha menilai apakah terdapat indikasi aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Kelompok Usaha mengestimasi jumlah terpulihkan aset tersebut. Jumlah terpulihkan suatu aset atau unit penghasil kas adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakainya. Jika nilai tercatat suatu aset melebihi jumlah terpulihkannya, maka aset dianggap mengalami penurunan dan jumlah tercatat aset harus diturunkan menjadi sebesar jumlah terpulihkan. Kerugian penurunan nilai diakui segera dalam laba rugi.

Pembalikan rugi penurunan nilai untuk aset nonkeuangan selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasian sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

r. Biaya Pinjaman

Biaya pinjaman, baik yang secara langsung maupun tidak langsung digunakan untuk mendanai suatu proses pembangunan aset tertentu yang memenuhi syarat ("aset kualifikasian"), dikapitalisasi hingga saat proses pembangunannya selesai. Untuk pinjaman yang secara khusus digunakan untuk perolehan aset kualifikasian, jumlah yang dikapitalisasi adalah sebesar biaya pinjaman yang terjadi selama periode berjalan, dikurangi dengan pendapatan investasi jangka pendek dari pinjaman tersebut.

Untuk pinjaman yang tidak secara khusus digunakan untuk perolehan aset kualifikasian, jumlah biaya pinjaman yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi tertentu terhadap pengeluaran untuk aset kualifikasian tersebut.

s. Pengakuan Pendapatan dan Beban

Pengakuan pendapatan harus memenuhi lima (5) langkah sebagai berikut:
a. Mengidentifikasi kontrak dengan pelanggan.
b. Mengidentifikasi kewajiban pelaksanaan dalam kontrak.
c. Menetapkan harga transaksi.
d. Mengalokasikan harga transaksi ke setiap kewajiban pelaksanaan.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

q. Impairment of Non-financial Assets

The Group evaluates at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset. The recoverable amount of an asset or a cash-generating unit is higher of its fair value less costs of disposal and its value in use. Whenever the carrying amount of an asset exceeds its recoverable amount, the asset is considered to be impaired and is written down to its recoverable amount. The impairment loss is recognized immediately in profit or loss.

Reversal on impairment loss for non-financial assets other than goodwill is recognized if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test is carried out. Reversal on impairment losses is immediately recognized in profit or loss, except for assets presented using the revaluation model in accordance with another PSAK. Impairment losses relating to goodwill are not reversed.

r. Borrowing Costs

Borrowing costs, either directly or indirectly used in financing the construction of a qualifying asset, are capitalized up to the date construction is completed. For borrowings that are specific to the acquisition of a qualifying asset, the amount to be capitalized is determined as the actual borrowing costs incurred during the period, less any income earned from the temporary investment of such borrowings.

For borrowings that are not specific to the acquisition of a qualifying asset, the amount to be capitalized is determined by applying a capitalization rate to the amount expensed on the qualifying asset.

s. Revenue and Expense Recognition

Revenue recognition has to fulfill five (5) steps as follows:
a. Identify the contract with a customer.
b. Identify the performance obligations in the contract.
c. Determine the transaction price.
d. Allocate the transaction price to each performance obligation.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

e. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan yaitu ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut.

Pendapatan dari penjualan barang diakui bila kewajiban pelaksanaan dipenuhi oleh Kelompok Usaha. Pendapatan diukur pada harga transaksi, yaitu jumlah imbalan yang diperkirakan menjadi hak Kelompok Usaha.

Pendapatan jasa diakui ketika jasa diberikan dan kewajiban pelaksanaan dipenuhi oleh Kelompok Usaha berdasarkan kesepakatan dengan pelanggan.

Pendapatan dari penjualan minyak dan gas bumi

Pendapatan dari penjualan minyak mentah dan/atau gas bumi diakui bila kewajiban pelaksanaan telah dipenuhi oleh Kelompok Usaha. Pendapatan diukur pada harga transaksi, yaitu jumlah imbalan yang diperkirakan menjadi hak Kelompok Usaha.

Pendapatan diakui berdasarkan basis kepemilikan pada lapangan yang telah berproduksi (*entitlement method*) pada saat minyak mentah dan/atau gas bumi dikirim ke pelanggan. Pendapatan yang diperoleh dari suatu PSC diakui berdasarkan bagian neto sesuai dengan kesepakatan dalam PSC.

Pendapatan lain-lain

Pendapatan dari lainnya berkaitan dengan pendapatan dari jasa. Pendapatan lainnya ini diakui pada saat penyerahan jasa tersebut.

Uang muka penjualan

Uang muka penjualan dicatat sebagai uang muka pelanggan dalam komponen liabilitas jangka pendek, pada laporan posisi keuangan konsolidasian.

Pengakuan beban

Beban diakui pada saat terjadinya (*accrual basis*).

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

e. Recognize revenue when performance obligation is satisfied by transferring promised goods or services to a customer, when the customer obtains control of that goods or services.

Revenue from sale of goods is recognized when the performance obligation is satisfied by the Group. Revenue is measured at the transaction price, which is the amount of consideration to which the Group is estimated to be entitled.

Revenue from services is recognized when services are rendered and performance obligation is satisfied by the Group based on the arrangement with the customer.

Revenue from sales of oil and gas

Revenue from sales of crude oil and/or natural gas is recognized if the performance obligations have been fulfilled by the Group. Revenue is measured at the transaction price, which is the amount of consideration to which the Group is estimated to be entitled.

Revenue is recognized on the basis of the entity's interest in a producing field (entitlement method) when the crude oil and/or natural gas are delivered and the title has passed to the customer. Revenue earned under a PSC is recognized on a net entitlements basis according to the terms of the PSC.

Others revenue

Revenue from others pertains to revenue from services. This other revenue is recognized when the services are rendered.

Advance sales

Advance sales is recorded as customer deposits in the current liabilities section on the consolidated statements of financial position.

Expenses recognized

Expenses are recognized when incurred (accrual basis).

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

t. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek merupakan kompensasi yang diberikan oleh Kelompok Usaha seperti gaji, tunjangan, bonus dan pembayaran manfaat pensiun, yang diakui pada saat terutang kepada karyawan.

Imbalan Pascakerja

Kelompok Usaha menentukan liabilitas imbalan pascakerja sesuai dengan Peraturan Pemerintah Nomor 35 Tahun 2021 (PP 35/2021) yang melaksanakan ketentuan Pasal 81 dan Pasal 185(b) Undang-Undang No. 11/2020 mengenai Cipta Kerja. PSAK No. 24 mensyaratkan entitas menggunakan metode "*Projected Unit Credit*" untuk menentukan nilai kini kewajiban imbalan pasti, biaya jasa kini terkait, dan biaya jasa lalu.

Ketika entitas memiliki surplus dalam program imbalan pasti, maka entitas mengukur aset imbalan pasti pada jumlah yang lebih rendah antara surplus program imbalan pasti dan batas atas aset yang ditentukan dengan menggunakan tingkat diskonto.

Entitas mengakui komponen biaya imbalan pasti, kecuali SAK mensyaratkan atau mengizinkan biaya tersebut sebagai biaya perolehan aset, sebagai berikut:
(a) biaya jasa dalam laba rugi;
(b) bunga neto atas liabilitas (aset) imbalan pasti neto dalam laba rugi; dan
(c) pengukuran kembali liabilitas (aset) imbalan pasti neto dalam penghasilan komprehensif lain.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang diakui dalam penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya. Akan tetapi, entitas dapat mengalihkan jumlah yang diakui sebagai penghasilan komprehensif lain tersebut pada pos lain dalam ekuitas.

Pengukuran kembali liabilitas (aset) imbalan pasti neto terdiri atas:

(a) keuntungan dan kerugian aktuarial;
(b) imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto; dan
(c) setiap perubahan dampak batas atas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

t. Employee Benefits

Short-term Employee Benefits

Short-term employee benefits represent compensation provided by the Group such as salaries, allowance, bonuses and pension contributions paid, which are recognized when they accrue to the employees.

Post-employment Benefits

The Group determines its post-employment benefits liability based on Government Regulation Number 35 Year 2021 (PP 35/2021) which implements the provisions of Article 81 and Article 185(b) of Law No. 11/2020 concerning Job Creation (Cipta Kerja). PSAK No. 24 requires the present value of the defined benefit obligation, the related current service cost, and past service cost to be determined using the "Projected Unit Credit" method.

When an entity has a surplus in a defined benefit plan, it measures the defined benefit asset at the lower amount between the surplus of the defined benefit plan and the upper limit on assets determined using a discount rate.

An entity recognizes the components of defined benefit cost, except SAK requires or permits such costs as the acquisition cost of the asset, as follows:
(a) service cost in profit or loss;
(b) net interest on net liability (asset) of defined benefit in profit or loss; and
(c) remeasurement of the net liability (asset) of defined benefit in other comprehensive income.

Remeasurement on net liability (asset) of defined benefit recognized in other comprehensive income is not reclassified to profit or loss in subsequent periods. However, the entity may transfer the amounts recognized as other comprehensive income in another account in equity.

Remeasurement of the net liability (asset) of defined benefit consists of:

(a) actuarial gains and losses;
(b) return on plan assets, excluding amounts included in net interest on the net defined benefit liability (asset); and
(c) any change in the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability (asset).

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Entitas mengakui biaya jasa lalu sebagai beban pada tanggal yang lebih awal antara ketika amendemen atau kurtailmen program terjadi dan ketika entitas mengakui biaya restrukturisasi terkait atau pesangon.

Kelompok Usaha mengakui keuntungan atau kerugian atas penyelesaian program imbalan pasti pada saat penyelesaian terjadi. Kurtailmen terjadi ketika entitas mengurangi secara signifikan jumlah pekerja yang ditanggung oleh program, atau mengubah ketentuan program imbalan pasti sehingga unsur yang signifikan dari jasa masa depan karyawan saat ini tidak lagi memenuhi syarat atas imbalan, atau akan memenuhi syarat hanya untuk imbalan yang dikurangi.

Kurtailmen dapat terjadi karena suatu peristiwa yang berdiri sendiri, seperti penutupan pabrik, penghentian operasi, atau terminasi atau penghentian program. Sebelum menentukan biaya jasa lalu, atau keuntungan dan kerugian atas penyelesaian, Kelompok Usaha mengukur kembali liabilitas (aset) imbalan pasti neto menggunakan nilai wajar kini dari aset program dan asumsi aktuarial kini (termasuk suku bunga pasar dan harga pasar kini yang lain) yang mencerminkan imbalan yang ditawarkan dalam program sebelum amendemen, kurtailmen, atau penyelesaian program.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

The entity recognizes past service cost as an expense at the earlier of when the amendments or curtailment of program occurs and when the entity recognizes related restructuring costs or severances.

The Group recognizes gains or losses on the settlement of a defined benefit plan when such occurs. A curtailment occurs when an entity makes a material reduction in the number of employees covered by a plan, or amends the terms of a defined benefit plan so that a significant element of future service by current employees will no longer qualify for benefits, or will qualify only for reduced benefits.

A curtailment may arise from an isolated event, such as the closing of a plant, discontinuance of an operation, or termination or suspension of a plan. Before determining the past service cost, gains or losses on the settlement, the Group shall remeasure the net liability (asset) of defined benefits using the current fair value of plan assets and current actuarial assumptions (including current market interest rates and other current market prices) which reflects the rewards offered in the program prior to the amendment, curtailment or settlement program.

u. Perpajakan

1. Pajak Penghasilan

Beban pajak kini ditetapkan berdasarkan taksiran laba kena pajak periode berjalan.

Beban pajak kini Entitas Anak di luar negeri dimana Entitas Anak berkedudukan dan terdaftar sebagai wajib pajak, ditentukan berdasarkan laba kena pajak dalam periode yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku di negara masing-masing.

Beban pajak kini Entitas Anak yang beroperasi di bidang eksplorasi dan produksi minyak dan gas bumi berdasarkan PSC ditentukan berdasarkan laba kena pajak dalam periode yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku pada saat PSC disepakati.

Pajak penghasilan dalam laba rugi periode berjalan terdiri dari pajak kini dan tangguhan. Pajak penghasilan diakui dalam laba rugi, kecuali untuk transaksi yang berhubungan dengan transaksi yang diakui langsung dalam ekuitas atau penghasilan komprehensif lain, dalam hal ini diakui dalam ekuitas atau penghasilan komprehensif lain.

u. Taxation

1. Income Taxes

Current tax expense is provided based on the estimated taxable profit for the period.

Current tax expense of the Subsidiaries that are domiciled and registered as tax subjects in other countries is determined based on the taxable profit for the period computed using prevailing tax rates in the respective countries.

Current tax expense of the Subsidiaries engaged in exploration and production of oil and gas based on PSC is determined based on the taxable profit in the related period using the prevailing tax rates at the time the PSC was entered into.

Income tax in profit or loss for the period comprises current and deferred tax. Income tax is recognized in profit or loss, except to the extent it relates to items recognized directly in equity or other comprehensive income, in which case it is recognized in equity or other comprehensive income.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Aset pajak kini dan liabilitas pajak kini dilakukan saling hapus jika, dan hanya jika, entitas memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus jumlah yang diakui dan memiliki intensi untuk menyelesaikan dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer antara aset dan liabilitas untuk tujuan komersial dan untuk tujuan perpajakan setiap tanggal pelaporan. Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa yang akan datang. Manfaat pajak di masa mendatang, seperti saldo rugi fiskal yang belum digunakan, diakui sejauh besar kemungkinan realisasi atas manfaat pajak tersebut.

Aset dan liabilitas pajak tangguhan diukur pada tarif pajak yang diharapkan akan digunakan pada periode ketika aset direalisasi atau ketika liabilitas dilunasi berdasarkan tarif pajak (dan peraturan perpajakan) yang berlaku atau secara substansial telah diberlakukan pada akhir periode pelaporan.

Aset pajak tangguhan dan liabilitas pajak tangguhan dilakukan saling hapus jika, dan hanya jika, entitas memiliki hak secara hukum untuk saling hapus aset pajak kini terhadap liabilitas pajak kini, dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan atas entitas kena pajak, yang sama atau entitas kena pajak berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan yang mana jumlah signifikan atas aset atau liabilitas pajak tangguhan diharapkan diselesaikan atau dipulihkan.

Perubahan terhadap kewajiban perpajakan diakui pada saat penetapan pajak diterima dan/atau, jika Kelompok Usaha mengajukan keberatan dan/atau banding pada saat keputusan atas keberatan dan/atau banding telah ditetapkan.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

Current tax assets and current tax liabilities are offset if, and only if, the entity has a legally enforceable right to set off the recognized amounts and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Deferred tax assets and liabilities are recognized for temporary differences between the financial and tax bases of assets and liabilities at each reporting date. Deferred tax assets are recognized for all deductible temporary differences to the extent it is probable that sufficient future taxable profit will be available against which the temporary deductible difference can be utilized. Future tax benefits, such as the carryforward of unused tax losses, are also recognized to the extent that the realization of such benefits is probable.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if, and only if, the entity has a legally enforceable right to set off current tax assets against current tax liabilities, and the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity, or different taxable entities that intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Amendments to tax obligations are recorded when an assessment is received and/or, if objected to and/or appealed against by the Group when the result of the objection and/or appeal is determined.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

2. Aset dan Liabilitas Pengampunan Pajak

Kelompok Usaha menerapkan PSAK 370, "Akuntansi Aset dan Liabilitas Pengampunan Pajak". PSAK ini mengatur perlakuan akuntansi atas aset dan liabilitas pengampunan pajak sesuai dengan Undang-Undang No. 11/2016 tentang Pengampunan Pajak ("UU Pengampunan Pajak"), yang berlaku efektif tanggal 1 Juli 2016.

PSAK 370 memberikan pilihan kebijakan dalam pengakuan awal aset atau liabilitas yang timbul dari pelaksanaan UU Pengampunan Pajak, yaitu dengan mengikuti SAK yang relevan menurut sifat aset dan/atau liabilitas yang diakui (PSAK 370 Par. 06) atau mengikuti ketentuan yang diatur dalam PSAK 370 paragraf 10 hingga 23 (Pendekatan Opsional). Keputusan yang dibuat oleh entitas harus konsisten untuk semua aset dan liabilitas pengampunan pajak yang diakui.

Aset pengampunan pajak diakui sebesar biaya perolehan berdasarkan Surat Keterangan Pengampunan Pajak (SKPP). Liabilitas pengampunan pajak diakui sebesar kewajiban kontraktual untuk menyerahkan kas untuk menyelesaikan kewajiban yang berkaitan langsung dengan perolehan aset pengampunan pajak.

Kelompok Usaha mengakui selisih antara aset pengampunan pajak dan liabilitas pengampunan pajak sebagai bagian dari tambahan modal disetor di ekuitas. Selisih tersebut tidak dapat diakui sebagai laba atau rugi direalisasi maupun direklasifikasi ke saldo laba.

Kelompok Usaha telah memilih untuk mengukur kembali aset dan liabilitas pengampunan pajak berdasarkan nilai wajar sesuai dengan SAK pada tanggal SKPP. Selisih pengukuran kembali antara nilai wajar tersebut dengan biaya perolehan yang telah diakui sebelumnya disesuaikan dalam saldo "Tambahan modal disetor".

Setelah Kelompok Usaha melakukan pengukuran kembali aset dan liabilitas pengampunan pajak pada nilai wajar sesuai SAK, Kelompok Usaha mereklasifikasi aset dan liabilitas pengampunan pajak tersebut ke dalam pos aset dan liabilitas serupa.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

2. Assets and Liabilities Under Tax Amnesty

The Group applies PSAK 370, "Accounting for Tax Amnesty Assets and Liabilities." This PSAK provides accounting treatment for assets and liabilities from Tax Amnesty in accordance with Law No. 11/2016 about Tax Amnesty ("Tax Amnesty Law"), which became effective on July 1, 2016.

PSAK 370 provides options in the initial recognition of the assets or liabilities arising from the implementation of the Tax Amnesty Law, whether to follow the relevant existing SAK according to the nature of the assets and/or liabilities recognized (PSAK 370 Par. 06) or to follow the provisions stated in PSAK 370 paragraphs 10 to 23 (Optional Approach). The decision made by the entity must be consistent for all recognized tax amnesty assets and/or liabilities.

Tax amnesty assets are measured at acquisition cost based on the Tax Amnesty Acknowledgement Letter (SKPP). Tax amnesty liabilities are measured at contractual obligation to deliver cash to settle the obligations directly related to the acquisition of tax amnesty assets.

The Group shall recognize the difference between assets and liabilities of tax amnesty as part of additional paid-in capital in equity. This difference shall not be recycled to profit or loss or reclassified to retained earnings subsequently.

The Group has opted to remeasure its tax amnesty assets and liabilities to their fair value according to SAK on the date of the SKPP. The difference between the aforementioned fair values with the acquisition cost initially recognized is adjusted to "Additional paid-in capital."

After the Group remeasures its tax amnesty assets and liabilities to their fair value according to SAK, the Group reclassifies the tax amnesty assets and liabilities into similar line items of assets and liabilities.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

v. Laba atau Rugi per Saham

Laba atau rugi per saham dasar dihitung dengan membagi laba rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk, dengan jumlah rata-rata tertimbang saham biasa yang beredar, dalam suatu periode.

Laba atau rugi per saham dilusian dihitung dengan membagi laba rugi yang dapat diatribusikan kepada pemegang saham biasa entitas induk dengan jumlah rata-rata tertimbang saham yang beredar atas dampak dari semua efek yang mempunyai potensi saham biasa yang bersifat dilutif.

w. Informasi Segmen

Entitas mengungkapkan informasi yang memungkinkan pengguna laporan keuangan untuk mengevaluasi sifat dan dampak keuangan dari aktivitas bisnis dan menggunakan "pendekatan manajemen" dalam menyajikan informasi segmen menggunakan dasar yang sama seperti halnya pelaporan internal. Segmen operasi dilaporkan dengan cara yang konsisten dengan pelaporan internal yang disampaikan kepada pengambil keputusan operasional. Dalam hal ini pengambil keputusan operasional yang mengambil keputusan strategis adalah Direksi.

x. Transaksi dan Saldo dalam Mata Uang Asing

Dalam menentukan kurs yang digunakan dalam pengakuan awal aset, liabilitas atau penghasilan terkait, entitas menggunakan kurs pada tanggal di mana entitas pertama kali mengakui aset nonmoneter atau liabilitas nonmoneter yang timbul dari pembayaran atau penerimaan imbalan di muka. Jika terdapat beberapa pembayaran atau penerimaan di muka, maka entitas menentukan tanggal transaksi untuk setiap pembayaran atau penerimaan imbalan di muka.

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang fungsional dengan kurs yang berlaku pada saat transaksi dilakukan. Pada akhir periode pelaporan, aset dan liabilitas moneter dalam mata uang asing disesuaikan ke dalam mata uang fungsional menggunakan kurs tengah yang ditetapkan oleh Bank Indonesia pada tanggal terakhir transaksi perbankan pada periode tersebut. Keuntungan atau kerugian yang timbul dari penyesuaian kurs maupun penyelesaian aset dan liabilitas moneter dalam mata uang asing tersebut dikreditkan atau dibebankan sebagai laba rugi periode berjalan.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

v. Earnings or Loss per Share

Basic earnings or loss per share are calculated by dividing profit or loss attributable to ordinary equity holders of the parent entity, by the weighted average number of ordinary shares outstanding, during the period.

Diluted earnings or loss per share are calculated by dividing profit or loss attributable to ordinary equity holders of the parent entity by the weighted average number of shares outstanding for the effects of all dilutive potential ordinary shares.

w. Segment Information

Entities disclose information that enables users of the financial statements to evaluate the nature and financial effects of the business activities and use a "management approach" under which segment information is presented on the same basis as that used for internal reporting purposes. The operating segment is reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker has been identified as the Board of Directors which makes strategic decisions.

x. Foreign Currency Transactions and Balances

In determining the exchange rate used in the initial recognition of assets, liabilities or related income, the entity uses the exchange rate on the date on which the entity first recognizes non-monetary assets or non-monetary liabilities arising from payments or receipt of compensation in advance. If there are multiple payments or receipts in advance, an entity determines the transaction date for each payment or receipt of the advance payment.

Transactions in foreign currencies are translated into the functional currency at the rates of exchange prevailing at the time the transactions are made. At the end of the reporting period, monetary assets and liabilities denominated in foreign currencies are adjusted to functional currency to reflect the middle exchange rate published by Bank Indonesia at the last banking transaction date of the period. The gains or losses resulting from such adjustment or settlement of each monetary asset and liability denominated in foreign currencies are credited or charged as current period profit or loss.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Pembukuan Entitas Anak tertentu diselenggarakan dalam mata uang asing. Untuk tujuan penyajian laporan keuangan konsolidasian, aset dan liabilitas Entitas Anak pada tanggal pelaporan dijabarkan ke dalam USD, yang merupakan mata uang pelaporan, dengan menggunakan kurs yang berlaku pada tanggal tersebut, sedangkan penghasilan dan beban dijabarkan dengan menggunakan kurs pada tanggal transaksi. Selisih kurs yang terjadi diakui dalam penghasilan komprehensif lain pada akun "Selisih Kurs Penjabaran Laporan Keuangan".

Kurs penutup yang digunakan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

The books of accounts of certain Subsidiaries are maintained in foreign currencies. For consolidation purposes, assets and liabilities of the Subsidiaries at the reporting date are translated into USD, which is the presentation currency, using the exchange rates at that date, while income and expenses are translated at the transaction rates of exchange. Resulting translation adjustments are recognized in other comprehensive income under "Translation Adjustment" account.

The closing exchange rates used as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Mata Uang			*Currencies*
1 Dolar AS/Rp	16.782,00	16.162,00	*US Dollar 1/Rp*
1 Dolar AS/Yen Jepang	107,59	102,36	*US Dollar 1/Japanese Yen*
1 Meticais Mozambik/Rp	0,004	0,004	*Mozambique Meticais 1/Rp*

y. Instrumen Keuangan

y. Financial Instruments

1. Aset Keuangan

1. Financial Assets

Pengakuan awal

Aset keuangan pada awalnya diakui sebesar nilai wajarnya ditambah biaya transaksi. Kelompok Usaha mengklasifikasikan aset keuangan menjadi (i) aset keuangan yang diukur dengan biaya perolehan diamortisasi, (ii) aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVOCI) dan, (iii) aset keuangan yang ditetapkan untuk diukur pada nilai wajar melalui laba rugi (FVTPL), Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual. Kelompok Usaha menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak melakukan perubahan atas klasifikasi yang telah dibuat.

Initial recognition

Financial assets are recognized initially at fair value plus transaction costs. The Group classifies its financial assets in the following categories (i) financial assets measured at amortized cost, (ii) financial assets at fair value through other comprehensive income (FVOCI) and, (iii) financial assets at fair value through profit or loss (FVTPL). Classification and measurement of financial assets are based on business model and contractual cash flows. The Group determines the classification of its financial assets at initial recognition and does not change the classification already made.

Pengukuran selanjutnya

- Aset keuangan FVTPL

  Aset keuangan diklasifikasikan sebagai FVTPL jika aset keuangan tersebut tidak memenuhi kriteria sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi dan FVOCI.

- Aset keuangan biaya perolehan diamortisasi.

Subsequent measurement

- *Financial assets at FVTPL*

  Financial assets are classified at FVTPL if those financial assets do not meet the criteria for financial assets measured at amortized cost and FVOCI.

- *Financial assets at amortized cost.*

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Aset keuangan diklasifikasikan sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi dimana aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual. Aset keuangan yang diukur dengan biaya perolehan diamortisasi pada awalnya diakui sebesar nilai wajarnya ditambah dengan biaya-biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

- FVOCI

Aset keuangan berupa instrumen utang diklasifikasikan sebagai aset keuangan FVOCI jika aset keuangannya dimiliki dalam model bisnis yang tujuannya dicapai dengan mengumpulkan arus kas kontraktual dan menjual aset keuangan.

Untuk aset keuangan berupa instrumen ekuitas dimana Kelompok Usaha memilih opsi FVOCI maka keuntungan dan kerugian dari aset keuangan ini tidak pernah direklasifikasi ke laba rugi.

Penurunan nilai aset keuangan

Pada setiap periode pelaporan, Kelompok Usaha menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Kelompok Usaha menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan umur instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian.

Dalam melakukan penilaian tersebut, Kelompok Usaha membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal, yang mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha yang tidak semestinya pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan signifikan risiko kredit sejak pengakuan awal.

Kelompok Usaha menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

Financial assets are classified as financial assets measured at amortized cost where the financial assets are held within the business model whose objective is to hold financial assets in order to collect contractual cash flows. Financial assets measured at amortized cost are recognized initially at fair value plus transaction costs and subsequently measured at amortized cost using the effective interest rate method.

- *FVOCI*

Financial assets in debt instruments are classified as at FVOCI if they are held in a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

For financial assets in equity instruments where the Group opts for the FVOCI option, gains and losses are never reclassified to profit or loss.

Impairment of financial assets

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses.

To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition, considering reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, which is indicative of significant increases in credit risk since initial recognition.

The Group applies a simplified approach to measure such expected credit loss.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

Penghentian pengakuan aset keuangan

Kelompok Usaha menghentikan pengakuan aset keuangan jika: dan hanya jika, hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau mengalihkan hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan; atau tetap memiliki hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan namun juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan yang memenuhi persyaratan tertentu. Ketika Kelompok Usaha mengalihkan aset keuangan, maka Kelompok Usaha mengevaluasi sejauh mana Kelompok Usaha tetap memiliki risiko dan manfaat atas kepemilikan aset keuangan tersebut.

2. Liabilitas Keuangan

Pengakuan awal

Kelompok Usaha mengklasifikasikan seluruh liabilitas keuangannya pada saat pengakuan awal. Kelompok Usaha memiliki liabilitas keuangan yang diklasifikasikan dalam liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung.

Pengukuran selanjutnya

Setelah pengakuan awal, liabilitas keuangan dalam kategori ini selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif termasuk di dalam biaya keuangan dalam laporan laba rugi.

Penghentian pengakuan liabilitas keuangan

Kelompok Usaha menghentikan pengakuan liabilitas keuangan jika, dan hanya jika, kewajiban Kelompok Usaha dihentikan, dibatalkan atau kedaluwarsa.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

Derecognition of financial assets

The Group derecognizes financial assets if, and only if: the contractual rights to the cash flows from the financial asset expire; or the contractual rights to receive the cash flows of the financial asset are transferred; or the contractual rights to receive the cash flows of the financial asset are retained but a contractual obligation is assumed to pay those cash flows to one or more recipients in an arrangement that meets certain conditions. When the Group transfers a financial asset, it evaluates the extent to which it retains the risks and rewards of ownership of the financial asset.

2. Financial Liabilities

Initial recognition

The Group determines the classification of its financial liabilities at initial recognition. The Group has financial liabilities classified into the financial liabilities measured at amortized cost. All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities in this category are subsequently measured at amortized cost using the effective interest method. The amortization of the effective interest rate is included in finance costs in the profit or loss.

Derecognition of financial liabilities

The Group derecognizes financial liabilities if, and only if, the Group's obligations are discharged, canceled or expire.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

3. Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan jumlah netonya dilaporkan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan terdapat niat untuk menyelesaikannya secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

z. Pengukuran Nilai Wajar

Nilai wajar instrumen keuangan yang diperdagangkan di pasar aktif pada setiap tanggal pelaporan ditentukan dengan mengacu pada kuotasi harga pasar atau kuotasi harga pedagang efek (harga penawaran untuk posisi beli dan harga permintaan untuk posisi jual), tidak termasuk pengurangan apapun untuk biaya transaksi.

Untuk instrumen keuangan yang tidak memiliki pasar aktif, nilai wajar ditentukan dengan menggunakan teknik penilaian. Teknik penilaian mencakup penggunaan transaksi pasar terkini yang dilakukan secara wajar oleh pihak-pihak yang berkeinginan dan memahami (*recent arm's length market transactions*), penggunaan nilai wajar terkini instrumen lain yang secara substansial sama, analisa arus kas yang didiskonto, atau model penilaian lain.

aa. Musyarakah

Musyarakah adalah akad kerjasama antara dua pihak atau lebih untuk suatu usaha tertentu, dimana masing-masing pihak memberikan kontribusi dana dengan ketentuan bahwa keuntungan dibagi berdasarkan kesepakatan, sedangkan kerugian berdasarkan porsi kontribusi dana.

bb. Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali

Kombinasi bisnis entitas sepengendali dicatat berdasarkan PSAK No. 338, "Kombinasi Bisnis Entitas Sepengendali" dengan menggunakan metode penyatuan kepemilikan. Selisih antara harga pengalihan dengan nilai buku dicatat sebagai "Selisih Nilai Transaksi Restrukturisasi dengan Entitas Sepengendali" dan disajikan sebagai bagian dari akun "Tambahan Modal Disetor" dalam laporan posisi keuangan konsolidasian.

***3. MATERIAL ACCOUNTING POLICIES** (Continued)*

3. Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

z. Fair Value Measurement

The fair value of financial instruments that are traded on active markets is determined at each reporting date by reference to quoted market prices or dealer price quotations (bid price for long position and price demand for short position), excluding any deduction for transaction costs.

For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques may include using recent arm's length market transactions, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis, or other valuation models.

aa. Musyarakah

Musyarakah financing is an agreement between two or more parties for a particular business, in which each party contributes funds provided that the profits are divided according to the agreement, while losses are based on the portion of fund contributions.

bb. Difference in Value from Restructuring Transactions of Entities Under Common Control

Business combinations of entities under common control are accounted for using the pooling of interest method in accordance with PSAK No. 338, "Business Combination of Entities under Common Control" The difference between the transfer price and the book value is recorded as "Difference in Value from Transaction with Entities under Common Control" and presented as part of "Additional Paid-in Capital" account in the consolidated statements of financial position.

3. KEBIJAKAN AKUNTANSI MATERIAL *(Lanjutan)*

cc. Provisi dan Kontinjensi

Provisi diakui jika Kelompok Usaha memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap akhir periode pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

Aset dan liabilitas kontinjensi tidak diakui dalam laporan keuangan konsolidasian. Liabilitas kontinjensi diungkapkan dalam laporan keuangan konsolidasian kecuali arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil. Aset kontinjensi diungkapkan dalam laporan keuangan konsolidasian jika terdapat kemungkinan besar arus masuk manfaat ekonomis akan diperoleh.

3. MATERIAL ACCOUNTING POLICIES *(Continued)*

cc. Provisions and Contingencies

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each end of the reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

Contingent assets and liabilities are not recognized in the consolidated financial statements. Contingent liabilities are disclosed in the consolidated financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are disclosed in the consolidated financial statements where an inflow of economic benefits is probable.

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING

Penyusunan laporan keuangan konsolidasian, sesuai dengan Standar Akuntansi Keuangan di Indonesia, mewajibkan manajemen untuk membuat estimasi dan pertimbangan yang memengaruhi jumlah-jumlah yang dilaporkan dalam laporan keuangan. Sehubungan dengan adanya ketidakpastian yang melekat dalam membuat estimasi, hasil sebenarnya yang dilaporkan di masa mendatang dapat berbeda dengan jumlah estimasi yang dibuat.

Kelompok Usaha mendasarkan estimasi dan pertimbangannya dan pada parameter yang tersedia pada saat laporan keuangan disusun. Situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Kelompok Usaha. Perubahan tersebut dicerminkan dalam pertimbangan terkait pada saat terjadinya.

Estimasi dan pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Kelompok Usaha yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The preparation of consolidated financial statements, in conformity with Indonesian Financial Accounting Standards, requires management to make estimations and judgments that affect amounts reported therein. Due to the inherent uncertainty in making estimates, actual results reported in future periods may differ from those estimates.

The Group based its estimates and judgments on parameters available when the financial statements are prepared. Existing circumstances about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the judgments as they occur.

The following estimates and judgments made by management in the process of applying the Group's accounting policies are those most likely to have the most significant effects on the amounts recognized in the consolidated financial statements:

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

Menentukan basis cadangan minyak mentah dan gas bumi

Aset minyak dan gas bumi diamortisasi dengan menggunakan metode unit produksi pada tingkat yang dihitung berdasarkan cadangan terbukti yang telah dikembangkan dan belum dikembangkan serta menggabungkan estimasi atas biaya pengembangan dan produksi di masa mendatang atas cadangan tersebut. Cadangan komersial ditentukan dengan menggunakan estimasi minyak mentah dan gas bumi yang tersedia, faktor yang dapat dipulihkan dan harga minyak mentah dan gas bumi di masa mendatang, serta memiliki dampak pada porsi cadangan kotor yang dapat diatribusikan pada Pemerintah Indonesia berdasarkan PSC. Biaya pengembangan di masa mendatang diestimasi dengan menggunakan asumsi jumlah yang diperlukan untuk memperoleh cadangan komersial, biaya atas sumur dan fasilitas produksi yang terkait, dan biaya modal lainnya.

Menentukan jumlah tercatat aset minyak dan gas bumi

Aset minyak dan gas bumi diamortisasi dengan menggunakan metode unit produksi berdasarkan cadangan terbukti yang telah dikembangkan dan belum dikembangkan. Perhitungan atas tarif amortisasi unit produksi dapat berdampak sejauh pada perbedaan atas produksi aktual di masa mendatang dengan perkiraan kini produksi di masa mendatang berdasarkan cadangan terbukti. Hal ini biasanya terjadi karena perubahan signifikan atas asumsi yang digunakan dalam mengestimasi cadangan minyak mentah dan gas bumi. Manajemen menghitung estimasi berdasarkan taksiran triwulan. Penjelasan lebih rinci diungkapkan dalam Catatan 18.

Menentukan klasifikasi pengaturan bersama

Pertimbangan diperlukan untuk menentukan apakah Kelompok Usaha memiliki pengendalian bersama, yang membutuhkan penilaian mengenai aktivitas yang relevan dan ketika keputusan yang berkaitan dengan aktivitas tersebut membutuhkan persetujuan dengan suara bulat. Kelompok Usaha menentukan bahwa aktivitas yang relevan untuk pengaturan bersama adalah aktivitas yang berkaitan dengan operasi dan pengambilan keputusan dalam pengaturan tersebut.

Pertimbangan juga diperlukan untuk mengklasifikasikan pengaturan bersama sebagai operasi bersama atau ventura bersama. Pengklasifikasian pengaturan tersebut mengharuskan Kelompok Usaha untuk menilai hak dan kewajiban yang timbul dari pengaturan tersebut. Secara khusus, Kelompok Usaha mempertimbangkan:

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS** (Continued)*

Determining reserves base of crude oil and natural gas

Oil and gas properties are amortized on the UOP method at a rate calculated by reference to proven developed and undeveloped reserves and incorporating the estimated future cost of developing and extracting those reserves. Commercial reserves are determined using estimates of crude oil and natural gas in place, recovery factors and future crude oil and natural gas prices, the latter having an impact on the proportion of the gross reserves that are attributable to the Government of Indonesia under the terms of the PSC. Future development costs are estimated using assumptions as to the number of wells required to produce the commercial reserves, the cost of such wells and associated production facilities, and other capital costs.

Determining carrying amounts of oil and gas properties

Oil and gas properties are amortized using the UOP method based on proven developed and undeveloped reserves. The calculation of the UOP amortization rate could be impacted to the extent that actual future production differs from its current forecast based on proven reserves. This would generally result from significant changes in any of the factors or assumptions used in estimating crude oil and natural gas reserves. Management computes the estimates based on quarterly assessments. Further details are disclosed in Note 18.

Determining classification of joint arrangements

Judgment is required to determine whether the Group has joint control, which requires an assessment of the relevant activities and when the decisions in relation to those activities require unanimous consent. The Group has determined that the relevant activities for its joint arrangements are those relating to the operating and capital decisions of the arrangement.

Judgment is also required to classify a joint arrangement as either a joint operation or a joint venture. Classifying the arrangement requires the Group to assess its rights and obligations arising from the arrangement. Specifically, the Group considers:

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

- Struktur dari pengaturan bersama - apakah dibentuk melalui kendaraan terpisah.
- Ketika pengaturan tersebut terstruktur melalui kendaraan terpisah, Kelompok Usaha juga mempertimbangkan hak dan kewajiban yang timbul dari:
  - Bentuk legal dari kendaraan terpisah;
  - Persyaratan dari perjanjian kontraktual; dan
  - Fakta dan ketentuan lain (ketika relevan).

Penilaian ini sering membutuhkan pertimbangan yang signifikan, dan kesimpulan yang berbeda mengenai pengendalian bersama dan apakah pengaturan tersebut merupakan operasi bersama atau ventura bersama, dapat memiliki dampak material terhadap akuntansi.

Kelompok Usaha memiliki pengaturan bersama yang terstruktur melalui operasi bersama. Struktur dan persyaratan dari perjanjian kontraktual mengindikasikan bahwa Kelompok Usaha memiliki pengendalian bersama atas pengaturan memiliki hak atas aset, dan kewajiban terhadap liabilitas, terkait dengan pengaturan tersebut seperti diungkapkan pada Catatan 1d.

Kelompok Usaha memiliki pengaturan bersama yang terstruktur melalui ventura bersama. Struktur dan persyaratan dari perjanjian kontraktual mengindikasikan bahwa Kelompok Usaha memiliki hak atas aset neto dari pengaturan bersama tersebut. Kelompok Usaha menilai fakta dan kondisi lain yang berkaitan dengan pengaturan ini dan kesimpulan final dari penilaian yang dilakukan adalah pengaturan tersebut merupakan ventura bersama. Penjelasan lebih rinci diungkapkan dalam Catatan 14.

Menentukan klasifikasi aset dan liabilitas keuangan

Kelompok Usaha menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK 109 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Kelompok Usaha seperti diungkapkan pada Catatan 3.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS *(Continued)*

- *The structure of the joint arrangement - whether it is structured through a separate vehicle.*
- *When the arrangement is structured through a separate vehicle, the Group also considers the rights and obligations arising from:*
  - *The legal form of the separate vehicle;*
  - *The terms of the contractual arrangement; and*
  - *Other facts and circumstances (when relevant).*

This assessment often requires significant judgment, and different conclusion on joint control and also whether the arrangement is a joint operation or a joint venture, may materially impact the accounting.

The Group has joint arrangements that are structured through joint operations. The structure and terms of the contractual arrangements indicate that the Group has rights to the assets, and obligations for the liabilities, relating to the arrangements disclosed in Note 1d.

The Group has a joint arrangement which is structured through a joint venture. This structure and the terms of the contractual arrangement indicate that the Group has rights to the net assets of the arrangement. The Group also assesses the other facts and circumstances relating to this arrangement and the final conclusion is that the arrangement is a joint venture. Further details are disclosed in Note 14.

Determining classification of financial assets and financial liabilities

The Group determines the classification of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK 109. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 3.

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

Menentukan nilai wajar dan perhitungan biaya perolehan diamortisasi dari instrumen keuangan

Kelompok Usaha mencatat aset dan liabilitas keuangan tertentu pada nilai wajar dan pada biaya perolehan diamortisasi, yang mengharuskan penggunaan estimasi akuntansi. Sementara komponen signifikan atas pengukuran nilai wajar dan asumsi yang digunakan dalam perhitungan biaya perolehan diamortisasi ditentukan menggunakan bukti objektif yang dapat diverifikasi, jumlah nilai wajar atau amortisasi dapat berbeda bila Kelompok Usaha menggunakan metodologi penilaian atau asumsi yang berbeda. Perubahan tersebut dapat memengaruhi secara langsung laba rugi Kelompok Usaha. Penjelasan lebih rinci diungkapkan dalam Catatan 29.

Alokasi harga beli dalam suatu kombinasi bisnis

Akuntansi akuisisi mensyaratkan penggunaan estimasi dan pertimbangan akuntansi untuk mengalokasikan harga perolehan terhadap nilai pasar wajar dari aset dan liabilitas yang teridentifikasi dari entitas yang diakuisisi. Setiap kelebihan dari harga perolehan atas nilai pasar wajar yang diestimasikan dari aset neto yang diakuisisi diakui sebagai *goodwill* dalam laporan posisi keuangan konsolidasian. Dengan demikian, pertimbangan yang dibuat dalam mengestimasi nilai pasar wajar yang diatribusikan ke aset dan liabilitas entitas yang diakuisisi dapat memengaruhi kinerja keuangan Kelompok Usaha secara material.

Menilai jumlah terpulihkan dari aset keuangan

Kelompok Usaha mengevaluasi akun piutang tertentu yang diketahui bahwa debitur tertentu tidak dapat memenuhi kewajiban keuangannya. Dalam hal tersebut, Kelompok Usaha menggunakan pertimbangan, berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada jangka waktu hubungan dengan debitur dan status kredit dari debitur berdasarkan catatan kredit dari pihak ketiga yang tersedia dan faktor pasar yang telah diketahui, untuk mencatat penyisihan spesifik atas debitur terhadap jumlah terutang guna mengurangi jumlah piutang yang diharapkan dapat diterima oleh Kelompok Usaha. Penyisihan spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima memengaruhi jumlah penyisihan atas penurunan nilai piutang. Penjelasan lebih rinci diungkapkan dalam Catatan 7 dan 8.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS *(Continued)*

Determining fair value and calculation of cost amortization of financial instruments

The Group records certain financial assets and liabilities at fair values and at amortized costs, which requires the use of accounting estimates. While significant components of fair value measurement and assumptions used in the calculation of cost amortization are determined using verifiable objective evidence, the fair value or amortization amount will differ if the Group utilizes different valuation methodology or assumptions. Such changes will directly affect the Group's profit or loss. Further details are disclosed in Note 29.

Purchase price allocation in a business combination

Acquisition of accounting requires extensive use of accounting estimates and judgments to allocate the purchase price to the fair market values of the acquiree's identifiable assets and liabilities at the acquisition date. Any excess in the purchase price over the estimated fair market values of the net assets acquired is recorded as goodwill in the consolidated statement of financial position. Thus, the numerous judgments made in estimating the fair market value to be assigned to the acquiree's assets and liabilities can materially affect the Group's financial performance.

Assessing recoverable amounts of financial assets

The Group evaluates specific accounts receivable where it has information that certain debtors are unable to meet their financial obligations. In these cases, the Group uses judgment based on available facts and circumstances, including but not limited to the length of its relationship with the debtor and the debtor's current credit status based on any available third-party credit reports and known market factors, to record specific provisions for debtors against amounts due to reduce their receivable amounts that the Group expects to collect. These specific provisions are reevaluated and adjusted as additional information received affects the allowance for impairment. Further details are disclosed in Notes 7 and 8.

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

Memperkirakan penyisihan penurunan nilai pasar dan keusangan persediaan

Penyisihan penurunan nilai pasar dan keusangan persediaan diestimasi berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada kondisi fisik persediaan yang dimiliki, harga jual pasar, estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Provisi dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang memengaruhi jumlah yang diestimasi. Penjelasan lebih rinci diungkapkan dalam Catatan 9.

Menentukan metode penyusutan dan estimasi umur manfaat aset tetap

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaatnya. Manajemen mengestimasi masa manfaat aset tetap empat (4) tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Kelompok Usaha menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi, seperti diungkapkan pada Catatan 3 dan 15.

Menentukan penyisihan kerugian kredit ekspektasian atas piutang usaha

Kelompok Usaha menggunakan matriks provisi untuk menghitung kerugian kredit ekspektasian untuk piutang usaha. Tingkat provisi didasarkan pada piutang yang telah jatuh tempo dengan pengelompokan berbagai segmen pelanggan yang memiliki pola yang sama (seperti letak geografis, jenis produk, serta jenis dan peringkat pelanggan).

Matriks provisi pada awalnya didasarkan pada tingkat gagal bayar historis yang diobservasi oleh Kelompok Usaha. Kelompok Usaha menyesuaikan pengalaman kerugian kredit historis dengan informasi masa depan. Misalnya, jika perkiraan kondisi ekonomi diperkirakan akan memburuk selama setahun ke depan yang dapat menyebabkan peningkatan jumlah gagal bayar, pada setiap tanggal pelaporan, tingkat gagal bayar historis yang diobservasi diperbarui dan perubahan perkiraan masa depan dianalisis oleh Kelompok Usaha.

Jumlah kerugian kredit ekspektasian sensitif terhadap perubahan keadaan dan perkiraan kondisi ekonomi. Pengalaman kerugian kredit historis Kelompok Usaha dan perkiraan kondisi ekonomi juga tidak dapat mewakili gagal bayar aktual pelanggan di masa depan. Rincian lebih lanjut diungkapkan di Catatan 7.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS** (Continued)*

Estimating allowance for decline in market value and obsolescence of inventories

Allowance for decline in market value and obsolescence of inventories is estimated based on available facts and circumstances, including but not limited to the inventories own physical condition, their market selling prices, estimated costs of completion and estimated costs to be incurred for their sales. The provisions are re-evaluated and adjusted as additional information received affects the amount estimated. Further details are disclosed in Note 9.

Determining depreciation method and estimated useful lives of fixed assets

The costs of fixed assets are depreciated on a straight-line basis over their estimated useful lives. Management properly estimates the useful lives of these fixed assets to be four (4) years. These are common life expectancies applied in the industries in which the Group conducts its business. Changes in the expected level of usage and technological development could impact the useful lives and the residual values of these assets, and therefore future depreciation charges could be revised, as disclosed in Notes 3 and 15.

Determining provision for expected credit losses of trade receivables

The Group uses a provision matrix to calculate expected credit losses for trade receivables. The level of provision rates is based on accounts receivable that are past due with the grouping of various customer segments that have the same pattern (such as geographic location, product type, and type and customer rating).

The provision matrix is initially based on historical default rates observed by the Group. The Group adjusts its historical credit losses experience with future information. For example, if the forecast for economic conditions is expected to deteriorate over the next year, which could lead to an increase in the amount of default, at each reporting date, the observed historical default rates are updated and changes in future forecasts are analyzed by the Group.

The amount of expected credit losses is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecasts of economic conditions may also not be representative of the customer's actual default in the future. Further details are disclosed in Note 7.

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

Menilai jumlah terpulihkan dari aset nonkeuangan

Jumlah terpulihkan pada aset tetap, aset eksplorasi dan evaluasi, dan aset minyak dan gas bumi didasarkan pada estimasi dan asumsi khususnya mengenai prospek pasar dan arus kas terkait dengan aset. Estimasi arus kas masa depan mencakup perkiraan mengenai pendapatan masa depan. Setiap perubahan dalam asumsi-asumsi ini mungkin memiliki dampak material terhadap pengukuran jumlah terpulihkan dan bisa mengakibatkan penyesuaian penyisihan penurunan nilai yang sudah dibukukan. Penjelasan lebih rinci diungkapkan dalam Catatan 15, 16, 17, dan 18.

Menilai pengendalian atau pengaruh signifikan pada entitas lain

Kelompok Usaha menilai apakah Kelompok Usaha memiliki pengendalian atau pengaruh signifikan pada entitas lain melalui:
- adanya dewan perwakilan Kelompok Usaha pada entitas lain dan pernyataan kontraktual.
- Kelompok Usaha merupakan pemegang saham mayoritas dengan kepentingan ekuitas yang lebih besar dari pemegang saham lainnya.
- memiliki kekuatan untuk berpartisipasi dalam pengambilan keputusan keuangan dan operasi.

Penjelasan lebih rinci diungkapkan dalam Catatan 14.

Menentukan pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Kelompok Usaha mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Penjelasan lebih rinci diungkapkan dalam Catatan 39.

Kelompok Usaha menelaah aset pajak tangguhan pada setiap tanggal pelaporan dan mengurangi nilai tercatat sepanjang tidak ada kemungkinan bahwa laba kena pajak memadai untuk mengompensasi sebagian atau seluruh aset pajak tangguhan. Kelompok Usaha juga menelaah waktu yang diharapkan dan tarif pajak atas pemulihan perbedaan temporer dan menyesuaikan pengaruh atas pajak tangguhan yang sesuai. Penjelasan lebih rinci diungkapkan dalam Catatan 39.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS *(Continued)*

Assessing recoverable amounts of non-financial assets

The recoverable amounts of fixed assets, exploration and evaluation assets, and oil and gas properties are based on estimates and assumptions regarding in particular the expected market outlook and future cash flows associated with the assets. Estimated future cash flows include estimates of future revenues. Any changes in these assumptions may have a material impact on the measurement of the recoverable amount and could result in adjustments to the provision of impairment already booked. Further details are disclosed in Notes 15, 16, 17, and 18.

Assessing control or significant influence on other entities

The Group has assessed the significant influence of the Group on other entities through:

- *the presence of the board representative of the Group and the contractual term.*
- *the Group is the majority shareholder with greater interest than the other shareholders.*

- *has the power to participate in the financial and operating policy decisions.*

Further details are disclosed in Note 14.

Determining income taxes

Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax issues based on estimates as to whether additional corporate income tax will be due. Further details are disclosed in Note 39.

The Group reviews its deferred tax assets at each reporting date and reduces the carrying amount to the extent it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred tax asset to be utilized. The Group also reviews the expected timing and tax rates upon reversal of temporary differences and adjusts the impact of deferred tax accordingly. Further details are disclosed in Note 39.

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

Estimasi beban pensiun dan imbalan kerja

Penentuan liabilitas dan biaya pensiun serta liabilitas imbalan kerja Kelompok Usaha bergantung pada pemilihan asumsi yang digunakan dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji, tingkat mortalitas, tingkat kemungkinan cacat, tingkat pengunduran diri dan usia pensiun normal. Sementara Kelompok Usaha berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Kelompok Usaha dapat memengaruhi secara material liabilitas dan beban imbalan kerja. Penjelasan lebih rinci diungkapkan dalam Catatan 41.

Menentukan mata uang fungsional

Faktor-faktor yang dipertimbangkan dalam menentukan mata uang fungsional Perusahaan dan masing-masing Entitas Anak termasuk, antara lain, mata uang:
- yang paling memengaruhi harga jual barang dan jasa;
- dari negara yang kekuatan persaingan dan peraturannya sebagian besar menentukan harga jual barang dan jasa entitas;
- yang paling memengaruhi biaya tenaga kerja, bahan baku, dan biaya lain dari pengadaan barang atau jasa;
- tempat dana dari aktivitas pendanaan dihasilkan; dan
- tempat penerimaan dari aktivitas operasi pada umumnya ditahan.

Berdasarkan substansi ekonomis dari kondisi yang sesuai dengan Kelompok Usaha, mata uang fungsional telah ditentukan berupa Dolar Amerika Serikat, karena hal ini berkaitan dengan fakta bahwa mayoritas bisnis Kelompok Usaha dipengaruhi oleh lingkungan ekonomi utama dimana Kelompok Usaha beroperasi dan harga jual barang dalam mata uang Dolar Amerika Serikat.

Menentukan masa sewa kontrak dengan opsi perpanjangan dan penghentian serta tingkat diskonto ketika Kelompok Usaha sebagai penyewa

Kelompok Usaha menentukan masa sewa sebagai masa sewa yang tidak dapat dibatalkan, bersama dengan periode apa pun yang dicakup oleh opsi untuk memperpanjang sewa jika cukup pasti untuk dilaksanakan, atau periode apa pun yang dicakup oleh opsi untuk mengakhiri sewa, jika cukup pasti untuk tidak dilaksanakan.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS** (Continued)*

Estimate of pension cost and employee benefits

The determination of the Group's liabilities and cost for pension and employee benefits liabilities is dependent on its selection of certain assumptions used in calculating such amounts. These assumptions include among others, discount rate, salary increase rate, mortality rate, disability rate, resignation rate and normal retirement age. While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual results or significant changes in the Group's assumptions may materially affect its employee benefits liability and expense. Further details are disclosed in Note 41.

Determining functional currency

The factors considered in determining the functional currency of the Company and each of its Subsidiaries include, among others, the currency:

- *that mainly influences sales prices for goods and services;*
- *of the country whose competitive forces and regulations mainly determine the sales prices of its goods and services;*
- *that mainly influences labor, material, and other costs of providing goods or services;*
- *in which funds from financing activities are generated; and*
- *in which receipts from operating activities are usually retained.*

Based on the economic substance of the underlying circumstances relevant to the Group, the functional currency has been determined to be United States Dollar, as this reflects the fact that the majority of the Group's businesses are influenced by the primary economic environment in which the Group operates and sales prices for goods are in United States Dollar currency.

Determining the lease term of contracts with renewal and termination options, and discount rate when the Group is lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

4. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING *(Lanjutan)*

Kelompok Usaha memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan penghentian. Kelompok Usaha menerapkan pertimbangan dalam mengevaluasi apakah secara wajar cukup yakin bahwa opsi untuk memperpanjang atau mengakhiri sewa akan dilaksanakan.

Kelompok Usaha tidak dapat menentukan suku bunga implisit. Oleh karena itu, Kelompok Usaha menggunakan suku bunga pinjaman inkremental sebagai tingkat diskonto untuk menghitung nilai kini pembayaran sewa yang belum dibayar untuk mengakui liabilitas sewa. Dalam menentukan suku bunga pinjaman inkremental, Kelompok Usaha mempertimbangkan faktor-faktor utama antara lain: suku bunga pinjaman Kelompok Usaha, jangka waktu sewa, pembayaran sewa, dan mata uang dimana pembayaran sewa ditentukan. Penjelasan lebih rinci diungkapkan dalam Catatan 16 dan 26.

Menentukan provisi untuk merestorasi area yang ditinggalkan

Kelompok Usaha mengakui provisi untuk merestorasi area yang ditinggalkan yang terkait dengan sumur minyak dan gas, fasilitas dan infrastruktur. Dalam menentukan nilai provisi, estimasi dan asumsi yang diperlukan adalah tingkat diskonto dan biaya yang diharapkan membongkar dan memindahkan seluruh peralatan yang terdapat dari wilayah kerja pengeboran. Penjelasan lebih rinci diungkapkan dalam Catatan 45.

Menentukan kapitalisasi biaya eksplorasi dan evaluasi

Kelompok Usaha mengkapitalisasi biaya yang terkait dengan kegiatan atas eksplorasi dan evaluasi. Dalam menentukan kapitalisasi biaya eksplorasi dan evaluasi tersebut, Kelompok Usaha menggunakan pertimbangan dan asumsi dalam mengestimasi nilai manfaat ekonomis atas biaya-biaya tersebut di masa yang akan datang. Pertimbangan dan asumsi-asumsi yang digunakan oleh Kelompok Usaha sebagai dasar untuk mengkapitalisasi biaya eksplorasi dan evaluasi tersebut, dinilai secara berkala. Kelompok Usaha akan membiayakan kapitalisasi biaya eksplorasi dan evaluasi tersebut apabila diperoleh indikasi yang mengakibatkan bahwa kapitalisasi atas biaya eksplorasi dan evaluasi tersebut kemungkinan besar tidak dapat dipulihkan di masa yang akan datang. Penjelasan lebih rinci diungkapkan dalam Catatan 17.

***4. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS** (Continued)*

The Group has several lease contracts that include extension and termination options. The Group applies judgment in evaluating whether or not it is reasonably certain that the option to renew or terminate the lease will be exercised.

The Group is unable to determine the implicit interest rate. Therefore, the Group uses the incremental borrowing rate as a discount rate to calculate the present value of the unpaid lease payments in order to recognize lease liabilities. In determining the incremental borrowing rate, the Group considers these main factors, among others: the Group's loan interest rates, lease term, lease payments and the currency in which the lease payments are determined. Further details are disclosed in Notes 16 and 26.

Determining provision for abandonment and site restoration

The Group recognizes a provision for abandonment and site restoration in relation to oil and gas wells, facilities and infrastructure. In determining the provision value, the estimates and assumption needed are discount rate and expected costs to dismantle and remove all the equipment in the drilling working area. Further details are disclosed in Note 45.

Determining capitalization of exploration and evaluation costs

The Group capitalizes costs related to the exploration and evaluation activities. In determining the capitalization of exploration and evaluation costs, the Group uses its judgment and assumptions in estimating the economic value of those costs in the future. The judgment and assumptions used as a basis for capitalization of exploration and evaluation costs are assessed periodically by the Group. The capitalization of exploration and evaluation costs will be expensed by the Group if there is an indication that results in the exploration and evaluation costs most probably not being recoverable in the future. Further details are disclosed in Note 17.

5. AKUISISI DAN PELEPASAN ENTITAS ANAK

5. ACQUISITION AND DIVESTMENT OF SUBSIDIARIES

Energi Mega Pratama Inc. (EMP Inc)

Pada tanggal 22 Mei 2025, Perusahaan menandatangani perjanjian jual beli 25% kepemilikan saham di EMP Inc dengan Japan Petroleum Exploration Co., Ltd. (JAPEX) dengan jumlah pembayaran yang disetujui sebesar USD9.660.000. Atas transaksi tersebut, Perusahaan secara efektif memiliki 100% *participant interest* di blok KKS Kangean sejak tanggal 25 November 2025.

Tabel berikut mengikhtisarkan imbalan yang dibayar oleh Perusahaan atas pembelian saham EMP Inc pada tanggal efektif tersebut:

Energi Mega Pratama Inc. (EMP Inc)

On May 22, 2025, the Company entered into a sale and purchase agreement to acquire 25% of shares in EMP Inc. with Japan Petroleum Exploration Co., Ltd. (JAPEX) with the agreed payment amount was USD9,660,000. As a result of this transaction, the Company effectively has 100% of the participant interest in the Kangean PSC block since November 25, 2025.

The following table summarizes the consideration paid by the Company for the purchase of EMP Inc. shares on the effective date:

	USD	
Imbalan yang dibayar	9.660.000	*Purchase consideration transferred*
Biaya yang terkait dengan pembelian saham 25% EMP Inc yang diakui dalam laporan laba rugi komprehensif untuk tahun yang berakhir pada tanggal 31 Desember 2025	-	*Cost related to purchase of 25% shares of EMP Inc recognized in the statement of comprehensive income for the year ended December 31, 2025*
Aset neto saat akuisisi	34.525.175	*Net assets at the acquisition date*

EMP Gebang Ltd. (EMPG)

Pada tanggal 22 Mei 2025, Entitas Anak, THP menandatangani kesepakatan penjualan 50% saham EMPG kepada JAPEX dengan jumlah pembayaran yang disetujui sebesar USD9.660.000. Atas transaksi tersebut, Perusahaan secara efektif memiliki 50% *participant interest* di blok KKS Gebang sejak tanggal 25 November 2025.

Tabel berikut mengikhtisarkan imbalan yang diterima oleh Perusahaan atas penjualan saham EMPG pada tanggal efektif tersebut:

EMP Gebang Ltd. (EMPG)

On May 22, 2025, the Subsidiary, THP signed an agreement to sell 50% of EMPG shares to JAPEX with the agreed payment amount was USD9,660,000. Based on this transaction, the Company effectively has 50% of the participant interest in the Gebang PSC block since November 25, 2025.

The following table summarizes the consideration received by the Company for the sale of EMPG shares on the effective date:

	USD	
Imbalan yang diterima	9.660.000	*Sale consideration received*
Biaya yang terkait dengan penjualan saham 50% EMP Gebang yang diakui dalam laporan laba rugi komprehensif untuk tahun yang berakhir pada tanggal 31 Desember 2025	-	*Cost related to sale of 50% shares of EMP Gebang recognized in the statement of comprehensive income for the year ended December 31, 2025*
Aset neto saat penjualan	27.524.580	*Net assets at the sale date*

6. KAS DAN SETARA KAS / *6. CASH AND CASH EQUIVALENT*

	2025	2024	
Kas			***Cash on hand***
Rupiah	80.846	86.724	*Rupiah*
Dolar Amerika Serikat	19.206	23.941	*United States Dollar*
Meticais Mozambik	453	303	*Mozambique Meticais*
Total kas	100.505	110.968	*Total cash on hand*
Kas di bank			***Cash in banks***
Rupiah			*Rupiah*
PT Bank Negara Indonesia (Persero) Tbk	7.128.118	6.285.363	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	5.764.000	2.089.342	*PT Bank Mandiri (Persero) Tbk*
Lain-lain (masing-masing dibawah USD 1 juta)	220.371	404.787	*Others (below USD1 million each)*
Dolar Amerika Serikat			*United States Dollar*
PT Bank Mandiri (Persero) Tbk	27.374.886	22.507.190	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	8.498.917	8.939.813	*PT Bank Negara Indonesia (Persero) Tbk*
Citibank N.A.	8.017.144	1.206.653	*Citibank N.A.*
Lain-lain (masing-masing di bawah USD 1 juta)	507.995	1.993.026	*Others (below USD1 million each)*
Meticais Mozambik			*Mozambique Meticais*
Barclay Bank	414.326	9.555	*Barclay Bank*
Lain-lain (masing-masing di bawah USD100 ribu)	10.984	7.084	*Others (below USD100 thousand each)*
Yen Jepang			*Japanese Yen*
Lain-lain (masing-masing di bawah USD100 ribu)	15.565	29.087	*Others (below USD100 thousand each)*
Total kas di bank	57.952.306	43.471.900	*Total cash in banks*
Setara kas			***Cash equivalents***
Deposito berjangka			*Time Deposits*
Rupiah			Rupiah
PT Bank Negara Indonesia (Persero) Tbk	-	77.492	*PT Bank Negara Indonesia (Persero) Tbk*
Dolar Amerika Serikat			*United States Dollar*
PT Bank Mandiri (Persero) Tbk	3.000.000	-	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	1.196.158	9.945.966	*PT Bank Negara Indonesia (Persero) Tbk*
Total setara kas	4.196.158	10.023.458	*Total cash equivalents*
Total	**62.248.969**	**53.606.326**	***Total***

Setara kas terdiri dari deposito berjangka dalam mata uang Rp dan Dolar AS yang memiliki jangka waktu satu (1) bulan sampai dua belas (12) bulan sejak tanggal penempatan dan menghasilkan suku bunga tahunan sebagai berikut

Cash equivalents consists of time deposits in Rp and US Dollar currencies with original maturities of less than one (1) month to twelve (12) months and earned interest at annual rates as follows:

	2025	2024	
Rupiah	-	4,22% - 5,25%	*Rupiah*
Dolar Amerika Serikat	3,27%-4,67%	2,47% - 6,39%	*United States Dollar*

Seluruh kas di bank dan setara kas ditempatkan pada pihak ketiga.

All cash in banks and cash equivalents are placed with third parties.

7. PIUTANG USAHA / *7. TRADE RECEIVABLES*

a. Berdasarkan Pelanggan - Pihak Ketiga / *a. By Customer - Third Parties*

	2025	2024	
Pelanggan dalam negeri			***Domestic customers***
PT Kilang Pertamina Internasional	14.118.448	22.906.699	*PT Kilang Pertamina Internasional*
PT Perusahaan Listrik Negara (Persero)	11.451.807	8.850.457	*PT Perusahaan Listrik Negara (Persero)*
PT Riau Andalan Pulp & Paper	4.813.728	3.747.552	*PT Riau Andalan Pulp & Paper*
PT Bumi Siak Pusako	1.494.133	665.184	*PT Bumi Siak Pusako*
PT Indogas Kriya Dwiguna	1.161.217	1.656.671	*PT Indogas Kriya Dwiguna*
PT Petrokimia Gresik (Persero)	217.527	1.642.327	*PT Petrokimia Gresik (Persero)*
PT Indonesia Power	-	4.259.991	*PT Indonesia Power*
Lain-lain (masing-masing di bawah USD1 juta)	2.255.852	1.373.926	*Others (below USD1 million each)*
Pelanggan luar negeri			***Overseas customers***
TIS Petroleum (Asia) Pte., Ltd	3.374.510	6.527.347	*TIS Petroleum (Asia) Pte., Ltd*
Lain-lain (masing-masing di bawah USD 100 ribu)	4.858	821.371	*Others (below USD 100 thousand each)*
Total	38.892.080	52.451.525	*Total*
Dikurangi penyisihan kerugian penurunan nilai piutang usaha	(816.574)	(1.003.810)	*Less allowance for impairment loss of trade receivables*
Neto	**38.075.506**	**51.447.715**	***Net***

Mutasi penyisihan kerugian penurunan nilai piutang usaha, yang seluruhnya berdasarkan penilaian secara individual adalah sebagai berikut:

Movements in the allowance for impairment loss of trade receivables, which are wholly based on individual assessments, are as follows:

	2025	2024	
Saldo awal tahun	1.003.810	894.556	*Balance at the beginning of year*
Penyisihan (pembalikan) selama tahun berjalan	(187.236)	109.254	*Provisions (reversal) during the year*
Saldo Akhir Tahun	**816.574**	**1.003.810**	***Balance at End of Year***

Kelompok Usaha telah menerapkan metode yang disederhanakan untuk menghitung kerugian kredit ekspektasian sesuai dengan PSAK 109 pada yang mengizinkan penggunaan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang usaha. Piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa untuk mengukur kerugian kredit ekspektasian.

The Group applies the simplified approach to provide for expected credit losses prescribed by PSAK 109, which permits the use of the lifetime expected loss provision for all trade receivables. Trade receivables have been grouped based on shared credit risk characteristics and past days to measure the expected credit losses.

b. Berdasarkan Umur Piutang / *b. By Age Category*

	2025	2024	
Belum jatuh tempo	37.244.945	44.454.335	*Not yet overdue*
Lewat jatuh tempo			*Overdue*
1-30 hari	329.678	1.631.426	*1-30 days*
31-60 hari	596.003	5.636.477	*31-60 days*
Lebih dari 60 hari	721.454	729.287	*Over 60 days*
Total	38.892.080	52.451.525	*Total*
Dikurangi penyisihan kerugian penurunan nilai piutang usaha	(816.574)	(1.003.810)	*Less allowance for impairment loss of trade receivables*
Neto	**38.075.506**	**51.447.715**	***Net***

7. PIUTANG USAHA *(Lanjutan)*

Seluruh piutang usaha dalam mata uang Dolar Amerika Serikat. Manajemen berkeyakinan bahwa penyisihan kerugian penurunan nilai piutang usaha adalah cukup untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

Piutang usaha Entitas Anak masing-masing sebesar USD30.798.190 dan USD41.654.971 pada tanggal 31 Desember 2025 dan 2024 dijadikan jaminan pinjaman jangka panjang (Catatan 27 dan 28).

7. TRADE RECEIVABLES *(Continued)*

All trade receivables were denominated in United States Dollar. The management believed that the allowance for impairment loss of trade receivables was adequate to cover the probability of losses on uncollectible trade receivables.

Trade receivables of the Subsidiaries amounting to USD30.798.190 and USD41,654,971 as of December 31, 2025 and 2024, respectively, were pledged as collateral for long-term loans (Notes 27 and 28).

8. PIUTANG LAIN-LAIN

8. OTHER RECEIVABLES

	2025	2024	
SKK Migas	20.088.919	35.950.542	*SKK Migas*
Piutang dari pemasok	20.100.144	29.252.253	*Receivables from suppliers*
PT Capitalinc Investment Tbk (Capitalinc)	12.681.396	12.681.396	*PT Capitalinc Investment Tbk (Capitalinc)*
Pinjaman karyawan	6.479.981	4.175.628	*Loan to employees*
Lain-lain (masing-masing dibawah USD1 juta)	343.576	188.535	*Others (below USD1 million each)*
Total	59.694.016	82.248.354	*Total*
Dikurangi penyisihan kerugian penurunan nilai piutang lain-lain	(6.814.361)	(7.529.010)	*Less allowance for impairment loss of other receivables*
Neto	**52.879.655**	**74.719.344**	***Net***

Mutasi penyisihan kerugian penurunan nilai piutang lain-lain adalah sebagai berikut:

Movements in the allowance for impairment loss of other receivables are as follows:

	2025	2024	
Saldo awal tahun	7.529.010	9.394.941	*Balance at the beginning of year*
Penyisihan selama tahun berjalan	-	184.275	*Provisions during the year*
Pembalikan selama tahun berjalan	(714.649)	(2.050.206)	*Reversal during the year*
Saldo Akhir Tahun	**6.814.361**	**7.529.010**	***Balance at End of Year***

Piutang kepada SKK Migas merupakan piutang atas Pajak Pertambahan Nilai (PPN) yang dapat ditagih kembali kepada SKK Migas atas PPN yang telah dibayar oleh Entitas Anak yang bergerak di bidang industri minyak dan gas di Indonesia yang telah memasuki tahap produksi dan piutang underlifting atas penjualan minyak Entitas Anak sesuai dengan ketentuan yang terdapat di PSC.

Receivables from SKK Migas represent receivables of Value-Added Tax (VAT) reimbursable by SKK Migas that were paid by the Subsidiaries engaged in the oil and gas industry in Indonesia have entered the production stage, and underlifting receivables for oil sales of the Subsidiaries in accordance with PSC.

Piutang kepada pemasok merupakan kegiatan eksplorasi dan produksi yang dibiayai terlebih dahulu oleh Entitas Anak yang bergerak di bidang industri minyak dan gas bumi di Indonesia dan Mozambik.

Receivables from suppliers represent exploration and production activities funded in advance by the Subsidiaries engaged in the oil and gas industry in Indonesia and Mozambique.

8. PIUTANG LAIN-LAIN *(Lanjutan)*

Piutang kepada Capitalinc merupakan:
- Surat Promes yang diterbitkan oleh Capitalinc kepada Perusahaan dengan tingkat bunga sebesar 10% untuk piutang dalam mata uang USD dan 12,5% untuk piutang dalam mata uang Rupiah. Piutang atas Surat Promes ini dapat dilunasi setiap saat.
- Piutang *cash call* dan biaya tertentu yang dibayarkan oleh Perusahaan atas nama Capitalinc yang akan ditagihkan ke Capitalinc. Piutang ini tidak dikenakan bunga.

Pinjaman kepada karyawan merupakan fasilitas pinjaman yang diberikan kepada karyawan. Karyawan melunasi pinjaman ini melalui pemotongan gaji setiap bulan.

Berdasarkan hasil penelaahan terhadap status akun piutang lain-lain, manajemen berkeyakinan bahwa penyisihan penurunan nilai adalah cukup untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang lain-lain tersebut.

Seluruh piutang lain-lain denominasinya adalah Dolar Amerika Serikat, kecuali untuk piutang dari SKK Migas atas PPN dan pinjaman karyawan yang denominasinya dalam Rupiah.

Seluruh piutang lain-lain merupakan piutang kepada pihak ketiga.

8. OTHER RECEIVABLES *(Continued)*

Receivables from Capitalinc represent:
- *Promissory Notes issued by Capitalinc to the Company bear interest at 10% for receivables in USD currency and 12.5% for receivables in Rupiah currency. These Promissory Notes are payable on demand.*
- *Cash call receivable and certain expenses paid by the Company on behalf of Capitalinc will be billed to Capitalinc. This receivable is non-interest bearing.*

Loans to employees represent loans provided to employees. The employees repay these loans through monthly salary deductions.

Based on the results of an examination of individual receivable accounts, the management believed that the allowance for impairment was adequate to cover the possibility of losses on other receivables.

All other receivables are denominated in United States Dollar, except for receivables from SKK Migas of VAT and loans to employees which are denominated in Rupiah.

All other receivables represent receivables from third parties.

9. PERSEDIAAN / ***9. INVENTORIES***

	2025	2024	
Suku cadang, perlengkapan sumur dan lainnya	44.057.329	47.448.463	*Spare parts, well supplies and others*
Bahan kimia dan lain-lain	725.695	478.869	*Chemicals and others*
Total	44.783.024	47.927.332	*Total*
Dikurangi penyisihan persediaan usang	(4.581.046)	(4.136.985)	*Less allowance for inventory obsolescence*
Neto	**40.201.978**	**43.790.347**	***Net***

Mutasi penyisihan persediaan usang adalah sebagai berikut:

Movements in the allowance for inventory obsolescence are as follows:

	2025	2024	
Saldo awal tahun	4.136.985	4.372.904	*Beginning balance of the year*
Penyisihan (pembalikan) tahun berjalan	444.061	(235.919)	*Provision (reversal) of the year*
Saldo Akhir Tahun	**4.581.046**	**4.136.985**	***Ending Balance of the Year***

Manajemen berkeyakinan bahwa penyisihan persediaan usang adalah cukup untuk menutup kemungkinan kerugian atas persediaan usang pada tanggal 31 Desember 2025 dan 2024 .

Management believed that the allowance for inventory obsolescence was adequate to cover possible losses arising from the obsolete inventories as of December 31, 2025 and 2024.

9. PERSEDIAAN *(Lanjutan)*

Persediaan diasuransikan dalam satu paket asuransi dengan asuransi bersama dengan aset minyak dan gas bumi (Catatan 18).

9. INVENTORIES (Continued)

Inventories were insured in an insurance package together with oil and gas properties (Note 18).

10. BEBAN DIBAYAR DIMUKA / *10. PREPAID EXPENSES*

	2025	2024	
Asuransi	1.084.345	785.413	*Insurance*
Dana panjar	408.719	407.679	*Working advance*
Sewa	377.762	167.156	*Rental*
Lain - lain	263.441	309.504	*Others*
Total	**2.134.267**	**1.669.752**	***Total***

11. ASET LANCAR LAINNYA / *11. OTHER CURRENT ASSETS*

	2025	2024	
Uang Muka	8.962.256	13.127.913	*Advance*
Lain-lain	182.752	116.083	*Others*
Total	**9.145.008**	**13.243.996**	***Total***

Uang muka merupakan pembayaran uang muka oleh Entitas Anak tertentu terkait dengan kegiatan pengembangan dan produksi minyak mentah dan gas bumi yang akan diselesaikan dalam satu tahun.

Advance represents advance payments by certain Subsidiaries relating to the development and production activities of crude oil and natural gas that will be completed within one year.

12. KAS YANG DIBATASI PENGGUNAANNYA / *12. RESTRICTED CASH*

	2025	2024	
PT Bank Negara Indonesia (Persero) Tbk	58.045.799	41.721.376	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	42.780.615	33.617.481	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	26.122.742	19.466.015	*PT Bank Mandiri (Persero) Tbk*
JPMorgan Chase Bank, N.A. New York	412.500	-	*JPMorgan Chase Bank, N.A. New York*
PT Bank Syariah Indonesia Tbk	51.156	-	*PT Bank Syariah Indonesia Tbk*
PT Bank Jabar Banten Syariah	-	203.781	*PT Bank Jabar Banten Syariah*
Total	**127.412.812**	**95.008.653**	***Total***

Penempatan dana pada PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk dan PT Bank Syariah Indonesia merupakan penempatan dana untuk mendanai liabilitas atas restorasi area yang ditinggalkan terkait dengan operasi minyak dan gas bumi di Indonesia (Catatan 44).

Fund placements in PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk and PT Bank Syariah Indonesia represent funding to finance the abandonment and site restoration liability in relation to oil and gas operations in Indonesia (Note 44).

12. KAS YANG DIBATASI PENGGUNAANNYA / *12. RESTRICTED CASH*

Penempatan dana pada PT Bank Mandiri (Persero) Tbk, JPMorgan Chase, N.A. New York dan PT Bank Jabar Banten Syariah, merupakan penempatan dana sehubungan dengan Perjanjian Fasilitas Pinjaman yang diterima Entitas Anak, EMPI, EMP Bentu, ITA, EMA, SRGS, BSSL EEJ, EEG, EMP ER, EMP Tonga dan EMP DN (Catatan 21, 27, and 28).

Penempatan dana pada PT Bank Mandiri (Persero) Tbk juga merupakan penempatan dana sebagai bank garansi sehubungan dengan komitmen kegiatan eksplorasi minyak dan gas bumi di Entitas Anak, AE, dan EMP Gebang.

Seluruh penempatan dana atas kas yang dibatasi penggunaannya adalah penempatan kepada pihak ketiga dan didenominasikan dalam Dolar Amerika Serikat.

Fund placements in PT Bank Mandiri (Persero) Tbk, JPMorgan Chase, N.A. New York and PT Bank Jabar Banten Syariah, represent fund placements in relation with the Facility Agreements obtained by the Subsidiaries, EMPI, EMP Bentu, ITA, EMA, SRGS, BSSL EEJ, EEG, EMP ER, EMP Tonga dan EMP DN, (Notes 21, 27, and 28).

Placement of funds in PT Bank Mandiri (Persero) Tbk also represents the placement of funds as bank guarantees in connection with the commitment to oil and gas exploration activities by AE, and EMP Gebang, the Subsidiaries.

All funds placements of restricted cash represent placements with third parties and are denominated in United States Dollar.

13. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI / *13. TRANSACTIONS WITH RELATED PARTIES*

a. Sifat Hubungan dengan Pihak Berelasi / *a. Nature of Relationship with Related Parties*

Perusahaan, melalui satu atau lebih perantara, adalah entitas sepengendali dengan Minarak Brantas Gas Inc (MBG), Energi Timur Jauh Limited (ETJL), PT Pema Global Energi (PGE), EMP Gebang Limited (EMP Gebang) dan PT Mitra Andalan Mandiri (MAM).

Karena memiliki sifat hubungan tersebut, hal ini memungkinkan syarat dan kondisi transaksi dengan pihak-pihak berelasi tidak sama jika transaksi tersebut dilakukan dengan pihak ketiga.

The Company, through one or more intermediaries, is under common control with Minarak Brantas Gas Inc (MBG), Energi Timur Jauh Limited (ETJL), PT Pema Global Energi (PGE), EMP Gebang Limited (EMP Gebang) and PT Mitra Andalan Mandiri (MAM).

Due to these relationships, it is possible that the terms and conditions of these transactions are not the same as those that would result from transactions between third parties.

b. Piutang Pihak Berelasi / *b. Due from Related Parties*

	2025	2024	
MBG	74.950.954	74.766.106	*MBG*
Operasi bersama EMPG	41.196.392	-	*EMPG Joint Operation*
PGE	4.570.378	14.677.576	*PGE*
ETJL	-	8.638.178	*ETJL*
Lain-lain (masing-masing dibawah USD1 juta)	146.471	443.169	*Others (below USD1 million each)*
Sub Total	120.864.195	98.525.029	*Sub Total*
Dikurangi bagian jatuh tempo dalam satu tahun :			*Less current maturities :*
PGE	877.800	4.109.031	*PGE*
ETJL	-	8.638.178	*ETJL*
Sub Total	877.800	12.747.209	*Sub Total*
Total	119.986.395	85.777.820	***Total***

13. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI *(Lanjutan)*

13. *TRANSACTIONS WITH RELATED PARTIES* *(Continued)*

	2025	2024	
Dikurangi penyisihan kerugian penurunan nilai piutang pihak berelasi	(11.853.375)	(14.386.202)	*Less allowance for impairment loss of due from related parties*
Neto	**108.133.020**	**71.391.618**	***Net***
Persentase terhadap Total Aset	**5,93%**	**4,51%**	***Percentage to Total Assets***

Mutasi penyisihan kerugian penurunan nilai piutang pihak berelasi adalah sebagai berikut:

Movements in the allowance for impairment loss of due from related parties are as follows:

	2025	2024	
Saldo awal tahun	14.386.202	19.959.567	*Balance at the beginning of year*
Pembalikan selama tahun berjalan	(2.532.827)	(5.573.365)	*Reversal during year*
Saldo Akhir Tahun	**11.853.375**	**14.386.202**	***Balance at End of Year***

Piutang dari MBG merupakan pemberian pinjaman dari Kelompok Usaha ke MBG tanpa bunga dan diangsur dalam jangka waktu pengembalian sampai dengan tahun 2030.

Due from MBG represent a non-interest-bearing loan provided by the Group to MBG with repayment until 2030.

Piutang kepada Operasi Bersama EMP Gebang merupakan bagian atas operasi bersama EMP Gebang yang mencerminkan porsi liabilitas JAPEX, mitra operasi bersama EMP Gebang. Pemberian pinjaman tersebut merupakan bagian kesepakatan yang disetujui dalam Perjanjian Jual Beli EMP Gebang (Catatan 5). Sebagian pinjaman ini dikenakan bunga sebesar SOFR + 1,83% per tahun dan akan dibayar setelah pinjaman *Tranche A* dan *B* kepada JAPEX dilunasi (Catatan 27c).

Receivables from EMP Gebang Joint Operation represent a portion of EMP Gebang's joint operations, reflecting the liabilities of JAPEX, EMP Gebang's joint operating partner. The loan is part of the agreement approved under the EMP Gebang Sale and Purchase Agreement (Note 5). Part of the loan bears interest at SOFR + 1.83% per annum and will be paid after Tranche A and B loans to JAPEX are repaid (Note 27c) .

Piutang dari PGE merupakan pemberian pinjaman dari Kelompok Usaha ke PGE. Pinjaman ini dikenakan bunga sebesar 10% per tahun dan jatuh tempo pada tanggal 31 Desember 2028.

Due from PGE represents a loan provided by the Group to PGE. This loan bears an annual interest rate of 10% and is due on December 31, 2028.

Piutang dari ETJL merupakan piutang dari Perusahaan (Catatan 43b). Piutang ini telah dilunasi pada tahun 2025.

Due from ETJL represents receivable from the Company (Note 43b). This receivable has been fully paid in 2025.

Manajemen Kelompok Usaha berkeyakinan bahwa penyisihan kerugian penurunan nilai tersebut cukup untuk menutupi kemungkinan kerugian atas tidak tertagihnya piutang pihak berelasi tersebut.

The Group's management believed that the impairment loss allowance was adequate to cover possible losses from uncollectible due from related parties.

13. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI *(Lanjutan)* / *13. TRANSACTIONS WITH RELATED PARTIES (Continued)*

c. Utang Pihak Berelasi / *c. Due to Related Parties*

	2025	2024	
MAM	112.837	112.837	*MAM*
Lain-lain (masing-masing dibawah USD100.000)	2.684	2.684	*Others (below USD100,000 each)*
Total	**115.521**	**115.521**	***Total***
Persentase terhadap Total Liabilitas	**0,01%**	**0,01%**	***Percentage to Total Liabilities***

d. Kompensasi Manajemen Kunci / *d. Key Management Personnel Compensation*

Total remunerasi dan imbalan jangka pendek yang diberikan kepada personil manajemen kunci, yang terdiri dari Dewan Komisaris dan Direksi, sebesar USD1,68 juta (setara dengan Rp28 miliar) dan USD1,25 juta (setara dengan Rp19,86 miliar), masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024.

Total remuneration and short-term benefits given to key management personnel, consisting of Boards of Commissioners and Directors, amounted to USD1.68 million (equivalent to Rp28 billion) and USD1.25 million (equivalent to Rp19.86 billion) for the years ended December 31, 2025 and 2024, respectively.

14. INVESTASI PADA VENTURA BERSAMA / *14. INVESTMENT IN JOINT VENTURE*

	2025					
Nama Entitas	**Persentase Kepemilikan *Percentage of Ownership***	**Nilai Penyertaan Awal 1 Januari/ *Carrying Values at Beginning Balance January 1,***	**Bagian atas Laba Rugi/ *Share in Profit or Loss***	**Dividen/ *Dividend***	**Nilai Penyertaan Akhir 31 Desember/ *Carrying Values at Ending Balance December 31,***	***Name of Entity***
PGE	48%	31.166.120	6.062.121	(802.620)	36.425.621	*PGE*

	2024					
Nama Entitas	**Persentase Kepemilikan *Percentage of Ownership***	**Nilai Penyertaan Awal 1 Januari/ *Carrying Values at Beginning Balance January 1,***	**Bagian atas Laba Rugi/ *Share in Profit or Loss***	**Dividen/ *Dividend***	**Nilai Penyertaan Akhir 31 Desember/ *Carrying Values at Ending Balance December 31,***	***Name of Entity***
PGE	48%	17.613.985	14.671.494	(1.119.359)	31.166.120	*PGE*

PGE adalah perusahaan terbatas dan harga pasar kuotasian untuk sahamnya tidak tersedia.

PGE is a private company, and there is no quoted market prices available for its shares.

Tabel berikut ini adalah ringkasan informasi keuangan PGE yang dicatat dengan menggunakan metode ekuitas:

The following table is the summarized financial information for PGE which is accounted for using the equity method:

14. INVESTASI PADA VENTURA BERSAMA *(Lanjutan)* / *14. INVESTMENT IN JOINT VENTURE (Continued)*

	2025	2024	
Aset lancar	18.298.550	31.707.274	*Current assets*
Aset tidak lancar	115.180.856	94.734.997	*Non-current assets*
Liabilitas jangka pendek	(31.024.085)	(27.218.154)	*Current liabilities*
Liabilitas jangka panjang	(41.814.402)	(47.199.513)	*Non-current liabilities*
Ekuitas	**60.640.919**	**52.024.604**	***Equity***
Penjualan neto	63.654.369	60.059.633	*Net sales*
Laba neto	12.629.420	30.565.612	*Net profit*
Penghasilan komprehensif neto	12.629.420	30.565.612	*Net comprehensive income*
Bagian atas laba rugi	**6.062.121**	**14.671.494**	***Share in profit or loss***

15. ASET TETAP / *15. FIXED ASSETS*

	Saldo 1 Januari/ *Balance as of January 1, 2025*	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Akuisisi Entitas Anak Perusahaan/ Acquisition of *Subsidiary Entities*	Saldo 31 Desember/ *Balance as of December 31, 2025*	
Harga Perolehan						***Acquisition Cost***
Peralatan dan perlengkapan kantor	1.871.468	28.523	(29.360)	-	1.870.632	*Office supplies and equipment*
Kendaraan	1.390.159	-	-	-	1.390.159	*Vehicles*
Kapal	68.905.636	329.313	-	-	69.234.949	*Vessel*
Perlengkapan Kapal	23.196	-	-	-	23.196	*Vessel Equipment*
Mesin dan peralatan	15.967.348	54.397	(38.299)	-	15.983.446	*Machinery and equiment*
Sub-total	88.157.807	412.233	(67.659)	-	88.502.381	*Sub-total*
Akumulasi Penyusutan						***Accumulated Depreciation***
Peralatan dan perlengkapan kantor	2.001.680	7.120	(27.907)	-	1.980.893	*Office supplies and equipment*
Kendaraan	1.369.392	5.336	-	-	1.374.728	*Vehicles*
Kapal	8.045.963	4.381.542	-	-	12.427.505	*Vessel*
Perlengkapan Kapal	2.732	23.548	-	-	26.280	*Vessel Equipment*
Mesin dan peralatan	5.473.312	1.160.577	(13.095)	-	6.620.793	*Machinery and equiment*
Sub-total	16.893.079	5.578.123	(41.003)	-	22.430.199	*Sub-total*
Jumlah Tercatat	**71.264.728**	**(5.165.890)**	**(26.656)**	**-**	**66.072.183**	***Carrying Amount***

	Saldo 1 Januari/ *Balance as of January 1, 2024*	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Akuisisi Entitas Anak Perusahaan/ Acquisition of *Subsidiary Entities*	Saldo 31 Desember/ *Balance as of December 31, 2024*	
Harga Perolehan						***Acquisition Cost***
Peralatan dan perlengkapan kantor	1.856.398	-	-	15.070	1.871.468	*Office supplies and equipment*
Kendaraan	1.362.429	-	-	27.730	1.390.159	*Vehicles*
Kapal	-	51.011.230	-	17.894.406	68.905.636	*Vessel*
Perlengkapan Kapal	-	-	-	23.196	23.196	*Vessel Equipment*
Mesin dan peralatan	9.113.234	6.854.114	-	-	15.967.348	*Machinery and equiment*
Sub-total	12.332.061	57.865.344	-	17.960.402	88.157.807	*Sub-total*
Akumulasi Penyusutan						***Accumulated Depreciation***
Peralatan dan perlengkapan kantor	1.856.398	137.849	-	7.433	2.001.680	*Office supplies and equipment*
Kendaraan	1.362.429	4.150	-	2.813	1.369.392	*Vehicles*
Kapal	-	2.975.680	-	5.070.282	8.045.963	*Vessel*
Perlengkapan Kapal	-	2.732	-	-	2.732	*Vessel Equipment*
Mesin dan peralatan	4.013.950	1.459.362	-	-	5.473.312	*Machinery and equiment*
Sub-total	7.232.777	4.579.773	-	5.080.528	16.893.079	*Sub-total*
Jumlah Tercatat	**5.099.284**	**53.285.571**	**-**	**12.879.874**	**71.264.728**	***Carrying Amount***

15. ASET TETAP *(Lanjutan)*

Penyusutan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 sebesar USD5.578.123 dan USD4.579.773 dibebankan pada beban pokok penjualan (Catatan 35).

Pada tanggal 31 Desember 2025, pengurangan atas asset peralatan dan perlengkapan kantor serta mesin dan peralatan merupakan koreksi untuk pengelompokan aset.

Pada tanggal 31 Desember 2025 dan 2024, aset tetap masing-masing senilai USD58.473.394 dan USD63.241.890 digunakan sebagai jaminan atas pinjaman jangka panjang dan pembiayaan Musyarakah yang diperoleh Entitas Anak (Catatan 27 dan 28).

Aset tetap, diasuransikan pada perusahaan asuransi, pihak ketiga, untuk mengantisipasi risiko kerugian dan kerusakan. Manajemen berkeyakinan bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

Jumlah tercatat bruto aset tetap yang telah disusutkan penuh dan masih digunakan pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD41.198.166 dan USD1.676.121.

Berdasarkan evaluasi manajemen tidak terdapat kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap Kelompok Usaha.

15. FIXED ASSETS (Continued)

Depreciation for the years ended December 31, 2025 and 2024, amounting to USD5,578,123 and USD4,579,773, respectively, is charged to cost of goods sold and operating expenses (Note 35).

As of December 31, 2025, the deduction in office supplies and equipment as well as machinery and equipment represent correction for assets grouping.

As of December 31, 2025 and 2024, fixed assets amounting to USD58,473,394 and USD63,241,890, respectively, are pledged as collateral for the Subsidiaries' long-term loans and Musyarakah financing (Notes 27 and 28).

Fixed assets are insured with third-party insurance companies against the risk of loss and damage. Management believed the insurance coverage was adequate to cover possible losses on the assets insured.

The gross carrying amounts of fully depreciated fixed assets still in use as of December 31, 2025 and 2024 amounted to USD41,198,166 and USD1,676,121, respectively.

Based on an evaluation by the management, there were no events or changes in circumstances that indicated any impairment in the value of the Group's fixed assets.

16. ASET HAK GUNA

Kelompok Usaha menyewa beberapa aset termasuk bangunan serta mesin dan peralatan yang pada umumnya memiliki masa sewa dua (2) sampai dengan enam (6) tahun.

Nilai tercatat untuk aset hak guna adalah sebagai berikut:

16. RIGHT-OF-USE ASSETS

The Group leases several assets, including buildings, machinery and equipment. The lease terms are generally two (2) up to six (6) years.

The carrying amount of right-of-use assets is as follows:

	Saldo 1 Januari/ *Balance as of January 1,* 2025	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Efek Perubahan Kepemilikan Saham/ *Effect of Changes in Shares Ownership*	Saldo 31 Desember/ *Balance as of December 31,* 2025	
Biaya Perolehan						***Acquisition Costs***
Ruang kantor	6.418.764	346.201	-	269.737	7.034.702	*Office space*
Mesin dan peralatan	783.180.818	38.381.871	-	171.953.958	993.516.647	*Machinery and equipment*
Total	789.599.582	38.728.072	-	172.223.695	1.000.551.349	*Total*
Akumulasi Penyusutan						***Accumulated Depreciation***
Ruang kantor	(4.475.157)	(1.029.935)	-	(308.303)	(5.813.395)	*Office space*
Mesin dan peralatan	(645.866.858)	(71.183.052)	-	(165.041.473)	(882.091.383)	*Machinery and equipment*
Total	(650.342.016)	(72.212.986)	-	(165.349.775)	(887.904.777)	*Total*
Jumlah Tercatat	**139.257.566**	**(33.484.914)**	**-**	**6.873.920**	**112.646.571**	***Carrying Amounts***

16. ASET HAK GUNA *(Lanjutan)* / *16. RIGHT-OF-USE ASSETS (Continued)*

	Saldo 1 Januari/ *Balance as of January 1, 2024*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Akuisisi Entitas *Anak Perusahaan/ Acquisition of Subsidiary Entities*	Saldo 31 Desember/ *Balance as of December 31, 2024*	
Biaya Perolehan						***Acquisition Costs***
Ruang kantor	6.289.790	305.646	(176.672)	-	6.418.764	*Office space*
Mesin dan peralatan	780.852.814	37.533.794	(39.600.125)	4.394.336	783.180.818	*Machinery and equipment*
Total	787.142.604	37.839.440	(39.776.797)	4.394.336	789.599.582	*Total*
Akumulasi Penyusutan						***Accumulated Depreciation***
Ruang kantor	(3.326.017)	(1.149.140)	-	-	(4.475.157)	*Office space*
Mesin dan peralatan	(591.062.018)	(74.617.796)	20.973.535	(1.160.580)	(645.866.858)	*Machinery and equipment*
Total	(594.388.035)	(75.766.936)	20.973.535	(1.160.580)	(650.342.016)	*Total*
Jumlah Tercatat	**192.754.569**	**(37.927.496)**	**(18.803.262)**	**3.233.755**	**139.257.566**	***Carrying Amounts***

Berikut ini merupakan jumlah yang diakui dalam laba rugi:

The following are the amounts recognized in profit or loss:

	2025	2024	
Beban penyusutan aset hak guna (Catatan 35)	72.212.986	75.766.936	*Depreciation expense of right-of-use assets (Note 35)*
Beban bunga atas liabillitas sewa	6.112.054	7.709.752	*Interest on lease liabilites*
Beban terkait liabilitas sewa dengan jangka pendek atau nilai rendah	1.187.695	2.072.709	*Expense relating to short-term or low value lease liabilities*
Total	**79.512.735**	**85.549.397**	***Total***

17. ASET EKSPLORASI DAN EVALUASI / *17. EXPLORATION AND EVALUATION ASSETS*

Area Kepemilikan	Saldo 1 Januari/ *Balance as of January 1, 2025*	Penambahan (Pengurangan)/ *Addition (Deduction)*	Efek Perubahan Kepemilikan Saham/ *Effect of Changes in Shares Ownership*	Saldo 31 Desember/ *Balance as of December 31, 2025*	*Area of Interest*
EPCC Buzi	248.650.417	19.258.397	-	267.908.814	*Buzi EPCC*
PSC Gebang	74.322.248	23.396.303	(46.271.533)	51.447.018	*Gebang PSC*
PSC Sangatta-II	8.671.215	(8.671.215)	-	-	*Sangatta-II PSC*
PSC South CPP	7.783.606	2.720.942	-	10.504.548	*South CPP PSC*
PSC Bireun Sigli	974.924	872.209	-	1.847.133	*Bireun Sigli PSC*
Total	340.402.410	37.576.636	(46.271.533)	331.707.513	*Total*
Penyisihan kerugian penurunan nilai	(224.873.213)	8.671.215	-	(216.201.998)	*Allowance for impairment loss*
Jumlah Tercatat	**115.529.197**	**46.247.851**	**(46.271.533)**	**115.505.515**	***Carrying Value***

17. ASET EKSPLORASI DAN EVALUASI *(Lanjutan)*

17. EXPLORATION AND EVALUATION ASSETS (Continued)

Area Kepemilikan	Saldo 1 Januari/ *Balance as of January 1,* 2024	Penambahan (Pengurangan)/ *Addition (Deduction)*	Efek Perubahan Kepemilikan Saham/ *Effect of Changes in Shares Ownership*	Saldo 31 Desember/ *Balance as of December 31,* 2024	*Area of Interest*
EPCC Buzi	244.271.035	4.379.382	-	248.650.417	*Buzi EPCC*
PSC Gebang	36.934.452	37.387.796	-	74.322.248	*Gebang PSC*
PSC Sangatta-II	8.671.215	-	-	8.671.215	*Sangatta-II PSC*
PSC South CPP	6.022.192	1.761.414	-	7.783.606	*South CPP PSC*
PSC Bireun Sigli	21.460	953.464	-	974.924	*Bireun Sigli PSC*
Total	295.920.354	44.482.056	-	340.402.410	*Total*
Penyisihan kerugian penurunan nilai	(216.201.998)	(8.671.215)	-	(224.873.213)	*Allowance for impairement loss*
Jumlah Tercatat	**79.718.356**	**35.810.841**	**-**	**115.529.197**	***Carrying Value***

Pada tanggal 31 Desember 2025 dan 2024, manajemen berkeyakinan bahwa tidak diperlukan cadangan penurunan nilai lebih lanjut atas aset eksplorasi dan evaluasi.

As of December 31, 2025 and 2024, management believed no further impairment loss on exploration and evaluation assets was required.

18. ASET MINYAK DAN GAS BUMI

18. OIL AND GAS PROPERTIES

	2025	2024	
Sumur dan perlengkapan serta fasilitasnya	4.237.950.522	4.068.541.952	*Wells and equipment and their facilities*
Sumur dan perlengkapan serta fasilitasnya dalam pengerjaan	231.753.412	115.007.963	*Wells and equipment and their facilities in progress*
Total	4.469.703.934	4.183.549.915	*Total*
Akumulasi penyusutan, deplesi dan amortisasi	(3.330.943.171)	(3.260.250.487)	*Accumulated depreciation, depletion and amortization*
Penyisihan atas kerugian penurunan nilai	(180.946.323)	(180.946.323)	*Allowance for impairment loss*
Jumlah Tercatat	**957.814.440**	**742.353.105**	***Carrying Amount***

Rincian mutasi aset minyak dan gas bumi berdasarkan *area of interest* adalah sebagai berikut:

The details and movements of oil and gas properties based on the area of interest are as follows:

Area Kepemilikan	Saldo 1 Januari/ *Balance as of January 1,* 2025	Penambahan (Pengurangan)/ *Addition (Deduction)*	Penyusutan, Deplesi dan Amortisasi/ *Depreciation, Depletion and Amortization*	Efek Perubahan Kepemilikan Saham/ *Effect of Changes in Shares Ownership*	Saldo 31 Desember/ *Balance as of December 31,* 2025	*Area of Interest*
PSC Kangean	65.996.983	57.916.999	(20.109.662)	16.771.929	120.576.249	*Kangean PSC*
PSC Malacca Strait	262.090.576	90.229.808	(19.888.974)	-	332.431.410	*Malacca Strait PSC*
PSC Bentu	154.236.739	20.165.123	(18.778.767)	-	155.623.095	*Bentu PSC*
PSC Tonga	51.800.466	1.523.505	(472.465)	-	52.851.506	*Tonga PSC*
PSC Korinci Baru	395.600	-	(395.600)	-	-	*Korinci Baru PSC*
PSC Sengkang	174.512.963	51.562.710	(6.669.834)	-	219.405.839	*Sengkang PSC*
PSC Siak	22.546.743	29.644.006	(3.005.392)	-	49.185.357	*Siak PSC*
PSC Kampar	10.773.035	18.339.939	(1.371.991)	-	27.740.983	*Kampar PSC*
Jumlah Tercatat	**742.353.105**	**269.382.090**	**(70.692.685)**	**16.771.929**	**957.814.439**	***Carrying Amount***

18. ASET MINYAK DAN GAS BUMI *(Lanjutan)* / *OIL AND GAS PROPERTIES (Continued)*

Area Kepemilikan	Saldo 1 Januari/ *Balance as of January 1, 2024*	Penambahan (Pengurangan)/ *Addition (Deduction)*	Penyusutan, Deplesi dan Amortisasi/ *Depreciation, Depletion and Amortization*	Akuisisi Entitas Anak Perusahaan/ *Acquisition of Subsidiary Entities*	Saldo 31 Desember/ *Balance as of December 31, 2024*	*Area of Interest*
PSC Kangean	63.495.886	17.310.353	(14.809.256)	-	65.996.983	*Kangean PSC*
PSC Malacca Strait	188.386.048	91.867.790	(18.163.262)	-	262.090.576	*Malacca Strait PSC*
PSC Bentu	127.392.907	46.420.955	(19.577.123)	-	154.236.739	*Bentu PSC*
PSC Tonga	43.999.706	7.800.760	-	-	51.800.466	*Tonga PSC*
PSC Korinci Baru	295.760	146.393	(46.553)	-	395.600	*Korinci Baru PSC*
PSC Sengkang	127.602.017	5.945.163	(3.649.312)	44.615.095	174.512.963	*Sengkang PSC*
PSC Siak	-	1.371.039	(1.560.482)	22.736.186	22.546.743	*Siak PSC*
PSC Kampar	-	91.092	(1.808.419)	12.490.362	10.773.035	*Kampar PSC*
Jumlah Tercatat	**551.172.324**	**170.953.545**	**(59.614.407)**	**79.841.643**	**742.353.105**	***Carrying Amounts***

Penyusutan, deplesi dan amortisasi untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 dibebankan ke dalam beban pokok penjualan masing-masing sebesar USD70,7 juta dan USD59,6 juta (Catatan 35).

Depreciation, depletion and amortization for the years ended December 31, 2025 and 2024 were charged to the cost of goods sold in a total amount of USD70.7 million and USD59.6 million, respectively (Note 35).

Aset minyak dan gas bumi, beserta persediaan, diasuransikan pada beberapa perusahaan asuransi, pihak ketiga, untuk mengantisipasi risiko kerugian dan kerusakan. Pada tanggal 31 Desember 2025 dan 2024, jumlah nilai pertanggungan sesuai persentase kuasa penambangan (*working interest*) masing-masing sebesar USD913,8 juta dan USD945,9 juta. Manajemen berkeyakinan bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

Oil and gas properties and inventories were insured with several third-party insurance companies against the risk of loss and damage. As of December 31, 2025 and 2024, the total sum insured based on the working interest percentage was USD913.8 million and USD945.9 million, respectively. Management believed the insurance coverage was adequate to cover possible losses on the assets insured.

Berdasarkan penelaahan atas aset minyak dan gas bumi secara individu, manajemen berkeyakinan bahwa penyisihan kerugian penurunan nilai atas aset minyak dan gas bumi telah mencukupi pada tanggal 31 Desember 2025 dan 2024 .

Based on the individual oil and gas properties review, the management believed that the allowance for impairment losses on oil and gas properties was adequate as of December 31, 2025 and 2024.

19. ASET TIDAK LANCAR LAINNYA / *OTHER NON-CURRENT ASSETS*

	2025	2024	
Pihak Ketiga			***Third Parties***
Piutang *cash call*	19.592.818	13.272.268	*Cash call receivable*
Uang muka proyek	7.366.325	714.972	*Advance for project*
Lain-lain (masing-masing dibawah USD1 juta)	7.989.759	5.751.778	*Others (below USD1 million each)*
Total	**34.948.902**	**19.739.018**	***Total***
Dikurangi penyisihan kerugian penurunan nilai aset tidak lancar lainnya	(2.754.037)	(2.551.627)	*Less allowance for impairment loss on other non-current assets*
Neto	**32.194.865**	**17.187.391**	***Net***

19. ASET TIDAK LANCAR LAINNYA *(Lanjutan)*

Piutang *cash call* merupakan piutang yang timbul dari permintaan *cash call* kepada kontraktor pihak ketiga yang dibayarkan terlebih dahulu oleh Entitas Anak, EMP Tonga dan VMA.

Uang muka proyek merupakan pembayaran uang muka oleh Entitas Anak tertentu terkait dengan kegiatan pengembangan dan produksi minyak mentah dan gas bumi.

Mutasi penyisihan kerugian penurunan nilai aset tidak lancar lainnya adalah sebagai berikut:

19. OTHER NON-CURRENT ASSETS *(Continued)*

Cash call receivable represents receivable arising from cash call requests to third party contractors paid in advance by the Subsidiaries, EMP Tonga and VMA.

Advance for projects represents advance payment by certain Subsidiaries relating to crude oil and natural gas development and production activities.

Movements in the allowance for impairment loss of other non-current assets is as follows:

	2025	2024	
Saldo awal tahun	2.551.627	2.304.804	*Balance at the beginning of year*
Penyisihan selama tahun berjalan	202.410	246.823	*Provisions during the year*
Saldo Akhir Tahun	**2.754.037**	**2.551.627**	***Balance at End of Year***

20. PINJAMAN JANGKA PENDEK

20. SHORT-TERM LOAN

	2025	2024	
KCS1 Pte Ltd	7.500.000	-	*KCS1 Pte Ltd*
PT Bank Mandiri (Persero) Tbk	3.174.089	7.379.120	*PT Bank Mandiri (Persero) Tbk*
TIS Petroleum (Asia) Pte Ltd.	-	5.533.333	*TIS Petroleum (Asia) Pte Ltd.*
Total	**10.674.089**	**12.912.453**	***Total***

a. KCS1 Pte Ltd

Pada tanggal 18 Maret 2025, Perusahaan telah menandatangani Perjanjian Fasilitas dengan KCS1 Pte Ltd sebagai Para Pemberi Pinjaman Awal Tranche A dan Tranche B serta Glas Trust (Singapore) Ltd sebagai Agen dan Agen Jaminan. Jumlah pinjaman yang disepakati adalah sebesar USD6.000.000 untuk masing-masing Tranche A dan Tranche B dengan tingkat suku bunga sebesar 16% per tahun. Fasilitas ini dipergunakan untuk pembayaran biaya, beban, pajak dan pengeluaran-pengeluaran terkait penandatanganan perjanjian ini, pembiayaan modal kerja dan/atau tujuan umum.

Fasilitas pinjaman ini memiliki jangka waktu kredit dua belas (12) bulan dari tanggal penerimaan pinjaman pertama. Pinjaman ini dijamin dengan Gadai Saham atas saham salah satu Entitas Anak serta jaminan-jaminan lain yang dicantumkan Dokumen-Dokumen Jaminan Transaksi.

a. KCS1 Pte Ltd

On 18 March 2025, the Company has entered into a Facility Agreement with KCS1 Pte Ltd as the Initial Lenders of Tranche A and Tranche B and Glas Trust (Singapore) Ltd as Agent and Security Agent. The agreed loan amount is USD6,000,000 for each of Tranche A and Tranche B with an interest rate of 16% per annum. This facility is used for payment of fees, charges, taxes and expenses related to the signing of this agreement, financing working capital and/or general corporate purposes.

This loan facility has a credit term of twelve (12) months from the date of first loan receipt. This loan is secured by Pledge of Share in one of the Company's Subsidiary and other collaterals listed in the Transaction Guarantee Documents.

20. PINJAMAN JANGKA PENDEK *(Lanjutan)*

Pinjaman ini mensyaratkan Perusahaan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, antara lain kewajiban untuk menyampaikan informasi mengenai kegiatan operasional dan laporan keuangan, menjaga kepatuhan terhadap ketentuan hukum dan lingkungan, serta pembatasan atas perubahan kegiatan usaha yang berkaitan dengan Entitas Anak, EER.

Pembayaran yang dilakukan oleh Perusahaan atas pinjaman ini untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar USD4,5juta dan nihil.

b. PT Bank Mandiri (Persero) Tbk

Pada tanggal 27 September 2024, Entitas Anak, ITA, memperoleh fasilitas kredit dari PT Bank Mandiri (Persero) Tbk (Mandiri) dengan plafon sebesar Rp153 miliar dan tingkat suku bunga sebesar 0,5% per tahun di atas suku bunga simpanan yang ditempatkan. Fasilitas ini dipergunakan untuk pembiayaan modal usaha atau modal kerja usaha pertambangan minyak bumi dan gas.

Fasilitas kredit ini memiliki jangka waktu kredit dua belas (12) bulan. Pinjaman ini dijamin dengan agunan tunai berupa giro rekening khusus dalam valuta asing yang akan diikat secara gadai.

ITA wajib menaati dan tunduk pada seluruh ketentuan perundang-undangan dan hukum yang berlaku, termasuk pada ketentuan perkreditan yang berlaku dari Mandiri.

Pembayaran yang dilakukan oleh ITA atas pinjaman ini untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar USD21,5 juta dan USD7,5 juta.

c. TIS Petroleum (Asia) Pte Ltd

Pada tanggal 21 Juni 2024, Perusahaan menandatangani *Prepayment Agreement* dengan TIS Petroleum (Asia) Pte Ltd (TIS). Berdasarkan perjanjian tersebut TIS akan memberikan pinjaman kepada Perusahaan sebesar USD5.500.000. Pada tanggal 10 September 2024, Perusahaan menerima tambahan pinjaman sebesar USD5.000.000. Jangka waktu pinjaman tersebut kepada TIS dalam jangka waktu 10 bulan dengan bunga sebesar 10% per tahun.

20. SHORT-TERM LOAN *(Continued)*

This loan requires the Company to meet general conditions as stipulated in the loan agreement, including the obligation to submit information on operational activities and financial reports, maintain compliance with legal and environmental provisions, as well as restrictions on changes in business activities related to the Subsidiary, EER.

Payments made by Company under these loans for the years ended December 31, 2025 and 2024, were USD4.5 million and nil, respectively.

b. PT Bank Mandiri (Persero) Tbk

On September 27, 2024, a subsidiary, ITA, obtained credit facilities from PT Bank Mandiri (Persero) Tbk (Mandiri) with plafond amounting to Rp153 billion and interest rate of 0.5% per annum above the placed deposit interest rate. The facility is used to financing business capital or working capital for oil and gas mining businesses.

These credit facilities have a credit period of twelve (12) months. The loan is collateralized by cash collateral in the form of a special checking account in foreign currency which will be secured as a pledge.

ITA is obliged to comply and adhere to all applicable laws and regulations, including the prevailing credit provisions of Mandiri.

Payments made by ITA under these loans for the years ended December 31, 2025 and 2024, were USD21.5 million and USD7.5 million respectively.

c. TIS Petroleum (Asia) Pte Ltd

On June 21, 2024, the Company signed a Prepayment Agreement with TIS Petroleum (Asia) Pte Ltd (TIS). Based on this agreement, TIS will provide a loan to the Company for USD 5,500,000. On September 10, 2024, the Company received an additional loan of USD5,000,000. The loan term to TIS is 10 months with interest of 10% per annum.

20. PINJAMAN JANGKA PENDEK *(Lanjutan)*

Pinjaman ini mensyaratkan Perusahaan untuk memenuhi janji-janji keuangan antara lain menjaga tingkat *Debt Service Coverage Ratio (DSCR)*, *Debt to EBITDA Ratio (DER)*, serta nilai aset minimum sebagaimana diatur dalam perjanjian pinjaman. Perusahaan juga diwajibkan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, yang mencakup larangan untuk melakukan pemutusan perjanjian jual beli secara sepihak.

Perusahaan memberikan jaminan berupa Gadai Saham atas saham salah satu Entitas Anak.

Perusahaan telah melunasi pinjaman kepada TIS pada bulan Agustus 2025.

20. SHORT-TERM LOAN *(Continued)*

This loan requires the Company to meet financial covenants, including maintaining the Debt Service Coverage Ratio (DSCR), Debt to EBITDA Ratio (DER), and minimum asset value as stipulated in the loan agreement. The Company is also required to meet general conditions as stipulated in the loan agreement, which includes a prohibition against unilaterally terminating the sale and purchase agreement.

The Company pledge and grant to TIS a Share Pledge of shares in one of the Company's Subsidiary.

The Company has fully paid the loan from TIS in August 2025.

21. PEMBIAYAAN MUSYARAKAH JANGKA PENDEK

21. SHORT-TERM MUSYARAKAH FINANCING

	2025	2024	
PT Bank Syariah Indonesia (Persero) Tbk	2.654.506	-	*PT Bank Syariah Indonesia (Persero) Tbk*
Total	**2.654.506**	**-**	***Total***

Pada tanggal 2 Mei 2025, PT Bank Syariah Indonesia (Persero) Tbk (BSI) telah menyetujui untuk memberikan fasilitas pembiayaan Line Facility sebesar Rp100,0 miliar kepada EMP Gandewa, Entitas Anak, dengan jangka waktu fasilitas sampai dengan tanggal 2 Mei 2026.

Fasilitas pembiayaan ini dijamin dengan agunan tunai berupa giro rekening khusus dalam valuta asing yang akan diikat secara gadai.

Pembayaran yang dilakukan oleh EMP Gandewa atas pinjaman ini untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebesar USD4,3 juta dan nihil.

Pada tanggal 31 Desember 2025, manajemen berkeyakinan telah memenuhi kewajibannya sesuai dengan perjanjian pembiayaan musyarakah.

On May 2, 2025, PT Bank Syariah Indonesia (Persero) Tbk (BSI) approved a Line Facility financing of Rp100.0 billion to EMP Gandewa, a subsidiary. The term of the facility is until May 2, 2026.

The financing facility is collateralized by cash collateral in the form of a special checking account in foreign currency which will be secured as a pledge.

Payments made by the Company under these loans for the years ended December 31, 2025 and 2024 were USD4.3 million and nil.

As of December 31, 2025, the management believes it has fulfilled its obligations under the musyarakah financing agreements.

22. UTANG USAHA / *22. TRADE PAYABLES*

a. Berdasarkan Pemasok / *a. By Creditors*

	2025	2024	
Pihak ketiga			***Third Parties***
PT Emha Tara Navindo	14.876.719	14.876.719	*PT Emha Tara Navindo*
PT Bina Mitra Artha	5.941.883	1.933.654	*PT Bina Mitra Artha*
PT Aria Citra Mulia	4.927.093	4.289.833	*PT Aria Citra Mulia*
PT Asia Petrocom Services	3.601.669	3.487.395	*PT Asia Petrocom Services*
Oakhurst Investment Pte Ltd	3.595.199	2.710.514	*Oakhurst Investment Pte Ltd*
PT Bintang Energi Pratama	3.450.496	4.863.552	*PT Bintang Energi Pratama*
PT Mitra Raya Energi	2.688.142	-	*PT Mitra Raya Energi*
PT Tridaya Esa Pakarti	1.341.607	4.006.201	*PT Tridaya Esa Pakarti*
PT Gelombang Seismic Indonesia	1.304.304	3.004.920	*PT Gelombang Seismic Indonesia*
PT Petroflexx Prima Daya	-	2.574.060	*PT Petroflexx Prima Daya*
FMC Santana Petroleum Equipment	-	2.119.512	*FMC Santana Petroleum Equipment*
Lain-lain (masing-masing dibawah USD2 juta)	40.056.534	37.447.652	*Others (below USD2 million each)*
Total	**81.783.646**	**81.314.012**	***Total***

b. Berdasarkan Umur Utang / *b. By Age Category*

	2025	2024	
Sampai dengan 30 hari	17.505.629	16.098.606	*Up to 30 days*
Lebih dari 30 hari - 60 hari	27.181.676	11.564.780	*Over 30 - 60 days*
Lebih dari 60 hari	37.096.341	53.650.626	*Over 60 days*
Total	**81.783.646**	**81.314.012**	***Total***

c. Berdasarkan Mata Uang / *c. By Currency*

	2025	2024	
Dolar Amerika Serikat	51.624.145	57.992.623	*United States Dollars*
Rupiah	30.159.501	23.321.389	*Rupiah*
Total	**81.783.646**	**81.314.012**	***Total***

23. UTANG LAIN-LAIN / *23. OTHER PAYABLES*

	2025	2024	
SKK Migas	798.407	262.061	*SKK Migas*
PT Adiprotek Envirodunia	-	12.584.463	*PT Adiprotek Envirodunia*
Lain-lain (masing-masing dibawah USD2 juta)	297.610	237.266	*Others (below USD2 million each)*
Total	**1.096.017**	**13.083.790**	***Total***
Dikurangi bagian jatuh tempo lebih dari satu tahun			*Less non-current maturities*
PT Adiprotek Envirodunia	-	6.991.373	*PT Adiprotek Envirodunia*
Bagian Jangka Pendek	**1.096.017**	**6.092.417**	***Current Portion***

23. UTANG LAIN-LAIN *(Lanjutan)* / *OTHER PAYABLES (Continued)*

Utang kepada SKK Migas merupakan utang *overlifting* atas penjualan minyak mentah Entitas Anak sesuai dengan ketentuan yang terdapat di PSC.

Payable to SKK Migas represents an estimated obligation of crude oil sales overlifting of Subsidiaries in accordance with PSC's.

Utang kepada PT Adiprotek Envirodunia merupakan hutang yang berhubungan dengan pembelian Entitas Anak, EMA, pada tahun 2022. Utang ini telah dilunasi pada bulan Maret 2025.

Payable to PT Adiprotek Envirodunia pertains to payable related to the purchase of a Subsidiary, EMA, in 2022. This debt was fully paid in March 2025,.

Seluruh utang lain-lain merupakan utang kepada pihak ketiga dan didenominasi dalam mata uang Dolar Amerika Serikat.

All other payables represent payables to third parties and are denominated in United States Dollar.

24. UANG MUKA PELANGGAN / *ADVANCE CUSTOMERS*

Uang muka pelanggan dari PT Kilang Pertamina Internasional (KPI), merupakan kewajiban *take or pay* atas Entitas Anak, EMP Bentu, yang timbul sehubungan dengan penjualan gas bumi kepada KPI. Saldo uang muka pelanggan pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD10,9 juta dan USD18,57 juta.

Advance to customer's PT Kilang Pertamina Internasional (KPI), pertain to take or pay obligations of the Subsidiary, EMP Bentu, related to the sale of natural gas to KPI. The balance of advance customer as of December 31, 2025 and 2024 amounting to USD10.9 million and USD18.57 million, respectively.

25. BEBAN AKRUAL / *ACCRUED EXPENSES*

	2025	2024	
Produksi	55.662.809	46.748.658	*Production*
Penunjang	45.057.691	23.338.717	*Support cost*
Pengeboran	40.077.566	32.382.380	*Drilling*
Proyek	16.495.248	10.680.754	*Project*
Beban denda	5.849.779	5.258.613	*Penalty charges*
Geologi dan geofisik	777.940	1.103.394	*Geological and geophysical*
Lain-lain (masing-masing dibawah USD1 juta)	1.532.829	2.077.044	*Others (each below USD1million)*
Total	**165.453.862**	**121.589.560**	***Total***

Beban akrual atas produksi, pengeboran, penunjang, geologi dan geofisik dan proyek merupakan beban Entitas Anak yang berhubungan dengan kegiatan eksplorasi, pengembangan dan produksi minyak mentah dan gas bumi yang terdapat di Entitas Anak yang memegang kuasa penambangan atas blok minyak dan gas bumi.

Accrued production, drilling, support cost, geological and geophysical and project mainly represent Subsidiaries' expenditures relating to the exploration, development and production activities of crude oil and natural gas of Subsidiaries that hold working interests in oil and gas blocks.

Beban denda merupakan denda atas keterlambatan pembayaran pajak badan dan dividen Entitas Anak.

Penalty charges represent the provision of penalty related to late payments of the Subsidiaries' corporate and dividend tax.

26. LIABILITAS SEWA / *26. LEASE LIABILITIES*

Pembayaran sewa minimum di masa mendatang, serta nilai kini atas pembayaran minimum sewa pembiayaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Future minimum lease payments, together with the present value of the minimum lease payments as December 31, 2025 and 2024, are as follows:

	2025	2024	
2025	-	46.538.447	2025
2026	45.759.285	33.311.383	2026
2027	22.843.691	11.730.797	2027
2028	19.546.606	11.364.367	2028
2029	12.670.907	10.348.585	2029
2030	11.103.084	10.100.000	2030
2031	5.683.333	5.683.333	2031
Total pembayaran sewa minimum	117.606.907	129.076.912	*Total minimum payment*
Bunga belum jatuh tempo	(10.436.359)	(12.831.164)	*Interest not yet due*
Nilai kini utang sewa pembiayaan	107.170.547	116.245.748	*Present value of finance lease payable*
Dikurangi bagian yang jatuh tempo dalam satu tahun	42.618.930	41.161.954	*Less current maturities*
Bagian Jangka Panjang	**64.551.617**	**75.083.794**	***Long-term Portion***

Pada tanggal 31 Desember 2025 dan 2024, tingkat bunga inkremental yang digunakan berkisar antara 5,06% sampai dengan 5,59%.

As of December 31, 2025 and 2024, the incremental borrowing rates used ranged from 5.06% to 5.59%.

27. PINJAMAN JANGKA PANJANG / *27. LONG-TERM LOANS*

	2025	2024	
Pihak ketiga			***Third parties***
PT Bank Mandiri (Persero) Tbk	255.025.798	267.688.441	*PT Bank Mandiri (Persero) Tbk*
Indies Special Opportunities Ltd	29.780.000	-	*Indies Special Opportunities Ltd*
Japan Petroleum Exploration Co., Ltd. (JAPEX)	21.837.881	-	*Japan Petroleum Exploration Co., Ltd. (JAPEX)*
Total	306.643.679	267.688.441	*Total*
Dikurangi bagian jatuh tempo dalam satu tahun			*Less current maturities :*
PT Bank Mandiri (Persero) Tbk	66.143.292	53.762.450	*PT Bank Mandiri (Persero) Tbk*
Indies Special Opportunities Ltd	4.540.000	-	*Indies Special Opportunities Ltd*
Total	70.683.292	53.762.450	*Total*
Bagian Jangka Panjang	**235.960.387**	**213.925.991**	***Long-term Portion***

a. PT Bank Mandiri (Persero) Tbk / *a. PT Bank Mandiri (Persero) Tbk*

Pada tanggal 25 April 2024, Entitas Anak, EMA menandatangani fasilitas kredit dengan PT Bank Mandiri (Persero) Tbk (Mandiri) dengan limit kredit sebesar USD40 juta dengan tingkat bunga sebesar 9% per tahun. Fasilitas ini dipergunakan untuk membiayai modal kerja Entitas Anak Perusahaan. Fasilitas kredit ini memiliki jangka waktu kredit 62 bulan sejak penandatanganan perjanjian kredit.

On April 25, 2024, the Subsidiary, EMA, signed a credit facility with PT Bank Mandiri (Persero) Tbk (Mandiri) with a credit limit of USD40 million with an interest rate of 9% per annum. This facility is used as the working capital of the Company's Subsidiaries. This credit facility has a credit term of 62 months from signing the credit agreement.

27. PINJAMAN JANGKA PANJANG *(Lanjutan)*

Pinjaman ini dijamin, antara lain, dengan piutang usaha fidusia atas nama EMA, kapal milik Entitas Anak, BSSL, serta jaminan lainnya berupa gadai saham EMA di Perusahaan dan Entitas Anak, rekening bank EMA, *Corporate Guarantee* dan *Cash Deficit Guarantee* atas nama Perusahaan, serta Akta pengalihan perjanjian penjualan gas dengan pembeli.

Pinjaman ini mensyaratkan EMA untuk memenuhi janji-janji keuangan antara lain menjaga tingkat DSCR, DER, serta nilai ekuitas positif sebagaimana diatur dalam perjanjian pinjaman. EMA juga diwajibkan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, yang antara lain mencakup kewajiban untuk memperbarui atau memperpanjang seluruh perizinan usaha yang relevan, menyampaikan informasi terkait kegiatan operasional dan keuangan, serta memperoleh persetujuan dari Pemberi Pinjaman atas pembatasan *negative covenant*.

Pembayaran yang dilakukan oleh EMA atas pinjaman ini untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD8,79 juta dan USD7,31 juta.

Pada tanggal 25 April 2024, Entitas Anak, SRGS menandatangani fasilitas kredit dengan Mandiri dengan limit kredit sebesar USD39 juta dan tingkat bunga sebesar 9% per tahun. Fasilitas ini dipergunakan untuk membiayai pembelian kapal EDN-1 (dahulu Huaxiang 8). Fasilitas kredit ini memiliki jangka waktu kredit 98 bulan sejak penandatanganan perjanjian kredit.

Pinjaman ini dijamin diantaranya dengan; fidusia piutang usaha, fidusia saham, hipotek kapal FSRU EDN-1, gadai saham Entitas Anak, *Corporate Guarantee* dan *Cash Deficit Guarantee* atas nama Perusahaan, dan gadai rekening bank SRGS.

Pinjaman ini mensyaratkan SRGS untuk memenuhi janji-janji keuangan antara lain menjaga tingkat DSCR, DER, serta nilai ekuitas positif sebagaimana diatur dalam perjanjian pinjaman. SRGS juga diwajibkan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, yang antara lain mencakup kewajiban untuk memperbarui atau memperpanjang seluruh perizinan usaha yang relevan, menyampaikan informasi terkait kegiatan operasional dan keuangan, serta memperoleh persetujuan dari Pemberi Pinjaman atas pembatasan *negative covenant*.

27. LONG-TERM LOANS *(Continued)*

This loan is secured, among others, by fiduciary trade receivables in the name of EMA, a ship belonging to Subsidiary, BSSL, and other collateral in the form of EMA pledge of shares of the Company and Subsidiary, EMA's bank accounts, Corporate Guarantee and Cash Deficit Guarantee in the name of the Company, and Deed of assignment of the gas sale agreement with buyers.

This loan requires EMA to fulfill financial covenants, including maintaining a positive DSCR, DER, and equity value as stipulated in the loan agreement. EMA is also required to fulfill general covenants as stipulated in the loan agreement, which include the obligation to renew or extend all relevant business licenses, submit information related to operational and financial activities, and obtain Lender approval for negative covenant restrictions.

The loan payments made by EMA for the years ended December 31, 2025 and 2024 amounted to USD8.79 million and USD7.31 million, respectively.

On April 25, 2024, the Subsidiary, SRGS, signed a credit facility in the form of investment credit with Mandiri with a credit limit of USD39 million with an interest rate of 9% per annum. This facility was used to finance the purchase of the EDN-1 (previously Huaxiang 8) vessel. This credit facility has a credit term of 98 months from signing the credit agreement.

This loan is secured, among other by; fiducia of trade receivables, fiducia of stock, hypothec vessel FSRU EDN-1, pledge of Subsidiary shares, a Corporate Guarantee and, a Cash Deficit Guarantee by the Company, and pledge of SRGS bank accounts.

This loan requires SRGS to fulfill financial covenants, including maintaining a positive DSCR, DER, and equity value as stipulated in the loan agreement. SRGS is also required to fulfill general covenants as stipulated in the loan agreement, which include the obligation to renew or extend all relevant business licenses, submit information related to operational and financial activities, and obtain Lender approval for negative covenant restrictions.

27. PINJAMAN JANGKA PANJANG *(Lanjutan)*

Pembayaran yang dilakukan oleh SRGS atas pinjaman ini untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD5,8 juta dan USD2,8 juta.

Pada tanggal 17 Mei 2024, Entitas Anak, BSSL menandatangani fasilitas kredit dengan Mandiri dengan limit kredit sebesar Rp152 miliar dan tingkat bunga sebesar 9% per tahun. Fasilitas ini dipergunakan untuk pembiayaan kembali atas aset Kapal FSO Gandini. Fasilitas kredit ini memiliki jangka waktu kredit 60 bulan sejak penandatanganan perjanjian kredit.

Pinjaman ini dijamin diantaranya dengan; fidusia piutang usaha, hipotek kapal FSO Gandini, gadai saham BSSL, Corporate Guarantee dan Cash Deficit Guarantee oleh Perusahaan, dan gadai atas rekening bank BSSL.

Pinjaman ini mensyaratkan BSSL untuk memenuhi janji-janji keuangan antara lain menjaga tingkat DSCR, DER, serta nilai ekuitas positif sebagaimana diatur dalam perjanjian pinjaman BSSL juga diwajibkan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, yang antara lain mencakup kewajiban untuk memperbarui atau memperpanjang seluruh perizinan usaha yang relevan, menyampaikan informasi terkait kegiatan operasional dan keuangan, serta memperoleh persetujuan dari Pemberi Pinjaman atas pembatasan *negative covenant*.

Pembayaran yang dilakukan oleh BSSL atas pinjaman ini untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD2,1 juta dan USD1,0 juta.

Pada tanggal 30 Agustus 2024, Entitas Anak, ITA menandatangani fasilitas kredit berupa *term loan* dari Mandiri dengan limit kredit sebesar USD134 juta (*term loan 1*) dan USD64 juta (*term loan 2*) dengan tingkat bunga sebesar 8.5% per tahun *(term loan 1)* dan 9.5% per tahun (term loan 2). Fasilitas ini dipergunakan untuk pemberian piutang kepada Perusahaan dalam rangka pelunasan fasilitas kredit group usaha, yaitu pinjaman Deutsche Bank dan pengeluaran modal ITA serta pemberian piutang kepada Perusahaan untuk pengembangan grup usaha. Pada tanggal 3 Juli 2025, Entitas Anak, ITA, menandatangani amandemen perjanjian ini dan mendapatkan pinjaman tambahan dengan limit kredit sebesar USD24 juta (*term loan 3*) untuk pemberian piutang kepada Entitas Anak, EGL.

27. LONG-TERM LOANS *(Continued)*

The loan payments made by SRGS for the years ended December 31, 2025 and 2024 amounted to USD5.8 million and USD2.8 million, respectively.

On May 17, 2024, the Subsidiary, BSSL, signed a credit facility in the form of investment credit from Mandiri with a credit limit of Rp152 billion and an interest rate of 9% per year. This facility is used to refinance the assets of the FSO Gandini Ship. This credit facility has a credit term of 60 months from signing the credit agreement.

This loan is secured, among other by; fiducia of trade receivables, hypothec of vessel FSO Gandini, pledges of BSSL, a Corporate Guarantee, a Cash Deficit Guarantee by the Company, and pledges of BSSL bank accounts.

This loan requires BSSL to fulfill financial covenants, including maintaining a positive DSCR, DER, and equity value as stipulated in the loan agreement. BSSL is also required to fulfill general covenants as stipulated in the loan agreement, which include the obligation to renew or extend all relevant business licenses, submit information related to operational and financial activities, and obtain Lender approval for negative covenant restrictions.

The loan payments made by BSSL for the years ended December 31, 2025 and 2024 amounted to USD2.1 million and USD1.0 million, respectively.

On August 30, 2024, the Subsidiary, ITA, signed a credit facility in the form of a term loan from Mandiri with a credit limit of USD 134 million (term loan 1) and USD 64 million (term loan 2) with an interest rate of 8.5% per year (term loan 1) and 9.5% (term loan 2). This facility is used to provide receivables to the Company to pay off the business group's credit facilities, namely Deutsche Bank loan and ITA's capital expenditures financing and provision of receivables to the Company for the development of the business group. On July 3, 2025, the Subsidiary, ITA, signed an amendment to this agreement and obtained an additional loan with a credit limit of USD24 million (term loan 3) for the purpose of providing receivables to the Subsidiary, EGL.

27. PINJAMAN JANGKA PANJANG *(Lanjutan)*

Fasilitas kredit ini memiliki jangka waktu kredit 64 bulan sejak penandatanganan kredit atau 31 Desember 2029 (*term loan 1*) dan 76 bulan sejak penandatanganan kredit atau 31 Desember 2030 (*term loan 2*), serta jangka waktu kredit 12 bulan sejak *availability period* berakhir atau sampai dengan 31 Mei 2027 atau sampai dengan fasilitas kredit telah ditarik seluruhnya (mana yang terjadi lebih dahulu) (*term loan 3*).

Pinjaman ini dijamin diantaranya dengan fidusia piutang usaha dan piutang afiliasi, hipotik kelas 1 kapal FSO Gandini, gadai saham Entitas Anak, *Corporate Guarantee* dan *Cash Deficit Guarantee* atas nama Perusahaan dan gadai atas rekening bank.

Pinjaman ini mensyaratkan ITA untuk memenuhi janji-janji keuangan antara lain menjaga tingkat DSCR, DER, serta nilai ekuitas minimum sebagaimana diatur dalam perjanjian pinjaman. ITA juga diwajibkan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, yang antara lain mencakup kewajiban untuk memperbarui atau memperpanjang seluruh perizinan usaha yang relevan, menyampaikan informasi terkait kegiatan operasional dan keuangan, serta memperoleh persetujuan dari Pemberi Pinjaman atas pembatasan *negative covenant*.

Pembayaran yang dilakukan oleh ITA atas pinjaman ini untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing USD65,7 juta dan USD6,0 juta.

ITA telah melunasi fasilitas *term loan* 3 kepada Mandiri pada bulan Desember 2025.

Pada tanggal 3 Juli 2025, ITA juga menandatangani fasilitas kredit dengan Mandiri berupa Kredit Agunan Surat Berharga (KASB) dengan limit kredit sebesar USD6 juta dengan tingkat bunga sebesar 5% per tahun. Fasilitas kredit ini memiliki jangka waktu kredit 12 bulan sejak penarikan Fasilitas KASB.

Pinjaman ini dijamin diantaranya dengan gadai atas KASB.

ITA telah melunasi Fasilitas KASB kepada Mandiri pada bulan Desember 2025.

Pada tanggal 6 Maret 2025, Entitas Anak, EEJ menandatangani fasilitas kredit dengan Mandiri dengan *limit* kredit sebesar USD42 juta dengan tingkat bunga sebesar 9,5% per tahun. Fasilitas ini dipergunakan untuk membiayai modal kerja. Fasilitas kredit ini memiliki jangka waktu kredit 70 bulan sejak tanggal penandatanganan perjanjian kredit.

27. LONG-TERM LOANS *(Continued)*

This credit facility has a credit term of 64 months from signing the credit on December 31, 2029 (term loan 1) and 76 months from signing the credit on December 31, 2030 (term loan 2), also credit term of 12 months from the end of the availability period or until May 31, 2027, or until the credit facility has been fully drawn down (whichever occurs first) (term loan 3).

This loan is secured by various assets, including fiduciary trade receivables and affiliate receivables, a Class 1 mortgage on the FSO Gandini vessel, pledges of Subsidiary shares, a Corporate Guarantee, a Cash Deficit Guarantee on behalf of the Company and a pledge on bank accounts.

This loan requires ITA to fulfill financial covenants, including maintaining the minimum DSCR, DER, and equity levels as stipulated in the loan agreement. ITA is also required to fulfill general covenants as stipulated in the loan agreement, which include the obligation to renew or extend all relevant business licenses, submit information related to operational and financial activities, and obtain Lender approval for negative covenant restrictions.

The loan payments made by ITA for the years ended December 31, 2025 and 2024 amounted to USD65.7million and USD6.0 million, respectively.

ITA has fully paid the term loan 3 facility to Bank Mandiri in December 2025.

On July 3, 2025 ITA also signed a credit facility with Mandiri in the form of a Securities Collateral Credit (KASB) with a credit limit of USD 6 million and an interest rate of 5% per annum. This credit facility has a term of 12 months from the drawdown of the KASB Facility.

This loan is secured by, among other things, a pledge of the KASB.

ITA has fully paid KASB Facility to Bank Mandiri in December 2025.

On March 6, 2025, the Subsidiary, EEJ, signed a credit facility with Mandiri with a credit limit of USD42 million with an interest rate of 9.5% per annum. This facility is used as the working capital of the Company. This credit facility has a credit term of 70 months from signing date of the credit agreement.

27. PINJAMAN JANGKA PANJANG *(Lanjutan)*

Pinjaman ini dijamin diantaranya dengan; fidusia piutang usaha, fidusia piutang afiliasi, gadai saham Entitas Anak, *Corporate Guarantee, Cash Deficit Guarantee* atas nama EMP Bentu, hipotek kapal milik BSSL dan gadai rekening bank EEJ.

Pinjaman ini mensyaratkan EEJ untuk memenuhi janji-janji keuangan antara lain menjaga tingkat DSCR, DER, serta nilai ekuitas positif sebagaimana diatur dalam perjanjian pinjaman. EEJ juga diwajibkan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, yang antara lain mencakup kewajiban untuk memperbarui atau memperpanjang seluruh perizinan usaha yang relevan, menyampaikan informasi terkait kegiatan operasional dan keuangan, serta memperoleh persetujuan dari Pemberi Pinjaman atas pembatasan *negative covenant*.

Pembayaran yang dilakukan oleh EEJ atas pinjaman ini untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah sebesar nihil.

Pada tanggal 31 Desember 2025, manajemen berkeyakinan masing-masing EMA, SRGS, BSSL, ITA, dan EEJ telah memenuhi kewajibannya sesuai dengan perjanjian fasilitas kredit dengan Bank Mandiri.

b. Indies Special Opportunities Ltd

Pada tanggal 18 Agustus 2025, Perusahaan telah menandatangani Perjanjian Fasilitas dengan Indies Special Opportunities III Ltd dan Indies Special Opportunities IV Ltd (Indies) sebagai Para Pemberi Pinjaman Awal serta Glas Trust (Singapore) Ltd sebagai Agen dan Agen Jaminan, yang kemudian di amandemen pada tanggal 30 September 2025. Jumlah pinjaman yang disepakati adalah sebesar USD11.000.000 dengan tingkat suku bunga sebesar 9% per tahun.

Pada tanggal 20 November 2025, Perseroan menandatangani surat amandemen kedua, untuk mendokumentasikan peningkatan fasilitas sebesar USD4.000.000 dari Hana SEA Global LLP selaku Pemberi Pinjaman Yang Mengaksesi. Fasilitas ini dipergunakan untuk pembayaran biaya, beban, pajak dan pengeluaran-pengeluaran terkait penandatanganan perjanjian ini pembiayaan modal kerja dan/atau tujuan umum Perusahaan.

Fasilitas pinjaman ini memiliki jangka waktu kredit dua puluh empat (24) bulan dari tanggal penerimaan pinjaman pertama. Pinjaman ini dijamin antara lain dengan fidusia piutang dan gadai saham Entitas Anak, EEG serta jaminan-jaminan lain yang dicantumkan Dokumen-Dokumen Jaminan Transaksi.

27. LONG-TERM LOANS *(Continued)*

This loan is secured, among other by; fiducia of trade receivables, fiducia of affiliated receivables, fiducia of Subsidiaries' stock, pledge of Subsidiary shares, a Corporate Guarantee, a Cash Deficit Guarantee by EMP Bentu, hypothec of BSSL's vessel and pledge of EEJ bank accounts.

This loan requires EEJ to fulfill financial covenants, including maintaining the minimum DSCR, DER, and equity levels as stipulated in the loan agreement. EEJ is also required to fulfill the general requirements as stipulated in the loan agreement, which include the obligation to renew or extend all relevant business permits, submit information related to operational and financial activities, and obtain approval from the Lender regarding negative covenant.

The loan payments made by EEJ for the year ended December 31, 2025 amounted nil.

As of December 31, 2025, management believes that each of EMA, SRGS, BSSL, ITA, and EEJ has fulfilled its obligations in accordance with the credit facility agreements with Bank Mandiri.

b. Indies Special Opportunities Ltd

On August 18, 2025, the Company entered into a Facility Agreement with Indies Special Opportunities III Ltd and Indies Special Opportunities IV Ltd (Indies) as the Initial Lenders, and Glas Trust (Singapore) Ltd as the Agent and Collateral Agent, which was subsequently amended on September 30, 2025. The agreed loan amount is USD11,000,000, with an interest rate of 9% per annum.

On November 20, 2025, the Company executed a second amendment letter, to document an upsize facility of USD4,000,000 provided by Hana SEA Global LLP as the Acceding Lender. This facility is used to pay fees, charges, taxes, and expenses related to the signing of this agreement, financing working capital and/or general corporate purposes.

This loan facility has a credit term of twentyfour (24) months from the date of the initial loan disbursement. This loan is secured amongst other by fiducia over receivables and share pledge of Subsidiary, EEG, as well as other collateral as stated in the Transaction Security Documents.

27. PINJAMAN JANGKA PANJANG *(Lanjutan)*

Pinjaman ini mensyaratkan Perusahaan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, antara lain kewajiban untuk menyampaikan informasi mengenai kegiatan operasional dan laporan keuangan, menjaga kepatuhan terhadap ketentuan hukum dan lingkungan, serta pembatasan atas perubahan kegiatan usaha yang berkaitan dengan Entitas Anak EEES dan EMA.

Pembayaran yang dilakukan oleh Perusahaan atas pinjaman ini untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah sebesar USD220 ribu.

Pada tanggal 19 Desember 2025, Entitas Anak EMPI, juga telah menandatangani Perjanjian Fasilitas dengan Indies Special Opportunities IV Ltd sebagai Pemberi Pinjaman Awal serta Glas Trust (Singapore) Ltd sebagai Agen dan Agen Jaminan, Jumlah pinjaman yang disepakati adalah sebesar USD15.000.000 dengan tingkat suku bunga sebesar 9% per tahun.

Belum ada pembayaran yang dilakukan oleh Perusahaan selama tahun yang berakhir pada tanggal 31 Desember 2025.

Fasilitas pinjaman ini memiliki jangka waktu kredit dua puluh empat (24) bulan dari tanggal penerimaan pinjaman pertama. Pinjaman ini dijamin antara lain dengan fidusia piutang dan gadai saham Entitas Anak, EMPI, KEIL dan EEKL serta jaminan-jaminan lain yang dicantumkan Dokumen-Dokumen Jaminan Transaksi.

Pinjaman ini mensyaratkan Perusahaan untuk memenuhi persyaratan umum sebagaimana diatur dalam perjanjian pinjaman, antara lain kewajiban untuk menyampaikan informasi mengenai kegiatan operasional dan laporan keuangan, menjaga kepatuhan terhadap ketentuan hukum dan lingkungan, serta pembatasan atas perubahan kegiatan usaha yang berkaitan dengan Anak Perusahaan, EMPI, KEIL dan EEKL.

Pada tanggal 31 Desember 2025, manajemen berkeyakinan Perusahaan telah memenuhi kewajibannya sesuai dengan perjanjian fasilitas kredit dengan Indies.

c. Japan Petroleum Exploration Co., Ltd.

Pada tanggal 22 Mei 2025, Anak Perusahaan, EMP Gebang telah menandatangani Perjanjian Fasilitas dengan Japan Petroleum Exploration Co., Ltd. (JAPEX) sebagai Pemberi Pinjaman. Jumlah pinjaman yang disepakati adalah sebesar USD116.600.000, dengan tingkat suku bunga sebesar SOFR + 1,83% per tahun, yang dibagi dalam tiga (3) *tranche*: A, B dan C.

27. LONG-TERM LOANS *(Continued)*

This loan requires the Company to fulfill general covenants as stipulated in the loan agreement, including the obligation to submit information regarding operational activities and financial reports, maintain compliance with legal and environmental provisions, and cover changes in business activities related to the Subsidiaries, EEES and EMA.

Payments made by the Company for the year ended December 31, 2025 amounted to USD220 thousand.

On December 19, 2025, EMPI's Subsidiary Entity, also has signed a Facility Agreement with Indies Special Opportunities IV Ltd as the Initial Lender and Glas Trust (Singapore) Ltd as the Agent and Collateral Agent, the agreed loan amount is USD15,000,000 with an interest rate of 9% per annum.

There's no payments have been made by the Company for the year ended December 31, 2025.

This loan facility has a credit term of twentyfour (24) months from the date of the initial loan disbursement. This loan is secured amongst other by fiducia over receivables and share pledge of Subsidiary, EMPI, KEIL and EEKL, as well as other collateral as stated in the Transaction Security Documents.

This loan requires the Company to fulfill general covenants as stipulated in the loan agreement, including the obligation to submit information regarding operational activities and financial reports, maintain compliance with legal and environmental provisions, and cover changes in business activities related to the Subsidiaries, EMPI, KEIL and EEKL.

As of December 31, 2025, management believes that the Company has fulfilled its obligations in accordance with the credit facility agreement with Indies.

c. Japan Petroleum Exploration Co., Ltd.

On May 22, 2025, the Subsidiary, EMP Gebang entered into a Facility Agreement with Japan Petroleum Exploration Co., Ltd. (JAPEX) as the Lender. The agreed loan amount is USD116,600,000, with an interest rate of SOFR + 1,83% per annum, divided into three (3) tranches: A, B, and C.

27. PINJAMAN JANGKA PANJANG *(Lanjutan)*

Tranche A sebesar USD1.100.000, yang digunakan untuk melunasi bunga yang ditimbulkan berdasarkan Pinjaman Talangan.

Tranche B sebesar USD107.800.000, digunakan untuk membiayai Belanja Modal untuk Proyek-Proyek Yang Diidentifikasi sampai dengan Tanggal Ketersediaan Pendapatan dan melunasi seluruh jumlah pokok berdasarkan Pinjaman Talangan.

Tranche C sebesar USD7.700.000, yang digunakan untuk membiayai Belanja Operasional Perusahaan sampai dengan Tanggal Ketersediaan Pendapatan secara proporsional terhadap Proporsi Masing-Masing dari Pemberi Pinjaman sesuai dengan Perjanjian Pemegang Saham Dan Operasi Gebang.

Fasilitas pinjaman ini memiliki jangka waktu kredit delapan (8) tahun yang akan berakhir pada tanggal 30 Desember 2033.

Selama periode pinjaman tersebut, Penerima Pinjaman dilarang diantaranya untuk: menggadaikan atau menjaminkan aset, menciptakan kewajiban utang keuangan selain dari kegiatan bisnis normal, serta membuat atau membayar *dividend*.

Pada tanggal 31 Desember 2025, manajemen berkeyakinan EMP Gebang telah memenuhi kewajibannya sesuai dengan perjanjian fasilitas kredit dengan JAPEX.

27. LONG-TERM LOANS *(Continued)*

Tranche A of USD1,100,000, which is used to repay the interest accrued under the Bridge Loan.

Tranche B of USD107,800,000, is used to finance Capital Expenditures for Identified Projects up to the Revenue Availability Date and repay the entire principal amount under the Bridge Loan.

Tranche C of USD 7,700,000, which will be used to finance the Company's operational expenses up to the Revenue Availability Date in proportion to the respective Lenders' proportions in accordance with the Shareholders and Operations Agreement.

This loan facility has a credit term of eight (8) years, expiring on December 30, 2033.

During the loan period, the Borrower is prohibited from: pledging or securing assets; creating financial debt obligations other than in the ordinary course of business, and making or paying dividends.

As of December 31, 2025, management believes that the EMP Gebang has fulfilled its obligations in accordance with the credit facility agreement with JAPEX.

28. PEMBIAYAAN MUSYARAKAH

28. MUSYARAKAH FINANCING

	2025	2024	
Pihak ketiga			***Third parties***
Rupiah			Rupiah
PT Bank Jabar Banten Syariah dan PT Bank Aceh Syariah	-	3.152.822	*PT Bank Jabar Banten Syariah and PT Bank Aceh Syariah*
Dikurangi bagian jatuh tempo dalam satu tahun	-	(1.309.275)	*Less current maturities*
Bagian Jangka Panjang	**-**	**1.843.547**	***Long-term Portion***

Pada tanggal 23 November 2023, Entitas Anak, EMP DN memperoleh Fasilitas Pembiayaan Sindikasi Musyarakah Mutanaqishah dari PT Bank Jabar Banten Syariah dan PT Bank Aceh Syariah (Pemberi Fasilitas) (BJBS dan BAS) dengan jumlah plafon sebesar Rp70,0 miliar dan akan jatuh tempo dalam waktu 37 bulan atau sampai dengan 20 Desember 2026. Fasilitas ini digunakan untuk proyek investasi *(refinancing) Gas Handling Facility Service* (GHFS) di Lapangan Sapi, Kalimantan Timur.

On November 23, 2023, Subsidiary, EMP DN obtained Musyarakah Mutanaqishah Syndicated Financing Facility from PT Bank Jabar Banten Syariah and PT Bank Aceh Syariah (Facility Providers) (BJBS and BAS) with plafond of Rp70,0 billion and will mature in 37 months or until December 20, 2026. This facility was used to an investment project (refinancing) Gas Handling Facility Service (GHFS) at Lapangan Sapi, East Kalimantan.

28. PEMBIAYAAN MUSYARAKAH *(Lanjutan)*

Fasilitas ini dijamin, antara lain dengan; fidusia GHFS, fidusia piutang dari proyek GHFS, gadai pendapatan yang ditampung di *Collection Account* dan *Corporate Guarantee* oleh Perusahaan.

Berdasarkan perjanjian fasilitas pembiayaan ini, EMP DN wajib memenuhi janji-janji antara lain; memelihara rasio keuangan, menyerahkan laporan keuangan dan mencadangkan dana *sinking fund* sebesar 2 kali bagi hasil sewa dan 1,25 kali kewajiban pokok pembiayaan. Disamping itu, terdapat batasan-batasan tertentu, antara lain; untuk melakukan melakukan restrukturisasi korporasi, memperoleh fasilitas kredit dari kreditur lain yang berkaitan dengan Proyek yang dibiayai, dan melakukan pembayaran hutang kepada pemegang saham ataupun pihak terafiliasi.

EMP DN telah melunasi pinjaman kepada BJBS dan BAS pada bulan Juni 2025.

28. MUSYARAKAH FINANCING *(Continued)*

This facility is secured, among others by; fiducia of the GHSF, fiducia of receivables from the GHSF project, pledge of revenue held in the Collection Account, and a Corporate Guarantee of the Company.

Based on this financing facility agreement, EMP DN is obligated to keep certain covenants, including but not limited to; maintaining financial ratios, submitting financial reports, and reserving sinking fund amounting 2 times of rental profit sharing and 1.25 times of the principal. In addition, there are certain restrictions, among others: on corporate restructuring obtaining credit facilities from other creditors related to the financed Project, and making loan repayments to shareholders or affiliated parties

EMP DN has been fully paid the loan from BJBS and BAS in June 2025.

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN

Klasifikasi dan Nilai Wajar

Tabel berikut menyajikan jumlah tercatat dari instrumen keuangan yang dicatat pada laporan posisi keuangan konsolidasian dan taksiran nilai wajar:

29. FINANCIAL RISKS AND CAPITAL MANAGEMENT

Classification and Fair Values

The following table presents the carrying amounts of the financial instruments carried in the consolidated statements of financial position and the estimated fair values:

	2025		
Akun	**Jumlah Tercatat/ *Carrying Amounts***	**Nilai Wajar/ *Fair Values***	***Accounts***
Aset Keuangan			***Financial Assets***
Diukur pada biaya perolehan diamortisasi			*Measured at amortized cost*
Pinjaman yang diberikan dan piutang			*Loans and receivables*
Kas di bank dan setara kas	62.148.464	62.148.464	*Cash in bank and cash equivalents*
Piutang usaha	38.075.506	38.075.506	*Trade receivables*
Piutang lain-lain	52.879.655	52.879.655	*Other receivables*
Kas yang dibatasi penggunaannya	127.412.812	127.412.812	*Restricted cash*
Piutang pihak berelasi	108.133.020	108.133.020	*Due from related parties*
Aset tidak lancar lainnya	19.592.818	19.592.818	*Other non-current assets*
Total	**408.242.275**	**408.242.275**	***Total***

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

29. FINANCIAL RISKS AND CAPITAL MANAGEMENT (Continued)

Akun	2025 Jumlah Tercatat/ *Carrying Amounts*	2025 Nilai Wajar/ *Fair Values*	*Accounts*
Liabilitas Keuangan			***Financial Liabilites***
Diukur pada biaya perolehan diamortisasi			*Measured at amortized cost*
Pinjaman jangka pendek	10.674.089	10.674.089	*Short-term loan*
Utang usaha	81.783.646	81.783.646	*Trade payables*
Utang pihak berelasi	115.521	115.521	*Due to related parties*
Utang lain-lain	1.096.017	1.096.017	*Other payables*
Beban akrual	165.453.862	165.453.862	*Accrued expenses*
Pinjaman jangka panjang	306.643.679	306.643.679	*Long-term loans*
Liabilitas sewa	107.170.547	107.170.547	*Lease liabilities*
Pembiayaan Musyarakah	2.654.506	2.654.506	*Musyarakah Financing*
Total	**675.591.867**	**675.591.867**	***Total***

Akun	2024 Nilai Tercatat/ *Carrying Amounts*	2024 Nilai Wajar/ *Fair Values*	*Accounts*
Aset Keuangan			***Financial Assets***
Diukur pada biaya perolehan diamortisasi			*Measured at amortized cost*
Pinjaman yang diberikan dan piutang			*Loans and receivables*
Kas di bank dan setara kas	53.495.359	53.495.359	*Cash in bank and cash equivalents*
Piutang usaha	51.447.715	51.447.715	*Trade receivables*
Piutang lain-lain	74.719.346	74.719.346	*Other receivables*
Kas yang dibatasi penggunaannya	95.008.653	95.008.653	*Restricted cash*
Piutang pihak berelasi	84.138.827	84.138.827	*Due from related parties*
Aset tidak lancar lainnya	13.272.268	13.272.268	*Other non-current assets*
Pihak ketiga			*Third parties*
Total	**372.082.168**	**372.082.168**	***Total***
Liabilitas Keuangan			***Financial Liabilites***
Diukur pada biaya perolehan diamortisasi			*Measured at amortized cost*
Pinjaman jangka pendek	12.912.453	12.912.453	*Short-term loan*
Utang usaha			*Trade payables*
Pihak ketiga	81.314.011	81.314.011	*Third parties*
Utang pihak berelasi	115.522	115.522	*Due to related parties*
Utang lain-lain	13.083.790	13.083.790	*Other payables*
Beban akrual	121.589.560	121.589.560	*Accrued expenses*
Pinjaman jangka panjang	267.688.441	267.688.441	*Long-term loans*
Liabilitas sewa	116.245.748	116.245.748	*Lease liabilities*
Pembiayaan Musyarakah	3.152.822	3.152.822	*Musyarakah financing*
Total	**616.102.347**	**616.102.347**	***Total***

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan yang praktis untuk memperkirakan nilai tersebut:

Aset keuangan lancar dan liabilitas keuangan jangka pendek:

Instrumen keuangan dengan jatuh tempo satu (1) tahun atau kurang (kas di bank dan setara kas, piutang usaha, piutang lain-lain, pinjaman jangka pendek, utang usaha, utang lain-lain, dan beban akrual).

Instrumen keuangan ini sangat mendekati jumlah tercatatnya karena jatuh temponya dalam jangka pendek.

Aset keuangan tidak lancar dan liabilitas keuangan jangka panjang:

- Liabilitas keuangan jangka panjang dengan suku bunga tetap dan variabel (liabilitas sewa, pinjaman jangka panjang dan pembiayaan Musyarakah).
  Nilai wajar dari liabilitas keuangan ini ditentukan dengan mendiskontokan arus kas masa datang menggunakan suku bunga yang berlaku dari transaksi pasar yang dapat diamati untuk instrumen dengan persyaratan, risiko kredit dan jatuh tempo yang sama.

- Aset dan liabilitas keuangan yang dicatat tanpa adanya pasar aktif (kas yang dibatasi penggunaannya, piutang pihak berelasi, aset tidak lancar lainnya dan utang pihak berelasi).

  Untuk instrumen keuangan yang tidak dikuotasi pada harga pasar dan nilai wajarnya tidak dapat diukur secara andal tanpa menimbulkan biaya yang berlebihan, dicatat berdasarkan nilai nominal dikurangi penurunan nilai untuk aset keuangan.

Tujuan dan Kebijakan Manajemen Risiko Keuangan

Kelompok Usaha dipengaruhi oleh berbagai risiko keuangan, seperti risiko mata uang asing, risiko tingkat bunga, risiko kredit dan risiko likuiditas. Tujuan manajemen risiko Kelompok Usaha secara keseluruhan adalah untuk secara efektif mengendalikan risiko-risiko ini dan meminimalisasi pengaruh merugikan yang dapat terjadi terhadap kinerja keuangan mereka.

Direksi Perusahaan menelaah dan menyetujui kebijakan untuk mengelola risiko-risiko yang dirangkum sebagai berikut:

29. FINANCIAL RISKS AND CAPITAL MANAGEMENT *(Continued)*

The following methods and assumptions are used to estimate the fair value of each class of financial instrument for which it is practicable to estimate such value:

Current financial assets and liabilities:

Financial instruments with remaining maturities of one (1) year or less (cash in banks and cash equivalents, trade receivables, other receivables, short-term loan, trade payables, other payables, and accrued expenses).

These financial instruments approximate their carrying amounts largely due to their short-term maturities.

Non-current financial assets and liabilities:

- *Long-term fixed-rate and variable-rate financial liabilities (lease liabilities, long-term loans and Musyarakah financing).*
  The fair values of these financial liabilities are determined by discounting future cash flows using applicable rates from observable current market transactions for instruments with similar terms, credit risk and remaining maturities.

- *Financial assets and liabilities carried with no active market (restricted cash, due from related parties, other non-current assets and due to related parties).*

  The financial instruments that are not stated at quoted market price and whose fair value cannot be reliably measured without incurring excessive costs, are carried at their nominal amounts less any impairment losses for financial assets.

Financial Risk Management Objectives and Policies

The Group is affected by various financial risks, such as foreign currency risk, interest rate risk, credit risk and liquidity risk. The Group's overall risk management objectives are to effectively manage these risks and minimize potential adverse effects on its financial performance.

The Company's Board of Directors reviews and approves the policies for managing the risks, which are summarized as follows:

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

a. Risiko mata uang asing

Risiko mata uang asing adalah risiko dimana nilai wajar arus kas masa depan dari aset atau liabilitas Kelompok Usaha dalam mata uang asing dapat berfluktuasi karena perubahan nilai tukar mata uang asing. Kelompok Usaha terekspos risiko perubahan nilai tukar mata uang asing terutama dari aset dan liabilitas moneter yang diakui dalam mata uang selain dari mata uang fungsional Kelompok Usaha (Catatan 45).

Sebagian besar pendapatan Kelompok Usaha adalah dengan harga, ditagih dan dibayar dalam Dolar Amerika Serikat (USD). Sebagian besar beban pokok penjualan, beban usaha dan belanja modal adalah dalam USD. Namun demikian, terdapat beberapa biaya dan beban dalam mata uang Rupiah seperti gaji, upah dan pajak.

Untuk mengelola risiko, Kelompok Usaha melakukan penyepadanan liabilitas dalam mata uang asing dengan aset keuangan dalam mata uang asing terkait, dan melakukan pembelian dan penjualan mata uang asing saat diperlukan. Manajemen memandang belum perlu melakukan lindung nilai mata uang asing karena aset moneter dalam mata uang asing yang tersedia cukup untuk melunasi liabilitas dalam mata uang asing terkait.

Tabel berikut ini menunjukkan dampak pada laba rugi dan ekuitas sebagai akibat dari kenaikan/penurunan nilai tukar mata uang asing, dengan mempertimbangkan semua faktor lain tetap konstan:

29. *FINANCIAL RISKS AND CAPITAL MANAGEMENT (Continued)*

a. *Foreign currency risk*

Foreign currency risk is the risk that the fair value of future cash flows from the Group's foreign currency denominated assets or liabilities may fluctuate due to changes in foreign exchange rates. The Group is exposed to foreign currency risk primarily from recognized monetary assets and liabilities that are denominated in currencies other than the Group's functional currency (Note 45).

A significant portion of the Group's revenues is priced, invoiced and paid in United States Dollar (USD). Most of its cost of sales, operating expenses and capital expenditures are also in USD. However, some other costs and expenses are denominated in Rupiah such as salaries, wages and tax expenses.

To manage the risk, the Group matches its foreign currency liabilities with relevant financial assets and the purchase or sale of foreign currencies at spot rates when necessary. Management believes that there is no need to enter into foreign currency hedges, as the monetary assets are considered adequate to settle relevant liabilities denominated in foreign currency.

The following table summarizes the impact in profit or loss and equity as a result of increase/decrease in foreign exchange rates, considering all other factors being held constant:

	2025	2024	
Rp meningkat 5%	342.720	757.800	*Rp increased by 5%*
Rp menurun 5%	(342.720)	(757.800)	*Rp decreased by 5%*

b. Risiko tingkat bunga

Kelompok Usaha terekspos secara signifikan pada risiko tingkat suku bunga yang timbul dari fluktuasi tingkat suku bunga pinjaman jangka pendek dan jangka panjang.

Kelompok Usaha meminimalisir risiko tingkat bunga dari fasilitas pinjaman dengan mendapatkan fasilitas pinjaman dari berbagai pemberi pinjaman dan pengawasan pergerakan tingkat bunga pasar. Kelompok Usaha mengelola risiko ini dengan penggunaan tingkat bunga tetap untuk setiap pinjaman yang disepakati pada tanggal penarikan atau perpanjangan atau memperoleh tingkat suku bunga mengambang yang paling menguntungkan.

b. *Interest rate risk*

The Group is significantly exposed to interest rate risk resulting from fluctuations in the interest rate on short-term and long-term loans.

The Group minimizes the interest rate risk from credit facilities by maintaining credit facilities from diversified lenders and monitoring the market interest rate risk movement. The Group manages this risk by using a fixed interest rate for each borrowing that will be agreed at the date of any drawdown or rollover or to obtain the most favorable floating interest rates available.

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

Dalam hal liabilitas keuangan yang memiliki bunga, tabel berikut menyajikan tingkat suku bunga efektif tahunan pada akhir periode pelaporan:

***29. FINANCIAL RISKS AND CAPITAL MANAGEMENT** (Continued)*

In regard to interest-bearing financial liabilities, the following table indicates their effective annual interest rate at the end of the reporting periods:

	2025				
	Tingkat Bunga Efektif/ *Effective Interest Rate*	**Total/ *Total***	**Dalam 1 Tahun/ *Within 1 Year***	**Lebih dari 1 tahun Sampai 5 tahun/ *More than 1 Year to 5 years***	
Pinjaman jangka pendek					*Short term loans*
KCS1 Pte Ltd	16,00%	7.500.000	7.500.000	-	*KCS1 Pte Ltd*
PT Bank Mandiri (Persero) Tbk	0,50%	3.174.089	3.174.089	-	*PT Bank Mandiri (Persero) Tbk*
Pembiayaan Musyarakah					*Musyarakah Financing*
PT Bank Syariah Indonesia (Persero) tbk	0,20%	2.654.506	2.654.506	-	*PT Bank Syariah Indonesia (Persero) tbk*
Pinjaman jangka panjang					*Long-term loans*
PT Bank Mandiri (Persero) Tbk	8,50% - 9,00%	255.025.798	66.143.292	188.882.506	*PT Bank Mandiri (Persero) Tbk*
Indies Special Opportunities Ltd	9,00%	29.780.000	4.540.000	25.240.000	*Indies Special Opportunities Ltd*
Japan Petroleum Exploration Co., Ltd. (JAPEX)	5,56%	21.837.881	-	21.837.881	*Japan Petroleum Exploration Co., Ltd. (JAPEX)*

	2024				
	Tingkat Bunga Efektif/ *Effective Interest Rate*	**Total/ *Total***	**Dalam 1 Tahun/ *Within 1 Year***	**Lebih dari 1 tahun Sampai 5 tahun/ *More than 1 Year to 5 years***	
Pinjaman jangka pendek					*Short term loans*
PT Bank Mandiri (Persero) Tbk	0,50%	7.379.120	7.379.120	-	*PT Bank Mandiri (Persero) Tbk*
TIS Petroleum (Asia) Pte Ltd.	10,00%	5.533.333	5.533.333	-	*TIS Petroleum (Asia) Pte Ltd.*
Pinjaman jangka panjang					*Long-term loans*
PT Bank Mandiri (Persero) Tbk	8,50% - 9,00%	267.688.441	53.762.450	213.925.991	*PT Bank Mandiri (Persero) Tbk*
Pembiayaan Musyarakah					Musyarakah Financing
PT Bank Jabar Banten Syariah dan PT Bank Aceh Syariah	11,00%	3.152.822	1.309.275	1.843.547	*PT Bank Jabar Banten Syariah and PT Bank Aceh Syariah*

Analisa sensitivitas atas risiko tingkat bunga

Jika, pada tanggal 31 Desember 2025 dan 2024, tingkat suku bunga naik/turun 100 basis poin dengan asumsi variabel yang lain tetap, laba rugi dan ekuitas Kelompok Usaha untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 masing-masing akan USD3,0 juta dan USD0,9 juta lebih tinggi/rendah dari pada sebelumnya, hal ini terjadi karena meningkatnya/menurunnya biaya bunga atas pinjaman yang memiliki tingkat bunga pinjaman mengambang.

Sensitivity analysis for interest rate risk

If, as of December 31, 2025 and 2024 the interest rate had been 100 basis points higher/lower with all other variables held constant, the Group's profit or loss and equity for the years ended December 31, 2025 and 2024 would have been USD3.0 million and USD0.9 million, respectively, lower/higher than previously stated, arising mainly as a result of higher/lower interest expense on floating rate borrowings.

c. Risiko kredit

Risiko kredit merujuk pada risiko rekanan gagal dalam memenuhi kewajiban kontraktualnya yang mengakibatkan kerugian bagi Kelompok Usaha.

c. Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligation resulting in a loss to the Group.

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

Kelompok Usaha terkena risiko kredit dan kegiatan operasinya (terutama dari piutang pelanggan) dan dari aktivitas pendanaan termasuk simpanan di bank. Risiko kredit dikelola melalui kebijakan yang ditetapkan, prosedur dan kontrol yang berkaitan dengan pengelolaan risiko kredit. Karena tidak ada peringkat kredit yang independen, manajemen menilai kualitas kredit pihak lain dengan meyakinkan dirinya sendiri bahwa tidak ada risiko yang signifikan terkait dengan mereka.

Manajemen telah menilai kualitas kredit dari pihak lain yang tidak memiliki peringkat kredit eksternal dan merasa yakin bahwa tidak ada risiko kredit signifikan yang terkait dengan mereka.

Jumlah tercatat aset keuangan merupakan tingkat paparan kredit maksimum. Tingkat paparan kredit maksimum pada tanggal pelaporan adalah sebagai berikut:

29. *FINANCIAL RISKS AND CAPITAL MANAGEMENT (Continued)*

The Group is exposed to credit risk primarily from its operating activities (primarily from customers' receivables) and its financing activities, including deposits with banks. Credit risk is managed through established policies, procedures and controls relating to credit risk management. Where no independent credit rating exists, the management assesses the credit quality of the counterparties and satisfies itself that there is no significant risk associated with them.

The management has assessed the credit quality of the counterparties for which no external credit rating is available and is satisfied that they pose no significant risk.

The carrying amounts of financial assets represent maximum credit exposure. The maximum exposure to credit risk at the reporting dates is as follows:

	2025	2024	
Kas dan setara kas	62.148.461	53.495.358	*Cash and cash equivalents*
Piutang usaha	38.075.505	51.447.715	*Trade receivables*
Piutang lain-lain	52.879.653	74.719.346	*Other receivables*
Kas yang dibatasi penggunaannya	127.412.814	95.008.653	*Restricted cash*
Piutang pihak berelasi	109.010.820	84.138.827	*Due from related parties*
Aset tidak lancar lainnya	19.592.818	13.272.268	*Other non-current assets*
Total	**409.120.071**	**372.082.167**	***Total***

Analisis umur aset keuangan pada akhir tahun pelaporan adalah sebagai berikut:

The analyses of the age of financial assets as at the end of the reporting years are as follows:

	2025					
	Belum jatuh tempo dan tidak mengalami penurunan nilai/*neither past due nor impaired*	Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but not impaired*				
		Kurang dari 6 bulan/ *less than 6 months*	6 bulan - 1 tahun/ *6 month - 1 year*	Lebih dari 1 tahun/ *Over 1 year*	Total/ *Total*	
Kas dan setara kas	62.148.461	-	-	-	62.148.461	*Cash and cash equivalents*
Piutang usaha	36.428.371	1.647.135	-	-	38.075.506	*Trade receivables*
Piutang lain-lain	52.879.653	-	-	-	52.879.653	*Other receivables*
Kas dalam pembatasan jangka panjang	127.412.814	-	-	-	127.412.814	*Restricted long-term cash*
Piutang pihak berelasi	109.010.820	-	-	-	109.010.820	*Due from related parties*
Aset tidak lancar lainnya	19.592.818	-	-	-	19.592.818	*Other non-current asset*
Total	**387.880.119**	**1.647.135**	**-**	**-**	**389.527.254**	***Total***

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

29. ***FINANCIAL RISKS AND CAPITAL MANAGEMENT*** *(Continued)*

	2024					
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ *neither past due nor impaired*	Telah jatuh tempo tetapi tidak mengalami penurunan nilai/ *Past due but not impaired*				
		Kurang dari 6 bulan/ *less than 6 months*	6 bulan - 1 tahun/ *6 month - 1 year*	Lebih dari 1 tahun/ *Over 1 year*	Total/ *Total*	
Kas dan setara kas	53.495.358	-	-	-	53.495.358	*Cash and cash equivalents*
Piutang usaha	43.450.525	7.997.190	-	-	51.447.715	*Trade receivables*
Piutang lain-lain	74.719.346	-	-	-	74.719.346	*Other receivables*
Kas dalam pembatasan jangka panjang	95.008.653	-	-	-	95.008.653	*Restricted long-term cash*
Piutang pihak berelasi	84.138.827	-	-	-	84.138.827	*Due from related parties*
Aset tidak lancar lainnya	13.272.268	-	-	-	13.272.268	*Other non-current asset*
Total	**350.812.709**	**7.997.190**	**-**	**-**	**358.809.899**	***Total***

d. Risiko likuiditas

Risiko likuiditas adalah risiko dimana posisi arus kas Kelompok Usaha menunjukkan bahwa penerimaan kas jangka pendek tidak dapat menutupi pengeluaran kas jangka pendek untuk membayar liabilitas yang sudah jatuh tempo.

Kelompok Usaha mengelola risiko likuiditas dengan pengawasan proyeksi arus kas dan arus kas aktual secara berkesinambungan, serta menjaga kecukupan kas dan fasilitas pinjaman yang tersedia. Risiko ini juga diminimalisir dengan mengelola berbagai sumber pembiayaan dari para pemberi pinjaman yang dapat diandalkan.

Tabel di bawah menunjukkan analisis jatuh tempo liabilitas keuangan Kelompok Usaha dalam rentang waktu yang menunjukkan jatuh tempo kontraktual untuk semua liabilitas keuangan nonderivatif yang diperlukan dalam pemahaman jatuh tempo kebutuhan arus kas. Jumlah yang diungkapkan dalam tabel juga termasuk arus kas kontraktual yang tidak terdiskonto (yang terdiri dari saldo pokok terutang ditambah pembayaran bunga yang akan datang, jika ada) yang mungkin berbeda dengan jumlah tercatat liabilitas keuangan pada tanggal pelaporan.

d. Liquidity risk

Liquidity risk is a risk where the Group's cash flow position indicates that the short-term cash inflows are not adequate to cover the short-term cash outflows for payment of liabilities.

The Group manages liquidity risk by ongoing monitoring over the projected and actual cash flows and the adequacy of cash and available loans. This risk is also minimized by managing diversified funding resources from reliable high-quality lenders.

The following tables analyze the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities which are essential in understanding the timing of cash flows requirements. The amounts disclosed in the table also include contractual undiscounted cash flows (consisting of outstanding principal balance plus future interest payments, if any) which may differ to the carrying amounts of the financial liabilities at the reporting dates.

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

29. *FINANCIAL RISKS AND CAPITAL MANAGEMENT (Continued)*

	2025					
		Nilai arus kas kontraktual yang tidak terdiskonto/ Contractual undiscounted cash flows amounts				
	Nilai Buku/ *Carrying Value*	Total Arus Kas Kontraktual/ *Contractual Cash Flows*	Satu Tahun atau Kurang/ *One Year or Less*	Satu Sampai Dua Tahun/ *One to Two Years*	Dua sampai lima tahun/ *Two to five years*	
Pinjaman jangka pendek	10.674.089	11.889.959	11.889.959	-	-	*Short-term loan*
Pembiayaan Musyarakah	2.654.506	2.659.815	2.659.815	-	-	*Musyarakah financing*
Utang usaha						*Trade payables*
Pihak ketiga	81.783.646	81.783.646	81.783.646	-	-	*Third parties*
Utang lain-lain	1.096.017	1.096.017	1.096.017	-	-	*Other payables*
Beban akrual	165.453.862	165.453.862	165.453.862	-	-	*Accrued expenses*
Utang pihak berelasi	115.521	115.521	-	-	115.521	*Due to related parties*
Liabilitas sewa	107.170.547	117.606.907	-	45.759.285	71.847.622	*Lease liabilities*
Pinjaman jangka panjang	306.643.679	345.661.925	94.283.018	100.466.657	150.912.250	*Long-term loans*
Total	**675.591.867**	**726.267.652**	**357.166.318**	**146.225.943**	**222.875.393**	***Total***

	2024					
		Nilai arus kas kontraktual yang tidak terdiskonto/ Contractual undiscounted cash flows amounts				
	Jumlah Tercatat/ *Carrying Amounts*	Total/ *Total/*	Sampai dengan 1 tahun/ *Within 1 year*	Lebih dari 1 tahun sampai 2 tahun/ *After 1 year to 2 years*	Setelah 2 tahun sampai 5 tahun/ *After 2 years to 5 years*	
Pinjaman jangka pendek	12.912.453	13.502.683	13.502.683	-	-	*Short-term loan*
Utang usaha						*Trade payables*
Pihak ketiga	81.314.011	81.314.011	81.314.011	-	-	*Third parties*
Utang lain-lain	13.083.790	13.083.790	13.083.790	-	-	*Other payables*
Beban akrual	121.589.560	121.589.560	121.589.560	-	-	*Accrued expenses*
Utang pihak berelasi	115.522	115.522	-	-	115.522	*Due to related parties*
Liabilitas sewa	116.245.748	129.076.912	46.538.447	33.311.383	49.227.082	*Lease liabilities*
Pinjaman jangka panjang	267.688.441	332.652.228	75.751.261	72.709.070	184.191.897	*Long-term loans*
Pembiayaan Musyarakah	3.152.822	3.325.433	1.662.717	1.662.717	-	*Musyarakah financing*
Total	**616.102.347**	**694.660.139**	**353.442.468**	**107.683.170**	**233.534.501**	***Total***

Pengelolaan Permodalan

Tujuan utama dari pengelolaan permodalan Kelompok Usaha adalah untuk memastikan bahwa dipertahankannya peringkat kredit yang kuat dan rasio modal yang sehat agar dapat mendukung kelancaran usahanya dan memaksimalkan nilai dari pemegang saham. Kelompok Usaha mengelola struktur modalnya dan membuat penyesuaian-penyesuaian sehubungan dengan perubahan kondisi ekonomi dan karakteristik dari risiko usahanya. Agar dapat menjaga dan menyesuaikan struktur modalnya, Kelompok Usaha akan menyesuaikan jumlah dari pembayaran dividen kepada para pemegang saham atau tingkat pengembalian modal atau menerbitkan surat saham. Tidak ada perubahan dalam tujuan, kebijakan dan proses dan sama seperti penerapan tahun-tahun sebelumnya.

Capital Management

The main objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value. The Group manages its capital structure and makes adjustments with respect to changes in economic conditions and the characteristics of its business risks. In order to maintain and adjust its capital structure, the Group may adjust the amount of dividend payments to shareholders, return capital structure or issue shares certificates. No changes have been made in the objectives, policies and processes from previous years.

29. RISIKO KEUANGAN DAN PENGELOLAAN PERMODALAN *(Lanjutan)*

Kelompok Usaha mengelola permodalannya untuk memastikan mereka dapat mempertahankan kelangsungan usaha disamping memaksimalkan pengembalian kepada pemegang saham melalui optimalisasi saldo utang dan ekuitas.

Kelompok Usaha memonitor penggunaan struktur modal dengan menggunakan rasio *gearing*, dimana pinjaman neto dibagi dengan total ekuitas. Pinjaman neto terdiri dari pinjaman yang dikenakan bunga yang diungkapkan dalam Catatan 27 atas laporan keuangan konsolidasian dikurangi oleh kas, dimana ekuitas merupakan ekuitas yang diatribusikan kepada pemilik entitas induk.

Rasio *gearing* pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

29. *FINANCIAL RISKS AND CAPITAL MANAGEMENT (Continued)*

The Group manages its capital to ensure that it will be able to continue as a going concern while maximizing the return to shareholders through the optimization of the debt and equity balance.

The Group monitors the use of capital structure using gearing ratio, which is net debts divided by total equity. Net debts consist of interest-bearing borrowings disclosed in Note 27 to the consolidated financial statements less cash, while equity represents equity attributable to owners of the parent.

The gearing ratios as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Pinjaman			*Debts*
Pinjaman jangka pendek	10.674.089	12.912.453	*Short-term loans*
Pinjaman jangka panjang	306.643.679	267.688.441	*Long-term loans*
Pinjaman Musyarakah	2.654.506	3.152.822	*Musyarakah financing*
Total pinjaman	319.972.274	283.753.716	*Total debts*
Dikurangi:			*Less:*
Kas dan setara kas	62.148.461	53.495.358	*Cash and cash equivalents*
Pinjaman - neto	257.823.813	230.258.358	***Net debts***
Ekuitas neto	822.740.111	663.880.832	***Net equity***
Gearing Ratio	**0,313**	**0,347**	***Gearing Ratio***

30. MODAL SAHAM

Susunan pemegang saham Perusahaan pada tanggal 31 Desember 2025 dan 2024 berdasarkan catatan dari PT Ficomindo Buana Registrar adalah sebagai berikut:

30. *SHARE CAPITAL*

The composition of the Company's shareholders as of December 31, 2025 and 2024 based on registration by PT Ficomindo Buana Registrar is as follows:

	2025		
Pemegang Saham	**Jumlah Saham Ditempatkan dan Disetor/ *Number of Issued and Paid Shares***	**Persentase Kepemilikan/ *Percentage of Ownership* (%)**	***Shareholders***
PT Shima Global Kapital	4.589.993.813	17,42	*PT Shima Global Kapital*
PT Trimegah Sekuritas Indonesia Tbk	3.152.122.122	11,96	*PT Trimegah Sekuritas Indonesia Tbk*
PT CGS International Sekuritas Indonesia	2.000.015.588	7,59	*PT CGS International Sekuritas Indonesia*
PT Maybank Sekuritas Indonesia	1.739.204.100	6,60	*PT Maybank Sekuritas Indonesia*
Masyarakat (masing-masing di bawah 5%)	14.864.894.627	56,42	*Public (below 5% each)*
Total	**26.346.230.250**	**100,00**	***Total***
Jumlah Modal Disetor (Rp)	**6.931.466.604.000**		***Paid Share Capital (Rp)***
Setara (USD)	**647.422.128**		***Equivalent (USD)***

30. MODAL SAHAM *(Lanjutan)* / *30. SHARE CAPITAL (Continued)*

Pemegang Saham / *Shareholders*	2024 Jumlah Saham Ditempatkan dan Disetor/ *Number of Issued and Paid Shares*	2024 Persentase Kepemilikan/ Percentage *of Ownership* (%)
PT Shima Global Kapital / *PT Shima Global Kapital*	5.618.438.794	22,64
PT Trimegah Sekuritas Indonesia Tbk / *PT Trimegah Sekuritas Indonesia Tbk*	4.370.149.367	17,61
PT Maybank Sekuritas Indonesia / *PT Maybank Sekuritas Indonesia*	1.396.230.700	5,63
PT Bakrie Kalila Investment / *PT Bakrie Kalila Investment*	1.317.071.020	5,31
Masyarakat (masing-masing di bawah 5%) / *Public (below 5% each)*	12.119.340.369	48,83
Total / ***Total***	**24.821.230.250**	**100,00**
Jumlah Modal Disetor (Rp) / ***Paid Share Capital (Rp)***	**6.778.966.604.000**	
Setara (USD) / ***Equivalent (USD)***	**638.086.082**	

31. TAMBAHAN MODAL DISETOR / *31. ADDITIONAL PAID-IN CAPITAL*

	2025	2024	
Agio saham	616.996.463	594.155.017	*Share premium*
Tambahan modal disetor dari Pengampunan pajak (Catatan 38i)	1.320.428	1.320.428	*Additional paid-in capital from tax amnesty (Note 38i)*
Selisih nilai transaksi restrukturisasi entitas sepengendali	(195.892.481)	(238.622.236)	*Difference in value from restructuring transaction of entities under common control*
Selisih transaksi perubahan ekuitas entitas anak	134.090.077	134.090.077	*Difference due to changes of equity in a subsidiary*
Total	**556.514.487**	**490.943.286**	***Total***

31. TAMBAHAN MODAL DISETOR *(Lanjutan)* / *ADDITIONAL PAID-IN CAPITAL (Continued)*

a. Agio saham / *Share premium*

	Selisih Lebih Harga Atas Nilai Nominal Saham/ *Difference from The Excess of Price Over the Share Par Value*	Biaya Emisi Saham/ *Share Issuance Cost*	Neto / *Net*	
Pengeluaran saham Perusahaan melalui:				*Issuance of shares of the Company through:*
Penawaran Umum Perdana - 2.847.433.500 saham	18.204.157	1.323.928	16.880.229	*Initial Public offering - 2,847,433,500 shares*
Penawaran Umum Terbatas I - 4.909.368.195 saham	347.519.988	9.820.223	337.699.765	*Rights Issues I - 4,909,368,195 shares*
Penawaran Umum Terbatas II - 26.183.297.040 saham	238.361.385	25.353.103	213.008.282	*Rights Issues II - 26,183,297,040 shares*
Penawaran Umum Terbatas III - 14.479.050.978 saham	25.834.156	752.981	25.081.175	*Rights Issues III - 14,479,050,978 shares*
Pelaksanaan Waran Seri I - 9.281 lembar saham	90	34.044	(33.954)	*Series I Warrant Exercise - 9,281 shares*
Penambahan modal tanpa hak memesan terlebih dahulu - 4.203.831.300 saham	1.530.597	11.077	1.519.520	*Right issue without pre-emptive rights 4,203,831,300 shares*
Saldo 31 Desember 2024	631.450.373	37.295.356	594.155.017	*Balance as of December 31, 2024*
Penambahan modal tanpa hak memesan terlebih dahulu - 1.175.000.000 saham	13.620.836	27.417	13.593.419	*Right issue without pre-emptive rights 1,175,000,000 shares*
Penambahan modal tanpa hak memesan terlebih dahulu - 350.000.000 saham	9.269.909	21.882	9.248.027	*Right issue without pre-emptive rights 350,000,000 shares*
Saldo 31 Desember 2025	**654.341.118**	**37.344.655**	**616.996.463**	***Balance as of December 31, 2025***

b. Tambahan modal disetor dari Pengampunan Pajak / *Additional paid-in capital from Tax Amnesty*

Tambahan modal disetor dari Pengampunan Pajak merupakan pengampunan pajak untuk Perusahaan dan beberapa Entitas Anak (Catatan 38i).

Paid-in capital from Tax Amnesty pertains to the Tax Amnesty program availed by the Company and certain Subsidiaries (Note 38i).

31. TAMBAHAN MODAL DISETOR *(Lanjutan)*

31. ADDITIONAL PAID-IN CAPITAL *(Continued)*

c. Selisih nilai transaksi restrukturisasi entitas sepengendali

c. Difference in value from restructuring transactions of entities under common control

Entitas Anak	Akuisisi (Pelepasan)/ *Acquisition (Divestment)*	Nilai Buku Bersih/ *Net Book Value*	Biaya Akuisisi (Pelepasan)/ *Acquisition (Divestment) Cost*	Selisih Nilai Transaksi Restrukturisasi Entitas Sepengendali/ *Difference from Transactions of Entities Under Common Control*	*Subsidiaries*
RHI Corporation	6 Februari/ *February 6*, 2003	10.417.812	22.535.211	(12.117.399)	*RHI Corporation*
PT Imbang Tata Alam	27 Februari/ *February 27*, 2004	(5.165.768)	4.545.993	(9.711.761)	*PT Imbang Tata Alam*
Energi Mega Pratama Inc.	4 Agustus/ *August 4*, 2004	25.975.969	26.086.293	(110.324)	*Energi Mega Pratama Inc.*
PT Tunas Harapan Perkasa	25 Januari/ *January 25*, 2006	17.438.800	275.659.120	(258.220.320)	*PT Tunas Harapan Perkasa*
Energi Mega Pratama Inc.	3 Agustus/ *August 3, 2021*	85.037.568	43.500.000	41.537.568	*Energi Mega Pratama Inc.*
PT Tunas Harapan Perkasa	25 November/ *November 25, 2025*	27.524.580	(9.660.000)	17.864.580	*PT Tunas Harapan Perkasa*
Energi Mega Pratama Inc.	25 November/ *November 25, 2025*	34.525.175	9.660.000	24.865.175	*Energi Mega Pratama Inc.*
Total		**195.754.136**	**372.326.617**	**(195.892.481)**	***Total***

d. Selisih transaksi perubahan ekuitas entitas anak

Pada tahun 2007, EMP Inc. menerbitkan 26.000.010 lembar saham baru yang seluruhnya dibeli oleh Mitsubishi Corporation dan Japan Petroleum Exploration Co., Ltd. yang mengakibatkan persentase kepemilikan Perusahaan atas saham EMP Inc. menurun dari 100% menjadi 50%. Selisih antara ekuitas EMP Inc. yang menjadi bagian Perusahaan sesudah transaksi penerbitan saham baru dengan nilai buku investasi sebelum transaksi penerbitan saham baru dicatat pada akun "Selisih Transaksi Perubahan Ekuitas Entitas Anak" (STPEEA) dan disajikan sebagai bagian dari ekuitas.

Pada tahun 2025, Perusahaan mereklasifikasi saldo STPEEA ke dalam Tambahan Modal Disetor untuk menyelaraskan penyajian dengan standar akuntansi yang berlaku saat ini.

d. Difference due to changes of equity in a subsidiary

In 2007, EMP Inc. issued 26,000,010 new shares to Mitsubishi Corporation and Japan Petroleum Exploration Co., Ltd. resulting in a decrease in the Company's interest in EMP Inc. from 100% to 50%. The difference between the Company's interest in EMP Inc. after the new shares issuance and the carrying value of the investment before the new shares issuance is recorded under "Difference due to Changes of Equity in a Subsidiary" (STPEEA) account and presented as part of equity.

In 2025, the Company reclassified the balance of STPEEA into Additional Paid-in Capital to align the presentation with currently applicable accounting standards.

32. TRANSAKSI DENGAN KEPENTINGAN NONPENGENDALI

Transaksi dengan kepentingan nonpengendali merupakan pembelian saham nonpengendali EMP Tonga. Pada bulan April 2013, Perusahaan meningkatkan kepemilikannya di EMP Tonga dari 75% menjadi 99% melalui pembelian saham nonpengendali dengan nilai pembelian sebesar Rp175,7 miliar atau setara dengan USD18,07 juta. Selisih antara nilai yang dibayarkan dan jumlah yang tercatat atas akuisisi saham nonpengendali sebesar USD13,65 juta dicatat dalam akun "Transaksi dengan Entitas Nonpengendali" dan disajikan sebagai bagian dari ekuitas.

32. TRANSACTION WITH NON-CONTROLLING INTEREST

Transaction with non-controlling interest pertains to the purchase of non-controlling shares of EMP Tonga. In April 2013, the Company increased its ownership in EMP Tonga from 75% to 99% through the purchase of non-controlling interest in the amount of Rp175.7 billion or equivalent to USD18.07 million. The difference between the amount paid and the carrying amount of the non-controlling interest shares acquired amounting to USD13.65 million is recorded under "Transaction with Non-controlling Interest" account and presented as part of equity.

33. KEPENTINGAN NONPENGENDALI / *33. NON-CONTROLLING INTERESTS*

	Persentase Kepentingan Nonpengendali/ *Percentage of Non-Controlling Interest*	Saldo 1 Januari/ *Balance as of January 1,* 2025	Bagian Laba Penghasilan (Rugi) Komprehensif Lain/ *Share in Net Profit (Loss) and Other Comprehensive Income (Loss)*	Saldo 31 Desember/ *Balance as of December 31,* 2025	
EMP TP	0,01%	(136.032)	25.286	(110.747)	*EMP TP*
THP	0,01%	32.027	2.118	34.145	*THP*
EMP Tonga	0,01%	45.783	51.248	97.031	*EMP Tonga*
EIBL	49,00%	(71.757.714)	(28.498)	(71.786.212)	*EIBL*
AWP	30,00%	(980.866)	30.238	(950.628)	*AWP*
VMA	30,00%	(252.146)	(601)	(252.747)	*VMA*
Neto		**(73.048.948)**	**79.791**	**(72.969.158)**	***Net***

	Persentase Kepentingan Nonpengendali/ *Percentage of Non-Controlling Interest*	Saldo 1 Januari/ *Balance as of January 1,* 2024	Bagian Laba Penghasilan (Rugi) Komprehensif Lain/ *Share in Net Profit (Loss) and Other Comprehensive Income (Loss)*	Saldo 31 Desember/ *Balance as of December 31,* 2024	
EMP TP	0,01%	23.075	(159.107)	(136.032)	*EMP TP*
THP	0,01%	(35.700)	67.727	32.027	*THP*
EMP Tonga	0,01%	60.146	(14.363)	45.783	*EMP Tonga*
EIBL	49,00%	(71.530.333)	(227.381)	(71.757.714)	*EIBL*
AWP	30,00%	(1.060.863)	79.997	(980.866)	*AWP*
VMA	30,00%	1.926.341	(2.178.487)	(252.146)	*VMA*
Neto		**(70.617.334)**	**(2.431.614)**	**(73.048.948)**	***Net***

34. PENJUALAN NETO / *34. NET SALES*

	2025	2024	
Perusahaan Minyak dan Gas Bumi			***Oil and Gas Companies***
Gas Bumi	309.232.873	279.929.875	*Natural Gas*
Minyak Mentah	151.011.598	161.726.702	*Crude Oil*
Subtotal	460.244.471	441.656.577	*Subtotal*
Under (over) lifting dan DMO	11.824.276	2.148.760	*Under (over) lifting and DMO*
Subtotal	472.068.747	443.805.337	*Subtotal*
Infrastruktur Minyak dan Gas Bumi	26.058.090	23.619.840	***Oil and Gas Infrastructure***
Total	**498.126.837**	**467.425.177**	***Total***

Seluruh penjualan merupakan penjualan kepada pihak ketiga.

All sales represent sales to third parties.

Rincian pelanggan yang melebihi 10% dari penjualan neto adalah sebagai berikut:

The details of customers exceeding 10% of net sales are as follows:

	2025	2024	
Luar Negeri			***Overseas***
TIS Petroleum (Asia) Pte Ltd	86.959.202	87.322.986	*TIS Petroleum (Asia) Pte Ltd*
Dalam Negeri			***Domestic***
PT Kilang Pertamina Internasional	136.806.380	158.900.020	*PT Kilang Pertamina Internasional*
PT Indonesia Power	51.374.375	46.544.301	*PT Indonesia Power*
Total	**275.139.957**	**292.767.307**	***Total***

35. BEBAN POKOK PENJUALAN / *35. COST OF GOODS SOLD*

	2025	2024	
Perusahaan Minyak dan Gas Bumi			***Oil and Gas Companies***
Produksi	95.689.871	109.602.519	*Production*
Penyusutan, deplesi dan amortisasi :			*Depreciation, depletion and amortization :*
Aset hak guna (Catatan 16)	72.212.986	75.766.936	*Right-of use assets (Note 16)*
Aset minyak dan gas bumi (Catatan 18)	70.692.684	59.614.407	*Oil and Gas Properties (Note 18)*
Penunjang produksi	62.802.171	59.252.351	*Production support*
Subtotal	301.397.712	304.236.213	*Subtotal*
Infrastruktur Minyak dan Gas Bumi			***Oil and Gas Infrastructure***
Produksi	9.668.870	10.545.245	*Production*
Penyusutan:			*Depreciation:*
Aset tetap (Catatan 15)	5.578.123	4.579.774	*Fixed assets (Note 15)*
Subtotal	15.246.993	15.125.019	*Subtotal*
Total	**316.644.705**	**319.361.232**	***Total***

Tidak terdapat pembelian dari satu pemasok yang melebihi 10% dari nilai beban pokok penjualan.

There were no purchases from any single supplier that exceeded 10% of the value of cost of goods sold

36. BEBAN USAHA / *36. OPERATING EXPENSES*

	2025	2024	
Gaji, tunjangan dan manfaat karyawan	9.826.285	10.158.252	*Salaries, allowances and employee benefits*
Beban kantor	9.131.141	7.231.010	*Office expenses*
Biaya pajak	5.452.521	4.702.145	*Tax expense*
Jasa profesional	1.305.592	1.037.368	*Professional fees*
Representasi dan sumbangan	382.026	197.911	*Representation and donation*
Sewa	279.543	255.297	*Rent*
Perjalanan dinas	103.216	77.265	*Business travelling*
Lain-lain	243.248	291.543	*Others*
Total	**26.723.572**	**23.950.791**	***Total***

Jasa profesional merupakan pembayaran biaya-biaya konsultan pihak ketiga.

Professional fees represent payments for third-party consultants.

37. PENGHASILAN (BEBAN) LAIN-LAIN / *37. OTHER INCOME (EXPENSE)*

a. Beban keuangan / *a. Financing charges*

	2025	2024	
Beban bunga pinjaman	25.863.175	27.318.053	*Interest charges*
Beban keuangan lainnya	9.519.055	10.891.987	*Other financing charges*
Total	**35.382.230**	**38.210.040**	***Total***

b. Lain-lain - neto / *b. Others – net*

	2025	2024	
Bagian laba atas Entitas Anak - neto	6.062.121	14.671.494	*Share in profit Subsidiaries - net*
Penyesuaian atas estimasi liabilitas untuk merestorasi area yang ditinggalkan dan penghasilan (beban) Entitas Anak - neto	3.212.464	3.919.520	*Adjustments on estimation of an abendonment and restoration liabilty and Subsidiarie's other income (expenses) - net*
Neto	**9.274.585**	**18.591.014**	***Net***

38. PERPAJAKAN / *38. TAXATION*

a. Pajak Pertambahan Nilai Dibayar Dimuka / *a. Prepaid Value-Added Tax*

Pajak Pertambahan Nilai (PPN) dibayar dimuka merupakan jumlah neto antara PPN masukan dan PPN keluaran. Saldo pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD805.296 dan USD4.419.720.

*Prepaid Value-Added Tax (VAT) represents the net amount between VAT-in and VAT-out. Balance as of December 31, 2025 and 2024 amounted to USD*805,296 *and USD4,419,720.*

38. PERPAJAKAN *(Lanjutan)*

***38. TAXATION** (Continued)*

b. Tagihan Pajak

Tagihan pajak merupakan klaim lebih bayar pajak yang masih belum terselesaikan dari Entitas Anak, KEIL, akibat terbitnya Surat Ketetapan Pajak (SKP) serta *withholding tax* Entitas Anak, EMP DN, SRGS dan EDU. Saldo pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD1.496.672 dan USD894.614.

b. Claims for Tax Refund

*Claims for tax refund represents unresolved overpayment of tax from Subsidiary, KEIL, due to the issuance of Tax Assessment Letter (SKP) also withholding tax of Subsidiaries, EMP DN, SRGS and EDU. Balance as of December 31, 2025 and 2024 amounted to USD*1,496,672 *and USD894,614, respectively.*

c. Utang Pajak

c. Taxes Payable

	2025	2024	
Pajak penghasilan badan dan deviden	34.052.223	32.575.928	*Corporate income and dividend tax*
Pajak penghasilan			*Income taxes*
Pasal 4 (2)	1.351.524	374.655	*Article 4 (2)*
Pasal 21	1.143.958	711.712	*Article 21*
Pasal 22	455	76	*Article 22*
Pasal 23	7.093.023	8.140.685	*Article 23*
Pasal 25	120.464	205.776	*Article 25*
Pasal 26	396.200	77.714	*Article 26*
Pajak Pertambahan Nilai	44.167.912	56.008.179	*Value Added Tax*
Total	**88.325.759**	**98.094.725**	***Total***

d. Manfaat (Beban) Pajak Penghasilan

Rincian manfaat (beban) pajak penghasilan Kelompok Usaha adalah sebagai berikut:

d. Income Tax Benefit (Expense)

The detail of income tax benefit (expense) of the Group is as follows:

	2025	2024	
Pajak kini			***Current tax***
Entitas Anak	(32.270.035)	(31.795.476)	*Subsidiaries*
Pajak tangguhan			***Deferred tax***
Perusahaan	2.835.321	8.075.396	*Company*
Entitas Anak	(7.051.823)	1.779.919	*Subsidiaries*
Subtotal	(4.216.502)	9.855.315	*Subtotal*
Neto	**(36.486.537)**	**(21.940.161)**	***Net***

e. Pajak Kini

Rekonsiliasi antara laba sebelum beban pajak penghasilan, menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan estimasi rugi fiskal Perusahaan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

e. Current Tax

Reconciliation between profit before income tax expense, as shown in the consolidated statements of profit or loss and other comprehensive income, and estimated fiscal loss of the Company for the years ended December 31, 2025 and 2024 is as follows:

38. PERPAJAKAN *(Lanjutan)*

***38. TAXATION** (Continued)*

	2025	2024	
Laba sebelum beban pajak penghasilan menurut laporan laba rugi dan pendapatan komprehensif lain konsolidasian	128.099.303	94.903.219	*Profit before income tax expense per consolidated statements of profit or loss and other comprehensive income*
Laba Entitas Anak sebelum beban pajak penghasilan	(82.983.379)	(123.206.323)	*Profit of Subsidiaries before income tax expense*
Rugi sebelum beban pajak penghasilan diatribusikan ke Perusahaan	45.115.924	(28.303.104)	*Loss before income tax expense attributable to the Company*
Beda temporer			***Temporary difference***
Imbalan kerja	361.038	490.728	*Employee benefits*
Beda tetap			***Permanent differences***
Representasi dan sumbangan	314.929	197.911	*Representation and donation*
Penghasilan bunga yang dikenakan pajak final	(22.237)	(43.498)	*Interest income subject to final tax*
Lain-lain	461.624	3.186.252	*Others*
Neto	1.115.354	3.831.393	*Net*
Taksiran rugi fiskal sebelum kompensasi rugi fiskal	46.231.278	(24.471.711)	*Estimated taxable fiscal loss before fiscal loss compensation*
Estimasi rugi fiskal kumulatif awal periode	(134.122.105)	(67.701.752)	*Estimated cumulative fiscal loss at beginning of period*
Penyesuaian rugi fiskal kumulatif awal tahun	4.190.861	(41.948.642)	*Adjustment cumulative fiscal loss at beginning of period*
Total Rugi Fiskal	**(83.699.966)**	**(134.122.105)**	***Total Fiscal Loss***

Perusahaan tidak melakukan penyisihan beban pajak penghasilan kini, karena Perusahaan masih mengalami rugi fiskal.

The Company did not provide provision for current income tax expense, because the Company is still in a fiscal loss position.

Rugi fiskal hasil rekonsiliasi sebelum akumulasi rugi fiskal tersebut di atas menjadi dasar Perusahaan dalam pengisian Surat Pemberitahuan Tahunan (SPT) Pajak Penghasilan Badan.

Fiscal losses resulting from the above reconciliation before cumulative fiscal loss is used as the basis of the Company in filing the Corporate Income Tax Return (SPT).

f. Pajak Tangguhan

f. Deferred Tax

Rincian aset dan liabilitas pajak tangguhan Kelompok Usaha adalah sebagai berikut:

The detail of the Group's deferred tax assets and liabilities is as follows:

38. PERPAJAKAN *(Lanjutan)*

***38. TAXATION** (Continued)*

	Saldo 1 Januari/ *Balance as of January 1,* 2025	Efek Perubahan Kepemilikan Saham/ *Effect of Changes in Shares Ownership*	Dikreditkan (Dibebankan) ke Laporan Laba Rugi/ *Credited (Charged) to Profit or loss*	Dikreditkan ke Penghasilan Komprehensif Lain/ *Credited to Other Comprehensive Income*	Saldo 31 Desember/ *Balance as of December 31,* 2025	
Aset Pajak Tangguhan						***Deferred Tax Assets***
Biaya yang belum dipulihkan	48.038.638	(16.244.605)	16.364.193	-	48.158.226	*Unrecoverable cost*
Aset hak guna	(562.575)	(2.326)	852.181	-	287.280	*Right-of-use assets*
Rugi fiskal kumulatif	13.562.959	-	3.826.165	-	17.389.124	*Cumulative Fiscal loss*
Persediaan nonkapital	(806.743)	215.133	(288.038)	-	(879.649)	*Non-capital inventory*
Aset minyak dan gas bumi	(25.836.989)	11.048.130	(1.867.280)	-	(16.656.140)	*Oil and gas properties*
Liabilitas imbalan kerja	9.166.093	(11.175)	673.047	124.150	9.952.115	*Employee benefits liability*
Total	**43.561.383**	**(4.994.844)**	**19.560.268**	**124.150**	**58.250.956**	***Total***
Liabilitas Pajak Tangguhan						***Deferred Tax Liabilities***
Aset hak guna	16.592.238	4.287.296	4.633.464	-	25.512.998	*Right-of-use assets*
Liabilitas imbalan kerja	9.544.901	1.911.130	454.265	292.926	12.203.222	*Employee benefits liability*
Aset minyak dan gas bumi	(91.105.266)	4.259.015	(25.979.969)	-	(112.826.220)	*Oil and gas properties*
Biaya yang belum dipulihkan	(47.902.231)	(14.816.593)	(2.844.172)	-	(65.562.996)	*Unrecoverable cost*
Persediaan nonkapital	(4.836.597)	(873.544)	(40.358)	-	(5.750.500)	*Non-capital inventory*
Total	**(117.706.955)**	**(5.232.696)**	**(23.776.770)**	**292.926**	**(146.423.496)**	***Total***
Manfaat (Beban) Pajak Tangguhan		**(10.227.540)**	**(4.216.502)**	**417.076**		***Deferred Tax Income (Expense)***

	Saldo 1 Januari/ *Balance as of January 1,* 2024	Efek Perubahan Kepemilikan Saham/ *Effect of Changes in Shares Ownership*	Dikreditkan (Dibebankan) ke Laporan Laba Rugi/ *Credited (Charged) to Profit or loss*	Dikreditkan ke Penghasilan Komprehensif Lain/ *Credited to Other Comprehensive Income*	Saldo 31 Desember/ *Balance as of December 31,* 2024	
Aset Pajak Tangguhan						***Deferred Tax Assets***
Biaya yang belum dipulihkan	32.178.838	-	15.859.800	-	48.038.638	*Unrecoverable cost*
Aset hak guna	(1.698)	-	(560.877)	-	(562.575)	*Right-of-use assets*
Rugi fiskal kumulatif	11.509.298	-	2.053.661	-	13.562.959	*Cumulative Fiscal loss*
Persediaan nonkapital	(380.816)	-	(425.927)	-	(806.743)	*Non-capital inventory*
Aset minyak dan gas bumi	(6.329.334)	-	(19.507.655)	-	(25.836.989)	*Oil and gas properties*
Liabilitas imbalan kerja	514.485	-	8.728.120	(76.512)	9.166.093	*Employee benefits liability*
Total	**37.490.773**	**-**	**6.147.122**	**(76.512)**	**43.561.383**	***Total***
Liabilitas Pajak Tangguhan						***Deferred Tax Liabilities***
Aset hak guna	5.260.550	23.441	11.308.247	-	16.592.238	*Right-of-use assets*
Liabilitas imbalan kerja	8.173.295	64.672	525.727	781.207	9.544.901	*Employee benefits liability*
Aset minyak dan gas bumi	(86.487.038)	(1.562.928)	(3.055.300)	-	(91.105.266)	*Oil and gas properties*
Biaya yang belum dipulihkan	(42.866.141)	-	(5.036.090)	-	(47.902.231)	*Unrecoverable cost*
Persediaan nonkapital	(4.175.798)	(626.408)	(34.391)	-	(4.836.597)	*Non-capital inventory*
Total	**(120.095.132)**	**(2.101.223)**	**3.708.193**	**781.207**	**(117.706.955)**	***Total***
Manfaat (Beban) Pajak Tangguhan		**(2.101.223)**	**9.855.315**	**704.695**		***Deferred Tax Income (Expense)***

Manajemen berkeyakinan bahwa laba kena pajak di masa yang akan datang dapat dimanfaatkan untuk merealisasikan saldo aset pajak tangguhan.

The management believed that sufficient taxable profit will be available in the future to recover deferred tax assets.

g. Rekonsiliasi Manfaat (Beban) Pajak Penghasilan

Rekonsiliasi antara manfaat (beban) pajak penghasilan berdasarkan tarif pajak yang berlaku yang dihitung dari rugi sebelum beban pajak penghasilan dan beban pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

g. Reconciliation of Income Tax Benefit (Expense)

Reconciliation between income tax benefit (expense) calculated by applying the applicable tax rate to loss before income tax expense and income tax expense as shown in the consolidated statements of profit or loss and other comprehensive income is as follows:

38. PERPAJAKAN *(Lanjutan)*

38. TAXATION *(Continued)*

	2025	2024	
Laba (rugi) Perusahaan sebelum manfaat (beban) pajak penghasilan	45.115.924	(28.303.104)	*Income (loss) before income (expense) attributable to the Company*
Pajak penghasilan dengan tarif pajak yang berlaku	(7.669.707)	(4.811.528)	*Income tax expense at prevailing tax rate*
Penyesuaian rugi fiskal dan koreksi fiskal	10.376.794	12.319.011	*Adjustments on fiscal loss and fiscal correction*
Pengaruh pajak atas Beda tetap	128.234	567.913	*Tax effects at Permanent differences*
Manfaat pajak tangguhan Perusahaan	**2.835.321**	**8.075.396**	***Deferred tax benefit to the Company***

h. Surat Ketetapan Pajak Kurang Bayar (SKPKB)

Pada tanggal 31 Desember 2025, rincian tagihan pajak atas KEIL, Entitas Anak, adalah sebagai berikut:

h. Tax Assessment Letter for Underpayment (SKPKB)

As of December 31, 2025, the detail of KEIL's, a Subsidiary, tax claims for refund is as follows:

Entitas/ *Entity*	Jenis Pajak/ *Type of Tax*	Masa/ *Period*	Menurut Otoritas Pajak/ *Underpayment Assessed by Tax Authority*	Dibayar dan Pengajuan Klaim Pajak/ *Paid and Filed Tax Claim*	Dicatat Sebagai Aset/ *Recorded as Asset in USD*	Surat Pajak Terakhir/ *Latest Tax Letters*	Tanggal Surat Pajak Terakhir/ *Date of Latest Tax Letters*	Status/ *Status*
Kangean Energy Indonesia Ltd.	Pajak Penghasilan Pasal 23/ *Income tax Article 23*	Tahun 2006/ *Year 2006*	6.474.435.862	6.474.435.862	385.796	65171/PP/M.XVIIA/12/2015	27 Oktober 2015/ *October 27, 2015*	Peninjauan Kembali/ *Judicial Review*

i. Aset dan Liabilitas Pengampunan Pajak

Pada tahun 2017 dan 2016, Perusahaan dan beberapa Entitas Anak telah mengikuti Pengampunan Pajak dan memperoleh Surat Keterangan Pengampunan Pajak dari Direktorat Jenderal Pajak, selisih antara aset Pengampunan Pajak dan liabilitas Pengampunan Pajak sebesar USD1.320.428 dicatat sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 31).

i. Assets and Liabilities under Tax Amnesty

In 2017 and 2016, the Company and certain Subsidiaries participated in the Tax Amnesty program and received Tax Amnesty Certificates from the Directorate General of Tax, the difference between Tax Amnesty assets and Tax Amnesty liabilities amounting to USD1,320,428 is recorded as part of "Additional Paid-in Capital" account (Note 31).

39. LABA PER SAHAM DASAR/DILUSIAN YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK

Perhitungan laba per saham dasar/dilusian yang dapat diatribusikan kepada pemilik entitas induk didasarkan pada data sebagai berikut:

39. BASIC/DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT

The computation of basic/diluted profit per share attributable to owners of the parent is based on the following data:

	2025	2024	
Laba neto yang diatribusikan kepada pemilik entitas induk	91.532.975	75.394.672	*Net profit attributable to owners of the parent*
Rata-rata tertimbang saham saham	25.496.230.250	24.821.230.250	*Weighted average number of share*
Laba Neto per Saham Dasar Dilusian	**0,00359**	**0,00304**	***Basic /Diluted Net Income per Share***

39. LABA PER SAHAM DASAR/DILUSIAN YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK *(Lanjutan)*

Pada tanggal pelaporan, tidak ada efek berpotensi saham biasa yang dapat menimbulkan pengaruh dilutif pada laba neto per saham Kelompok Usaha. Oleh karena itu, laba neto per saham dilusian sama dengan laba per saham dasar.

39. BASIC/DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT *(Continued)*

As at reporting dates, there were no potentially dilutive ordinary shares that would give rise to dilution of net profit per share of the Group. Thus, diluted profit per share is the same as basic profit per share.

40. PROGRAM PENSIUN DAN IMBALAN KERJA

Perusahaan dan Entitas Anak (KEIL, EMP Bentu dan ITA) menyelenggarakan program pensiun iuran pasti untuk karyawan tetapnya.

Dana pensiun untuk Perusahaan, EMP Bentu, KEIL dan ITA dikelola oleh PT Axa Mandiri Financial Services.

Kelompok Usaha membukukan imbalan pascakerja bagi karyawan tetapnya sesuai dengan Kontrak Kerja Bersama (KKB)/Peraturan Kelompok Usaha. Tidak terdapat pendanaan yang disisihkan oleh Kelompok Usaha kecuali penempatan dana di PT AXA Mandiri Financial Services oleh Perusahaan, EMP Bentu, KEIL dan ITA.

Liabilitas imbalan kerja untuk Perusahaan, KEIL, EMP Bentu, EMP Tonga, VMA, ITA, EMP Gebang, EEES, ETE, EMP DN, EDU, EJM dan SRGS pada tanggal dan 31 Desember 2025 dan 2024 masing-masing dihitung oleh Kantor Konsultan Aktuaria Halim dan Rekan, dan Kantor Konsultan Aktuaria Yusi dan Rekan, aktuaris independen, yang laporannya masing-masing tertanggal 19 dan 25 Februari 2026 serta 17 Maret 2025, menggunakan metode "*Projected Unit Credit*" dan mempertimbangkan beberapa asumsi sebagai berikut:

40. PENSION PLANS AND EMPLOYEE BENEFITS

The Company and Subsidiaries (KEIL, EMP Bentu and ITA) have defined contribution pension plans for their permanent employees.

The pension plan for the Company, EMP Bentu, KEIL and ITA is managed by PT Axa Mandiri Financial Services.

The Group provides post-employment benefits for all of its permanent employees based on the Employment Working Agreement (KKB)/the Group's policy. No funding has been made by the Group, except for fund placement in PT AXA Mandiri Financial Services by the Company, EMP Bentu, KEIL and ITA.

Employee benefits liability for the Company, KEIL, EMP Bentu, EMP Tonga, VMA, ITA, EMP Gebang, EEES, ETE, EMP DN, EDU, EJM and SRGS as of December 31, 2025 and 2024 is calculated by Kantor Konsultan Aktuaria Halim dan Rekan, and Kantor Konsultan Aktuaria Yusi dan Rekan, an independent actuary, based on their reports dated on February 19 and 25, 2026 and March 17, 2025, respectively, used the "Projected Unit Credit" method with consideration of the following assumptions:

Tingkat diskonto	6,88% - 7,11%	*Discount Rate*
Tingkat kenaikan gaji	5%	*Salary increase rate*
Tingkat mortalitas	Tingkat Mortalitas Indonesia (TMI) 2019/ *Indonesian Mortality Table (TMI) 2019*	*Mortality rate*
Tingkat kemungkinan cacat	10% dari Tingkat Mortalitas/ *10% from Mortality Rate*	*Disabillity rate*
Tingkat pengunduran diri	6% untuk pekerja sebelum usia 30 tahun dan akan menurun menjadi 0% pda usia 2 tahun sebelum usia pensiun normal/ *6% for employee before the age of 30 years and will decrease until 0% 2 years before normal retirement age*	*Resignation rate*
Usia pensiun normal	56 tahun (semua pekerja diasumsikan pensiun pada usia normal)/ *56 years (all employees are assumed to retire at normal retirement age)*	*Normal retirement age*

40. PROGRAM PENSIUN DAN IMBALAN KERJA *(Lanjutan)*

40. PENSION PLANS AND EMPLOYEE BENEFITS (Continued)

Liabilitas imbalan kerja karyawan adalah sebagai berikut:

Employee benefits liability is as follows:

	2025	2024	
Nilai kini kewajiban imbalan pasti	27.325.700	21.313.460	*Present value of defined benefit obligation*
Nilai wajar aset program	(16.246.948)	(12.981.219)	*Fair value of plan assets*
Surplus	11.078.752	8.332.241	*Surplus*
Dampak batas aset	3.793.898	3.478.033	*The effect of the asset ceiling*
Liabilitas Neto yang diakui dalam Laporan Posisi Keuangan Konsolidasian	**14.872.650**	**11.810.274**	***Net Liability recognized in the Statements of Consolidated Financial Position***

Mutasi liabilitas imbalan kerja karyawan adalah sebagai berikut:

Movement of employee benefits liability is as follows:

	2025	2024	
Saldo awal	11.810.274	9.094.527	*Beginning balance*
Jumlah yang diakui dalam laba rugi	3.780.843	3.628.631	*Amount recognized in the profit or loss*
Pengukuran kembali yang diakui dalam penghasilan komprehensif lain	1.245.371	1.632.152	*Remesurements recognized in other comprehensive income*
Imbalan yang dibayarkan	(190.822)	(164.484)	*Benefits paid*
Pembayaran premi (aset program)	-	(17.222)	*Premium paid (plan assets)*
Kontribusi oleh pemberi kerja	(1.255.684)	(2.054.142)	*Contribution by employer*
Efek selisih kurs	(517.332)	(309.188)	*Foreign exchange effect*
Saldo Akhir	**14.872.650**	**11.810.274**	***Ending Balance***

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sehubungan dengan liabilitas imbalan kerja adalah sebagai berikut:

Amounts recognized in the consolidated statements of profit or loss and other comprehensive income in respect to this employee benefits liability are as follows:

40. PROGRAM PENSIUN DAN IMBALAN KERJA *(Lanjutan)*

40. PENSION PLANS AND EMPLOYEE BENEFITS (Continued)

	2025	2024	
Beban (penghasilan) yang diakui dalam laba rugi:			*Expense (income) recognized in profit or loss:*
Biaya jasa kini	2.952.739	2.647.452	*Current service cost*
Biaya jasa lalu	148.039	-	*Past service cost*
Biaya bunga	749.450	1.134.616	*Interest cost*
Amortisasi biaya jasa lalu	(159.253)	68.859	*Amortization of past service cost*
Penghasilan bunga aset program	-	(720.057)	*Interest income on plan assets*
Bunga dari perubahan dampak batas aset	-	133.459	*Interest on the effect of asset ceiling*
Pengukuran kembali atas nilai kini kewajiban imbalan pasti	89.867	364.302	*Remeasurement of present value of* defined benefit obligation
Neto	**3.780.842**	**3.628.631**	***Net***
Pengukuran kembali yang diakui dalam penghasilan komprehensif lain :			*Remeasurements recognized in other comprehensive income :*
Perubahan pada batas aset	-	1.359.349	*Changes in assets ceiling*
Kerugian (keuntungan) aktuarial yang timbul dari:			*Net acturial loss (gain) arising from:*
Perubahan dalam asumsi keuangan	595.402	(551.444)	*Changes in financial assumptions*
Penyesuaian pengalaman	350.967	869.619	*Experience adjustment*
Imbal hasil program	655.683	(45.372)	*Return on plan assets*
Efek kurtailmen dan penyelesaian	(971.826)	-	*Curtailment effect*
Efek selisih kurs	541.570	-	*Foreign exchange effect*
Neto	**1.245.371**	**1.632.152**	***Net***

Mutasi nilai kini kewajiban imbalan pasti adalah sebagai berikut:

Movement of the present value of the defined benefit obligation is as follows:

40. PROGRAM PENSIUN DAN IMBALAN KERJA *(Lanjutan)*

40. PENSION PLANS AND EMPLOYEE BENEFITS (Continued)

	2025	2024	
Saldo awal	21.313.460	18.486.183	*Beginning balance*
Biaya jasa kini	2.752.185	2.647.452	*Current service cost*
Biaya jasa lalu			*Past service cost*
Biaya bunga	1.564.892	1.134.616	*Interest cost*
Pengukuran kembali yang diakui			*Reameasurement recognized*
dalam penghasilan			*in other comprehensive*
komprehensif lain			*income*
Kerugian (keuntungan) aktuarial			*Net acturial loss (gain)*
yang timbul dari:			*arising from:*
Perubahan dalam asumsi			*Changes in financial*
keuangan	1.058.183	(551.444)	*assumptions*
Penyesuaian pengalaman	520.114	869.619	*Experience adjusment*
Imbalan yang dibayarkan dari			
aset program	(647.461)	(1.034.849)	*Benefit paid from plan assets*
Imbalan yang dibayarkan	(1.116.414)	-	*Benefits paid*
Biaya jasa lalu akibat perubahan			*Past service due to plan*
program	189.174	-	*amendment*
Pendapatan bunga atas aset			*Interest income*
program	15.614	-	*on plan asset*
Efek selisih kurs	1.675.953	(238.117)	*Foreign exchange effect*
Saldo Akhir	**27.325.700**	**21.313.460**	***Ending Balance***

Mutasi nilai wajar aset program adalah sebagai berikut:

Movement of the fair value of plan assets is as follows:

	2025	2024	
Saldo awal	12.981.219	11.538.065	*Beginning balance*
Imbal hasil atas aset program	(655.683)	45.372	*Return on plan assets*
Penghasilan bunga	-	720.057	*Interest on plan assets*
Kontribusi pemberi kerja	1.306.584	2.054.142	*Contribution by the employer*
Pembayaran dari program:			*Payment from plan:*
Imbalan yang dibayarkan	1.131.049	(1.034.849)	*Benefits paid*
Penyesuaian lain	2.100.976	-	*Other adjustment*
Efek selisih kurs	(617.197)	(341.568)	*Foreign exchange effect*
Saldo Akhir	**16.246.948**	**12.981.219**	***Ending Balance***

Perbandingan nilai kini kewajiban imbalan pasti, nilai wajar aset program dan penyesuaian yang timbul (akibat perbedaan antara asumsi aktuarial dan kenyataan) selama tahun berjalan dan lima (5) tahun terakhir adalah sebagai berikut:

Comparison of the present value of defined benefit obligation, the fair value of plan assets and the experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred) during the current year and over the last five (5) years is as follows:

40. PROGRAM PENSIUN DAN IMBALAN KERJA *(Lanjutan)*

40. PENSION PLANS AND EMPLOYEE BENEFITS (Continued)

	2025	2024	2023	2022	2021	
Nilai kini kewajiban imbalan pasti	27.325.700	21.313.460	18.486.183	15.594.740	14.458.113	*Present value of defined benefit obligation*
Nilai wajar aset program	(16.246.948)	(12.981.219)	(11.538.065)	(9.883.803)	(8.714.582)	*Fair value of plan assets*
Defisit	**11.078.753**	**8.332.241**	**6.948.118**	**5.710.937**	**5.743.531**	***Deficit***
Penyesuaian liabilitas program	520.114	1.014.254	(104.518)	492.131	1.123.892	*Experience adjustments on plan liabilities*
Penyesuaian aset program	(655.683)	45.372	-	486.827	229.061	*Experience adjustments on plan assets*

Kelompok Usaha menghadapi sejumlah risiko signifikan terkait program imbalan pasti sebagai berikut:

(a) Perubahan tingkat diskonto
Penurunan pada tingkat diskonto menyebabkan kenaikan liabilitas program.
(b) Tingkat kenaikan gaji
Kewajiban imbalan pasti berhubungan dengan tingkat kenaikan gaji, dimana semakin tinggi tingkat kenaikan gaji akan menyebabkan semakin besarnya liabilitas.

The Group is exposed to a number of significant risks related to its defined benefit plans as follows:

(a) Changes in discount rate
A decrease in discount rate will increase plan liabilities.
(b) Salary increase rate
Defined benefits obligation is linked to salary increase rate, whereby the higher salary increase rate will lead to higher liabilities.

Analisa sensitivitas kuantitatif kewajiban imbalan pasti terhadap perubahan asumsi utama tertimbang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The quantitative sensitivity analysis of the defined benefits obligation to the changes in the weighted principal assumptions as of December 31, 2025 and 2024 is as follows:

		Dampak terhadap Kewajiban Imbalan Pasti *Impact on Defined Benefits Obligation*				
	Asumsi yang Digunakan/ *Assumption Used*	Kenaikan Asumsi/ *Increase in Assumption*		Penurunan Asumsi/ *Decrease in Assumption*		
		Jumlah/ *Amounts*	Persentase/ *Percentage*	Jumlah/ *Amounts*	Persentase/ *Percentage*	
Tingkat diskonto						*Discount rate*
31 Desember 2025	5.3% - 7.0%	11.365.497	6.3% - 8.0%	15.809.578	4.3% - 6.0%	*December 31, 2025*
31 Desember 2024	6.88% - 7.13%	624.178	7.88% - 8.13%	3.209.900	5.88% - 6.13%	*December 31, 2024*

Analisa sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam prakteknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *Projected Unit Credit* di akhir periode) telah diterapkan.

The sensitivity analysis is based on a change in an assumption while assuming all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to principal assumptions, the same method (present value of the defined benefit obligation calculated with the Projected Unit Credit method at the end of the reporting period) has been applied.

Metode dan tipe asumsi yang digunakan dalam menyiapkan analisa sensitivitas tidak berubah dibandingkan dengan periode sebelumnya.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to those of the previous period.

40. PROGRAM PENSIUN DAN IMBALAN KERJA *(Lanjutan)*

40. PENSION PLANS AND EMPLOYEE BENEFITS (Continued)

Kontribusi yang diharapkan untuk program imbalan pascakerja untuk tahun depan adalah sebesar USD1.243.880.

Expected contributions to post-employment benefit plans for the next year amounted to USD1,243,880.

Perkiraan analisis jatuh tempo liabilitas imbalan kerja pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Expected maturity analysis of undiscounted employee benefits liability as of December 31, 2025 and 2024 is as follows:

	2025	2024	
Dalam 1 tahun	3.287.444	2.391.089	*Within 1 year*
Lebih dari 1 tahun sampai 5 tahun	18.724.565	9.789.597	*More than 1 year to 5 years*
Lebih dari 5 tahun	69.688.759	73.679.512	*More than 5 years*
Total	**91.700.768**	**85.860.198**	**Total**

41. INFORMASI SEGMEN

41. SEGMENT INFORMATION

Pembuatan keputusan dalam operasional adalah Direksi. Direksi melakukan penelaahan terhadap pelaporan internal Kelompok Usaha untuk menilai kinerja dan mengalokasikan sumber daya. Manajemen menentukan segmen operasi berdasarkan laporan tersebut. Direksi mempertimbangkan bisnis dari sudut pandang operasi. Segmen operasi Kelompok Usaha terdiri dari eksplorasi dan produksi minyak mentah dan gas bumi, dan infrastruktur minyak dan gas bumi.

The chief operating decision-maker has been identified as the members of the Board of Directors. The Board reviews the Group's internal reporting in order to assess performance and allocate resources. Management has determined the operating segment based on these reports. The Board considers the business from an operation perspective. The Group segments consists of exploration and production of crude oil and natural gas, and oil and gas infrastructures.

Direksi menggunakan ukuran penjualan neto untuk menilai kinerja segmen operasi. Seluruh transaksi antar segmen telah dieliminasi.

The Board of Directors uses a measure of net sales to assess the performance of the operating segments. All transactions between segments have been eliminated.

Informasi menurut segmen untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Information concerning the segments for the years ended December 31, 2025 and 2024 are as follows:

	2025					
	Penjualan neto/*Net sales*	**Beban pokok penjualan/ *Cost of goods sold***	**Laba bruto/ *Gross profit (loss)***	**Aset segmen/ *Segment assets***	**Liabilitas segmen/ *Segment liabilities***	
Perusahaan Minyak dan Gas Bumi						**Oil and Gas Companies**
Malacca Strait	100.354.389	(75.381.531)	24.972.858	573.762.036	(499.838.758)	*Malacca Strait*
Kangean	95.812.387	(90.793.175)	5.019.212	277.373.087	(131.167.719)	*Kangean*
Korinci Baru	315.639	(1.370.656)	(1.055.017)	22.825.213	(20.778.917)	*Korinci Baru*
Bentu	154.955.577	(80.107.336)	74.848.241	521.622.635	(186.191.142)	*Bentu*
Tonga	1.659.852	(3.038.987)	(1.379.135)	56.977.655	(79.138.363)	*Tonga*
Sengkang	62.332.376	(18.656.502)	43.675.874	240.734.497	(147.054.710)	*Sengkang*
Siak	34.821.594	(10.234.184)	24.587.410	90.706.810	(52.161.946)	*Siak*
Kampar	21.816.933	(21.808.968)	7.965	50.803.682	(36.531.265)	*Kampar*
Lain-lain	-	-	-	71.435.953	(143.058.501)	*Others*
Infrastruktur Minyak dan Gas Bumi	26.058.090	(15.246.993)	10.811.097	261.371.899	(33.805.006)	***Oil and Gas Infrastructure***
Total	**498.126.837**	**(316.638.332)**	**181.488.505**	**2.167.613.467**	**(1.329.726.327)**	***Total***

41. INFORMASI SEGMEN *(Lanjutan)* / *41. SEGMENT INFORMATION (Continued)*

	2024					
	Penjualan neto/*Net sales*	Beban pokok penjualan/ *Cost of goods sold*	Laba bruto/ *Gross profit (loss)*	Aset segmen/ *Segment assets*	Liabilitas segmen/ *Segment liabilities*	
Perusahaan Minyak dan Gas Bumi						**Oil and Gas Companies**
Malacca Strait	122.906.597	(106.384.236)	16.522.361	546.460.988	(584.862.479)	*Malacca Strait*
Kangean	103.635.377	(83.048.344)	20.587.033	232.803.466	(95.377.705)	*Kangean*
Korinci Baru	589.368	(1.200.705)	(611.337)	24.251.966	(21.553.192)	*Korinci Baru*
Bentu	146.332.049	(75.354.873)	70.977.176	493.162.180	(196.696.081)	*Bentu*
Sengkang	30.979.728	(9.854.580)	21.125.148	157.188.969	(127.881.492)	*Sengkang*
Siak	22.879.175	(11.008.813)	11.870.362	43.869.727	(22.025.171)	*Siak*
Kampar	16.483.043	(17.384.662)	(901.619)	24.542.865	(11.484.274)	*Kampar*
Lain-lain	-	-	-	123.611.651	(173.667.297)	*Others*
Infrastruktur Minyak dan Gas Bumi	23.619.840	(15.125.019)	8.494.821	266.571.431	(50.775.458)	***Oil and Gas Infrastructure***
Total	**467.425.177**	**(319.361.232)**	**148.063.945**	**1.912.463.244**	**(1.283.581.910)**	***Total***

Rincian pelanggan yang melebihi 10% dari penjualan neto per segmen adalah sebagai berikut:

The details of customers exceeding 10% of net sales per segment is as follows:

	2025							
	Malacca Strait	Kangean	Kampar	Tonga	Siak	Bentu	Total	
PT Kilang Pertamina Internasional	40.372.077	-	19.500.979	1.659.852	1.822.227	73.451.245	136.806.380	*PT Kilang Pertamina Internasional*
PT Indonesia Power		65.871.724	-	-	-	-	65.871.724	*PT Indonesia Power*
TIS Petroleum (Asia) Pte Ltd	54.156.810	-	-	-	32.802.392	-	86.959.202	*TIS Petroleum (Asia) Pte Ltd*
Total	**94.528.887**	**65.871.724**	**19.500.979**	**1.659.852**	**34.624.619**	**73.451.245**	**289.637.306**	Total

	2024							
	Malacca Strait	Kangean	Kampar	Tonga	Siak	Bentu	Total	
PT Kilang Pertamina Internasional	34.708.653	-	-	-	-	84.938.337	158.900.020	*PT Kilang Pertamina Internasional*
PT Indonesia Power		46.544.301					46.544.301	*PT Indonesia Power*
TIS Petroleum (Asia) Pte Ltd	87.322.986	-	-	-	-	-	87.322.986	*TIS Petroleum (Asia) Pte Ltd*
Total	**122.031.639**	**46.544.301**	**-**	**-**	**-**	**84.938.337**	**292.767.307**	Total

42. PERJANJIAN PENTING DAN IKATAN-IKATAN / *42. SIGNIFICANT AGREEMENTS AND COMMITMENTS*

Entitas Anak memiliki perjanjian dan ikatan yang signifikan sebagai berikut:

The Subsidiaries have significant agreements and commitments as follows:

a. Perjanjian Bagi Hasil (PSC) / *a. Production Sharing Contract (PSC)*

Konsep umum PSC adalah Kontraktor (dalam hal ini Entitas Anak) menanggung seluruh risiko dan biaya eksplorasi sampai dengan masa produksi komersial. Kontraktor akan menerima penggantian biaya yang telah dikeluarkannya dari bagi hasil produksi.

The general concepts of the PSC, are that the Contractor (in this case the Subsidiaries) bears all risks and costs of exploration until commencement of commercial production. The Contractor receives a share of production to meet cost recovery.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

1. Pengalihan Area

   Kontraktor diwajibkan untuk menyerahkan kembali sebagian wilayah kontrak kerja bagi hasil kepada SKK Migas pada periode tertentu sesuai dengan kesepakatan bersama antara Kontraktor dan SKK Migas.

2. Pembagian Produksi

   Bagi hasil melalui pengembalian biaya operasi

   Pembagian produksi dilakukan atas produksi minyak mentah dan gas bumi yang diterima setelah dikurangi *First Tranche Petroleum* (FTP), penggantian biaya (*cost recovery*) dan kredit investasi yang dialokasikan kepada Pemerintah dan Kontraktor sebelum efek pajak dan setelah disesuaikan dengan kewajiban pasar domestik (*Domestic Market Obligation*).

   Dalam konsep bagi hasil, minyak bumi yang dibagikan kepada Pemerintah dan Kontraktor terdiri atas komponen:
   - Penggantian biaya
   - Kredit investasi
   - Ekuitas yang dibagikan

   Kontraktor bisa mendapatkan penggantian biaya produksi untuk minyak mentah dan gas bumi yang dihasilkan. Beban yang diperbolehkan untuk dimintakan penggantian adalah sebagai berikut:

   a. Beban operasional tahun berjalan, termasuk beban eksplorasi lapangan-lapangan lain dalam wilayah PSC, biaya-biaya tak berwujud pada sumur-sumur eksplorasi dan pengembangan serta biaya persediaan ketika tiba di Indonesia. Kontraktor juga mendapatkan sebagian penggantian biaya *overhead* yang dibatasi sampai dengan 2% dari jumlah keseluruhan pengeluaran, yang dapat diperhitungkan dalam *quarterly report* dan disetujui oleh SKK Migas;

   b. Depresiasi atas biaya modal sebesar 50%, 25%, 12,5% dan 10% dengan menggunakan metode saldo menurun (*declining balance*) untuk aset yang digunakan, setidaknya dalam satu (1) hari pada tahun berjalan. Kepemilikan barang modal diserahkan kepada Pemerintah pada saat tiba di Indonesia, tetapi Kontraktor dapat mengakui depresiasi atas barang modal tersebut; dan

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

1. Relinquishments

The Contractor is required to relinquish a certain portion of contract areas to SKK Migas within certain periods based on the agreement between the Contractor and SKK Migas.

2. Production Entitlement

Production sharing through operating cost recovery

The production entitlement of crude oil and natural gas received after deduction of First Tranche Petroleum (FTP), cost recovery and investment credit, is allocated between the Government and Contractor before the impact of tax, and after adjustment for the domestic market obligation (DMO).

Under the sharing concept, the crude oil to be shared between the Government and Contractor is made up of:
- *Cost recovery*
- *Investment credit*
- *Equity to be split*

The Contractor can recover production costs for crude oil and natural gas produced. Costs for which recovery is allowed are as follows:

a. Current year's operational cost, including costs of exploration of other fields in PSC area, intangible costs of exploration and development wells and costs of inventories when landed in Indonesia. The Contractor also receives partial reimbursement of overhead costs, limited to 2% of the total expenditure, which can be taken into account in a quarterly report as approved by SKK Migas;

b. Depreciation of capital cost in the amount of 50%, 25%, 12.5% and 10% using the declining balance method for assets used on at least one (1) day during the current year. Title to the capital goods passed to the Government upon landing in Indonesia, but the Contractor can claim depreciation on these capital items; and

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

c. Beban-beban operasional dan depresiasi dari beban tahun lalu yang belum dipulihkan. Apabila produksi tidak memadai untuk melakukan pembayaran tersebut, beban tersebut dapat dibawa ke tahun-tahun berikutnya tanpa batas waktu. Komponen utama beban Kontraktor yang tidak dapat dipulihkan kembali adalah bonus yang dibayarkan kepada Pemerintah dan *financing costs* tertentu. Namun, bonus tersebut dapat menjadi faktor pengurang pajak.

Bagi hasil *gross split*

Pada bagi hasil *gross split*, untuk mendapatkan bagian Kontraktor adalah dengan menambahkan *base split* minyak mentah atau gas bumi dengan angka koreksi komponen variabel dan angka koreksi progresif. *Base split* didapatkan dengan persentase tertentu baik porsi Pemerintah maupun porsi Kontraktor, yang diperhitungkan dari titik penyerahan.

Biaya operasi yang terjadi dalam melaksanakan operasi minyak mentah dan gas bumi dapat digunakan sebagai pengurang penghasilan dalam menghitung pajak penghasilan kena pajak Kontraktor.

3. Kredit Investasi

Pada bagi hasil melalui pengembalian biaya operasi, Kontraktor dapat memperoleh penggantian kredit investasi dari jumlah biaya pengembangan dan produksi secara langsung berdasarkan proyek, yang telah dinegosiasikan dan disetujui oleh SKK Migas.

4. Penggantian Biaya Bunga

Pada bagi hasil melalui pengembalian biaya operasi, penggantian biaya bunga merupakan salah satu insentif atas penyediaan modal untuk proyek tertentu yang telah disetujui SKK Migas. Penggantian biaya bunga dapat dilakukan selama masa depresiasi aset proyek tersebut.

Rincian dan jumlah atas perencanaan pendanaan harus diikutsertakan dalam budget beban operasional tahunan dan dimintakan persetujuan SKK Migas.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

c. Unrecovered operating and depreciation expenses from previous years. If the current production is not sufficient to make such payment, those expenses can be carried forward to subsequent years without a time limit. The main components of expenses that the Contractor is not entitled to recover are bonuses paid to the Government and certain financing costs. However, such bonuses are tax deductible.

Gross split production sharing

On gross split production sharing, to get the Contractor's share is to add a base split of crude oil or natural gas with a variable component correction rate and a progressive correction figures. Base split is obtained with a certain percentage of both the Government's share and the Contractor's share in accordance with PSC, and calculated from the point of delivery.

Operating costs incurred in carrying out petroleum operation shall be available as a deduction for the purpose of calculating Contractor's taxable income.

3. Investment Credit

On gross split production sharing, Contractor can recover an investment credit for capital costs on direct development and production incurred on a project basis, as negotiated and approved by SKK Migas.

4. Interest Recovery

On gross split production sharing, interest recovery is an incentive for the supply of capital for certain projects approved by SKK Migas. The recovery of interest expenses can be carried out during the depreciation of project assets.

Details and the amount on the planning of funding should be included in the annual budget of operations expense report and approved by SKK Migas.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

5. *Overhead* Manajemen dan Kantor Pusat

Pada bagi hasil melalui pengembalian biaya operasi, beberapa beban umum dan administrasi (yang bukan termasuk beban langsung) terkait dengan *overhead* kantor pusat dapat dialokasikan ke operasional PSC, berdasarkan metode yang telah disetujui SKK Migas. Metode alokasi *overhead* ini harus diterapkan secara konsisten dan merupakan subyek untuk ditelaah secara periodik dan diaudit oleh SKK Migas. Beberapa pengaturan PSC membatasi *overhead* tersebut sebesar 2% dari total beban operasional PSC. Untuk PSC yang telah berproduksi, SKK Migas akan melakukan audit terhadap *overhead* kantor pusat setiap tahunnya.

6. Bagi Hasil

Pada bagi hasil melalui pengembalian biaya operasi, sisa minyak mentah setelah pemberian kredit investasi dan penggantian biaya akan dibagi antara SKK Migas dan Kontraktor dengan skema bagi hasil setelah pajak sebesar 85/15 bagi minyak mentah dan 70/30 bagi gas bumi masing-masing untuk bagian SKK Migas dan Kontraktor.

7. *First Tranche Petroleum* (FTP)

Pada bagi hasil melalui pengembalian biaya operasi, atas kontrak sebelum tahun 2002, Kontraktor dan Pemerintah memiliki hak untuk mengambil minyak sebesar 20% dari hasil produksi setiap tahunnya sebelum dikurangi penggantian biaya operasional, yang akan dibagi sesuai besar bagi hasil yang tertera dalam kontrak.

8. Kewajiban Pasar Domestik (DMO)

Berdasarkan persyaratan dalam PSC setelah produksi komersial dimulai, Kontraktor harus menyediakan minyak mentah untuk kebutuhan untuk pasar domestik Indonesia. Dalam praktek umum, Kontraktor diharuskan memasok minyak mentah maksimum 25% dari jumlah produksi di wilayah kontrak.

Umumnya, dalam lima (5) tahun pertama masa produksi komersial, Kontraktor akan dibayar oleh SKK Migas secara penuh untuk kewajiban pasar domestik yang dihasilkan. Namun pada tahun berikutnya, nilai yang dibayarkan akan berkurang hingga 10% dari harga pasar.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

5. Management and Head Office Overheads

On gross split production sharing, some general and administrative costs (other than direct charges) relating to head office overheads can be allocated to the PSC operation, based on the methodology approved by SKK Migas. This overhead allocation method must be applied consistently and is subject to periodic review and audit by SKK Migas. Some PSC arrangements, cap this overhead at a flat 2% of the total PSC operating cost. For PSC that is already producing, SKK Migas will perform an audit of overhead of head office on a yearly basis

6. Equity Sharing

On gross split production sharing, any crude oil remaining after the deduction of investment credit and cost recovery is split between SKK Migas and the Contractor on the schedule of profit sharing after tax of 85/15 for crude oil and 70/30 for natural gas for the accounts of SKK Migas and Contractor, respectively.

7. First Tranche Petroleum (FTP)

On gross split production sharing, under contracts signed prior to 2002, the Contractor and Government are entitled to take a quantity of petroleum equal to 20% of the production of each year before any deduction for recovery of operating costs, to be split according to their respective equity shares as stated in the contracts.

8. Domestic Market Obligation (DMO)

According to the terms of the PSC, after commencement of commercial production, the Contractor should fulfill its obligation to supply crude oil for the domestic market in Indonesia. In general practice, the Contractor is required to supply a maximum of 25% of total crude oil production from the contract area.

Generally, for the first five (5) years after the contract area commences commercial production, the Contractor is paid by SKK Migas in full for the DMO oil. However, for subsequent years, the prices will be reduced to 10% of the market price.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

Hingga saat ini tidak ada kewajiban pasar domestik terkait dengan produksi gas, namun hal tersebut telah mulai diperkenalkan.

9. Penilaian atas Minyak Mentah

Untuk menetapkan pembagian hasil produksi dan untuk kepentingan pajak, minyak bumi dinilai dalam basis rata-rata *Indonesian Crude Price* (ICP) yang diperhitungkan secara bulanan oleh Kementerian Energi dan Sumber Daya Mineral Republik Indonesia.

Dalam skema *gross split production sharing*, Kontraktor menerima minyak mentah atau produk dalam bentuk natura sebagai penyelesaian atas biayanya dan bagian ekuitasnya, oleh karena itu, diperlukan penentuan harga untuk mengkonversi minyak mentah ke dalam Dolar Amerika Serikat guna menghitung pemulihan biaya (*cost recovery*).

10. *Over/Under Lifting*

Lifting variance akan timbul setiap tahun antara Kontraktor dengan Pemerintah. *Over/Under Lifting* diselesaikan secara tunai dengan Pemerintah dan dapat digolongkan sebagai penjualan/pembelian minyak mentah dan/atau gas bumi. Posisi *Over*/*Under Lifting* mungkin juga dapat terjadi antara para *partner* dalam PSC, yang dapat diselesaikan secara tunai maupun dengan kompensasi produksi pada tahun-tahun berikutnya sesuai dengan perjanjian ventura bersama antara partisipan tersebut.

11. Kewajiban Merestorasi Area Ditinggalkan

Kontrak PSC yang ditandatangani setelah tahun 1995 harus disertakan dalam *budget* untuk cadangan atas *clearing*, *cleaning* dan restorasi area kerja pada saat kontrak berakhir. Pendanaan kas tersebut harus dipisahkan dan tidak dapat ditarik kembali oleh Operator PSC kecuali biaya merestorasi area ditinggalkan yang merupakan biaya yang dapat diganti dan merupakan pengurang pajak.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

To date, there has been no DMO associated with gas production, however, such matter has now been introduced.

9. Valuation of Crude Oil

To determine the sharing of production, and for tax purposes, crude oil is valued on the basis of average Indonesian Crude Price (ICP), which is calculated by the Ministry of Energy and Mineral Resources of the Republic of Indonesia on a monthly basis.

On gross split production sharing, the Contractor receives crude oil or in-kind product for settlement of its cost and share of equity, thus making it necessary to determine a price to convert crude oil to United States Dollar in order to calculate the cost recovery.

10. Over/Under Lifting

Lifting variances will occur each year between the Contractor and the Government. Such Over/Under Lifting is settled in cash with the Government and can be considered to be sales/purchases of crude oil and/or natural gas, respectively. The individual members of the PSC may in turn have Over/Under Lifting between themselves, which will be settled, according to the joint venture agreements, generally in cash or from production in the following year.

11. Abandonment and Site Restoration Obligation

PSC contracts that were signed after 1995 must include in their budget provision for clearing, cleaning and restoring sites upon completion of work. These cash funds are set aside in a non-refundable account by the PSC Operator, except for abandonment and site restoration costs which are recoverable and tax deductible.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

12. PPN yang Dapat Diganti

Berdasarkan Peraturan Menteri Keuangan Republik Indonesia Nomor 218/PMK.02/2014, Kontraktor yang mengoperasikan Wilayah Kerja memiliki hak memperoleh pembayaran kembali PPN dari SKK Migas atas jumlah PPN yang telah dibayarkan oleh Kontraktor. Pembayaran kembali PPN dapat dilakukan setelah Pemerintah Republik Indonesia menerima bagiannya atas produksi dari hasil kegiatan usaha hulu minyak dan gas.

b. Perjanjian dengan PT Energi Timur Jauh (ETJ)

Entitas Anak, EMP MS, EMP Gelam, EMP Semberah, EMP Gebang, EMP Bentu dan EMP Korinci, menunjuk ETJ sebagai koordinator operasional dan administratif, asisten umum dan administratif serta manajer keuangan untuk beberapa periode masing-masing terhitung tanggal:

- dari tanggal 1 Januari 1998 sampai dengan tanggal 31 Desember 1998 untuk EMP MS;
- dari tanggal 1 Januari 2004 sampai dengan tanggal 31 Desember 2004 untuk EMP Gelam;
- dari tanggal 1 Januari 2003 sampai dengan tanggal 31 Desember 2007 untuk EMP Semberah;
- dari tanggal 22 Mei 2002 sampai dengan tanggal 21 Mei 2003 untuk EMP Gebang; dan
- dari tanggal 7 Februari 2005 sampai dengan tanggal 6 Februari 2006 untuk EMP Bentu dan EMP Korinci.

Perpanjangan berjalan secara otomatis kecuali diakhiri oleh kedua belah pihak.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

12. VAT Reimbursement

In accordance with the Minister of Finance of the Republic of Indonesia Regulation Number 218/PMK.02/2014, a Contractor operating in a Working Area, has the right to reimbursement of VAT by SKK Migas on the amount of VAT being paid by Contractor. The VAT reimbursement can proceed after the Government of the Republic of Indonesia has received its entitlement from the result of the upstream activities of oil and gas.

b. Agreement with PT Energi Timur Jauh (ETJ)

The Subsidiaries, EMP MS, EMP Gelam, EMP Semberah, EMP Gebang, EMP Bentu and EMP Korinci, appointed ETJ as operational and administrative coordinator, provider of general and administrative assistance and as cash manager for the respective periods from the following dates:

- *from January 1, 1998 until December 31, 1998 for EMP MS;*
- *from January 1, 2004 until December 31, 2004 for EMP Gelam;*
- *from January 1, 2003 until December 31, 2007 for EMP Semberah;*
- *from May 22, 2002 until May 21, 2003 for EMP Gebang; and*
- *from February 7, 2005 until February 6, 2006 for EMP Bentu and EMP Korinci.*

Extension of the agreements will be automatically carried out unless terminated by both parties.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

Berdasarkan perjanjian ini, ETJ harus membantu Entitas Anak dalam menyusun pembukuan berkaitan dengan akun dan pencatatan lainnya yang berlaku bagi industri minyak dan gas di Indonesia. ETJ juga harus mengirimkan laporan bulanan kegiatan operasional dan permasalahan administratif kepada Entitas Anak, memberikan dan mengaktifkan akses terhadap pihak yang berwenang kepada Entitas Anak untuk menguji atau memeriksa suatu akun dan pencatatan yang dilakukan oleh ETJ. ETJ juga ditunjuk sebagai manajer keuangan dan memiliki kewenangan didalam melakukan penandatanganan atas setiap rekening bank tanpa batas didalam melakukan pembayaran atas pengeluaran Entitas Anak. ETJ harus menyusun penggunaan dana yang memadai dan penggunaan dana Entitas Anak lainnya yang dikelola oleh ETJ untuk mendanai pengeluaran pihak berelasi lainnya yang memiliki kesamaan perjanjian dengan ETJ. ETJ juga harus membuat pemisahan dan pencatatan individual atas utang antar perusahaan dan status piutang Entitas Anak serta melakukan pembaharuan secara berkala.

Seluruh biaya dan beban yang dikeluarkan oleh ETJ sehubungan dengan hal tersebut di atas akan dibebankan kepada Entitas Anak. Seluruh bunga yang berasal dari dana Entitas Anak pada rekening bank milik ETJ akan menjadi milik Entitas Anak.

Pada tahun 2013, Kelompok Usaha telah beberapa kali mengadakan perjanjian dengan ETJ dan perjanjian yang terakhir adalah perjanjian yang terkait dengan pengalihan piutang dan utang antara Kelompok Usaha dengan ETJ. Berdasarkan perjanjian ini, seluruh piutang dan utang Kelompok Usaha kepada ETJ dialihkan seluruhnya kepada Entitas Anak, EMP MS.

Pada tahun 2013, EMP MS, ETJ dan ETJL menandatangani Perjanjian Novasi dimana ETJ mengalihkan seluruh hak dan kewajiban miliknya ke ETJL, perusahaan yang didirikan di British Virgin Island. Selanjutnya EMP MS mengalihkan piutang ini kepada Perusahaan. Piutang ini telah dilunasi pada tahun 2025 (Catatan 13b).

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

Based on the agreement, ETJ shall assist the Subsidiaries in keeping the required books of accounts and other records applicable in Indonesia for the oil and gas industry. ETJ shall also deliver to the Subsidiaries a monthly report of operational and administrative matters and activities and provide access to duly authorized parties of the Subsidiaries to examine or inspect the books of accounts and records prepared by ETJ. ETJ was also appointed as cash manager and authorized signatory in respect to each of the Subsidiaries' bank accounts, without limitation, in making payment of expenditures on behalf of the Subsidiaries. ETJ shall arrange the use of the Subsidiaries' funds as necessary and use any of the Subsidiaries' money being managed by ETJ to fund expenditures of other related parties having a similar agreement with ETJ as deemed necessary. ETJ shall also maintain separate and individual clean records of the intercompany payables and receivables status of the Subsidiaries and update them on a regular basis.

All costs and expenses incurred by ETJ in relation to the aforementioned purposes shall be chargeable to the Subsidiaries. All interest arising from the Subsidiaries' funds in ETJ's bank account shall be credited to the Subsidiaries.

In 2013, the Group entered into several agreements with ETJ. The latest agreement is in relation to the assignment of receivables and payables between the Group and ETJ. Based on the agreement, all the receivables and payables are transferred to Subsidiary, EMP MS.

In 2013, EMP MS, ETJ and ETJL entered into a Novation Agreement wherein ETJ transferred all its rights and obligations to ETJL, a company established in the British Virgin Islands. Subsequently, EMP MS transferred the receivable to the Company. This receivable has been fully paid in 2025 (Note 13b).

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

c. Perjanjian Jual Beli Minyak dan Gas Bumi Entitas Anak

(1) KEIL dan EEKL

a. Pada tanggal 30 Desember 2010, KEIL menandatangani Perubahan II Perjanjian Jual Beli Gas dengan PT PLN (Persero) yang akan berakhir sampai dengan tanggal 30 Desember 2028 atau *volume* yang dikirim telah mencapai 368,7 *Trillion British Thermal Unit* (TBTU), mana yang lebih dahulu terjadi.

Pada tanggal 4 Juni 2025, KEIL menandatangani Perubahan III Perjanjian Jual Beli Gas dengan PT PLN (Persero) dan PT PLN Energi Primer Indonesia (PLN EPI), yang mana pihak PLN (Persero) mengalihkan status sebagai "Pembeli" kepada pihak PLN EPI efektif per tanggal tersebut.

b. Pada tanggal 31 Juli 2019, KEIL menandatangani Perjanjian Jual Beli Gas dengan PT Pertamina (Persero) untuk kebutuhan Jaringan Gas Rumah Tangga Kabupaten Mojokerto yang akan berakhir sampai dengan tanggal 19 Juli 2027.

c. Pada tanggal 19 Juni 2024, KEIL dan PT PGN Tbk menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada bulan Januari 2022 terkait Jual Beli Gas dengan PT PGN Tbk untuk kebutuhan Jaringan Gas Rumah Tangga di Wilayah Kabupaten Bojonegoro, Kabupaten Jombang, Gresik dan Kota Surabaya yang akan berakhir sampai dengan 13 November 2030 atau berakhirnya produksi gas dalam Wilayah Kerja Kangean PSC, mana yang lebih dulu.

d. Pada tanggal 19 Juni 2024, KEIL dan PT Petrokimia Gresik menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada tanggal 1 Januari 2022, terkait Perjanjian Jual Beli Gas dengan PT Petrokimia Gresik yang akan berakhir, mana yang lebih dahulu terjadi; tanggal 31 Desember 2026 atau bila jumlah yang dikirim telah mencapai 33,73 *Trillion British Thermal Unit* (TBTU).

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

c. Subsidiaries' Sale and Purchase of Oil and Gas Agreements

(1) KEIL and EEKL

a. On December 30, 2010, KEIL entered into Amendment II to the Sale and Purchase of Gas Agreements with PT PLN (Persero), which shall expire as of December 30, 2028, or the volume of 368.7 Trillion British Thermal Unit (TBTU) having been fully supplied, whichever occurs earlier.

On June 4, 2025, KEIL signed Amendment III to the Gas Sales and Purchase Agreement with PT PLN (Persero) and PT PLN Energi Primer Indonesia (PLN EPI), in which PLN (Persero) transferred its status as "Buyer" to PLN EPI effective as of that date.

b. On 31 July, 2019, KEIL entered into a Sales and Purchase of Gas Agreement with PT Pertamina (Persero) for Mojokerto Regency City Gas that shall expire on July 19, 2027.

c. On June 19, 2024, KEIL and PT Perusahaan Gas Negara Tbk (PGN) signed Gas Sales and Purchase Agreement to renewed the previous Joint Agreement made in January 2022 regarding the Sale and Purchase of Gas with PGN for the needs of the Household Gas Network in the Bojonegoro Regency, Jombang Regency, Gresik and Surabaya City that shall expired on November 13, 2030 or the cease of gas production from gas field in Kangean PSC contract area.

d. On June 19, 2024, KEIL and PT Petrokimia Gresik signed Gas Sales and Purchase Agreement to renewed the previous Joint Agreement made on January 1, 2022, regarding the Gas Sales and Purchase Agreement with PT Petrokimia Gresik that shall expire on the earlier of; December 31, 2026, or the volume of 33.73 Trillion British Thermal Unit (TBTU) having been fully supplied.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

e. Pada tanggal 19 Juni 2024, KEIL dan PT Sarana Cepu Energi menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada tanggal 8 November 2022 terkait Perjanjian Jual Beli Gas dengan PT Sarana Cepu Energi yang akan berakhir, mana yang lebih dahulu terjadi, tanggal 28 Februari 2030 atau bila jumlah yang dikirim telah mencapai 5,2 *Trillion British Thermal Unit* (TBTU).

f. Pada tanggal 19 Juni 2024, KEIL dan PT Indogas Kriya Dwiguna menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada tanggal 8 November 2022 terkait Perjanjian Jual Beli Gas dengan PT Indogas Kriya Dwiguna yang akan berakhir, mana yang lebih dahulu terjadi, tanggal 28 Februari 2030 atau *bila jumlah yang dikirim telah mencapai 30,3 Trillion British Thermal Uni*t (TBTU).

g. Pada tanggal 19 Juni 2024, KEIL dan PT Bayu Buana Gemilang menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada tanggal 9 November 2022 terkait Perjanjian Jual Beli Gas dengan PT Bayu Buana Gemilang yang akan berakhir, mana yang lebih dahulu terjadi, tanggal 28 Februari 2030 atau bila jumlah yang dikirim telah mencapai 9,1 *Trillion British Thermal Unit* (TBTU).

h. Pada tanggal 19 Juni 2024, KEIL dan PT Inti Alasindo Energy menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada tanggal 11 November 2022 terkait Jual Beli Gas Wilayah Kerja Kangean dengan PT Inti Alasindo Energy yang akan berakhir sampai dengan, mana yang lebih dahulu terjadi; tanggal 28 Februari 2030 atau bila jumlah yang dikirim telah mencapai 7,8 *Trillion British Thermal Uni*t (TBTU).

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

e. OnJune 19, 2024, KEIL dan PT Sarana Cepu Energi signed Gas Sales and Purchase Agreement to renewed the previous Joint Agreement made on November 8, 2022 regarding the Gas Sales and Purchase Agreement with PT Sarana Cepu Energi that shall expire on the earlier of; February 28, 2030, or the volume of 5.2 Trillion British Thermal Unit (TBTU) having been fully suppliedarea.

f. On June 19, 2024, KEIL and PT Indogas Kriya Dwiguna signed Gas Sales and Purchase Agreement to renew the previous Joint Agreement made on November 8, 2022 regarding the Gas Sales and Purchase Agreement with PT Indogas Kriya Dwiguna that shall expire on the earlier of; February 28, 2030, or the volume of 30.3 Trillion British Thermal Unit (TBTU) having been fully supplied

g. On June 19, 2024, KEIL and PT Bayu Buana Gemilang signed Gas Sales and Purchase Agreement to renew the previous Joint Agreement made on November 9, 2022 regarding the Gas Sales and Purchase Agreement with PT Bayu Buana Gemilang that shall expire on the earlier of; February 28, 2030, or the volume of 9.1 Trillion British Thermal Unit (TBTU) having been fully supplied.

h. On June 19, 2024, KEIL and PT Inti Alasindo Energy signed Gas Sales and Purchase Agreement to renew the previous Joint Agreement made on November 11, 2022, regarding Sale and Purchase of Gas from Kangean Contract Area with PT Inti Alasindo Energy that shall expire on the earlier of; February 28, 2030, or the volume of 7.8 Trillion British Thermal Unit (TBTU) having been fully supplied.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

i. Pada tanggal 19 Juni 2024, KEIL dan PT Sadikun Niagamas Raya menandatangani Perjanjian Jual Beli Gas untuk memperbaharui Kesepakatan Bersama sebelumnya yang dibuat pada bulan November 2022 terkait Jual Beli Gas Wilayah Kerja Kangean dengan PT Sadikun Niagamas Raya yang akan berakhir sampai dengan mana yang lebih dahulu terjadi; tanggal 28 Februari 2030 atau bila jumlah yang dikirim telah mencapai 3,9 *Trillion British Thermal Unit* (TBTU).

j. Pada tanggal 4 Desember 2025, KEIL dan PT Kilang Pertamina Internasional menyepakati Pembelian Minyak Mentah (MM) SLC Periode Desember 2025 (Spot) dengan jumlah sebesar 22.000 â•fi 30.000 Barrels dengan toleransi operasional sebesar +/-5%.

(2)EMP Bentu

a. Pada tanggal 30 Oktober 2007, EMP Bentu menandatangani Perjanjian Jual Beli Gas dengan PT Riau Andalan Pulp & Paper yang akan berakhir sampai dengan mana yang lebih dahulu terjadi tanggal 31 Januari 2020 atau bila jumlah yang dikirim telah mencapai 86,7 *Billion Cubic of Feet* (BCF).

Perjanjian kedua terhadap PJBG EMP Bentu dan RAPP telah ditandatangani pada tanggal 19 Desember 2019 yang menyatakan, antara lain, saat Amendemen PSC Bentu berlaku efektif, maka perjanjian akan berlaku sampai dengan tanggal 31 Mei 2027 atau sampai dengan volume gas bumi yang dikirim mencapai 109.365 Billion British Thermal Unit (BBTU), mana yang lebih dahulu terjadi.

Perubahan ketiga terhadap PJBG EMP Bentu dengan RAPP telah ditandatangani 1 Agustus 2022 dengan periode pasokan sampai dengan 31 Desember 2030 dengan jumlah total pasokan 169.248 BBTU.

b. Pada tanggal 17 Mei 2017, EMP Bentu menandatangani Perjanjian Jual Beli Gas dengan PT Pertamina (Persero), terkait jaringan distribusi gas bumi sektor rumah tangga, yang akan berakhir sampai dengan mana yang lebih dahulu terjadi tanggal 8 September 2020 atau berakhirnya produksi gas bumi.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

i. On June 19, 2024, KEIL and PT Sadikun Niagamas Raya signed Gas Sales and Purchase Agreement to renew the previous Joint Agreement made in November 2022 regarding the Sale and Purchase of Gas in the Kangean Working Area with PT Sadikun Niagamas Raya that shall expire on the earlier of; February 28, 2030, or the volume of 3.9 Trillion British Thermal Unit (TBTU) having been fully supplied.

j. On December 4, 2025, KEIL and PT Kilang Pertamina Internasional agreed on sales terms for period of December 2025 (Spot) at quantity of 37.000 Barrels with operational tolerance of +/-5%.

(2) EMP Bentu

a. On October 30, 2007, EMP Bentu entered into a Sales and Purchase of Gas Agreement with PT Riau Andalan Pulp & Paper that shall expire on the earlier of January 31, 2020, or the volume of 86.7 Billion Cubic of Feet (BCF) having been fully supplied.

The second agreement of PJBG EMP Bentu and RAPP was signed on December 19, 2019 stipulating, among others, on the effectiveness of Bentu PSC, the agreement shall be effective until May 31, 2027, or when the volume of natural gas supplied has reached 109,365 Billion British Thermal Units (BBTU) whichever occurs earlier.

The third amendment to the EMP Bentu PJBG with RAPP was signed on August 1, 2022 with a supply period until December 31, 2030 with a total supply of 169,248 BBTU.

b. On May 17, 2017, EMP Bentu entered into a Sales and Purchase of Gas Agreement with PT Pertamina (Persero), related natural gas distribution for the household sector, that shall expire on the earlier of September 8, 2020, or the end of natural gas production.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

Pada tanggal 16 Desember 2019, EMP Bentu dan PT Pertamina (Persero) telah menandatangani Amendemen PJBG yang berlaku sampai dengan 19 Juli 2027 atau berakhirnya produksi gas bumi, mana yang lebih dahulu terjadi.

c. Pada tanggal 19 Januari 2018, EMP Bentu menandatangani Perjanjian Jual Beli Gas dengan PT Pertamina (Persero), terkait dengan penyaluran gas untuk *Refinery Unit* II Dumai milik Pertamina, yang akan berakhir sampai dengan mana yang lebih dahulu terjadi tanggal 19 Mei 2021 atau bila jumlah yang dikirim telah mencapai 56.235 *Billion British Thermal* Unit (BBTU). Selanjutnya pada tanggal 31 Maret 2020, EMP Bentu dan Pertamina menandatangani Amandemen Perjanjian Jual Beli Gas, dimana dalam amandemen tersebut EMP Bentu dan Pertamina sepakat untuk mengubah jangka waktu perjanjian menjadi tanggal 31 Desember 2024 atau bila jumlah yang dikirim telah mencapai 92.704 *Billion British Thermal Unit* (BBTU) (mana yang lebih dahulu tercapai).

Pada tanggal 3 Juli 2024, telah ditandatangani Perjanjian Novasi atas PJBG dimana hak dan kewajiban Pertamina berpindah kepada PT Kilang Pertamina Internasional.

Pada tanggal 27 Februari 2024, EMP Bentu menandatangani Kesepakatan Bersama Penyaluran Gas bumi dengan PT Kilang Pertamina Internasional (KPI) dengan jangka waktu kontrak 1 Januari 2024 sampai dengan 31 Desember 2028 dengan jumlah penyerahan harian untuk 1 Januari 2024 sampai dengan 31 Desember 2025 dan 2024 sebanyak 35 Billion British Thermal Unit Per Day (BBTUD) dan periode 1 Januari 2025 sampai dengan 31 Desember 2028 sebanyak 33 BBTUD.

Pada tanggal 20 Mei 2025, telah ditandatangani Amandemen Kedua PJBG antara Bentu dan KPI yang aktif hingga 31 Desember 2028.

d. EMP Bentu telah menandatangani PJBG dengan PT PLN (Persero) yang ditandatangani pada tanggal 25 April 2022 dengan jangka waktu berlakunya perjanjian sejak 20 Mei 2021 sampai dengan 31 Desember 2026 dengan skema *join supply* bersama dengan EMP Korinci Baru.

42. *SIGNIFICANT AGREEMENTS AND COMMITMENTS* *(Continued)*

On December 16, 2019, EMP Bentu and PT Pertamina (Persero) signed a PJBG Amendment which is valid until July 19, 2027 or the end of natural gas *production, whichever occurs first.*

c. On January 19, 2018, EMP Bentu entered into a Sales and Purchase of Gas Agreement with PT Pertamina (Persero), related to gas supply to Refinery Unit II Dumai owned by Pertamina, that shall expire on the earlier of May 19, 2021, or the volume of 56,235 Billion British Thermal Unit (BBTU) having been fully supplied. Subsequently, on March 31, 2020, EMP Bentu and Pertamina signed an Amendment of Sale and Purchase of Gas Agreement, where in the amendment EMP Bentu and Pertamina agreed to change the term of the agreement to December 31, 2024 or if the amount sent had reached 92,704 Billion British Thermal Unit (BBTU) (whichever is reached).

On July 3, 2024, a Novation Agreement of the Gas *Sales and Purchase Agreement (PJBG)* was *signed under which Pertamina's rights and obligations were transferred to PT Kilang Pertamina Internasional.*

On February 27, 2024 EMP Bentu signed a Joint Agreement for the Distribution of Natural Gas *with PT Kilang Pertamina Internasional (KPI) with a contract period from January 1, 2024 to December 31, 2028, stipulating a daily delivery volume of 35 Billion British Thermal Units per Day (BBTUD) for the period January 1, 2024 to December 31, 2025 and 2024, and 33 BBTUD for the period January 1, 2025 to December 31, 2028.*

On May 20, 2025, the Second Amendment to the Gas Sales *and Purchase Agreement (PJBG) between Bentu and KPI* was *signed, which will remain effective until December 31, 2028.*

d. EMP Bentu has re-signed the PJBG with PT PLN (Persero) which was signed on April 25 2022 with the validity period of the agreement from May 20 2021 to December 31, 2026 with a joint supply scheme with EMP Korinci Baru.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

e. Pada tanggal 13 September 2022, EMP Bentu dan PGN telah menandatangani PJBG untuk Jaringan Gas di Kota Dumai dengan jangka waktu tanggal penyaluran sejak 19 November 2019 sampai dengan mana yang lebih dahulu terjadi 10 tahun sejak ditetapkan atau berakhirnya produksi gas bumi.

Pada tanggal 28 Desember 2022, EMP Bentu menandatangani Kesepakatan Bersama Penyaluran Gas bumi dengan PGN, terkait dengan penyaluran gas untuk kebutuhan rumah tangga di Kabupaten Pelalawan, yang akan berakhir sampai dengan mana yang lebih dahulu terjadi 10 tahun sejak ditetapkan atau berakhirnya produksi gas bumi.

Pada tanggal 19 November 2024, EMP Bentu dan PT Perusahaan Gas Negara Tbk (PGN) telah menandatangani PJBG untuk penyaluran gas untuk kebutuhan rumah tangga di Kabupaten Pelalawan dengan jangka waktu sampai berakhirnya PSC Bentu atau sampai dengan berakhirnya produksi gas bumi dari WK Bentu mana yang terjadi lebih dahulu.

(3) ITA

a. Pada tanggal 27 Oktober 2021, PLN dan EMP MS telah menandatangani Perjanjian Jual Beli Gas Bumi untuk memenuhi kebutuhan kelistrikan PLTMG Teluk Bitung di wilayah Melibur.

Pada tanggal 1 Agustus 2022, PLN dan EMP MS setuju untuk mengalihkan hak dan kewajiban dalam Perjanjian Jual Beli Gas Bumi kepada ITA, sebagai akibat dari pengalihan *working interest* dan persetujuan perubahan operator di wilayah kerja Selat Malaka, yang beralih dari EMP MS menjadi ITA.

Pada tanggal 20 Mei 2025, ITA, PLN EPI telah menandatangani Perjanjian Jual Beli Gas Bumi dengan jangka waktu berlakunya perjanjian sejak 14 Desember 2024 sampai dengan 31 Desember 2028 dengan volume gas bumi sebesar 0,59 *Trillion British Thermal Uni*t (TBTU).

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

e. On September 13, 2022, EMP Bentu and PGN signed a GSA *for Dumai City* Gas *Network with a distribution period from November 19, 2019 to whichever occurs 10 years earlier from the date or end of natural gas production.*

On December 28, 2022 EMP Bentu signed a Joint Natural Gas *Distribution Agreement with PGN, related to the distribution of gas for household needs in Pelalawan Regency, which will expire 10 years earlier or the end of natural gas production.*

On November 19, 2024, EMP Bentu and PT Perusahaan Gas *Negara Tbk (PGN) signed the* GSA *for the distribution of gas for household needs in Pelalawan Regency, with a duration until the expiration of the Bentu* PSC *or until the natural gas production from the Bentu Working Area* ceases, *whichever occurs first*

(3) ITA

a. On October 27, 2021, PLN and EMP MS signed the Sale and Purchase Natural Gas Agreement to fulfil the electricity needs of the Teluk Belitung PLTMG in the Melibur area.

On August 1, 2022, PLN and EMP MS agreed to transfer the rights and obligations in the Sale and Purchase Natural Gas Agreement to ITA, as a result of the working interest transfer and the operator change approval in the Malacca Strait Work Area that switched from EMP MS to ITA.

On May 20, 2025, ITA, PLN and PLN EPI signed Gas Sales and Purchase Agreement with the validity period of the agreement from December 14, 2024 to December 31, 2028 with the total gas volume of 3.9 Trillion British Thermal Unit (TBTU).

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

b. Pada tanggal 19 Juni 2023 ITA mengadakan Perjanjian Jual Beli dengan TIS Petroleum (Asia) Pte. Ltd. (TIS), dimana ITA harus menyerahkan 4 kargo sebesar 150.000 barel (dengan toleransi operasional sebesar ± 5% sesuai dengan pilihan Penjual untuk setiap kargo tersebut) dengan total volume sampai dengan 600.000 barel minyak mentah Lalang selama jangka waktu yang dimulai pada tanggal 1 Agustus 2023 dan berakhir pada tanggal 31 Desember 2023.

Pada tanggal 11 Desember 2023, ITA mengadakan perjanjian Jual Beli Minyak Mentah (MM) Lalang dengan TIS Petroleum (Asia) Pte. Ltd. (TIS) untuk periode Januari – Desember 2024. Total jumlah MM Lalang yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 1.200.000 – 1.800.000 Barel dengan jumlah per-lifting dalam kisaran 120.000 – 200.000 Barel dengan toleransi operasional sebesar 5% pada pilihan Penjual.

Pada tanggal 11 November 2024, ITA mengadakan perjanjian Jual Beli Minyak Mentah (MM) Lalang dengan TIS untuk periode 1 Januari 2025 - 31 Desember 2025. Total jumlah MM Lalang yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 1.000.000 - 2.000.000 Barrel dengan toleransi operasional sebesar +/-5%.

Pada tanggal 28 April 2025, ITA mengadakan Perjanjian Jual Beli Minyak Mentah (MM) Lalang dengan PT Kilang Pertamina Internasional untuk periode 1 Januari – 31 Desember 2025. Total jumlah MM Lalang yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 300.000 – 800.000 Barrel dengan toleransi sebesar +/-5%.

(4) EMA

Pada tanggal 10 September 2020, Perusahaan mengadakan Perjanjian Jual Beli Gas dengan PT Perusahaan Gas Negara Tbk, sehubungan dengan pendistribusian gas bumi di kota Sengkang dan Kabupaten Wajo.

Gas Wilayah Kerja Sengkang akan diserahkan kepada pembeli dengan jumlah total harian untuk Kabupaten Wajo dan Kota Sengkang secara keseluruhan sebesar 0,4 MMSCFD.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

b. On June 19, 2023, ITA entered into a Sale and Purchase Agreement with TIS Petroleum (Asia) Pte. Ltd. (TIS) under which ITA shall deliver 4 cargoes of 150,000 barrels (with an operational tolerance of ±5% at the Seller's option for each such cargo) for a total volume of up to 600,000 barrels of Lalang crude oil over a period commencing on August 1, 2023 and ending on December 31, 2023.

On December 11, 2023, ITA entered into a Sales and Purchase Agreement of Lalang Crude Oil with TIS Petroleum (Asia) Pte. Ltd. (TIS) for period of January – December 2024. Total quantity of Lalang Crude that shall be supplied during the term of this agreement is estimated at 1,200,000 – 1,800,000 Barrels with quantity per lifting in the range of 120.000 200.000 Barrels with operational tolerance 5% at Seller's option.

On November 11, 2024 ITA entered into a Lalang Crude Oil (MM) Sale and Purchase Agreement with TIS for the period of January 1, 2025 - December 31, 2025. The total amount of Lalang Crude to be delivered during the agreement period is estimated at 1,000,000 - 2,000,000 Barrels with an operational tolerance of +/- 5%.

On April 28, 2025, ITA entered into Lalang Crude Oil (MM) Sale and Purchase Agreement with PT Kilang Pertamina Internasional for the period of January 1, 2025 – December 31, 2025. The total amount of Lalang Crude to be delivered during the arrangement period is estimated at 300.000 – 800.000 Barrels with an operational tolerance of +/- 5%.

(4) EMA

On September 10, 2020, the Company entered into a Sales and Purchase of Gas Agreement with PT Perusahaan Gas Negara Tbk, in relation to the distribution of natural gas in the city of Sengkang and Wajo Regency.

Sengkang Block gas will be delivered to the buyer with a total daily amount for Wajo Regency and Sengkang city of 0.4 MMSCFD.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

Tanggal Efektif adalah 8 September 2020 sampai dengan 10 tahun sejak ditetapkan atau sampai dengan berakhirnya produksi gas bumi di Wilayah Kerja Sengkang.

Amendemen Perjanjian Interim atas PJBG Jargas Sengkang dan Wajo disepakati tanggal 20 Oktober 2022 dengan adanya penambahan JPH sebesar 0,2 MMSCFD untuk periode 8 September 2030 sampai dengan 17 Agustus 2032.

Amendemen Perjanjian Interim kedua untuk Kota Sengkang dan Kabupaten Wajo disepakati pada tanggal 12 Oktober 2023 terkait penambahan titik serah T-276.

Pada tanggal 14 Maret 2025, EEES, EMA dan PGN telah menandatangani Perjanjian Jual Beli Gas untuk memenuhi kebutuhan Jargas Kota Sengkang dan Kabupaten Wajo dengan jangka waktu perjanjian 17 Agustus 2032.

PLN, EEES dan EMA telah menandatangani Kesepakatan Bersama Jual Beli Gas Bumi beserta dengan perubahannya dari 21 Maret 2023 sampai dengan 31 Agustus 2024. Menteri ESDM telah menerbitkan surat persetujuan alokasi dan pemanfaatan serta harga gas dengan JPH 50 BBTUD periode pasokan dari 21 Maret 2023 sampai dengan 31 Desember 2030 dengan Total Jumlah Kontrak 136,87 TBTU.

Pada tanggal 14 Agustus 2024, EEES, EMA, PLN dan PLN EPI telah menandatangani PJBG untuk memenuhi kebutuhan gas PLTGU Sengkang dengan jangka waktu dari 21 Maret 2023 sampai dengan 31 Desember 2030.

(5) Korinci Baru

EMP Korinci Baru bersama dengan EMP Bentu pada tanggal 25 April 2022 menandatangani PJBG dengan Pembeli PT PLN Persero untuk pasokan gas dari tahun 2022 sampai dengan 31 Desember 2026 dengan Total Jumlah Kontrak 4.025 BBTU.

(6) EMP EG

Pada tanggal 25 Maret 2024, EMP EG dan PT Pertamina Hulu Energi Siak (PHE SIAK) menyepakati Completion Date atas pengalihan operator dan partisipasi interes dari Wilayah Kerja Siak yang beralih dari PHE Siak ke EMP EG.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

The Effective date will be September 8, 2020 up to 10 years from the date of stipulation or until the end of natural gas production at the Sengkang Contract Area.

Amendment for Interim Agreement of PJBG Jargas Sengkang and Wajo was finalized on October 20, 2022 with the additional DCQ of 0.2 MMSCFD for the period from September 8, 2030 to August 17, 2032.

The Second Amendment for Interim was finalized for Sengkang and Wajo on October 12, 2023 with changes Additional Delivery Point T-276.

On March 14, 2025, EEES, EMA and PGN signed Gas Sales and Purchase Agreement for city gas Sengkang and Wajo Regency, with validity agreement until August 17, 2032.

PLN, EES, and EMA has signed an Agreement for Gas Sales including its Amendments for March 21, 2023 until August 31, 2024. The Ministry of ESDM has released allocation and gas use letter for March 21, 2023 to December 31, 2023 with total Contract Quantity of 136.87 TBTU.

On August 14, 2024, EEES, EMA, PLN, and PLN EPI signed the PJBG to meet the gas supply needs for the PLTGU Sengkang, with a duration from March 21, 2023, until December 31, 2030.

(5) Korinci Baru

EMP Korinci Baru and EMP Bentu has signed GSA on 25 April 2022 with PLN as Buyer for Gas Supply for 2022 until 31 December 2026 with Total Contract Quantity of 4,025 BBTU.

(6) EMP EG

On March 25, 2024, EMP EG and PT Pertamina Hulu Energi Siak (PHE SIAK) has agreed the Completion Date of transfer the operator and participating interest of Siak Work Area that switch from PHE Siak to EMP EG.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

Pada tanggal 11 November 2024, EMP EG mengadakan perjanjian Jual Beli Minyak Mentah (MM) SLC dengan TIS Petroleum (Asia) Pte. Ltd. (TIS) untuk periode 1 Januari 2025 – 31 Desember 2025. Total jumlah MM SLC yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 400.000 – 700.000 Barel dengan toleransi operasional sebesar +/- 5%.

Pada Tanggal 29 Desember 2025, EMP EG dan PT Kilang Pertamina Internasional menyepakati Pembelian Minyak Mentah (MM) SLC Periode Desember 2025 (Spot) dengan jumlah sebesar 22.000 – 30.000 Barrels dengan toleransi operasional sebesar +/-5%.

(7) EMP ER

Pada tanggal 25 Maret 2024, EMP ER dan PT Pertamina Hulu Energi Kampar (PHE KAMPAR) menyepakati Completion Date atas pengalihan operator dan partisipasi interes dari Wilayah Kerja Kampar yang beralih dari PHE Siak ke EMP ER.

Pada tanggal 20 Desember 2024, EMP ER mengadakan perjanjian Jual Beli Minyak Mentah (MM) Lirik dengan PT Kilang Pertamina Internasional (PT KPI) untuk periode 1 April 2024 – 31 Desember 2024. Total jumlah MM Lirik yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 150.000 – 300.000 Barel toleransi operasional sebesar +/-5%.

Pada tanggal 28 April 2025, EMP ER mengadakan perjanjian Jual Beli Minyak Mentah (MM) Lirik dengan KPI untuk periode 1 January 2025 — 31 Desember 2025. Total jumlah MM Lirik yang akan diserahkan selama jangka waktu perjanjian diperkirakan adalah sebesar 270.000 – 400.000 Barel toleransi operasional sebesar +/- 5%.

(8) EMP Tonga

Pada tanggal 11 September 2025, EMP Tonga mengadakan perjanjian Jual Beli MM SLC dengan PT Kilang Pertamina Internasional untuk periode 1 Oktober 2024 – 31 Desember 2025. Total jumlah MM SLC yang akan diserahkan selama periode 1 Oktober – 31 Desember 2024 adalah sebesar 4.500 – 10.000 barel dan periode 1 Januari – 31 Desember 2025 adalah sebesar 20.000 – 40.000 dengan toleransi operasional sebesar +/-5%.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

On November 11, 2024, EMP EG entered into a Crude Oil SLC Sales and Purchase Agreement with TIS Petroleum (Asia) Pte. Ltd. (TIS) for period of 1January 2025 – 31 December 2025. Total quantity of Crude Oil SLC that shall be supplied during the term of this agreement is estimated at 400,000 - 700,000 Barrels with operational tolerance +/-5%

On December 29, 2025, EMP EG and PT Kilang Pertamina Internasional agreed on sales term for SLC Crude Oil for period of December 2025 (Spot) with quantity of 22.000 – 30.000 Barrels with operational tolerance +/-5%.

(7) EMP ER

On March 25, 2024, EMP ER and PT Pertamina Hulu Energi Kampar (PHE KAMPAR) has agreed the Completion Date of transfer the operator and participating interest of Kampar Work Area that switch from PHE Kampar to EMP ER.

On December 20, 2024, EMP ER entered into a Sales and Purchase Agreement of Lirik Crude with PT Kilang Pertamina Internasional (PT KPI) for period of 1 April – 31 December 2024. Total quantity of Arun Condensate that shall be supplied during the term of this agreement is estimated at 150,000 – 300,000 Barrels with operational tolerance +/-5%.

On April 28, 2025, EMP ER entered into a Crude Oil Purchase and Sale Agreement with KPI for the period January 1, 2025 – December 31, 2025, with an estimated delivery of 270,000 – 400,000 barrels of the crude oil, subject to a +/- 5% operational tolerance.

(8) EMP Tonga

On September 11, 2025, EMP Tonga entered into SLC Sales Purchase Agreement with PT Kilang Pertamina Internasional for the period of 1 October 2024 – 31 December 2025. The Total amount of SLC Crude Oil to be delivered during the period of 1 October – 31 December 2024 is at 4.500 – 10.000 barrels and the period of 1 January – 31 December 2025 at 20.000 – 40.000 with an operational tolerance of +/- 5%.

42. PERJANJIAN PENTING DAN IKATAN-IKATAN *(Lanjutan)*

d. Perjanjian *Floating Production and Offloading Unit* (*FPU*)

Pada tanggal 15 Juli 2010, KEIL menandatangani perjanjian sewa FPU (Sewa FPU) dengan PT BW Offshore TSB Invest. (BWO), PT Pelayaran Trans Parau Sorat (TPS) dan PT Energi Consulting Indonesia (ECI) (BWO, TPS dan ECI selanjutnya akan disebut sebagai "Kontraktor"), dimana Kontraktor bersedia untuk menyewakan FPU beserta jasa pengoperasian FPU. Kontraktor bertanggung jawab penuh atas penjagaan dan pemeliharaan FPU beserta peralatan pendukungnya. Perjanjian ini telah beberapa kali diamendemen, amandemen terakhir pada tanggal 5 Juni 2024.

Jangka waktu dari Sewa FPU ini adalah sepuluh (10) tahun dan dapat diperpanjang maksimal sampai dengan empat (4) tahun. Nilai kontrak dari Sewa FPU ini adalah sebesar USD876,5 juta, dimana nilai kontrak ini dapat diubah.

Pada tanggal 14 November 2025, KEIL menandatangani perjanjian tambahan pekerjaan dengan nilai kontrak sebesar USD 4,66 juta dari kontrak sebelumnya terkait sewa FPU dengan PT Joko Tole Maritim, pekerjaan akan diselesaikan dalam jangka waktu 2 bulan sejak tanggal kesepakatan.

e. Perjanjian Infrastruktur Minyak dan Gas Bumi

SRGS

Pada tanggal 11 Februari 2020 SRGS telah menandatangani Perjanjian Sewa, Operasi dan Pemeliharaan (Lease, Operation and Maintenance (LOMA)) dengan PT PLN Gas dan Geothermal (PLNGG) dalam penyewaan fasilitas penyimpanan dan regasifikasi LNG terapung (Floating Storage and Regasification Unit (FSRU)) untuk proyek gasifikasi klaster Sulawesi, beserta pengoperasian dan pemeliharaannya. Perjanjian ini telah mengalami amandemen pada tanggal 21 April 2022. Periode sewa berlangsung selama lima belas (15) tahun mulai dari tanggal 22 Agustus 2020 *(delivery date)*.

42. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(Continued)*

d. Floating Production and Offloading Unit (FPU) Agreement

On July 15, 2010, KEIL signed FPU lease agreements (FPU Lease) with PT BW Offshore TSB Invest. (BWO), PT Pelayaran Trans Parau Sorat (TPS) and PT Energi Consulting Indonesia (ECI) (BWO, TPS and ECI hereinafter assigned as "Contractors"), whereby Contractors agreed to lease FPU along with its operational services. Contractors are responsible for safeguarding FPU and providing maintenance and support equipment. This agreement has been amended several times, the latest amendment being on June 5, 2024.

The period of the FPU Lease is ten (10) years, which can be extended for up to a maximum of four (4) years. The contract value of the FPU Lease amounted to USD876.5 million which can be amended.

On November 14, 2025, KEIL signed a supplementary work agreement with a contract value of USD 4.66 million to the previous contract for the FPU lease with PT Joko Tole Maritim. The work will be completed within two months from the date of the agreement.

e. Oil and Gas Infrastructure Agreements

SRGS

On February 11, 2020 SRGS signed a Lease, Operation and Maintenance (LOMA) Agreement with PT PLN Gas and Geothermal (PLNGG) for the rental of floating LNG storage and regasification facilities (FSRU) for the Sulawesi cluster gasification project, along with its operation and maintenance. This agreement has been amended on April 21, 2022. The rental period lasts for fifteen (15) years starting from August 22, 2020 (delivery date).

43. RISIKO (BAHAYA) USAHA DAN RISIKO TIDAK DIASURANSIKAN

Kegiatan operasi Kelompok Usaha tidak terlepas dari risiko keadaan bahaya dan risiko bawaan dari pengeboran dan produksi serta transportasi minyak mentah dan gas bumi, seperti kebakaran, bencana alam, ledakan, perbedaan tekanan yang tidak normal, ledakan gas, *cratering*, pipa retak yang tumpahannya dapat menyebabkan hilangnya hidrokarbon, polusi lingkungan, klaim kecelakaan karyawan dan kerusakan lainnya terhadap properti Kelompok Usaha. Sebagai tambahan, operasi tertentu dari Kelompok Usaha yang mengalami gangguan cuaca tropis, beberapa diantaranya dapat menyebabkan kerusakan yang cukup parah atas fasilitas dan kemungkinan mengganggu produksi. Untuk menghindari bahaya operasi tersebut, Kelompok Usaha telah mengasuransikan peralatan pengeboran, perlengkapan dan mesin sebesar nilai penggantian serta mengasuransikan pertanggungan terhadap pihak ketiga dan kompensasi karyawan. Namun demikian, Kelompok Usaha tidak mengasuransikan aset tersebut terhadap gangguan bisnis atau kehilangan pendapatan karena kerusakan atau kehilangan peralatan pengeboran, kecuali peralatan pengeboran lepas pantai diasuransi sebagai syarat untuk pendanaannya untuk kepentingan kreditur.

Kelompok Usaha menerapkan program Manajemen Risiko Perusahaan (MRP) dalam aktivitas operasi dan bisnisnya guna mengidentifikasi, menganalisa dan mengurangi risiko serta meningkatkan efisiensi penggunaan sumber daya dalam rangka mengurangi risiko operasi dan kegagalan.

Program tersebut menekankan pada proses pemeriksaan dan keseimbangan kerja, pendelegasian wewenang yang memadai serta penggunaan sumber daya yang memadai, terutama dalam proses pengadaan, pelaksanaan proyek serta tahapan evaluasi atas investasi. Kelompok Usaha mencanangkan untuk terus mengembangkan praktik manajemen risiko dalam setiap kegiatan operasinya dalam mempertahankan hasil operasi yang optimal.

Penerapan MRP membawa beberapa keuntungan bagi Kelompok Usaha, mencakup kesadaran risiko oleh seluruh pekerja, penentuan profil risiko perusahaan guna menentukan prioritas pengelolaan risiko serta penetapan strategi yang dipilih dalam mengurangi probabilitas serta kerusakan yang mungkin timbul.

Direksi menelaah dan menyetujui kebijakan untuk mengelola risiko-risiko yang dirangkum sebagai berikut:

43. OPERATING HAZARDS AND UNSECURED RISKS

The Group's operations are subject to hazards and inherent risks in drilling for and production and transportation of natural gas and crude oil, such as fires, natural disasters, explosions, encountering formations with abnormal pressures, blowout, cratering, pipeline ruptures and spills, which can result in the loss of hydrocarbons, environmental pollution, personal injury claims and other damage to properties of the Group. Additionally, certain natural gas and oil operations of the Group are subject to tropical weather disturbances, some of which can be severe enough to cause substantial damage to facilities and possibly interrupt production. As protection against operating hazards, the Group maintains insurance coverage for its drilling rigs, equipment and machinery at their replacement value and insures against third party liability and workers' compensation. However, the Group does not insure these assets against business interruption or loss of revenues following damage to or loss of a drilling rig, except in respect to an offshore rig where a term of the refinancing for such rig is that insurance coverage be in place for the benefit of the lender.

The Group has implemented an Enterprise Risk Management (ERM) Program in the key business and operations units that assists in the identification, analysis and containment of risks, while promoting the efficient use of resources and minimizing operational risks and disruptions.

The program is instrumental in ensuring there are checks and balances, appropriate delegation of duty and efficient deployment of business resources, especially during procurement, and project and investment evaluations. The Group intends to continuously promote sound risk management practices throughout the business and operations for consistent operational excellence.

ERM implementation brings several advantages to the Group, which include awareness of risk by all employees, corporate risk profiling that is able to capture risk level prioritization, and mitigation strategy to reduce probability and severity of risks.

The Board of Directors reviews and approves the policies for managing of risks, which are summarized as follows:

43. RISIKO (BAHAYA) USAHA DAN RISIKO TIDAK DIASURANSIKAN *(Lanjutan)*

1. Risiko Volatilitas

Harga jual atas minyak mentah Kelompok Usaha adalah berdasarkan atas *Indonesian Crude Price* (ICP) yang ditetapkan oleh Kementerian Energi dan Sumber Daya Mineral (ESDM) pada setiap periode. Akibat hal tersebut, harga yang diterima oleh Kelompok Usaha atas produksi minyak mentahnya tergantung kepada faktor-faktor yang berada diluar kendali Kelompok Usaha.

Sedangkan untuk penjualan atas gas bumi, harga jual gas bumi Kelompok Usaha dihitung berdasarkan sistem kontrak dengan menggunakan harga tetap. Dalam hal ini terdapat potensi risiko hilangnya peluang pada saat kenaikan harga pasar atas gas bumi jauh melebihi tingkat harga kontrak.

2. Risiko Operasi

Kelompok Usaha dipengaruhi oleh risiko operasi, termasuk risiko atas hilangnya cadangan minyak mentah dan gas bumi serta risiko bencana alam yang dapat berpengaruh terhadap instalasi dan fasilitas produksinya. Kelompok Usaha telah mengasuransikan instalasi dan fasilitas produksinya dengan total nilai penggantian senilai lebih dari masing-masing sebesar USD1.384,58 juta dan USD1.442,8 juta pada tanggal 31 Desember 2025 dan 2024 . Walaupun demikian, nilai tersebut tidak mencakup penggantian atas kerugian usaha atau hilangnya keuntungan.

Operasi Kelompok Usaha tunduk kepada hukum dan peraturan yang berlaku di Indonesia yang mengatur pembuangan limbah ke lingkungan atau yang berkaitan dengan perlindungan lingkungan. Hukum dan peraturan tersebut mensyaratkan harus adanya izin sebelum dimulainya pengeboran, yang dapat membatasi jenis, jumlah dan konsentrasi berbagai jenis bahan yang bisa dilepas ke lingkungan sehubungan dengan aktivitas pengeboran dan produksi, membatasi atau melarang aktivitas pengeboran di atas tanah tertentu yang berada di dalam hutan belantara, rawa-rawa dan area dilindungi lainnya, mensyaratkan tindakan atau langkah perbaikan untuk mencegah polusi yang dihasilkan dari operasi Kelompok Usaha.

Pemerintah telah menerapkan peraturan lingkungan hidup kepada perusahaan minyak dan gas yang beroperasi di Indonesia dan perairan Indonesia. Operator dilarang untuk mencemari lingkungan akibat tumpahan minyak mentah dan harus memastikan bahwa daerah di sekitar sumur minyak di darat akan dipulihkan ke kondisi semula jika memungkinkan setelah operator tidak beroperasi lagi di daerah tersebut.

43. OPERATING HAZARDS AND UNSECURED RISKS *(Continued)*

1. Volatility Risk

The selling price of the Group's crude oil is based on Indonesian Crude Price (ICP) as periodically established by the Ministry of Energy and Mineral Resources (MEMR). As a result, the price of crude oil that the Group produces will depend on factors beyond the control of the Group.

For natural gas sales, meanwhile the selling prices of the Group are calculated based on fixed prices. A potential risk thus exists when the market price of natural gas is above the fixed rate in the contract.

2. Operating Risks

The Group may be affected by operating risks, including the risk of loss of crude oil and natural gas, and natural disaster risk that may affect all installations and production facilities. However, the Group has insured the installations and production facilities with total insurance coverage as of December 31, 2025 and 2024 amounting to more than USD1,384.58 million and USD1,442.8 million million, respectively. However, this insurance coverage does not include business interruption or loss of profits.

The Group's operations are subject to Indonesian laws and regulations governing the discharge of materials into the environment or otherwise relating to environmental protection. These laws and regulations may require the acquisition of a permit before drilling commences, which may restrict the types, quantities and concentration of various substances that can be released into the environment in connection with drilling and production activities, limit or prohibit drilling on certain lands lying within wilderness, wetlands and other protected areas, or require remedial measures to prevent pollution resulting from the Group's operations.

The Government has imposed environmental regulations on oil and gas companies operating in Indonesia and Indonesian waters. Operators are prohibited from spilling crude oil into the environment and must ensure that the area surrounding any onshore well is, as far as possible, restored to its original state after the operator has ceased to operate on the site.

43. RISIKO (BAHAYA) USAHA DAN RISIKO TIDAK DIASURANSIKAN *(Lanjutan)*

Manajemen berkeyakinan bahwa Kelompok Usaha telah mematuhi perundang-undangan dan ketentuan Pemerintah mengenai lingkungan hidup yang berlaku.

43. OPERATING HAZARDS AND UNSECURED RISKS (Continued)

Management believed that the Group was in compliance with current applicable environmental laws and regulations.

44. LIABILITAS UNTUK MERESTORASI AREA YANG DITINGGALKAN

Mutasi liabilitas untuk restorasi area yang ditinggalkan berdasarkan *area of interest* adalah sebagai berikut:

44. ABANDONMENT AND SITE RESTORATION LIABILITIES

The movements of abandonment and site restoration liabilities based on area of interest are as follows:

	Saldo 1 Januari/ *Balance as of January 1, 2025*	Penambahan (revisi)/ *Addition (revision)*	Saldo 31 Desember/ *Balance as of December 31, 2025*	
PSC Kangean	27.625.576	13.333.556	40.959.132	*Kangean PSC*
PSC Malacca Strait	23.783.721	(15.144.876)	8.638.845	*Malacca Strait PSC*
PSC Bentu	1.026.992	476.627	1.503.619	*Bentu PSC*
PSC Korinci Baru	879.764	87.976	967.740	*Korinci Baru PSC*
PSC Tonga	456.800	96.838	553.638	*Tonga PSC*
PSC Sengkang	4.684.404	(2.586.105)	2.098.299	*Sengkang PSC*
PSC Siak	5.372.065	820.490	6.192.555	*Siak PSC*
PSC Kampar	-	28.124	28.124	*Kampar PSC*
PSC Gebang	-	2.482.571	2.482.571	*Gebang PSC*
Total	**63.829.322**	**(404.800)**	**63.424.523**	***Total***

	Saldo 1 Januari/ *Balance as of January 1, 2024*	Penambahan (revisi)/ *Addition (revision)*	Saldo 31 Desember/ *Balance as of December 31, 2024*	
PSC Kangean	68.806.831	(41.181.255)	27.625.576	*Kangean PSC*
PSC Malacca Strait	23.113.452	670.269	23.783.721	*Malacca Strait PSC*
PSC Bentu	1.720.911	(693.919)	1.026.992	*Bentu PSC*
PSC Korinci Baru	1.170.966	(291.202)	879.764	*Korinci Baru PSC*
PSC Tonga	668.950	(212.150)	456.800	*Tonga PSC*
PSC Sengkang	-	4.684.404	4.684.404	*Sengkang PSC*
PSC Siak	-	5.372.065	5.372.065	*Siak PSC*
Total	**95.481.110**	**(31.651.788)**	**63.829.322**	***Total***

Estimasi atas pencadangan liabilitas untuk merestorasi area yang ditinggalkan untuk wilayah kerja PSC Malacca Strait, PSC Kangean, PSC Korinci Baru, PSC Tonga dan PSC Bentu, tidak dihitung oleh konsultan independen, tetapi dilakukan oleh manajemen Kelompok Usaha. Manajemen Kelompok Usaha yakin bahwa kewajiban yang dibentuk pada tanggal pelaporan telah memadai untuk menutupi semua kewajiban yang timbul untuk kegiatan merestorasi atas area yang ditinggalkan.

Estimation of the abandonment and site restoration liabilities for the working areas of Malacca Strait PSC, Kangean PSC, Korinci Baru PSC, Tonga PSC and Bentu PSC was determined not by independent consultants, but by the Group's management. The Group's management believed that the obligations as of reporting dates were sufficient to meet the environmental obligations for abandonment and site restoration activities.

45. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

45. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES

Pada tanggal 31 Desember 2025 dan 2024, Kelompok Usaha mempunyai aset dan liabilitas moneter dalam mata uang selain Dolar Amerika Serikat sebagai berikut:

As of December 31, 2025 and 2024, the Group has monetary assets and liabilities denominated in currencies other than United States Dollar as follows:

	2025			
	Mata Uang Asing/ Foreign Currency		Setara dengan/ *Equivalent in* USD	
Aset				***Assets***
Kas	Rp	221.410.547.970	13.193.335	*Cash*
	MZN	27.325.817	425.763	
Piutang lain-lain	Rp	445.879.279.800	26.568.900	*Other receivables*
Total Aset			40.187.998	***Total Assets***
Liabilitas				***Liabilities***
Utang usaha	Rp	506.136.745.782	30.159.501	*Trade payables*
Pinjaman jangka pendek	Rp	53.267.561.598	3.174.089	*Short-term loan*
Total Liabilitas			33.333.590	***Total Liabilities***
Aset Neto			**6.854.408**	***Net Assets***

	31 Desember/*December 31*, 2024			
	Mata Uang Asing/ Foreign Currency		Setara dengan/ *Equivalent in* USD	
Aset				***Assets***
Kas	Rp	143.295.782.992	8.866.216	*Cash*
	MZN	1.082.108	16.942	
Piutang lain-lain	Rp	648.519.159.540	40.126.170	*Other receivables*
			49.009.328	
Liabilitas				***Liabilities***
Utang usaha	Rp	376.920.289.018	23.321.389	*Trade payables*
Pinjaman jangka pendek	Rp	119.261.337.440	7.379.120	*Short-term loan*
Pembiayaan Musyarakah	Rp	50.955.909.164	3.152.822	*Musyarakah financing*
Total Liabilitas			33.853.331	***Total Liabilities***
Aset Neto			**15.155.997**	***Net Assets***

46. INFORMASI TAMBAHAN ARUS KAS / *46. SUPPLEMENTARY CASH FLOWS INFORMATION*

Aktivitas yang tidak memengaruhi arus kas adalah sebagai berikut:

Activities not affecting cash flows are as follows:

	2025	2024	
Penambahan aset hak guna	39.512.198	33.807.573	*Addition on right-of-use assets*
Penambahan aset minyak dan gas bumi melalui akusisi entitas anak dan efek perubahan kepemilikan saham	16.771.929	79.841.643	*Addition on oil and gas properties through acquisition of subsidiaries and effect of changes in shares ownership*
Pengurangan aset eksplorasi dan evaluasi karena efek perubahan kepemilikan saham	46.271.533	-	*Deduction on exploration and evaluation assets due to effect of changes in shares ownership*
Penambahan aset tetap melalui akusisi entitas anak - neto	-	12.879.873	*Addition on fixed assets through acquisition of subsidiaries*
Penyesuaian liabilitas untuk merestorasi area yang ditinggalkan - neto	-	5.498.690	*Adjustment on abandonment and site restoration liabilities*
Pos-pos nonkas dalam liabilitas sewa:			*Non-cash items in lease liabilities:*
Beban bunga ditambahkan kedalam liabilitas sewa	6.748.867	8.246.067	*Interest expense added into lease liabilities*
Penambahan liabilitas sewa	(39.512.198)	33.807.119	*Addition to lease libilities*
Pos-pos nonkas dalam pinjaman jangka panjang:			*Non-cash items in long-term loans:*
perolehan pinjaman jangka panjang baru	-	26.371.002	*Settlement of trade payable through obtaining new long-term loan*
Beban keuangan ditambahkan kedalam pokok pinjaman	67.250	-	*Financing charges added into loan principal*
Biaya emisi pinjaman - neto	256.573	3.524.190	*Debt issuance costs -net*
Pos-pos nonkas dalam Investasi entitas anak :			*Non-cash items in subsidiaries investment*
Akuisisi entitas anak	(9.660.000)	-	*Acquisition of subsidiaries*
Pelepasan entitas anak	9.660.000	-	*Divestment of subsidiaries*

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan adalah sebagai berikut:

Changes in liabilities arising from financing activities are as follows:

	Saldo 1 Januari/ *Balance as of January 1, 2025*	Arus kas-neto/ *Cash flows-net*	Beban bunga ditambahkan ke dalam liabilitas sewa/ *Interest expense added into lease libilities*	Beban keuangan ditambahkan ke pokok pinjaman/ *Finance charges added to loan principal*	Amortisasi biaya emisi pinjaman/ *Amortization of debt issuance cost*	Lain-lain/ *Others*	Saldo 31 Desember/ *Balance as of December 31, 2025*	
Pinjaman jangka pendek								*Short-term loans*
Musyarakah	-	2.654.506	-	-	-	-	2.654.506	*Musyarakah*
Pinjaman	12.912.453	(2.077.108)	-	-	-	(161.255)	10.674.090	*Loan*
Pinjaman jangka panjang								*Long-term loans*
Musyarakah	3.152.822	(2.929.008)	-	-	-	(223.814)	-	*Musyarakah*
Pinjaman	267.688.441	38.676.087	-	67.250	256.573	(44.672)	306.643.679	*Loan*
Liabilitas sewa	116.245.748	(55.336.266)	6.748.867	-	-	39.512.198	107.170.547	*Lease liability*
Total	**399.999.464**						**427.142.821**	***Total***

46. INFORMASI TAMBAHAN ARUS KAS *(Lanjutan)*

46. SUPPLEMENTARY CASH FLOWS INFORMATION (Continued)

	Saldo 1 Januari/ *Balance as of January 1, 2024*	Arus kas-neto/ *Cash flows-net*	Beban bunga ditambahkan ke dalam liabilitas sewa/ *Interest expense added into lease liabilities*	Beban keuangan ditambahkan ke pokok pinjaman/ *Finance charges added to loan principal*	Amortisasi biaya emisi pinjaman/ *Amortization of debt issuance cost*	Lain-lain/ *Others*	Saldo 31 Desember/ *Balance as of* December 31, 2024	
Pinjaman jangka pendek	3.643.181	9.509.141	-	-	-	(239.869)	12.912.453	*Short-term loans*
Pinjaman jangka panjang								*Long-term loans*
Musyarakah	4.437.095	(1.284.273)	-	-	-	-	3.152.822	*Musyarakah*
Pinjaman	119.813.419	118.056.139	-	-	-	29.818.883	267.688.441	*Financing*
Liabilitas sewa	148.378.853	(74.186.745)	8.246.067	-	-	33.807.573	116.245.748	*Lease liability*
Total	**148.378.853**						**399.999.464**	***Total***

47. KELANGSUNGAN USAHA

Pada tanggal 31 Desember 2025 dan 2024, Kelompok Usaha mengalami defisit dan total liabilitas jangka pendek konsolidasian Kelompok Usaha telah melampaui total aset lancar konsolidasiannya.

Sehubungan dengan hal-hal tersebut, manajemen telah mengambil tindakan-tindakan dan rencana-rencana untuk mengatasi isu kelangsungan usaha melalui, yang antara lain meliputi, langkah-langkah sebagai berikut:

1. Melakukan usaha-usaha yang optimal untuk menurunkan kewajiban Perusahaan dan mengusahakan pembiayaan dan/atau pembiayaan kembali (*refinancing*) dengan syarat dan kondisi yang paling efektif dan efisien;
2. Mempercepat pengembangan unit usaha Kelompok Usaha untuk mencapai komersialisasi dengan ekonomis;
3. Mencari aset-aset baru yang memenuhi kriteria portfolio untuk memberi nilai tambah bagi Perusahaan;
4. Ekspansi kegiatan usaha Kelompok Usaha melalui rencana masuk ke bisnis sektor *oil and gas midstream, downstream* dan energi terbarukan; dan
5. Menjajaki strategi kemitraan dalam pengembangan unit usaha Kelompok Usaha.

Manajemen berkeyakinan bahwa kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya dan juga meningkatkan kinerja Kelompok Usaha, dapat diatasi melalui langkah-langkah tersebut diatas.

Laporan keuangan konsolidasian terlampir tidak mencakup penyesuaian yang mungkin timbul sebagai akibat dari kondisi tersebut.

47. GOING CONCERN

As of December 31, 2025 and 2024, the Group incurred a deficit and the consolidated total current liabilities of the Group exceeded its consolidated total current assets.

In relation to such matters, management has taken actions and plans to mitigate this going concern issue through the following steps, which include, among others:

1. *Make optimal efforts to reduce the Company's liabilities and seek financing and/or refinancing with the most effective and efficient terms and conditions;*
2. *Accelerate the development of the Group's business units to achieve commercialization economically;*
3. *Looking for new assets that meet the portfolio criteria to provide added value to the Company;*
4. *Expand of the Group's business units by extending plans to the midstream, downstream oil and gas sector and renewable energy project; and*
5. *Explore partnership strategies in developing business the Group's business units.*

Management believes that the Group's ability to continue as a going concern and also improve the Group's performance, can be achieved through implementation of the above steps.

The consolidated financial statements do not include any adjustments that might result from this uncertainty.

48. PERISTIWA SETELAH TANGGAL NERACA

Pada tanggal 7 Januari 2026 Entitas mencatat penerimaan dari hasil penerbitan Obligasi Berkelanjutan I Energi Mega Persada Tahap I tahun 2025 dengan jumlah pokok sebesar Rp500.000.000.000. Obligasi tersebut terbagi menjadi Seri A dengan nilai emisi sebesar Rp 75.000.000.000 dengan tingkat bunga 6,75% per tahun dan jangka waktu 370 hari kalender (jatuh tempo tanggal 17 Januari 2027), dan Seri B dengan nilai emisi sebesar Rp125.000.000.000 dengan tingkat bunga 7,75% per tahun dan jangka waktu 3 tahun (jatuh tempo tanggal 7 Januari 2029) serta dengan nilai emisi sebesar Rp300.000.000.000 dengan tingkat bunga 8,95% per tahun dan jangka waktu 5 tahun (jatuh tempo tanggal 7 Januari 2031).

Pada tanggal 13 Februari 2026 Entitas mencatat penerimaan dari hasil penerbitan Obligasi Berkelanjutan I Energi Mega Persada Tahap II tahun 2026 dengan jumlah pokok sebesar Rp1.150.200.000.000. Obligasi tersebut terbagi menjadi Seri A dengan nilai emisi sebesar Rp280.400.000.000 dengan tingkat bunga 7,50% per tahun dan jangka waktu 3 tahun (jatuh tempo tanggal 13 Februari 2029) dan Seri B dengan nilai emisi sebesar Rp869.800.000.000 dengan tingkat bunga 8,60% per tahun dan jangka waktu 5 tahun (jatuh tempo tanggal 13 Februari 2031).

48. EVENTS AFTER REPORTING PERIOD

On January 7, 2026, the Entity recorded the proceeds of the issuance of Shelf Bonds Energi Mega Persada Phase I 2025 with a principal amount of Rp500,000,000,000. The bonds are divided into Series A with an issuance value of Rp75,000,000,000 with an interest rate of 6.75% per annum and a term of 370 calendar days (maturing on January 17, 2027), and Series B with an issuance value of Rp125,000,000,000 with an interest rate of 7.75% per annum and a term of 3 years (maturing on January 7, 2029) and with an issuance value of Rp300,000,000,000 with an interest rate of 8.95% per annum and a term of 5 years (maturing on January 7, 2031).

On February 13, 2026, the Entity recorded proceeds from the issuance of Shelf Bonds Energi Mega Persada I Phase II 2026 with a principal amount of Rp1,150,200,000,000. The bonds are divided into Series A with an issuance value of Rp280,400,000,000 with an interest rate of 7.50% per annum and a term of 3 years (maturing on February 13, 2029) and Series B with an issuance value of Rp869,800,000,000 with an interest rate of 8.60% per annum and a term of 5 years (maturing on February 13, 2031).

49. REKLASIFIKASI AKUN

Angka perbandingan dalam laporan keuangan konsolidasian tanggal 31 Desember 2024 telah direklasifikasi agar sesuai dengan penyajian laporan keuangan konsolidasian tanggal 31 Desember 2025. Reklasifikasi tersebut adalah sebagai berikut:

49. RECLASSIFICATION

The comparative consolidated financial statements figure as of December 31, 2024 has been reclassified to conform the consolidated financial statements presentation as of December 31, 2025. This reclassification is as follows:

	31 Desember/*December 31, 2024*			
	Dilaporkan Sebelumnya/ *As Previously Reported*	Reklasifikasi/ *Reclassification*	Setelah Reklasifikasi/ *As Reclassified*	
EKUITAS				***EQUITY***
Tambahan modal disetor - neto	356.853.209	134.090.077	490.943.286	*Additional paid-in capital - net*
Selisih transaksi perubahan ekuitas Entitas Anak	134.090.077	(134.090.077)	-	*Difference due to change of equity in a Subsidiary*
Ekuitas - Neto	**657.140.618**	**-**	**657.140.618**	***Equity - Net***

50. PERNYATAAN AKUNTANSI YANG BELUM DITERAPKAN

Ikatan Akuntan Indonesia (IAI) telah menerbitkan beberapa standar, amendemen dan penyesuaian atas standar, serta interpretasi atas standar akuntansi namun belum berlaku efektif untuk periode tahun buku yang dimulai pada tanggal 1 Januari 2026.

Standar baru dan amendemen PSAK yang telah diterbitkan dan berlaku efektif untuk periode tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2026 adalah sebagai berikut:

- Amendemen PSAK 109, "Instrumen Keuangan dan PSAK 107, "Instrumen Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrumen keuangan.

50. ACCOUNTING STATEMENTS NOT YET ADOPTED

The Indonesian Institute of Accountants (IAI) has issued several standards, amendments and adjustments to standards, as well as interpretations of accounting standards but not yet effective for the period of the financial year beginning on January 1, 2026.

New standards and amendments to PSAK issued and effective for annual periods beginning on or after January 1, 2026 are as follows:

- *Amendments to PSAK 109, "Financial Instruments" and PSAK 107, "Financial Instruments: Disclosure" about classification and measurement of financial instruments.*

ESTIMASI CADANGAN

Informasi mengenai kuantitas *gross proven developed, undeveloped* dan *probable reserve* di bawah ini hanya merupakan estimasi dan tidak menggambarkan nilai yang dapat direalisasikan atau nilai pasar wajar dari cadangan minyak mentah dan gas bumi Entitas Anak. Entitas Anak menekankan bahwa estimasi cadangan tidak selalu tepat, sehingga estimasi cadangan ini dapat saja berubah bila informasi baru tersedia di kemudian hari. Terdapat berbagai ketidakpastian dalam mengestimasi cadangan minyak dan gas bumi, termasuk faktor-faktor diluar kendali Entitas Anak.

Manajemen berpendapat bahwa kuantitas cadangan di bawah ini merupakan estimasi yang memadai berdasarkan data teknik dan geologi yang tersedia, sebagai berikut:

RESERVE ESTIMATION

The following information on gross proven developed, undeveloped and probable reserve quantities are estimations only, and do not reflect realizable values or fair market values of the Subsidiaries' crude oil and natural gas reserves. The Subsidiaries emphasize that reserve estimations are inherently imprecise, and these estimations are expected to change as future information becomes available. There are numerous uncertainties inherent in estimating oil and gas reserves including many factors beyond the control of the Subsidiaries.

Management believes that the reserve quantities shown below are reasonable estimates based on available engineering and geological data, as follows:

	Malacca Strait [1]	Kangean [2]	Gebang [3]	Korinci Baru [4]	Bentu [5]	Tonga [6]	Sengkang [7]	Siak [8]	Kampar [9]	
	Gas Bumi dan Minyak Mentah *Gas and Crude Oil* [*]	Minyak Mentah, Gas Bumi dan Condensate/ *Crude Oil, Gas and Condensate* [*]	Gas Bumi/ *Gas* [*]	Gas Bumi/ *Gas* [*]	Gas Bumi/ *Gas* [*]	Minyak Mentah/ *Crude Oil* [*]	Gas Bumi/ *Gas* [*]	Minyak Mentah/ *Crude Oil* [*]	Minyak Mentah/ *Crude Oil* [*]	
	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	
Proven developed, undeveloped dan probable reserves										*Proven developed, undeveloped and probable reserves*
Saldo 1 Januari 2024	29.314	16.058	20.833	956	49.904	2.038	64.509	-	-	*Balance as of January 1, 2024*
Revisi dan penambahan selama tahun berjalan	(1.741)	847	-	-	-	-	-	6.120	2.018	*Revision and addition during the year*
Produksi selama tahun berjalan	(1.969)	(3.782)	-	(27)	(4.595)	(5)	(2.075)	(397)	(253)	*Production during the year*
Saldo 31 Desember 2024	**25.604**	**13.123**	**20.833**	**929**	**45.308**	**2.033**	**62.434**	**5.723**	**1.765**	***Balance as of December 31, 2024***
Saldo 1 Januari 2025	25.604	13.123	20.833	929	45.308	2.033	62.434	5.723	1.765	*Balance as of January 1, 2024*
Revisi dan penambahan selama tahun berjalan	-	-	-	-	20.679	-	-	-	3.245	*Revision and addition during the year*
Produksi selama tahun berjalan	(1.732)	(3.126)	-	(14)	(4.466)	(23)	(2.382)	(607)	(322)	*Production during the year*
Saldo 31 Desember 2025	**23.873**	**9.997**	**20.833**	**915**	**61.521**	**2.010**	**60.051**	**5.116**	**4.688**	***Balance as of December 31, 2025***

ESTIMASI CADANGAN *(Lanjutan)*

RESERVE ESTIMATION *(Continued)*

	Malacca Strait [1]	Kangean [2]	Gebang [3]	Korinci Baru [4]	Bentu [5]	Tonga [6]	Sengkang [7]	Siak [8]	Kampar [9]	
	Gas Bumi dan Minyak Mentah *Gas and Crude Oil* [*]	Minyak Mentah, Gas Bumi dan Condensate/ *Crude Oil, Gas and Condensate* [*]	Gas Bumi/ *Gas* [*]	Gas Bumi/ *Gas* [*]	Gas Bumi/ *Gas* [*]	Minyak Mentah/ *Crude Oil* [*]	Gas Bumi/ *Gas* [*]	Minyak Mentah/ *Crude Oil* [*]	Minyak Mentah/ *Crude Oil* [*]	
	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	MBOE	
Proven developed dan undeveloped reserves										*Proven developed and undeveloped reserves*
Saldo 1 Januari 2024	24.523	9.251	15.500	656	35.221	481	59.939	-	-	*Balance as of January 1, 2024*
Revisi dan penambahan selama tahun berjalan	(2.422)	4.432	-	-	-	-	-	5.230	2.018	*Revision and addition during the year*
Produksi selama tahun berjalan	(1.969)	(3.782)	-	(27)	(4.595)	- 5	(2.075)	(397)	(253)	*Production during the year*
Saldo 31 Desember 2024	**20.132**	**9.901**	**15.500**	**629**	**30.626**	**476**	**57.864**	**4.833**	**1.765**	***Balance as of December 31, 2024***
Saldo 1 Januari 2025	20.132	9.901	15.500	629	30.626	476	57.864	4.833	1.765	*Balance as of January 1, 2024*
Revisi dan penambahan selama tahun berjalan	-	69	-	-	18.832	-	-	-	2.835	*Revision and addition during the year*
Produksi selama tahun berjalan	(1.732)	(3.126)	-	(14)	(4.466)	(23)	(2.382)	(607)	(322)	*Production during the year*
Saldo 31 Desember 2025	**18.400**	**6.844**	**15.500**	**615**	**44.991**	**453**	**55.481**	**4.226**	**4.278**	***Balance as of December 31, 2025***

*) Satuan untuk gas bumi, minyak mentah dan kondensat telah dikonversi dari *Billion Cubic Feet* (BCF) dan *Million Barrels of Oil* (MMBO) menjadi *Thousand Barrels Oil Equivalent* (MBOE).

1) Cadangan minyak mentah dan gas bumi di PSC Malacca Strait berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh *Society of Petroleum Engineers* (SPE).

2) Estimasi atas cadangan minyak mentah dan gas bumi di PSC Kangean berasal dari Tim teknikal internal Kelompok Usaha (keseluruhan lapangan yang lain) berdasarkan panduan yang ditetapkan oleh SPE.

3) Cadangan gas bumi di PSC Gebang berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE.

4) Cadangan gas bumi di PSC Korinci Baru berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE.

5) Cadangan gas bumi di PSC Bentu berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE.

*) *Units for natural gas, crude oil and condensate have been converted from Billion Cubic Feet (BCF) and Million Barrels of Oil (MMBO) to Thousand Barrels Oil Equivalent (MBOE).*

1) Crude oil and natural gas reserves in the Malacca Straits PSC were derived from the Group's internal technical team based on guidelines promulgated by Society of Petroleum Engineers (SPE).

2) Estimated crude oil and natural gas reserves in Kangean PSC were derived from the Group's internal technical team for all other fields based on guidelines promulgated by SPE.

3) Natural gas reserves in the Gebang PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE.

4) Natural gas reserves in the Korinci PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE.

5) Natural gas reserves in the Bentu PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE.

ESTIMASI CADANGAN *(Lanjutan)*

6) Cadangan minyak mentah di PSC Tonga berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE dan sesuai estimasi cadangan oleh LAPI - ITB efektif tanggal 15 April 2013.

7) Cadangan minyak mentah di PSC Sengkang berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE.

8) Cadangan minyak mentah di PSC Siak berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE.

9) Cadangan minyak mentah di PSC Kampar berasal dari tim teknikal internal Kelompok Usaha berdasarkan panduan yang ditetapkan oleh SPE.

RESERVE ESTIMATION *(Continued)*

6) Crude oil reserves in the Tonga PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE, and in accordance with the LAPI - ITB reserves estimation effective April 15, 2013.

7) Crude oil reserves in the Sengkang PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE.

8) Crude oil reserves in the Siak PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE.

9) Crude oil reserves in the Kampar PSC were derived from the Group's internal technical team based on guidelines promulgated by SPE