PT PERUSAHAAN GAS NEGARA Tbk

PERTAMINA GAS NEGARA



STRENGTH IN BALANCE

2025

LAPORAN KEBERLANJUTAN
SUSTAINABILITY REPORT

PULL

PERNYATAAN
Statement

Laporan Keberlanjutan 2025 PT Perusahaan Gas Negara Tbk, disingkat PGN, memuat data dan informasi material bagi pemegang saham dan pemangku kepentingan. Dalam Laporan Keberlanjutan ini penulisan istilah "Perusahaan", "PGN Grup", "Subholding Gas", atau "Perseroan" diasosiasikan kepada PT Perusahaan Gas Negara Tbk (PGN) beserta Anak Perusahaan dan/atau Afiliasi (PGN sebagai pengendali).

Laporan Keberlanjutan ini memuat data, informasi, dan target yang bersifat pandangan ke depan terkait kinerja keberlanjutan PGN, seperti proyeksi pengurangan emisi, efisiensi energi, dan pengembangan program sosial. Pencapaian target ini dapat dipengaruhi oleh ketidakpastian eksternal seperti perubahan regulasi, perkembangan teknologi, kondisi lingkungan, dan dinamika sosial yang berada di luar kendali Perusahaan.

Seluruh penulisan angka-angka pada seluruh tabel dan grafik dalam laporan ini menggunakan notasi Bahasa Indonesia, sementara pemaparan numerik dalam teks menggunakan standar kaidah Bahasa Indonesia dan Inggris, sesuai konteksnya.

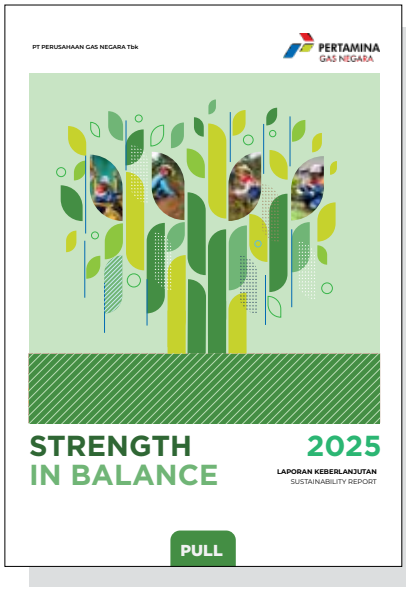
The 2025 Sustainability Report of PT Perusahaan Gas Negara Tbk, abbreviated as PGN, contains material data and information for shareholders and stakeholders. In this Sustainability Report, the terms "Company", "PGN Group", "Gas Subholding", or "Corporation" refer to PT Perusahaan Gas Negara Tbk (PGN) and its Subsidiaries and/or Affiliates (PGN as the controlling entity).

This Sustainability Report contains data, information, and forward-looking targets related to PGN's sustainability performance, such as projected emission reductions, energy efficiency improvements, and the development of social programs. The achievement of these targets may be affected by external uncertainties such as regulatory changes, technological developments, environmental conditions, and social dynamics that are beyond the Company's control.

All numbers in the tables and graphs in this report are presented using Indonesian notation, while the numerical presentation in the text uses standard Indonesian and English conventions, depending on the context.

STRENGTH IN BALANCE

Kekuatan dalam Keseimbangan



PGN berkomitmen untuk terus menjaga keseimbangan antara pertumbuhan, ketahanan, dan keberlanjutan bisnis, di tengah dinamika strategis yang terjadi selama 2025. Dalam kondisi ketidakseimbangan *supply-demand*, keterbatasan pasokan gas pipa dan LNG domestik, volatilitas ekonomi global, serta dinamika geopolitik yang memengaruhi stabilitas energi nasional, PGN menegaskan bahwa stabilitas merupakan fondasi untuk menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

Melalui disiplin dalam menjalankan pertumbuhan bisnis yang selaras dengan prinsip tata kelola dan keberlanjutan, Perseroan memperkuat ketahanan melalui manajemen risiko yang *prudent*, optimasi operasional, peningkatan jasa regasifikasi, serta berbagai inisiatif strategis seperti pengembangan infrastruktur gas, efisiensi operasi, dan perluasan portofolio energi yang mendukung transisi energi.

PGN juga mengambil keputusan strategis jangka panjang untuk menjaga kesinambungan layanan, relevansi bisnis, serta daya saing perusahaan, di tengah tekanan eksternal dan tantangan kinerja akibat pasokan yang terbatas. Kami akan terus meningkatkan kemampuan untuk menavigasi ketidakpastian, dengan menjaga keseimbangan antara kebutuhan pertumbuhan dan tanggung jawab, untuk mempertahankan nilai Perusahaan dan memberikan kontribusi yang maksimal bagi perekonomian nasional.

PGN is committed to maintaining a balance between growth, resilience, and business sustainability amid the strategic dynamics that occuring throughout 2025. Under conditions of supply-demand imbalance, limited domestic pipeline gas and LNG supply, global economic volatility, and geopolitical dynamics that affect national energy stability, PGN emphasizes that stability is the foundation for creating long-term value for all stakeholders.

Through discipline in pursuing business growth aligned with governance and sustainability principles, the Company strengthens its resilience through prudent risk management, operational optimization, enhanced regasification services, and various strategic initiatives such as gas infrastructure development, operational efficiency improvements, and the expansion of the energy portfolio to support the energy transition.

PGN has also made long-term strategic decisions to safeguard service continuity, business relevance, and corporate competitiveness amid external pressures and performance challenges resulting from limited supply. We will continue to improve our ability to navigate uncertainty by maintaining a balance between growth needs and responsibilities in order to maintain corporate value and contribute optimally to the national economy.

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PROFIL LAPORAN

Acuan penyusunan Laporan Keberlanjutan:

1. Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik dan Pedoman Teknis Penyusunan Laporan Keberlanjutan bagi Emiten dan Perusahaan Publik yang dituangkan dalam Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.
2. Standar Global Reporting Initiative (GRI) 2021, dengan tingkat pemenuhan *"In accordance with"* dan beberapa indikator GRI seperti GRI 101: Keanekaragaman Hayati 2024, GRI 102: Perubahan Iklim 2025, serta GRI 103: Energi 2025.
3. Global Reporting Initiative (GRI) 11: Oil and Gas Sector 2021.

REPORT PROFILE

References for the preparation of Sustainability Report:

1. Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies and Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as stipulated in Financial Services Authority Circular Letter (SEOJK) No.16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.
2. Global Reporting Initiative (GRI) Standards 2021, with a compliance level of "In accordance with" and several GRI indicators such as GRI 101: Biodiversity 2024, GRI 102: Climate Change 2025, and GRI 103: Energy 2025.
3. Global Reporting Initiative (GRI) 11: Oil and Gas Sector 2021.

Periode, Frekuensi, dan Kontak Laporan [GRI 2-3]

PGN menerbitkan Laporan Keberlanjutan setiap tahun. Pelaporan sebelumnya disampaikan pada 28 April 2025. Periode pelaporan mencakup kinerja keberlanjutan Perseroan dari 1 Januari hingga 31 Desember 2025, termasuk informasi keuangan berdasarkan Laporan Keuangan Tahun Buku 2025 yang berakhir pada 31 Desember 2025.

Report Period, Frequency, and Contact [GRI 2-3]

PGN publishes its Sustainability Report annually. The previous report was issued on April 28, 2025. This report covers the Company's sustainability performance from January 1 to December 31, 2025, including financial information based on the 2025 Financial Statements, ended December 31, 2025.



Kontak terkait Laporan Keberlanjutan: [GRI 2-3]
Contact for Sustainability Report:

Sekretaris Perusahaan | Corporate Secretary
PT Perusahaan Gas Negara Tbk
Kantor Pusat | Head Office
Jl. K. H. Zainul Arifin No. 20 Jakarta 11140 Indonesia

Surel | Email : pcc135@pertamina.com
Situs | Website : www.pgn.co.id

Entitas dalam Laporan Keberlanjutan [GRI 2-2]

Data dan informasi disampaikan secara konsolidasi, termasuk data dan informasi keuangan berdasar Laporan Keuangan konsolidasi yang telah diaudit Kantor Akuntan Publik (KAP) Purwanto Susanti dan Surja, firma anggota jaringan Ernst & Young Global Limited. Adapun Entitas dalam Laporan Keberlanjutan 2025 mencakup PGN beserta entitas anak dan entitas afiliasi yang terkonsolidasi dalam Laporan Keuangan 2025, yaitu:

Entities in Sustainability Reports [GRI 2-2]

The data and information are presented on a consolidated basis, including financial data and information based on the consolidated Financial Statements that has been audited by Public Accounting Firm (KAP) Purwanto Susanti and Surja, a member firm of Ernst & Young Global Limited. The entities covered in the 2025 Sustainability Report include PGN and its subsidiaries and affiliates that are consolidated in the 2025 Financial Statements, namely:

Entitas Anak | Subsidiaries

PERTAMINA GAS · pgn SAKA · pgn SOLUTION · pgn GAGAS · pgn LNG · pgn MAS · pgn COM

Entitas Afiliasi | Affiliated Entities

PERTAMINA PERTA ARUN GAS · PERTAMINA PERTAGAS NIAGA · Entitas Anak SAKA · sena · WIDAR MANDRIPA NUSANTARA · Lamong Nusantara Gas · kjg · gasnet

Pernyataan Kembali [GRI 2-4]

Laporan ini menyertakan pernyataan kembali atas beberapa data dan informasi yang disampaikan dalam Laporan Keberlanjutan 2024, dengan indikator [GRI 2-4]. Pernyataan kembali terjadi karena adanya perbedaan cakupan data dalam rangka menyesuaikan entitas dari Laporan Keuangan. Selain itu, terdapat pernyataan kembali dalam rangka peningkatan akurasi data.

Restatement [GRI 2-4]

This report includes restatements of certain data and disclosures previously presented in the 2024 Sustainability Report, in accordance with [GRI 2-4]. These restatements arise from changes in data scope to ensure alignment with the reporting entity of the Financial Statements. Additional restatements have also been made to enhance the accuracy and reliability of the reported information.

Verifikasi dan Penjaminan Eksternal Independen [OJK G.1] [GRI 2-5]

Kami melakukan verifikasi atas Laporan Keberlanjutan ini. Verifikasi menggunakan *assurance standard* AA1000 versi 2020 dengan tipe 1 dan tipe 2 level *moderate* dilaksanakan oleh pihak eksternal independen yakni PT Sejahtera Rambah Asia (SRAI) selaku *assuror*. Dalam memilih *assuror*, PGN mempertimbangkan kualitas, kompetensi penyedia jasa, pengalaman kerja dan sertifikasi dalam bidang *Sustainability Report Assurance,* serta memastikan tidak ada benturan kepentingan dengan Perusahaan. Penunjukan *assuror* ditetapkan berdasarkan proses pengadaaan oleh Division Head Investor Relations.

TANGGAPAN ATAS LEMBAR UMPAN BALIK

[OJK G.2, G.3]

Selama 2025 PGN menerima lembar umpan balik yang disampaikan oleh para pemangku kepentingan dan menindaklanjutinya, antara lain:

1. Mengurangi pengulangan informasi dalam Laporan Keberlanjutan, dengan tidak menyajikan informasi yang telah tersedia dalam Laporan Tahunan;
2. Merumuskan dan menetapkan kembali prioritas topik material dengan pendekatan uji ganda materialitas atau *Double Materiality Approach* (DMA);
3. Menetapkan kembali prioritas dukungan terhadap Tujuan Pembangunan Berkelanjutan (TPB) sesuai Metadata Indikator TPB yang diterbitkan Kementerian Perencanaan Pembangunan Nasional (PPN)/Badan Perencanaan Pembangunan Nasional (Bappenas).

Laporan Keberlanjutan 2025 juga dilengkapi Lembar Umpan Balik di bagian akhir laporan yang dapat digunakan pemangku kepentingan untuk menyampaikan saran guna meningkatkan kualitas pelaporan.

Independent External Verification and Assurance [OJK G.1] [GRI 2-5]

We have verified this Sustainability Report. The verification was conducted using the 2020 version of AA1000 with a type 1 and type 2 moderate level by an independent external party, PT Sejahtera Rambah Asia (SRAI), acting as the assuror. In selecting the assuror, PGN considered the quality, competence of the service provider, work experience and certification in the field of Sustainability Report Assurance, and ensured that there was no conflict of interest with the Company. The appointment of the assuror was determined based on a procurement process by the Division Head of Investor Relations.

RESPONSE TO FEEDBACK FORM

[OJK G.2, G.3]

Throughout 2025, PGN received feedback form submitted by stakeholders and followed up on them, including:

1. Reducing the repetition of information in the Sustainability Report by not presenting information that is already available in the Annual Report;
2. Reformulating and re-establishing material topic priorities using a Double Materiality Approach (DMA);
3. Re-establishing the priority for supporting Sustainable Development Goals (SDGs) in accordance with the SDG Indicator Metadata issued by the Ministry of National Development Planning (PPN)/National Development Planning Agency (Bappenas).

The 2025 Sustainability Report also includes a Feedback Form at the end of the report that stakeholders can use to submit suggestions for improving the quality of reporting.



TOPIK MATERIAL

Proses Penentuan Topik Material [GRI 3-1, 3-2, 2-14]

Perusahaan melakukan adopsi awal dari Pernyataan Standar Pelaporan Keberlanjutan (PSPK), meliputi PSPK 1 dan PSPK 2. Untuk itu, PGN memperluas proses penilaian materialitas dengan menerapkan pendekatan penilaian materialitas ganda (*Double Materiality Assessment*) yang mengintegrasikan kerangka *assessment* PSPK 1 dan PSPK 2. Pendekatan dianalisis melalui materialitas dampak yang memerhatikan dampak aktivitas Perusahaan terhadap lingkungan dan sosial (*inside-out*), serta materialitas finansial yang memetakan dampak kinerja Lingkungan, Sosial, dan Tata Kelola (LST) terhadap kondisi keuangan (*outside-in*).

MATERIAL TOPICS

Material Topic Selection Process [GRI 3-1, 3-2, 2-14]

The Company has committed to early adoption of Statement of Sustainability Disclosure Standards (PSPK), consisting of PSPK 1 and PSPK 2. PGN has therefore expanded its materiality assessment process by implementing a double materiality assessment approach that integrates the PSPK 1 and PSPK 2 assessment frameworks. The approach is analyzed through impact materiality, which considers the impact of the Company's activities on the environment and society (inside-out), as well as financial materiality, which maps the impact of Environment, Social, and Governance (ESG) performance on the Company's financial condition (outside-in).

Adopsi Awal Empat Pilar PSPK 1 dan PSPK 2
Early Adoption of the Four Pillars of PSPK 1 and PSPK 2

Tata Kelola Governance	Strategi Strategy	Manajemen Risiko Risk Management	Metrik dan Target Metrics and Targets
PGN mengungkapkan kinerja pengelolaan tanggung jawab risiko, peluang keberlanjutan, dan perubahan iklim, termasuk peran manajemen dalam proses pengambilan keputusan. PGN discloses its performance in managing risks, sustainability opportunities, and climate change, including the role of the Management in the decision-making process.	PGN menyampaikan strategi pengelolaan risiko dan peluang keberlanjutan, serta dampak negatif perubahan iklim yang dapat memengaruhi bisnis, rencana operasional, dan posisi keuangan. PGN outlines its strategy for managing sustainability-related risks and opportunities, as well as the adverse impacts of climate change that may affect its business, operational plans, and financial position.	PGN menjelaskan proses identifikasi, penilaian, mitigasi risiko keberlanjutan, dan perubahan iklim. PGN explains the process of identifying, assessing, mitigating sustainability and climate change risks.	PGN menyampaikan informasi kuantitatif dan kualitatif atas kinerja keberlanjutan dan dampak iklim, seperti emisi Gas Rumah Kaca (GRK). PGN provides both quantitative and qualitative information on its sustainability performance and climate impacts, such as Greenhouse Gas (GHG) emissions.

Topik material dirumuskan ulang melalui *Focus Group Discussion* (FGD) yang disertai survei pemangku kepentingan internal dan pemahaman kebutuhan pemangku kepentingan eksternal. Pelaksanaan FGD dipandu oleh tim ahli selaku pihak independen yang kompeten. Kami juga melakukan survei kepada pejabat Perseroan di level BOD-1. Hasil penentuan topik material telah disetujui oleh Direktur Utama.

The material topics were reformulated through Focus Group Discussion (FGD) accompanied by internal stakeholder surveys and an assessment of external stakeholder needs. The FGDs were facilitated by a team of experts acting as competent independent party. We also conducted surveys with Company officials at the BOD-1 level. The results of the material topic selection have been approved by the President Director.

Pengelolaan Topik Material [GRI 3-3]
Material Topic Management

Keterangan / Note:

- **Topik Lingkungan** | Environmental Topics
- **Topik Sosial** | Social Topics
- **Topik Tata Kelola** | Governance Topics
- **Pemangku kepentingan internal** | Internal Stakeholders
- **Pemangku kepentingan eksternal** | External Stakeholders

1. Dampak jangka panjang menunjukan dampak langsung yang dapat memengaruhi keberlanjutan Perseroan secara signifikan dalam rentang waktu lebih dari 5 tahun.
2. Dampak jangka menengah menunjukan dampak langsung yang dapat memengaruhi keberlanjutan Perseroan secara signifikan dalam rentang waktu 3 - 5 tahun.
3. Dampak jangka pendek menunjukan dampak langsung yang dapat memengaruhi keberlanjutan Perseroan secara signifikan dalam rentang waktu kurang dari 3 tahun.

Skala 1-5 (Sangat Rendah - Sangat Tinggi)
Scale 1-5 (Very Low – Very High)

●○○○○ = 1 (Sangat Rendah | Very Low)
●●○○○ = 2 (Rendah | Low)
●●●○○ = 3 (Sedang | Medium)
●●●●○ = 4 (Tinggi | High)
●●●●● = 5 (Sangat Tinggi | Very High)

1. Long-term impacts refer to direct impacts that could significantly affect the Company's sustainability over a period of more than 5 years.
2. Medium-term impacts refer to direct impacts that could significantly affect the Company's sustainability over a period of 3 to 5 years.
3. Short-term impacts refer to direct impacts that can significantly affect the Company's sustainability within a timeframe of less than 3 years.

Ketahanan Energi | Energy Security



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Anak Perusahaan, Pemerintah dan Regulator, Pemegang Saham, Lembaga Keuangan, Pelanggan, Pemasok Gas
Subsidiaries, Government and Regulators, Shareholders, Financial Institutions, Customers, Gas Suppliers

Jangka Waktu
Timeframe

Pendek | Short-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)
●●●●●

Dampak Positif | Positive Impacts
Pengelolaan terhadap rantai pasok yang baik menjadi aspek penting dalam mendukung keandalan pasokan gas.
Effective supply chain management is an important aspect for supporting gas supply reliability.

Dampak Negatif | Negative Impacts
Pengelolaan rantai pasok yang tidak optimal dapat mengganggu operasional pelanggan industri, pembangkit listrik, maupun sektor komersial yang sangat bergantung pada pasokan gas bumi.
Suboptimal supply chain management may disrupt operations for industrial customers, power plants, and the commercial sector, all of which are highly dependent on natural gas supply

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)
●●●●○

Risiko | Risks
Kondisi ini dapat memengaruhi kegiatan operasional, kinerja keuangan, dan reputasi PGN apabila tidak dikelola dengan baik.
If not properly managed, these conditions could impact PGN's operations, financial performance, and reputation.

Peluang | Opportunities
Pengelolaan rantai pasok juga menjadi peluang strategis untuk mendukung keandalan layanan dan kepuasan pelanggan.
Supply chain management also represents a strategic opportunity to support service reliability and customer satisfaction.

Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Kinerja keandalan pasokan gas bumi dari sumber menjadi tanggung jawab Fungsi Gas Supply and LNG Trading (GSLT), sementara Fungsi Marketing, Sales, and Customer Management (MSCM) serta Sales Operation Region (SOR) PGN bertanggung jawab atas penyaluran gas bumi kepada pelanggan. Evaluasi kinerja fungsi-fungsi tersebut dilakukan melalui penilaian Indeks Kinerja Utama (*Key Performance Indicator*/KPI), laporan kinerja, dan audit berkala.
  The reliability of natural gas supply from the source is the responsibility of the Gas Supply and LNG Trading (GSLT) Function, while PGN's Marketing, Sales, and Customer Management (MSCM) Function and Sales Operation Region (SOR) are responsible for distributing natural gas to customers. Performance evaluations of these functions are conducted through Key Performance Indicator (KPI) assessments, performance reports, and periodic audits.
- Hasil evaluasi dilaporkan kepada Direksi dan diawasi oleh Dewan Komisaris. Hasil evaluasi 2025 menunjukkan rantai pasok gas bumi di PGN berjalan dengan baik, yang ditandai terjaganya kontinuitas pasokan gas, penambahan jumlah pelanggan, peningkatan kepuasan pelanggan, serta keberhasilan Perseroan dalam memperkuat keandalan jaringan melalui pencegahan kebocoran gas.
  The evaluation results are reported to the Board of Directors and overseen by the Board of Commissioners. The 2025 evaluation demonstrates that PGN's natural gas supply chain operated effectively, as reflected in the continuity of gas supply, growth in the customer base, improved customer satisfaction levels, and enhanced network reliability through gas leak prevention measures.

Keselamatan dan Kesehatan Kerja (K3)
Occupational Health and Safety (OHS)



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Pekerja, Anak Perusahaan, Pemasok Barang dan Jasa Lainnya, Pemasok Gas, Pemerintah dan Regulator, Masyarakat
Employees, Subsidiaries, Suppliers of Goods and Other Services, Gas Suppliers, Government and Regulators, Communities

Jangka Waktu
Timeframe

Pendek | Short-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)

●●●●○

Dampak Positif | Positive Impacts
Penerapan sistem K3 berdampak pada perlindungan pekerja dan mitra kerja, peningkatan produktivitas, dan penguatan budaya keselamatan di seluruh kegiatan operasional.
The implementation of the OHS system contributes to the protection of employees and business partners, increased productivity, and the strengthening of a safety culture across all operational activities.

Dampak Negatif | Negative Impacts
Adanya insiden kecelakaan berpotensi menimbulkan cedera, cacat tubuh atau kematian, gangguan operasional, dan dampak sosial serta kesehatan terhadap pekerja.
Accidents have the potential to cause injuries, physical defects or fatality, operational disruptions, and social and health impacts on employees.

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)

●●●●●

Risiko | Risks
K3 berpotensi menjadi dampak negatif jika tidak dikelola dengan baik, karena berkaitan langsung dengan keberlangsungan operasi, termasuk reputasi dan finansial Perseroan.
OHS can potentially have negative impacts if not managed properly, as it is directly related to the continuity of operations, including the Company's reputation and financial standing.

Peluang | Opportunities
Pengelolaan kinerja K3 dapat mendukung efisiensi operasional, stabilitas produksi, dan kepercayaan dari investor.
Effective OHS performance management can support operational efficiency, production stability, and investor confidence.

Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Pengelolaan K3 dilaksanakan dengan menerapkan Kebijakan Mutu, *Health, Safety, Security, and Environment* (HSSE) dan Anti-Penyuapan yang berlaku bagi seluruh pekerja dan pemangku kepentingan, serta Pedoman Sistem Manajemen Keselamatan Kerja Kontraktor (*Contractor Safety Management System*/CSMS) yang berlaku untuk pemasok. Kinerja K3 menjadi tanggung jawab Fungsi HSSE.
  OHS management is implemented by applying the Quality, Health, Safety, Security, and Environment (HSSE) Policy and Anti-Bribery Policy which applies to all workers and stakeholders, as well as the Contractor Safety Management System (CSMS) Guidelines which applies to suppliers. OHS performance is the responsibility of the HSSE Function.

- Evaluasi kinerja dilakukan melalui penilaian KPI, laporan kinerja, dan audit. Hasil evaluasi dilaporkan kepada Direksi dan diawasi oleh Dewan Komisaris. Berdasarkan evaluasi 2025, diketahui bahwa pengelolaan K3 telah dilaksanakan dengan baik, sehingga PGN berhasil mempertahankan nihil kecelakaan kerja atau *Zero Accident* (NoA=0) dan meningkatnya jam kerja aman.
  Performance evaluations are conducted through KPI assessments, performance reports, and audits. The evaluation results are reported to the Board of Directors and overseen by the Board of Commissioners. Based on the 2025 evaluation, PGN's occupational health and safety (OHS) management was implemented effectively, enabling the Company to maintain zero work-related accidents (Zero Accident; NoA = 0) and achieve an increase in safe working hours.

Emisi Rendah Karbon
Low-Carbon Emissions



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Anak Perusahaan, Pemerintah dan Regulator, Pelanggan, Pemegang Saham, Lembaga Keuangan
Subsidiaries, Government and Regulators, Customers, Shareholders, Financial Institutions

Jangka Waktu
Timeframe

Panjang | Long-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)
●●●●○

Dampak Positif | Positive Impacts
- Gas bumi menjadi salah satu sumber energi transisi yang lebih rendah emisi dibandingkan bahan bakar fosil lain, sehingga mendukung upaya transisi energi nasional.
  Natural gas serves as a lower-emission transition energy source compared to other fossil fuels, thereby supporting national energy transition efforts.
- Dapat menurunkan emisi gas rumah kaca dari kegiatan operasional perusahaan, sehingga berkontribusi pada upaya mitigasi perubahan iklim global.
  Can reduce greenhouse gas emissions from the company's operational activities, thereby contributing to global climate change mitigation efforts.

Dampak Negatif | Negative Impacts
- Implementasi teknologi rendah karbon, peningkatan efisiensi fasilitas, serta sistem pemantauan emisi membutuhkan investasi awal yang cukup besar.
  The implementation of low-carbon technologies, improvements in facility efficiency, and emissions monitoring systems require significant upfront investment.
- Pengelolaan emisi yang tidak baik dapat menyebabkan dampak iklim negatif yang dapat menimbulkan gangguan pada kinerja operasional perusahaan.
  Poor emission management can negatively impact the climate which can cause disruptions in the Company's operations.

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)
●●●●○

Risiko | Risks
Risiko transisi perubahan iklim, termasuk regulasi dan ekspektasi pemangku kepentingan dapat memengaruhi kinerja PGN dalam mendistribusikan gas bumi sebagai sumber energi yang rendah emisi dan berpengaruh pada pendapatan usaha.
Climate change transition risks, including regulations and stakeholder expectations, may affect PGN's performance in distributing natural gas as a low-emission energy source and impact business revenue.

Peluang | Opportunities
Pengelolaan emisi dilakukan melalui integrasi strategi energi rendah karbon dalam perencanaan bisnis sehingga meningkatkan efisiensi, keandalan operasional jaringan gas, dan kepatuhan terhadap regulasi.
Emissions management is carried out through the integration of low-carbon energy strategies into business planning to improve operational efficiency, reliability of the gas infrastructure, and regulatory compliance.

Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Tanggung jawab pengelolaan emisi berada pada Fungsi HSSE, sedangkan pengelolaan reduksi emisi (dekarbonisasi) berada pada Fungsi Corporate Strategy and Sustainability (CST). Hal ini dilakukan untuk memastikan ketahanan bisnis dan kontribusi PGN terhadap agenda dekarbonisasi nasional.
  Responsibility for emissions management lies with the HSSE Function, while management of emissions reduction (decarbonization) falls under the Corporate Strategy and Sustainability (CST) Function. This is done to ensure business resilience and PGN's contribution to the national decarbonization agenda.
- Proses evaluasi dilakukan melalui penilaian KPI, laporan kinerja, dan audit. Hasil penilaian dilaporkan kepada Direksi dan diawasi Dewan Komisaris. Hasil evaluasi 2025 menunjukkan realisasi emisi (cakupan 1 dan 2) yang mengalami penurunan dan realisasi dekarbonisasi yang meningkat dari tahun sebelumnya.
  The evaluation process is conducted through KPI assessments, performance reports, and audits. Result assessments are reported to the Board of Directors and overseen by the Board of Commissioners. The 2025 evaluation results indicate that emission realization (scope 1 and 2) has decreased and decarbonization progress has increased compared to previous year.

Integritas Aset
Asset Integrity



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Pekerja, Anak Perusahaan, Pelanggan, Pemerintah dan Regulator, Pemasok Gas, Pemasok Barang dan Jasa Lainnya, Pemegang Saham
Employees, Subsidiaries, Customers, Government and Regulators, Gas Suppliers, Other Goods and Services Suppliers, Shareholders

Jangka Waktu
Timeframe

Pendek | Short-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)
●●●●○

Dampak Positif | Positive Impacts
Pengelolaan integritas aset memberikan dampak positif dalam meningkatkan keandalan infrastruktur dan menjamin kontinuitas operasi Perseroan. Hal ini dicapai melalui penerapan sistem manajemen integritas aset, inspeksi dan pemeliharaan berbasis risiko, serta pengendalian keselamatan operasional yang terintegrasi, sehingga turut mendukung efisiensi operasional dan memperkuat kepercayaan pemangku kepentingan.
Asset integrity management has a positive impact on improving infrastructure reliability and ensuring the continuity of the Company's operations. This is achieved through the implementation of an asset integrity management system, risk-based inspections and maintenance, and integrated operational safety controls, thereby supporting operational efficiency and strengthening stakeholder confidence.

Dampak Negatif | Negative Impacts
- Kurangnya pemantauan dan pemeliharaan aset dapat meningkatkan risiko gangguan pada pipa gas dan fasilitas distribusi yang berdampak pada operasi Perusahaan.
  Insufficient asset monitoring and maintenance may pose risks to gas pipelines and distribution facilities and disrupt the Company's operations.
- Kegagalan aset, seperti kebocoran pipa gas, dapat menimbulkan risiko kecelakaan kerja, kebakaran, serta dampak lingkungan yang berpotensi membahayakan masyarakat sekitar dan mengganggu kelangsungan operasional Perusahaan.
  Asset failures, such as gas pipeline leaks, may pose risks of occupational accidents, fires, and environmental impacts that could endanger surrounding communities and disrupt the continuity of the Company's operations.

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)
●●●●○

Risiko | Risks
Kegagalan aset operasional berpotensi menimbulkan dampak negatif signifikan terhadap keselamatan, lingkungan, finansial, dan kontinuitas penyaluran gas.
Operational asset failures may significantly affect safety, environmental performance, financial outcomes, and gas distribution continuity.

Peluang | Opportunities
- Aset yang terjaga dengan baik memiliki umur operasional yang lebih panjang dan risiko kegagalan operasional yang lebih rendah.
  Well-maintained assets have a longer operational lifespan and lower operational failure risk.
- Penerapan manajemen integritas aset berbasis pemantauan kondisi dan pemeliharaan preventif dapat mengurangi potensi kerusakan besar.
  Implementing condition-based asset integrity management and preventive maintenance can reduce the potential for major damage.

Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Tanggung jawab pengelolaan berada pada Fungsi Operation and Maintenance Management (OMM). Evaluasi kinerja pengelolaan integritas aset dilaporkan kepada Direksi dan berada di bawah pengawasan Dewan Komisaris.
  Management responsibility lies with the Operation and Maintenance Management (OMM) Function. Performance evaluations of asset integrity management are reported to the Board of Directors and are subject to oversight by the Board of Commissioners.
- Berdasarkan hasil evaluasi 2025, PGN tidak adanya kebocoran gas skala besar.
  Based on the 2025 evaluation results, PGN has never recorded a major gas leaks.

Etika Bisnis dan Tata Kelola
Business Ethics and Governance



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Pekerja, Anak Perusahaan, Pemegang Saham, Lembaga Keuangan, Pemerintah dan Regulator, Pemasok Barang dan Jasa Lainnya, Media
Employees, Subsidiaries, Shareholders, Financial Institutions, Government and Regulators, Suppliers of Goods and Services, Media

Jangka Waktu
Timeframe

Pendek | Short-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)
●●●●○

Dampak Positif | Positive Impacts
Penerapan etika bisnis yang kuat dan tata kelola perusahaan yang baik dapat meningkatkan kepercayaan investor, pelanggan, mitra usaha, serta masyarakat terhadap integritas dan profesionalisme Perusahaan.
The implementation of strong business ethics and good corporate governance can enhance the trust of investors, customers, business partners, and the public in the Company's integrity and professionalism.

Dampak Negatif | Negative Impacts
Lemahnya penerapan etika bisnis dapat membuka peluang terjadinya praktik korupsi, suap, atau konflik kepentingan dalam proses pengambilan keputusan maupun kegiatan operasional.
Weak implementation of business ethics may create opportunities for corruption, bribery, or conflicts of interest in decision-making processes as well as operational activities.

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)
●●●●○

Risiko | Risks
- Kepatuhan pada hukum menjadi aspek material yang dapat memengaruhi reputasi keberlanjutan usaha dan mengurangi tingkat kepercayaan dari pemegang saham, mitra usaha, serta lembaga pembiayaan terhadap perusahaan.
  Compliance with the law is a material aspect that can affect the reputation of business sustainability and diminish the level of trust from shareholders, business partners, and financial institutions in the Company.
- Lemahnya sistem tata kelola dapat mengurangi efisiensi operasional Perusahaan.
  A weak governance system may diminish Company operational efficiency.

Peluang | Opportunities
Perusahaan memiliki peluang untuk meningkatkan efisiensi operasional perusahaan dan reputasinya dengan memperkuat kebijakan anti-korupsi, kode etik, serta program pelatihan integritas bagi karyawan.
The Company has the opportunity to improve its operational efficiency and reputation by strengthening anti-corruption policies, codes of ethics, and integrity training programs for employees.

Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Perusahaan menjalankan bisnis dengan menerapkan Pedoman Tata Kelola Perusahaan yang Baik / *Code of Corporate Governance* (COCG) dan Pedoman Perilaku Etika / *Code of Conduct* (COC) yaitu pedoman sikap dan perilaku bagi seluruh jajaran Perseroan, Pedoman Tata Kelola Perusahaan sebagai pedoman dasar.
  The Company conducts its business by implementing the Code of Corporate Governance (COCG) and Code of Conduct (COC), which are guidelines for the attitudes and behavior of all levels of the Company, as well as the Corporate Governance Guidelines as basic guidelines.
- Kepatuhan atas penerapan bisnis dievaluasi melalui pencapaian target KPI GCG *Implementation* yang diawasi pencapaiannya oleh Fungsi Legal Counsel and Compliance (LCC), serta audit oleh internal maupun pihak eksternal independen. Evaluasi dilaporkan kepada Direksi dan diawasi Dewan Komisaris.
  The implementation of responsible business practices is evaluated through the assessment of KPI target achievement, performance reporting by the Legal Counsel and Compliance (LCC) function, and audits by internal and independent external parties. The evaluation is reported to the Board of Directors and supervised by the Board of Commissioners.
- Hasil evaluasi 2025 menunjukkan PGN tidak menghadapi sangkaan ketidakpatuhan yang melanggar penerapan bisnis yang bertanggung jawab.
  The 2025 evaluation results indicate that PGN did not face any allegations of non-compliance that violated responsible business practices.

Inovasi dan Digitalisasi
Innovation and Digitalization



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Pekerja, Anak Perusahaan, Pelanggan
Employees, Subsidiaries, Customers

Jangka Waktu
Timeframe

Menengah | Medium-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)
●●●●○

Dampak Positif | Positive Impacts
Inovasi dan digitalisasi mendukung strategi PGN dalam meningkatkan keandalan sistem, kualitas layanan, dan daya saing di tengah dinamika industri energi.
Innovation and digitalization support PGN's strategy to enhance system reliability, service quality, and competitiveness amid the dynamics of the energy industry.

Dampak Negatif | Negative Impacts
- Ketergantungan pada sistem digital dapat menimbulkan risiko gangguan operasional apabila terjadi kegagalan sistem, kesalahan perangkat lunak, atau gangguan jaringan.
  Dependence on digital systems can create risks of operational disruptions in the event of system failures, software errors, or network issues.
- Peningkatan penggunaan sistem digital dapat meningkatkan risiko serangan siber atau kebocoran data apabila sistem keamanan informasi tidak dikelola secara memadai.
  Increased use of digital systems can raise the risk of cyberattacks or data breaches if information security systems are not managed properly.

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)
●●●●○

Risiko | Risks
Terganggunya operasional sistem digital perusahaan akan berdampak pada penjualan gas bumi kepada pelanggan, sehingga dapat memengaruhi finansial Perseroan.
The disruption of the Company's digital system operation may impact natural gas sales to customers, thereby affecting the Company's financial performance.

Peluang | Opportunities
Inovasi dan digitalisasi pada operasional perusahaan dapat meningkatkan keandalan distribusi gas dan memperkuat kualitas layanan kepada pelanggan.
Innovation and digitalization could enhance gas distribution and strengthening the quality of service to customers.

Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Evaluasi kinerja dilakukan melalui penilaian KPI Fungsi, laporan kinerja dan audit. Hasil evaluasi dilaporkan kepada Direksi dan diawasi oleh Dewan Komisaris. Tanggung jawab pengelolaan berada pada Fungsi Information and Communication Technology (ICT).
  Performance evaluations are carried out through Function KPI assessments, performance reports, and audits. The results of the evaluation are reported to the Board of Directors and overseen by the Board of Commissioners. Responsibility for management lies with the Information and Communication Technology (ICT).

- Proses evaluasi dilakukan melalui penilaian KPI dan laporan kinerja. Hasil penilaian dilaporkan kepada Direktur Sumber Daya Manusia dan Penunjang Bisnis. Hasil evaluasi 2025 menunjukkan, inovasi dan digitalisasi di PGN berjalan dengan baik, yang ditandai peningkatan Indeks Kepuasan Pelanggan (IKP) menjadi 4,67, Tingkat Keterikatan Pekerja sebesar 87,47, serta tidak terdapat insiden kebocoran data pelanggan maupun pelanggaran privasi pihak eksternal.
  The evaluation process is conducted through KPI assessments and performance reports. The results of the assessment are reported to the Director of Human Resources and Business Support. The 2025 evaluation results indicate that innovation and digitalization at PGN are progressing well, as evidenced by an increase in the Customer Satisfaction Index (CSI) to 4.67, an Employee Engagement Rate of 87.47, and the absence of any customer data breaches or external privacy violations.

Komunitas Lokal | Local Community



Pemangku Kepentingan Terdampak
Impacted Stakeholders

Anak Perusahaan, Masyarakat, Pemerintah dan Regulator, Media
Subsidiaries, Communities, Government and Regulators, Media

Jangka Waktu
Timeframe

Menengah | Medium-term

Materialitas Dampak (Pemangku Kepentingan Eksternal)
Impact Materiality (External Stakeholders)
●●●●○

Dampak Positif | Positive Impacts
Keterlibatan Perseroan dalam pengembangan komunitas lokal memberikan dampak positif yakni meningkatnya kesejahteraan masyarakat di sekitar wilayah operasional. Hal ini diwujudkan melalui pelaksanaan program Pemberdayaan dan Pengembangan Masyarakat (PPM) yang berkelanjutan, sehingga turut memperkuat hubungan harmonis dengan masyarakat serta mendukung keberlanjutan operasional Perseroan.
The Company's involvement in local community development has a positive impact, namely improved well-being among communities in the areas surrounding its operations. This is achieved through the implementation of sustainable Community Empowerment and Development (PPM) programs, which help strengthen harmonious relationships with local communities and support the sustainability of the Company's operations.

Dampak Negatif | Negative Impacts
- Kurangnya komunikasi dan pelibatan masyarakat dapat memicu penolakan atau konflik sosial terkait pembangunan infrastruktur atau kegiatan operasional Perusahaan.
  A lack of communication and community engagement can trigger resistance or social conflict related to infrastructure development or the Company's operational activities.
- Ketidakpuasan masyarakat dapat mengakibatkan protes atau hambatan terhadap proyek pembangunan jaringan pipa gas maupun aktivitas distribusi gas.
  Community dissatisfaction can lead to protests or obstacles to gas pipeline construction projects or gas distribution activities.

Materialitas Finansial (Keberlanjutan Usaha dan Penciptaan Nilai)
Financial Materiality (Business Sustainability and Value Creation)
●●●●○

Risiko | Risks
- Aktivitas PGN berdampak langsung terhadap masyarakat sekitar wilayah operasi dan berpotensi menimbulkan gangguan operasional Perusahaan jika tidak dikelola dengan baik.
  PGN's activities have a direct impact on the communities surrounding its operational areas and may disrupt the Company'soperation if not managed properly.
- Isu sosial yang tidak ditangani dengan baik dapat menimbulkan persepsi negatif dari masyarakat, media, maupun pemangku kepentingan lainnya.
  Social issues that are not properly addressed can lead to negative perceptions among the public, the media, and other stakeholders.

Peluang | Opportunities
- Memperkuat mekanisme komunikasi dan konsultasi dengan masyarakat guna meningkatkan transparansi serta membangun hubungan yang lebih konstruktif untuk mengurangi potensi gangguan operasional Perusahaan.
  Strengthen communication and consultation mechanisms with the community to enhance transparency and build more constructive relationship to reduce the potential of Company operational disruption.
- Meningkatkan kualitas program Tanggung Jawab Sosial Perusahaan (TJSL) yang berfokus pada pengembangan ekonomi lokal, pendidikan, dan kesejahteraan masyarakat untuk meningkatkan hubungan baik dengan masyarakat.
  Improve the quality of corporate social responsibility (CSR) programs focused on local economic development, education, and community well-being to maintain good relationship with local communities.

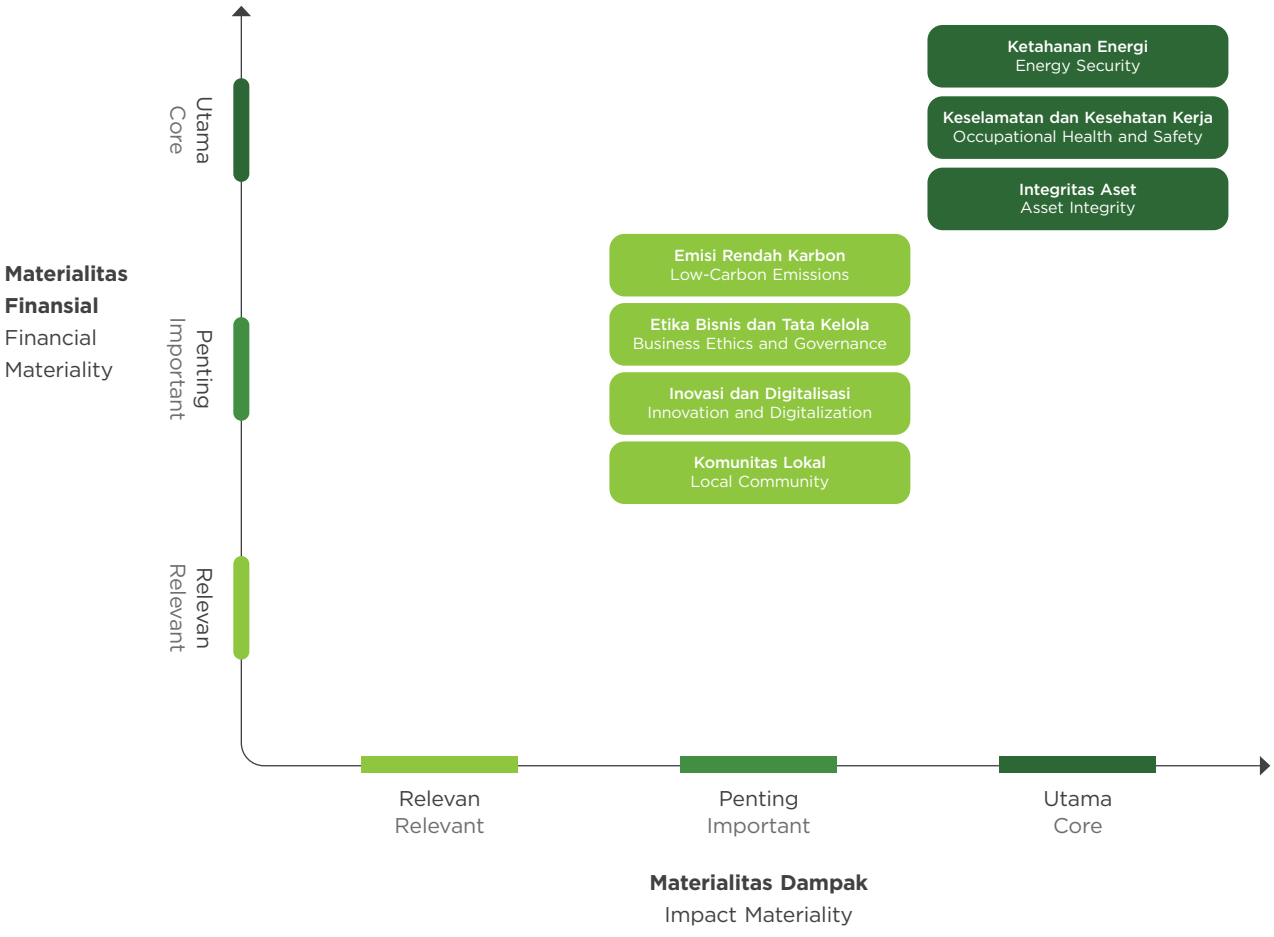
Respons yang Dilakukan untuk Mengelola Dampak
Measures Taken to Manage Impacts

- Evaluasi atas permasalahan sosial dapat menjadi dasar bagi perusahaan untuk mengembangkan program pemberdayaan masyarakat yang lebih tepat sasaran dan berkelanjutan.
  An assessment of social issues can serve as a foundation for companies to develop community empowerment programs that are more targeted and sustainable.
- Evaluasi pelaksanaan dilakukan melalui penilaian target KPI Fungsi, laporan kinerja, audit, serta survei tingkat kepuasan masyarakat. Tanggung jawab pengelolaan berada pada Fungsi Corporate Social Responsibility (CSR).
  Implementation is evaluated through the assessment of the Function KPI targets, performance reports, audits, and community satisfaction surveys. Responsibility for management lies with the Corporate Social Responsibility (CSR) Function.
- Berdasarkan evaluasi di 2025 diketahui, pelaksanaan pelibatan masyarakat berjalan dengan baik, yang ditandai tidak adanya penolakan masyarakat terhadap kehadiran PGN di lingkungan mereka, serta skor Indeks Kepuasan Masyarakat (IKM) mencapai 3,51.

Based on the 2025 evaluation, community involvement was carried out effectively, as reflected in the absence of community resistance to PGN's presence in their neighborhoods, and the Community Satisfaction Index (CSI) score reached 3.51.



Matriks Materialitas Ganda
Double Materiality Matrix



IKHTISAR KINERJA ASPEK KEBERLANJUTAN 2025
OVERVIEW OF SUSTAINABILITY PERFORMANCE 2025

KINERJA EKONOMI [OJK B.1]
ECONOMIC PERFORMANCE

Kinerja Penjualan Gas
Gas Sales Performance

Volume Penjualan Gas (BBTUD)
Gas Sales Volume (BBTUD)

	2024	2023
836,02	852,22	923,44

Pengelolaan Jaringan Pipa (Km)
Pipeline Network Management (Km)

	2024*	2023*
32.487	32.248	31.338

Jumlah Pelanggan
Number of Customers

	2024	2023
830.391	816.645	830.935

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.



Kinerja Pendapatan dan Laba (Rugi)
Revenue and Profit (Loss) Performance

Pendapatan (Juta USD)
Revenue (USD Million)

	2024	2023
3.975,92	3.788,62	3.646,30

Laba Bersih (Juta USD)
Net Profit (USD Million)

	2024	2023
215,36	339,43	278,09

Pelibatan Pihak Lokal
Local Party Involvement

Persentase Transaksi Pemasok Lokal (%)
Percentage of Local Suppliers Transaction (%)

	2024*	2023*
99,11	98,88	98,85

Nilai Kontrak Pengadaan Untuk Pemasok Lokal (Juta USD)
Procurement Contract Value for Local Suppliers (USD Million)

	2024*	2023*
916,69	756,20	723,75

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

KINERJA ASPEK LINGKUNGAN [OJK B.2]
ENVIRONMENTAL PERFORMANCE

Penggunaan Energi
Energy Use

Reduksi Konsumsi Energi (GJ)
Energy Consumption Reduction (GJ)

	2024*	2023*
134.906,88	470.306,07	569.011,96

Penggunaan Energi (GJ)
Energy Usage (GJ)

	2024*	2023*
316.734,12	148.510,52	101.888,48

Intensitas Energi (GJ/Juta USD)
Energy Intensity (GJ/USD Million)

	2024*	2023*
79,66	39,20	27,94

Penggunaan Energi Terbarukan (GJ)
Use of Renewable Energy (GJ)

	2024*	2023*
6.061,64	186,27	-

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Produk PGN adalah gas bumi, yang termasuk produk ramah lingkungan. [OJK B.1]
PGN's product is natural gas, which is an environmentally friendly product.

Reduksi dan Intensitas Emisi
Emissions Reduction and Intensity

Reduksi Emisi (tCO_2eq)
Emissions Reduction (tCO_2eq)

	2024	2023
38.995,25	29.722,54	598,39

Intensitas Emisi GRK Cakupan 1 & 2 (tCO_2eq/Juta USD)
GHG Emissions Intensity Scope 1 & 2 (tCO_2eq/USD Million)

	2024	2023*
156,21	177,20	206,34

Intensitas Emisi GRK Cakupan 3 (tCO_2eq/Juta USD)
GHG Emissions Intensity Scope 3 (tCO_2eq/USD Million)

	2024*	2023
4.658,84	5.402,48	0,01

Pengambilan dan Penggunaan Air
Water Withdrawal and Usage

Total Pengambilan Air (Megaliter)
Total Water Withdrawal (Megaliters)

	2024*	2023*
199.490,23	147.038,61	129.136,62

Total Penggunaan Air (Megaliter)
Total Water Usage (Megaliters)

	2024*	2023*
1.076,36	1.130,91	1.081,81

Intensitas Pengambilan Air (Megaliter/Juta USD)
Water Withdrawal Intensity (Megaliters/USD Million)

	2024*	2023*
50,17	38,81	35,42

Intensitas Penggunaan Air (Megaliter/Juta USD)
Water Usage Intensity (Megaliters/USD Million)

	2024	2023
0,27	0,30	0,30

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Timbulan dan Reduksi Limbah
Waste Generated and Reduction



Total Timbulan Limbah
Total Waste Generation

B3 (Ton)
Hazardous & Toxic Waste (Tonnes)

	2024*	2023*
959,19	555,37	798,49

Non-B3 (Ton)
Non-Hazardous & Toxic Waste (Tonnes)

	2024*	2023*
338,35	527,58	404,86

Reduksi Limbah B3 (Ton)
Reduction of Hazardous Waste (Tonnes)

	2024*	2023*
13,17	15,38	12,87

Reduksi Limbah Non-B3 (Ton)
Non-Hazardous Waste Reduction (Tonnes)

	2024*	2023*
56,11	50,49	46,27

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Pelestarian Keanekaragaman Hayati
Biodiversity Conservation

Jumlah Program Konservasi Flora dan Fauna
Number of Flora and Fauna Conservation Programs

	2024	2023
6	6	6

Luas Area Konservasi (Ha)
Conservation Area Size (Ha)

	2024	2023
35,96	35	38,20

Jumlah Pohon Ditanam (Pohon)
Number of Trees Planted (Tree)

	2024	2023
19.414	6.500	200

Jumlah Spesies Fauna Dilindungi di Program Konservasi
Number of Protected Fauna Species in Conservation Programs

	2024	2023
3.689	3.412	1.961

Jumlah Spesies Flora Dilindungi di Program Konservasi
Number of Protected Flora Species in Conservation Programs

	2024	2023
32.830	164.232	47.220

Biaya Pengelolaan Lingkungan [OJK F.4]
Environmental Management Costs

Biaya Pengelolaan Lingkungan (Rp Juta)
Environmental Management Costs (Rp Million)

	2024	2023*
20.211,34	21.547,60	20.173,70

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

KINERJA ASPEK SOSIAL [OJK B.3]
SOCIAL PERFORMANCE



Ketenagakerjaan
Employment

Jumlah Total Pekerja (Orang)
Total Number of Employees (People)

2024*	2023*
2.710	2.691

2.735

Rerata Jam Pelatihan Pekerja (Jam)
Average Number of Trainings Hours per Employees (Hour)

2024*	2023*
41,76	45,05

82,57

Tingkat Perputaran Pekerja (%)
Employee Turnover Rate (%)

2024	2023
2,83	1,08

3,14

Tingkat Keterikatan Pekerja
Employee Engagement Level

2024	2023**
80,68	4,45

87,47 / 100

Keterangan / Notes:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.
** Metode survei pada 2023 menggunakan skala skor 1-5.
The survey method in 2023 uses a 1-5 score scale.

Layanan Pelanggan
Customer Services

Indeks Kepuasan Pelanggan (IKP)
Customer Satisfaction Index (CSI)

2024	2023
4,66	4,58
Sangat Baik Very Good	Sangat Baik Very Good

4,67 / 5,00
Sangat Baik
Very Good

Indeks Loyalitas Pelanggan
Customer Loyalty Index (CLI)

2024	2023
4,36	4,34
Sangat Baik Very Good	Sangat Baik Very Good

4,75 / 5,00
Sangat Baik
Very Good

Jumlah Pengaduan Pelanggan
Number of Customer Complaints

2024	2023
14.481	19.327

20.454

Investasi Tanggung Jawab Sosial dan Lingkungan (TJSL)
Corporate Social Responsibility (CSR) Investments

Total Investasi (Ribu Rupiah)
Total Investment (Thousand Rupiah)

2024	2023
65.189.286	66.567.107

57.682.810

Indeks Kepuasan Masyarakat (IKM)
Community Satisfaction Index (CSI)

2024	2023
3,65	3,55
Sangat Puas Very Satisfied	Sangat Puas Very Satisfied

3,51 / 4,00
Sangat Puas
Very Satisfied



Pengelolaan Keselamatan dan Kesehatan Kerja (K3)
Occupational Health and Safety Management (OHS)

Kumulatif Jam Kerja Aman (Jam)
Cumulative Safe Man-Hours (Hour)

518.307.557

2024*	2023*
472.927.156	428.409.968

Number of Accidents (NoA)

0

2024	2023
0	0

Jumlah Kasus Insiden
Number of Incidents

27

2024*	2023*
28	13

Total Recordable Incident Rate (TRIR)**

0,09

2024*	2023*
0,05	0,05

Lost Time Incident Rate (LTIR)**

0

2024	2023
0	0

Fatal Accident Rate (FAR)**

0

2024	2023
0	0

Keterangan / Notes:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.
** TRIR dan LTIR dihitung per 1 Juta Jam Kerja, sedangkan FAR dihitung per 100 Juta Jam Kerja.
TRIR and LTIR are calculated per 1 million working hours, while FAR is calculated per 100 million working hours.

KINERJA TATA KELOLA
GOVERNANCE PERFORMANCE

Kepatuhan
Compliance



Nilai dan Peringkat Risiko ESG (Sustainalytics)
ESG Risk Scores and Ratings (Sustainalytics)

20,2*
Medium Risk

2024	2023
20,2	24,7
Medium Risk	*Medium Risk*

***ASEAN Corporate Governance Scorecard* (ACGS)**

114,60**
(*Leadership in Corporate Governance*, ASEAN *Asset Class*)

2024	2023
91,11%	72,73%
(*Adoption Rate*)	(*Adoption Rate*)

Persentase Pelaporan LHKPN
Percentage of LHKPN Reporting

100%

2024	2023
100%	100%

PROPER

Emas
Gold

4

2024	2023
4	3

Hijau
Green

5

2024	2023
5	6

Keterangan / Note:
* *Cutoff* Desember 2024, dikarenakan belum terbitnya penilaian penuh 2025
cutoff date December 2024, as the full update for 2025 has not been published
** Parameter ACGS versi Maret 2024
ACGS parameters, March 2024 version

SERTIFIKASI DAN PENGHARGAAN
CERTIFICATIONS AND AWARDS

Sertifikasi

PGN telah melakukan sertifikasi beberapa standar internasional (ISO):



ISO 27001:2022
Sistem Manajemen Keamanan Informasi
Information Security Management System

Badan Sertifikasi | Certification Body
PT Bureau Veritas Certification

Masa berlaku hingga | Valid Until
27 Desember 2026
December 27, 2026



ISO 22301:2019
Sistem Manajemen Keberlanjutan Bisnis
Business Continuity Management System

Badan Sertifikasi | Certification Body
PT BSI Group Indonesia

Masa berlaku hingga | Valid Until
25 November 2027
November 25, 2027

Certifications

PGN has obtained certification for several international standards (ISO):



ISO 55001:2014
Sistem Manajemen Aset Infrastruktur Transmisi dan Distribusi Gas
Asset Management System for Gas Transmission & Distribution

Badan Sertifikasi | Certification Body
PT BSI Group Indonesia

Masa berlaku hingga | Valid Until
31 Juli 2027
July 31, 2027



Sistem Manajemen Pengamanan
Security Management System

Badan Sertifikasi | Certification Body
Kepolisian Negara Republik Indonesia
Indonesian National Police

Masa berlaku hingga | Valid Until
8 Desember 2028
December 8, 2028

Sistem Manajemen ISO Integrasi yang terdiri dari:
Integrated ISO Management System consisting of:



ISO 9001:2015
Sistem Manajemen Mutu
Quality Management System

Badan Sertifikasi | Certification Body
PT LRQA

Masa berlaku hingga | Valid Until
30 Januari 2027
January 30, 2027



ISO 14001:2015
Sistem Manajemen Lingkungan
Environmental Management System

Badan Sertifikasi | Certification Body
PT LRQA

Masa berlaku hingga | Valid Until
30 Januari 2027
January 30, 2027



Sistem Manajemen Keselamatan dan Kesehatan Kerja PP 50 Tahun 2012
Occupational Health and Safety Management System PP 50 of 2012

Badan Sertifikasi | Certification Body
Kementerian Ketenagakerjaan
Ministry of Manpower

Masa berlaku hingga | Valid Until
6 Agustus 2027
August 6, 2027



ISO 45001:2018
Sistem Manajemen Keselamatan dan Kesehatan Kerja
Occupational Health and Safety Management System

Badan Sertifikasi | Certification Body
PT LRQA

Masa berlaku hingga | Valid Until
30 Januari 2027
January 30, 2027



ISO 37001:2016
Sistem Manajemen Antipenyuapan
Anti-bribery Management System

Badan Sertifikasi | Certification Body
PT LRQA

Masa berlaku hingga | Valid Until
4 Februari 2027
February 4, 2027

Cakupan Sertifikasi ISO
ISO Certification Coverage

No	Entitas Entity	Sertifikasi Certification				
		ISO 55001	ISO 37001	ISO 9001	ISO 14001	ISO 45001
1	PT Perusahaan Gas Negara Tbk	✓	✓	✓	✓	✓
2	PT Pertamina Gas	-	✓	✓	✓	✓
3	PT Saka Energi Indonesia	-	-	-	✓	✓
4	PT Gagas Energi Indonesia	-	✓	✓	-	✓
5	PT PGN LNG Indonesia	-	✓	✓	✓	✓
6	PT PGAS Telekomunikasi Nusantara	-	✓	✓	✓	✓
7	PT PGAS Solution	-	✓	✓	✓	✓
8	PT Permata Graha Nusantara	-	✓	✓	✓	✓
Cakupan Coverage		**12,5%**	**87,5%**	**87,5%**	**87,5%**	**100%**

Penghargaan
Awards



7 penghargaan dengan 2 *Gold Winner*, 2 *Silver Winner*, dan 3 *Bronze Winner* dalam ajang Stevie International Business Awards 2025 di Portugal.

7 awards with 2 Gold Winners, 2 Silver Winners, and 3 Bronze Winners at the 2025 Stevie International Business Awards in Portugal.



Ajang ASEAN Corporate Governance Conference & Awards (ACGS 2025), dan PGN masuk dalam jajaran top 50 public listed companies (PLC) teratas di ASEAN serta Top 5 Perusahaan Terbaik atas hasil penilaian ASEAN Corporate Governance Scorecard (ACGS) 2024 yang mencakup 569 PLC dengan *capital market* yang besar.

The ASEAN Corporate Governance Conference & Awards (ACGS 2025), where PGN was ranked among the top 50 public listed companies (PLC) in ASEAN and the Top 5 Best Companies based on the results of the 2024 ASEAN Corporate Governance Scorecard (ACGS) assessment, which covered 569 PLCs with large capital markets.



Penghargaan Subroto 2025 oleh Kementerian Energi dan Sumber Daya Mineral (KESDM) atas kontribusi dan kinerjanya dalam mengelola distribusi gas bumi.

The 2025 Subroto Award by the Ministry of Energy and Mineral Resources for his contribution and performance in managing natural gas distribution.



PGN dan anak perusahaannya mendapatkan penghargaan pengelolaan lingkungan, terdiri dari 4 PROPER Emas dan 5 PROPER Hijau diraih oleh:
PGN and its subsidiaries received environmental management awards, consisting of 4 PROPER Gold and 5 PROPER Green, achieved by:

- PROPER Emas diraih oleh PGN Stasiun Pagardewa, Pertagas Operation South Sumatera Area (OSSA), Pertagas Operation East Java Area (OEJA), dan Pertagas Operation Kalimantan Area (OKA)
  PROPER Gold achieved by PGN Pagardewa Station, Pertagas Operation South Sumatera Area (OSSA), Pertagas Operation East Java Area (OEJA), and Pertagas Operation Kalimantan Area (OKA)
- PROPER Hijau diraih oleh PGN Stasiun Cimanggis, PGN Stasiun Panaran, PGN SOR III, Pertagas Operation West Java Area (OWJA), dan PGN SAKA Indonesia Pangkah Limited
  PROPER Green achieved by PGN Cimanggis Station, PGN Panaran Station, PGN SOR III, Pertagas Operation West Java Area (OWJA), and PGN SAKA Indonesia Pangkah Limited

Penghargaan diberikan Kementerian Lingkungan Hidup.
Penghargaan diberikan Kementerian Lingkungan Hidup.



21 Penghargaan Keselamatan Migas 2025 dari Kementerian Energi dan Sumber Daya Mineral (KESDM)

21 Oil and Gas Safety Awards 2025 from the Ministry of Energy and Mineral Resources.

Informasi lebih lanjut terkait penghargaan dapat diakses pada Laporan Tahunan PGN 2025.
Further information regarding the award can be accessed in PGN's 2025 Annual Report.

PESAN DIREKSI [OJK D.1] [2-22]
MESSAGE FROM THE BOARD OF DIRECTORS

Kami menjaga keandalan pasokan energi di tengah dinamika pasar sejalan dengan pengelolaan kinerja Lingkungan, Sosial, dan Tata Kelola (LST) untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) dan *Just Energy Transition* (JET) atau transisi energi yang adil.

We maintain the reliability of energy supply amid market dynamics while aligning with the management of Environmental, Social, and Governance (ESG) performance to support the achievement of the Sustainable Development Goals (SDGs) and Just Energy Transition (JET).



ARIEF K. RISDIANTO

Direktur Utama
President Director

Para pemangku kepentingan yang terhormat,

Sepanjang 2025, PGN senantiasa berkontribusi dalam mendukung transisi energi untuk mewujudkan masa depan yang berkelanjutan, dan menciptakan nilai bagi para pemangku kepentingan. Kami meneruskan komitmen untuk memastikan keandalan pasokan energi melalui pengelolaan aspek Lingkungan, Sosial, dan Tata Kelola (LST) serta mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) dan transisi energi yang adil (*Just Energy Transition*/JET).

KEBIJAKAN UNTUK MERESPONS TANTANGAN DALAM PEMENUHAN STRATEGI KEBERLANJUTAN

Sebagai Subholding Gas Pertamina, PGN berperan strategis dalam transisi energi nasional dengan menjadikan gas bumi sebagai pilihan utama sumber energi yang mendukung dekarbonisasi, ketahanan energi, dan pembangunan berkelanjutan. Melalui pendekatan adaptif dan inovatif, PGN memastikan alokasi gas dari Pemerintah dapat disalurkan secara baik melalui infrastruktur pipa dan non-pipa, dengan diversifikasi sumber pasokan serta optimalisasi infrastruktur yang tersedia. Dengan demikian, kami dapat terus menghadirkan solusi energi lebih bersih, efisien, serta bermanfaat nyata bagi masyarakat dan lingkungan, meski sepanjang 2025 terdapat berbagai tantangan yang harus dihadapi termasuk dalam pengelolaan LST.

Kami merespons setiap tantangan dengan melihat berbagai peluang. Di 2025, PGN memperbarui Peta Jalan Keberlanjutan melalui dokumen ESG *Roadmap* Subholding Gas 2025-2034 untuk memastikan langkah jalan kami sesuai dengan tujuan dan tangguh menghadapi tantangan. Dokumen ini juga menjadi panduan strategis yang mengintegrasikan prinsip pengelolaan LST ke dalam seluruh kegiatan operasional. Melalui pendekatan ini, PGN proaktif merespons risiko keberlanjutan, di antaranya menurunnya produksi gas alam secara natural, keterbatasan infrastruktur, dan menjaga keterjangkauan harga. PGN mengembangkan langkah mitigasi untuk memastikan pengelolaan atas dampak yang timbul dari setiap tantangan tersebut.

RESPONS TERHADAP TANTANGAN

Pengendalian emisi Gas Rumah Kaca (GRK) dan kontribusi dalam penanggulangan perubahan iklim menjadi tantangan dalam pengelolaan dampak lingkungan bagi PGN. Sebagai upaya merespons tantangan tersebut, PGN menerapkan efisiensi energi di fasilitas operasional, pengurangan kehilangan gas (*loss reduction*) untuk meningkatkan keandalan penyaluran gas, pemanfaatan energi hijau/rendah karbon dan elektrifikasi peralatan operasional, serta penggunaan bahan bakar rendah/nol karbon.

Dear stakeholders,

Throughout 2025, PGN continued to contribute to supporting the energy transition to realize a sustainable future and create value for stakeholders. We maintained our commitment to ensuring the reliability of energy supply through the management of Environmental, Social, and Governance (ESG) aspects, while supporting the achievement of the Sustainable Development Goals (SDGs) and Just Energy Transition (JET).

POLICIES TO RESPOND TO CHALLENGES IN FULFILLING SUSTAINABILITY STRATEGIES

As Pertamina's Gas Subholding, PGN plays a strategic role in the national energy transition by positioning natural gas as a primary energy option that supports decarbonization, energy security, and sustainable development. Through an adaptive and innovative approach, PGN ensures that government-allocated gas can be effectively distributed through both pipeline and non-pipeline infrastructure, supported by diversification of supply sources and optimization of existing infrastructure. In doing so, we continue to provide cleaner and more efficient energy solutions that deliver tangible benefits to society and the environment, despite the various challenges faced throughout 2025, including those related to ESG management.

We respond to every challenge by identifying and leveraging opportunities. In 2025, PGN updated its Sustainability Roadmap through the Gas Subholding ESG Roadmap 2025-2034 to ensure that our course of actions remains aligned with our goals and resilient in addressing emerging challenges. This document also serves as a strategic guide that integrates ESG management principles into all operational activities. Through this approach, PGN proactively responds to sustainability risks, including the natural decline in gas production, infrastructure limitations, and the need to maintain price affordability. PGN have also developed mitigation measures to ensure the effective management of impacts arising from these challenges.

RESPONSE TO CHALLENGES

The control of Greenhouse Gas (GHG) emissions and contributions to climate change mitigation remain key challenges in PGN's environmental impact management. In response, PGN has implemented energy efficiency measures at operational facilities, reduced gas loss reduction to improve the reliability of gas distribution, promoted the use of green/low carbon energy and the electrification of operational equipment, and adopted low/zero-carbon fuels.

Adapun optimalisasi penerapan Keselamatan dan Kesehatan Kerja (K3) serta keamanan pelanggan menjadi tantangan lain yang disebabkan karena sebaran wilayah operasi yang luas, meliputi 18 provinsi dan 78 kabupaten/kota, sehingga setiap jalur distribusi gas harus menyesuaikan kebutuhan yang berbeda untuk setiap daerah. Selain itu, untuk memperluas jangkauan distribusi dan layanan gas bumi, kami harus menyediakan kebutuhan lahan untuk pipa gas transmisi sehingga diperlukan kerjasama yang harmonis dengan masyarakat di setiap daerah.

Di tengah berbagai tantangan, PGN senantiasa memastikan layanan kepada masyarakat tetap berjalan optimal dan kegiatan operasional dilakukan secara transparan, akuntabel, dan partisipatif. Kami sadar bahwa layanan produk kami menjadi salah satu kebutuhan yang mendasar bagi jalannya roda perekonomian masyarakat dan dunia usaha, sehingga penting bagi kami untuk memastikan pengelolaan gas bumi dilaksanakan dengan efisien, efektif, dan terpercaya. Kami terus memperkuat penerapan tata kelola, manajemen risiko, dan kepatuhan di setiap lini bisnis, dengan tetap mengacu pada standar dan regulasi nasional maupun internasional.

PENERAPAN DAN CAPAIAN KINERJA KEBERLANJUTAN

Kinerja Lingkungan

PGN mengelola dan mengembangkan kegiatan operasionalnya melalui kerja sama dengan semua pemangku kepentingan. Salah satu capaian kami di 2025 adalah perolehan peringkat skor risiko ESG sebesar 20,2 (per Desember 2024) atau "*medium risk*" menurut penilaian Morningstar Sustainalytics, dan menjadi yang terbaik di antara perusahaan infrastruktur gas di dunia dalam kategori kapitalisasi pasar USD2,0-USD2,8 miliar. Selain itu, PGN memperoleh 4 PROPER Emas dari Kementerian Lingkungan Hidup untuk PGN Stasiun Pagardewa, Pertagas Operation South Sumatera Area (OSSA), Pertagas Operation East Java Area (OEJA), dan Pertagas Operation Kalimantan Area (OKA) dan 5 PROPER Hijau untuk area PGN Stasiun Cimanggis, PGN Stasiun Panaran, PGN SOR III, Pertagas Operation West Java Area (OWJA), dan PGN SAKA Indonesia Pangkah Limited. Capaian ini menunjukkan apresiasi dari pemangku kepentingan eksternal yang mendorong kami untuk lebih berprestasi di kemudian hari.

Selama 2025, PGN berhasil mereduksi emisi GRK sebesar 38.995,25 tCO_2eq. Nilai ini melampaui 975% target reduksi emisi yang sebesar 4.000 tCO_2eq. Pencapaian reduksi emisi dilakukan melalui 19 inisiatif dekarbonisasi yang merupakan kontribusi dari Fungsi serta Anak Perusahaan di bawah lingkup Subholding Gas, sebagai upaya untuk mendukung target *Nationally Determined Contribution* (NDC) Indonesia terkait dekarbonisasi.

The optimization of Occupational Health and Safety (OHS) implementation, as well as customer safety, represents another challenge due to the extensive coverage of PGN's operational areas, spanning 18 provinces across 78 districts/cities. As such, each gas distribution route must be tailored to the specific needs of each region. In addition, to expand the coverage of natural gas distribution and services, we must secure land for gas transmission pipelines, therefore, harmonious collaboration with communities in each region is essential.

Amid these various challenges, PGN consistently ensures that services to the public continue to operate optimally and that operational activities are carried out in a transparent, accountable, and participatory manner. We recognize that the services we provide constitute one of an essential need for the functioning of the broader economy; therefore, it is important for us to ensure that natural gas management is carried out efficiently, effectively, and reliably. We continue to strengthen the implementation of governance, risk management, and compliance across all business lines, while adhering to both national and international standards and regulations.

IMPLEMENTATION AND ACHIEVEMENTS OF SUSTAINABILITY PERFORMANCE

Environmental Performance

PGN manages and develops its operational activities through collaboration with all stakeholders. One of our achievements in 2025 was obtaining an ESG risk rating score of 20.2 (per December 2024) categorized as "medium risk" based on the assessment by Morningstar Sustainalytics, making PGN the best-performing company among global gas infrastructure companies within the market capitalization range of USD2.0-USD2.8 billion. In addition, PGN received 4 Gold PROPER award from the Ministry of Environment for the PGN Stasiun Pagardewa, Pertagas Operation South Sumatera Area (OSSA), Pertagas Operation East Java Area (OEJA), dan Pertagas Operation Kalimantan Area (OKA) area, and 5 Green PROPER award for PGN Stasiun Cimanggis, PGN Stasiun Panaran, PGN SOR III, Pertagas Operation West Java Area (OWJA), dan PGN SAKA Indonesia Pangkah Limited. These achievements reflect the recognition of external stakeholders and encourage us to continue striving for greater performance in the future.

Throughout 2025, PGN successfully reduced GHG emissions by 38,995.25 tCO_2eq. This achievement exceeded the emission reduction target of 4,000 tCO_2eq by 975%. The emission reductions were achieved through 19 decarbonization initiatives contributed by various Functions and Subsidiaries within the Subholding Gas, as measures to support Indonesia's Nationally Determined Contribution (NDC) targets related to decarbonization.

Kinerja Sosial

Kinerja sosial dikelola melalui berbagai program dan pelaksanaan ketentuan Perusahaan terkait K3, kesejahteraan karyawan dan kegiatan pemberdayaan masyarakat. Pengelolaan kinerja K3 mencatat capaian 518.307.557 juta jam kerja aman kumulatif dan tanpa kecelakaan bersifat fatal (NoA=0), serta mempertahankan tingkat insiden atau *total recordable injury rate* (TRIR) pada 0,09. Hal ini mencerminkan efektivitas penerapan standar keselamatan di seluruh lini operasional. Adapun pengelolaan kesejahteraan karyawan dilakukan secara optimal sesuai dengan semua peraturan perusahaan, yang sejalan dengan regulasi nasional.

Melalui program pemberdayaan masyarakat, PGN berhasil menyalurkan biaya sebesar Rp57,68 miliar. Beberapa kegiatan telah diukur dampaknya melalui penilaian *Social Return of Investment* (SROI) yang menghasilkan nilai 1,47. Nilai tersebut menandakan setiap biaya investasi sosial memberikan manfaat berlipat kepada masyarakat. Program-program pemberdayaan yang dijalankan juga mendapat respons positif, sesuai hasil survei Indeks Kepuasan Masyarakat (IKM) di 2025 yang menunjukkan skor 3,51 dari skala 4 dengan nilai mutu pelayanan kategori A dan predikat "sangat puas".

Kinerja Tata Kelola

Kami melibatkan pihak independen untuk mengevaluasi dan menilai efektivitas pelaksanaan tata kelola. Berdasarkan hasil penilaian 2025 menggunakan indikator ASEAN *Corporate Governance Scorecard* (ACGS), kinerja tata kelola mendapatkan hasil 114,60. Transformasi digital telah dilakukan untuk mendukung efisiensi proses bisnis, sekaligus membangun kedekatan dengan pelanggan dalam memastikan adanya layanan unggul. Salah satu layanan kami, yaitu PGN Mobile yang ditujukan untuk mendorong peningkatan pengalaman dan kepuasan pelanggan, mendapatkan skor Indeks Kepuasan Pelanggan (IKP) dari 4,66 di 2024 menjadi 4,67 di 2025. Kenaikan skor IKP menjadi dorongan bagi kami untuk memberikan layanan yang lebih baik lagi bagi pelanggan.

Kinerja Ekonomi

Kesungguhan kami mengelola dampak dari kegiatan operasional, menjadikan kinerja keuangan Perusahaan mencatat hasil yang positif. Pendapatan usaha tercatat sebesar USD3.975,92 juta atau tumbuh 4,94% dari 2024 yang mencapai USD3.788,62 juta. Solidnya kinerja keuangan berhasil mendukung distribusi nilai ekonomi kepada para pemangku kepentingan yang turut meningkat.

Social Performance

Social performance is managed through various programs and the implementation of the Company's policies related to OHS, employee welfare, and community empowerment programs. In terms of OHS performance, PGN recorded a cumulative total of 518,307,557 safe working hours without any fatal accidents (NoA=0), while maintaining a total recordable injury rate (TRIR) of 0.09. This reflects the effective implementation of safety standards across all operational lines. Meanwhile, employee welfare is managed optimally in accordance with all the Company's regulations, in alignment with national regulations.

Through its community empowerment programs, PGN distributed a total of Rp57.68 billion. Several initiatives have had their impacts measured through a Social Return on Investment (SROI) assessment with score of 1.47. This score indicates that each unit of social investment generates multiple benefits for the community. The empowerment programs implemented also received positive responses, as reflected in the 2025 Community Satisfaction Index (CSI) survey, which recorded a score of 3.51 out of 4, corresponding to service quality category A with a "very satisfied" rating.

Governance Performance

We engage independent parties to evaluate and assess the effectiveness of our governance implementation. Based on the 2025 assessment using the ASEAN Corporate Governance Scorecard (ACGS) indicators, our governance performance achieved a score of 114.60. Digital transformation is done to support business process efficiency while strengthening engagement with customers to ensure the delivery of superior services. One of our services, PGN Mobile, which is aimed at improving customer experience and satisfaction, recorded a Customer Satisfaction Index (CSI) score of 4.66 in 2024 and 4.67 in 2025. The increase in the CSI score has encouraged us to continue delivering even better services for customers in the future.

Economic Performance

Our commitment to managing the impacts of our operational activities has resulted in positive financial performance for the Company. Operating revenue was recorded at USD3,975.92 million, a growth of 4.94% from USD3,788.62 million in 2024. This solid financial performance has supported the increased distribution of economic value to our stakeholders.

STRATEGI PENCAPAIAN TARGET

Capaian di 2025 menjadi langkah kuat dan penyimbang bagi PGN antara pertumbuhan, ketahanan, dan keberlanjutan bisnis di tengah dinamika perubahan untuk menatap masa depan. Kami mencatat kebutuhan gas pelanggan terus meningkat, sehingga akan menjadikan prospek usaha yang menjanjikan. Namun demikian, di sisi lain juga menghadirkan tantangan yang semakin kompleks, termasuk dampak yang ditimbulkan dari kegiatan operasional sehingga kami harus tetap mewujudkan ambisi PGN untuk menjadi Perusahaan yang ramah lingkungan, bertanggung jawab sosial, dan bertata kelola yang baik.

Sejalan dengan ESG *Roadmap* Subholding Gas 2025-2034, kami menjadikan 12 Fokus Keberlanjutan sebagai strategi utama dalam pengelolaan dampak operasi, melalui peningkatan penggunaan gas bumi pada masa transisi energi, melindungi alam, membangun program masyarakat yang kohesif dan tangguh, serta praktik bisnis yang bertanggung jawab.

Fokus membangun program pemberdayaan masyarakat yang kohesif dan tangguh, merupakan bagian dari strategi kami mengelola aspek sosial dari dampak operasi yang dijalankan, yakni melalui pemenuhan Tanggung Jawab Sosial dan Lingkungan (TJSL). PGN mendistribusikan sebagian dari nilai ekonomi langsung yang diperoleh, sebagai investasi sosial, yang ditujukan untuk memberdayakan lebih banyak masyarakat serta mendukung penerapan transisi energi yang berkeadilan, termasuk kemudahan mengakses ke energi bersih. Perusahaan telah melaksanakan program TJSL sesuai peraturan Perusahaan yang tertuang dalam berbagai Prosedur Operasional dan Instruksi Kerja untuk memberikan dampak positif bagi masyarakat maupun Perusahaan.

Selain terhadap aspek sosial, kami juga memberikan perhatian kepada aspek K3 dengan menerapkan Sistem Manajemen Health, Safety, Security, and Environment (HSSE) yang dikembangkan sesuai peraturan nasional dan standar internasional (ISO). Pengelolaan K3 juga didukung dengan keberadaan HSSE Demo Room untuk meningkatkan internalisasi budaya penerapan HSSE maupun sarana induksi bagi pekerja terkait 10 elemen *Corporate Life Saving Rules* (CLSR). PGN memiliki Panduan Penanggulangan Keadaan Darurat yang dirancang untuk mengurangi dampak negatif situasi darurat melalui penanganan yang cepat, efektif, dan optimal dengan menempatkan risiko terburuk (*worst case scenario*). Melalui berbagai upaya yang dilakukan, PGN dapat mencegah terjadinya kecelakaan kerja bersifat fatal.

TARGET ACHIEVEMENT STRATEGY

The achievements in 2025 represent a strong step for PGN in balancing growth, resilience, and business sustainability amid the dynamics of change as we look toward the future. We have observed that customer demand for gas continues to increase, presenting promising business prospects. At the same time, however, this also brings increasingly complex challenges, including the impacts arising from operational activities. Therefore, we remain committed to realizing PGN's ambition to become a company that is environmentally responsible, socially accountable, and governed by strong corporate governance practices.

In line with the Gas Subholding ESG Roadmap 2025–2034, we have established 12 Sustainability Focus Areas as the main strategy for managing the impacts of our operations: increasing the use of natural gas during the energy transition, protecting nature, building cohesive and resilient community programs, and implementing responsible business practices.

The focus on building cohesive and resilient community empowerment programs forms part of our strategy to manage the social aspects of our operational impacts, primarily through the fulfillment of Corporate Social Responsibility (CSR). PGN allocates a portion of its Direct Economic Value Generated as social investment aimed at empowering more communities and supporting the implementation of a just energy transition, including improving access to clean energy. The Company has implemented CSR programs in accordance with its internal regulations, as set out in various Standard Operating Procedures and Work Instructions, to deliver positive impacts for both the community and the Company.

In addition to social aspect, we also place strong emphasis on OHS aspect by implementing the Health, Safety, Security, and Environment (HSSE) Management System which is developed in accordance with national regulations and international standards (ISO). OHS management is further supported by the HSSE Demo Room, which serves to strengthen the internalization of the HSSE culture and functions as an induction facility for workers regarding the 10 elements of the Corporate Life Saving Rules (CLSR). PGN also has an Emergency Response Guideline designed to reduce the negative impacts of emergency situations through rapid, effective, and optimal response measures based on a worst-case scenario approach. Through these various initiatives, PGN has been able to prevent the occurrence of fatal workplace accidents.

Fokus pada praktik bisnis yang bertanggung jawab, Perseroan memiliki Pedoman Perilaku Etika dan mewajibkan seluruh Perwira PGN mengisi pernyataan komitmen terhadap kode etik melalui aplikasi Compliance Online Systems (COMPOLS). Selain itu, Perusahaan memiliki Komitmen Kebijakan Mutu, HSSE, dan Anti-Penyuapan, yang disahkan pada 29 Agustus 2025 serta menerapkan Sistem Manajemen Risiko berbasis ISO 31000:2018 ke dalam seluruh operasional. PGN juga menerapkan Sistem Manajemen Kelangsungan Bisnis (SMKB) yang mengacu pada ISO 22301:2019 untuk satu siklus penuh, yang menandakan kesiapan PGN menghadapi ketidakpastian global maupun domestik, serta disrupsi bisnis.

Our focus on responsible business practices is implemented through the Code of Ethical Conduct, with all PGN personnel required to submit a statement of commitment to the code via the Compliance Online Systems (COMPOLS) application. In addition, the Company has established the Quality, HSSE, and Anti-Bribery Policy, which was ratified on August 29, 2025 and applies a Risk Management System based on ISO 31000:2018 across all operations. PGN also implements a Business Continuity Management System (BCMS) in accordance with ISO 22301:2019 for a full cycle, demonstrating PGN's readiness to face both global and domestic uncertainties, as well as potential business disruptions.

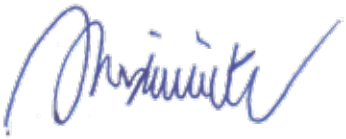
APRESIASI

Kami mengucapkan terima kasih kepada seluruh pemangku kepentingan atas dukungan, kerja sama, serta dedikasi dalam mendukung kinerja LST dan dampaknya pada kinerja finansial sepanjang 2025. Setiap capaian ini menjadi capaian kita bersama, untuk terus melangkah menjaga keseimbangan semua kinerja berdasarkan tata kelola yang kuat. Kami percaya bahwa keseimbangan dalam mengelola risiko, peluang, dan strategi juga menjadi landasan yang kuat dalam mencapai keberlanjutan. Maka, dengan dukungan segenap pemangku kepentingan, PGN siap melangkah menuju masa depan yang lebih hijau, inovatif, dan berkeadilan.

APPRECIATION

We would like to express our sincere appreciation to all stakeholders for their support, collaboration, and dedication in advancing ESG performance and its contribution to financial performance throughout 2025. Each of these achievements represents our collective success as we continue to move forward in maintaining balanced performance grounded in strong governance. We believe that maintaining balance in managing risks, opportunities, and strategies also serves as a solid foundation for achieving sustainability. With the continued support of all stakeholders, PGN is ready to move toward a greener, more innovative, and more equitable future.

Jakarta, 23 April 2026
Jakarta, April 23, 2026



Arief K. Risdianto
Direktur Utama
President Director

PERNYATAAN DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2025

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Perusahaan Gas Negara Tbk Tahun Buku 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 23 April 2026
Jakarta, April 23, 2026

Tony Setia Boedi Hoesodo
Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently serving as Independent Commissioner

Widjono Hardjanto
Komisaris Independen
Independent Commissioner

Conny Lolyta Rumondor
Komisaris Independen
Independent Commissioner

Rambe Kamarul Zaman
Komisaris
Commissioner

Edward Omar Sharif Hiariej
Komisaris
Commissioner

Thanon Aria Dewangga
Komisaris
Commissioner

STATEMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS ON RESPONSIBILITY FOR THE 2025 SUSTAINABILITY REPORT

We, the undersigned, declare that all the information included in the Sustainability Report of PT Perusahaan Gas Negara Tbk for the Fiscal Year of 2025 has been thoroughly disclosed and we are fully responsible for the veracity of the content of the Company's Sustainability Report.

This statement is made truthfully and with full responsibility.

Jakarta, 23 April 2026
Jakarta, April 23, 2026



Arief K. Risdianto
Direktur Utama
President Director



Mirza Mahendra
Direktur Strategi dan Pengembangan Bisnis
Director of Strategy and Business Development



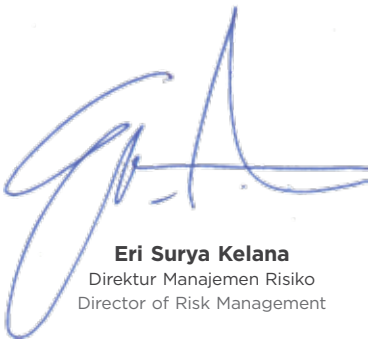
Hery Murahmanta
Direktur Infrastruktur dan Teknologi
Director of Infrastructure and Technology



Catur Dermawan
Direktur Keuangan
Director of Finance



Aldiansyah Idham
Direktur Komersial
Director of Commerce



Eri Surya Kelana
Direktur Manajemen Risiko
Director of Risk Management

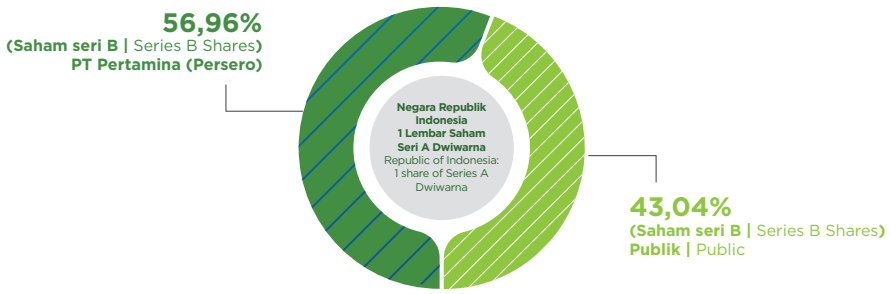


Rachmat Hutama
Direktur SDM dan Penunjang Bisnis
Director of HR and Business Support

PROFIL PERUSAHAAN
COMPANY PROFILE

INFORMASI UMUM DAN IDENTITAS PERUSAHAAN
GENERAL INFORMATION AND COMPANY IDENTITY

Nama Perusahaan [GRI 2-1] Company Name	**PT Perusahaan Gas Negara Tbk***
Tanggal Pendirian Date of Establishment	13 Mei 1965, berdasarkan Peraturan Pemerintah No. 19 tahun 1965 May 13, 1965, based on Government Regulation No. 19 of 1965
Bidang Usaha Line of Business	Transmisi dan Distribusi Gas Bumi Natural Gas Transmission and Distribution
Pelanggan Customers	• Sektor Komersial & Industri (Termasuk Kelistrikan, Pupuk, Smelter, dan Kilang) Commercial & Industrial Sector (Including Electricity, Fertilizer, Smelters, and Refineries) • Sektor Pelanggan Kecil Small Customer Sector • Sektor Rumah Tangga Household Sector
Sifat Kepemilikan dan Bentuk Hukum [GRI 2-1] Nature of Ownership and Legal Form	• PGN merupakan anak perusahaan BUMN, dengan kepemilikan saham Seri A Dwiwarna sebanyak 1 lembar oleh Negara Republik Indonesia, serta saham Seri B oleh PT Pertamina (Persero) sebanyak 13.809.038.755 lembar atau sebesar 56,96% dan Masyarakat sebanyak 10.432.469.440 lembar atau sebesar 43,04%. PGN is a subsidiary of a state-owned enterprise, with 1 share of Series A Dwiwarna owned by the Republic of Indonesia, as well as 13,809,038,755 Series B shares or 56.96% owned by PT Pertamina (Persero) and 10,432,469,440 shares or 43.04% owned by the public. • Bentuk Hukum: PGN merupakan perseroan terbatas berstatus terbuka (Tbk). Saham PGN dicatatkan di Bursa Efek di Indonesia pada 15 Desember 2003 dengan kode transaksi perdagangan "PGAS". Legal Form: PGN is a public limited company (Tbk). PGN shares were listed on the Indonesia Stock Exchange on December 15, 2003, with the trading code "PGAS".
Alamat Kantor Pusat [OJK C.2] [GRI 2-1] Head Office Address	Jl. K. H. Zainul Arifin No. 20 Jakarta 11140, Indonesia Telepon | Telephone : +62 21 633 4838 Surel | Email : pcc135@pertamina.com Situs | Website : www.pgn.co.id
Kepemilikan Saham [OJK C.3] [GRI 2-1] Shares Ownership	**Struktur Pemegang Saham Per 31 Desember 2025** Shareholder Structure as of December 31, 2025



Keterangan / Notes:

* Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa Perseroan tanggal 29 Desember 2025, Perseroan melakukan perubahan Anggaran Dasar untuk menyesuaikan dengan UU Nomor 16 Tahun 2025 tentang Perubahan Keempat atas UU Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara. Sehubungan dengan hal tersebut, nama Perseroan berubah dari sebelumnya PT Perusahaan Gas Negara Tbk menjadi PT Perusahaan Gas Negara (Persero) Tbk. Perubahan berlaku efektif sejak 29 Januari 2026 setelah memperoleh persetujuan Menteri Hukum Republik Indonesia.

Based on the resolution of the Company's Extraordinary General Meeting of Shareholders held on 29 December 2025, the Company amended its Articles of Association to align with Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 on State-Owned Enterprises. In relation to this, the Company's name changed from previously PT Perusahaan Gas Negara Tbk to PT Perusahaan Gas Negara (Persero) Tbk. The change became effective on 29 January 2026 after obtaining approval from the Minister of Law of the Republic of Indonesia.

SEKILAS PERUSAHAAN [OJK C.6]

Secara resmi Perseroan berdiri 13 Mei 1965, berdasarkan Peraturan Pemerintah No. 19 tahun 1965. Kemudian pada 1984 Perusahaan Gas Negara berganti menjadi Perusahaan Umum Gas Negara, dan berubah menjadi PT Perusahaan Gas Negara Tbk pada 2003. Selama periode pelaporan tidak ada perubahan tata kelola perusahaan yang signifikan.

Tahun 2025 Perseroan menerapkan fundamental strategi bisnis yang bertumpu pada 3 pilar utama: G-A-S.

COMPANY OVERVIEW [OJK C.6]

The Company was officially established on May 13, 1965, based on Government Regulation No. 19 of 1965. Then in 1984, Perusahaan Gas Negara changed its name to Perusahaan Umum Gas Negara, and became PT Perusahaan Gas Negara Tbk in 2003. During the reporting period, there were no significant changes in corporate governance.

In 2025, the Company implemented a fundamental business strategy based on 3 main pillars: G-A-S.

3 pilar utama: G-A-S
3 Main Pillars: G-A-S

G



Grow

Pilar G (*Grow and maintain existing businesses*), berfokus pada pengembangan bisnis eksisting yang mencakup pengembangan jaringan transmisi dan distribusi gas bumi nasional, perluasan jaringan gas rumah tangga (Jargas) di berbagai wilayah, pengembangan hulu migas serta transmisi minyak sebagai bentuk sinergi dengan Pertamina Group.

Pillar G (Grow and maintain existing businesses), focuses on developing existing businesses, including developing the national natural gas transmission and distribution network, expanding the household gas network (Jargas) in various regions, developing upstream oil and gas, and oil transmission as a form of synergy with the Pertamina Group.

A



Adapt

Pilar A (*Adapt and pursue adjacent opportunities*), mengarah pada pengembangan bisnis LNG *trading, hub* dan *storage* di pasar internasional, serta layanan solusi energi terintegrasi dalam menangkap peluang atas kebutuhan pasar.

Pillar A (Adapt and pursue adjacent opportunities), which focuses on developing LNG trading, hub and storage businesses in the international market, as well as integrated energy solution services to capture opportunities arising from market demand.

S



Step-Out

Pilar S (*Step-out and scale to new businesses*), yang mulai merambah ke bisnis rendah karbon (*low carbon businesses*) seperti pengembangan biomethane yang berkelanjutan, rencana bisnis transmisi CO_2 dalam ekosistem CCS/CCUS dan pengelolaan karbon, serta rencana pengembangan produk melalui hilirisasi gas bumi guna meningkatkan nilai tambah produk.

Pillar S (Step-out and scale to new businesses), which is beginning to venture into low carbon businesses such as sustainable biomethane development, CO_2 transmission business plans in the CCS/CCUS ecosystem and carbon management, as well as product development plans through natural gas downstreaming to increase product added value.

VISI [OJK C.1]
Vision

Menjadi penyedia solusi energi bersih untuk dunia yang lebih hijau dan berkelanjutan.

Becoming a provider of clean energy solutions for a greener and more sustainable world.

MISI
Mission

1. **Menyediakan energi berbasis gas yang memberi nilai tambah bagi seluruh pelanggan.**
   Providing gas-based energy that adds value for all customers.
2. **Mengakselerasi transisi energi di Indonesia.**
   Accelerating the energy transition in Indonesia.

SLOGAN
Tagline

"Connecting Indonesia to a Cleaner and Sustainable Energy Future"

TATA NILAI PERUSAHAAN
Corporate Values

Budaya Perusahaan
Corporate Culture

AKHLAK

01 AMANAH
Trustworthy

Memegang teguh kepercayaan yang diberikan.
Upholding the trust that has been entrusted to us.

02 KOMPETEN
Competent

Terus belajar dan mengembangkan kapabilitas.
Continuously learning and developing our capabilities.

03 HARMONIS
Harmonious

Saling peduli dan menghargai perbedaan.
Fostering mutual care and respect while embracing differences.

04 LOYAL
Loyal

Berdedikasi dan mengutamakan kepentingan bangsa dan negara.
Dedicated to prioritizing the best interests of the nation and the country.

05 ADAPTIF
Adaptive

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Continuously innovating and enthusiastically driving and responding to change.

06 KOLABORATIF
Collaborative

Membangun kerja sama yang sinergis.
Building synergistic collaboration.

TUJUAN UTAMA PERUSAHAAN
Company Core Purpose

Berkontribusi terhadap peningkatan ekonomi dan kehidupan yang lebih baik bagi masyarakat serta keberlanjutan alam, melalui penyediaan solusi energi bersih dengan berdasarkan prinsip pengelolaan perusahaan yang baik.

Contribute to economic improvement and a better life for the community and environmental sustainability by providing clean energy solutions based on sound corporate governance principles.

WILAYAH OPERASIONAL [OJK C.3] [GRI 2-1]

Wilayah operasional PGN termasuk Anak Perusahaan dan Afiliasinya berada di seluruh wilayah Indonesia dan terdapat satu wilayah operasi di luar negeri, yaitu pada Lapangan Fasken di Texas, Amerika Serikat yang dimiliki oleh PT Saka Energi Indonesia.

Wilayah kegiatan usaha niaga gas bumi di 18 provinsi dan 78 kota/kabupaten di Indonesia. Kegiatan operasional usaha niaga gas bumi PGN dikelola oleh Sales and Operation Region (SOR) yang terbagi dalam SOR I, II, dan III dengan rincian wilayah masing-masing SOR sebagai berikut:

1. Wilayah SOR I meliputi pulau Sumatra & Kepulauan Riau, dengan Area terdiri dari Medan, Palembang, Lampung, Pekanbaru, Dumai, Batam dan sekitarnya.
2. Wilayah SOR II meliputi provinsi Jawa Barat, DKI Jakarta, Banten, dengan Area terdiri dari Jakarta, Bogor, Tangerang, Cilegon, Bekasi, Karawang, Cirebon dan sekitarnya.
3. Wilayah SOR III meliputi provinsi Jawa Tengah, DI Yogyakarta, Jawa Timur, Bali, serta pulau Nusa Tenggara, Kalimantan, Sulawesi, Papua, dan kepulauan Maluku dengan Area terdiri dari Surabaya, Bojonegoro, Sidoarjo, Pasuruan, Semarang, Kalimantan (Balikpapan, Kutai Kartanegara, Tarakan) dan Kawasan Timur Indonesia (Makassar, Banggai dan Sorong).

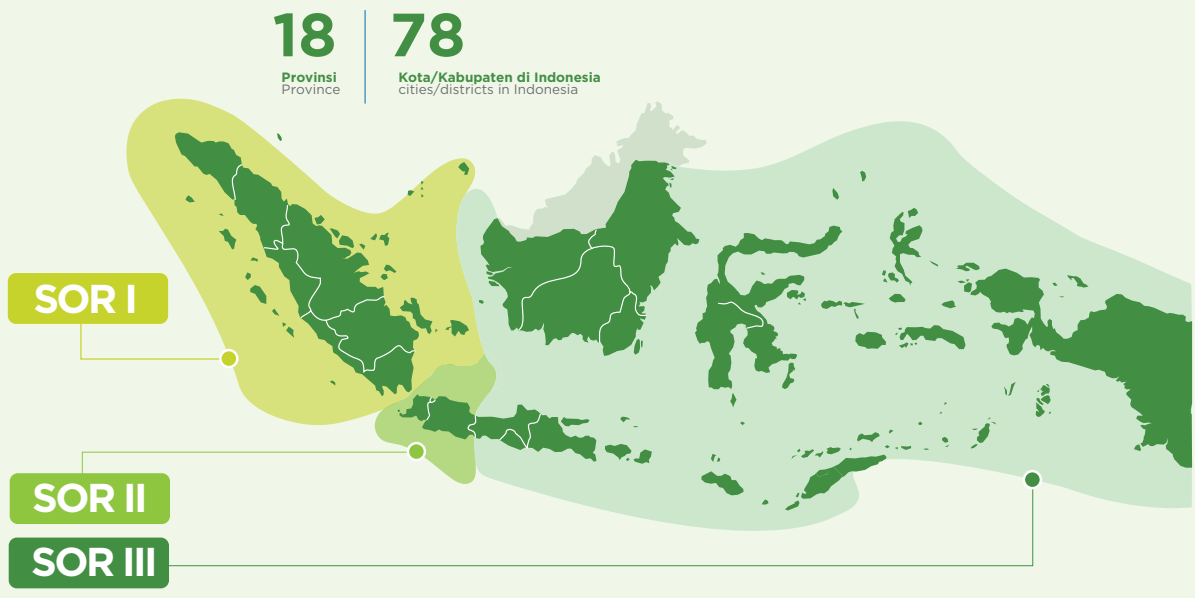
OPERATIONAL AREAS [OJK C.3] [GRI 2-1]

PGN's operational areas, including its subsidiaries and affiliates, span across Indonesia, with one international operational site located in the Fasken Field in Texas, USA, owned by PT Saka Energi Indonesia.

The natural gas trading activities cover 18 provinces and 78 cities/regencies in Indonesia, with operations managed by Sales and Operation Regions (SOR) divided into SOR I, II, and III. The specific regional details for each SOR are as follows:

1. SOR I Region covers the islands of Sumatra and Riau, with an area consisting of Medan, Palembang, Lampung, Pekanbaru, Dumai, Batam, and surrounding areas.
2. SOR II Region covers the provinces of West Java, DKI Jakarta, and Banten, with an area comprising Jakarta, Bogor, Tangerang, Cilegon, Bekasi, Karawang, Cirebon, and surrounding areas.
3. SOR III Region covers the provinces of Central Java, Yogyakarta, East Java, Bali, as well as the islands of Nusa Tenggara, Kalimantan, Sulawesi, Papua, and the Maluku Islands, with areas consisting of Surabaya, Bojonegoro, Sidoarjo, Pasuruan, Semarang, Kalimantan (Balikpapan, Kutai Kartanegara, Tarakan) and Eastern Indonesia (Makassar, Banggai and Sorong).

Peta Wilayah Operasi Niaga Gas Bumi PGN
Map of PGN Natural Gas Trading Operations



KEGIATAN, RANTAI NILAI, DAN RELASI BISNIS LAIN [OJK C.4] [GRI 2-6]

PGN menjalankan kegiatan usaha terkait dengan gas bumi dari sisi *upstream, midstream,* dan *downstream.* Kontribusi Entitas Anak dan Afiliasi dalam mendukung bisnis inti penyediaan gas bumi dilaksanakan melalui beberapa bidang usaha utama, yaitu bidang usaha hulu (*upstream*) yaitu eksplorasi dan produksi minyak dan gas bumi; bidang usaha *midstream* yaitu transportasi dan regasifikasi; bidang usaha hilir (*downstream*) yakni niaga gas bumi; dan bisnis pendukung (*support*).

Produk, Layanan, dan Kegiatan Usaha [GRI 2-6]

PGN menjalankan kegiatan usaha di bidang transmisi dan distribusi gas bumi. Pada bidang transmisi gas bumi, PGN dan Entitas Anak/Afiliasi memiliki jaringan pipa transmisi yang menghubungkan lokasi sumber gas bumi dengan lokasi pengguna akhir. Dalam bidang distribusi gas bumi, PGN berniaga dengan membeli gas bumi dari produsen lalu dijual ke berbagai segmen pengguna akhir, baik melalui moda pipa distribusi gas bumi, CNG, maupun LNG. Adapun jaringan pipa transmisi terdapat di Provinsi Aceh, Sumatra Utara, Riau, Jambi, Sumatra Selatan, Kepulauan Riau, Jawa Barat, Jawa Tengah, Jawa Timur, dan Kalimantan Timur.

Kegiatan usaha yang dijalankan Perseroan 2025:

1. Niaga Gas
   Pada bidang distribusi gas bumi, PGN membeli gas bumi dari berbagai produsen gas bumi untuk dijual ke berbagai segmen pengguna akhir gas bumi, baik melalui moda pipa distribusi gas bumi, CNG, maupun LNG.
2. Transmisi Gas
   Pada bidang bisnis transmisi gas bumi, PGN menyediakan fasilitas/infrastruktur yang dapat dimanfaatkan oleh pemilik gas (*shipper)*, sehingga gas bumi dapat dialirkan secara aman dan andal.
3. Transportasi Minyak
   PGN melalui Anak Perusahaannya yaitu PERTAGAS menjalankan bisnis di bidang transportasi minyak bumi.
4. Eksplorasi dan Produksi Gas dan Minyak Bumi
   Dijalankan oleh PGN melalui anak perusahaan, yakni SAKA melalui pengelolaan 10 wilayah kerja domestik dan 1 wilayah kerja internasional. Melalui SAKA, Perseroan melaporkan cadangan migas secara resmi menggunakan metode *proven reserves* (1P) dengan per 31 Desember 2025 terdiri dari 13,720 MBBLs minyak dan kondensat serta 92,940 MBOE gas bumi. Dominasi portofolio gas bumi tersebut mendukung profil intensitas emisi GRK yang relatif lebih rendah dibandingkan rata-rata pelaku industri berbasis minyak.

ACTIVITIES, VALUE CHAIN, AND OTHER BUSINESS RELATIONSHIPS [OJK C.4] [GRI 2-6]

PGN conducts business activities related to natural gas from both the upstream, midstream, and downstream sides. The contribution of Subsidiaries and Affiliates in supporting the core business of natural gas supply is carried out through several main business areas, namely the upstream business area, which is oil and natural gas exploration and production, the midstream business area, which is transportation and regasification; the downstream business area, which is natural gas trading; and supporting businesses.

Products, Services, and Business Activities [GRI 2-6]

PGN conducts business activities in the field of natural gas transmission and trading. In the field of natural gas transmission, PGN and its subsidiaries/affiliates have a transmission pipeline network that connects natural gas sources with end users. In the natural gas trading sector, PGN purchases natural gas from producers and then sells it to various end-user segments, either through pipelines, CNG, or LNG. The transmission pipeline network is located in the Provinces of Aceh, North Sumatra, Riau, Jambi, South Sumatra, Riau Islands, West Java, Central Java, East Java, and East Kalimantan.

Business activities carried out by the Company in 2025:

1. Gas Trading
   In the natural gas business, PGN purchases natural gas from various natural gas producers to sell to various end-user segments, either through natural gas distribution pipelines, CNG, or LNG.
2. Gas Transmission
   In the natural gas transmission business, PGN provides facilities/infrastructure that can be utilized by gas owners (shippers), so that natural gas can be transported safely and reliably.
3. Oil Transportation
   PGN, through its subsidiary PERTAGAS, operates in the field of oil transportation.
4. Gas and Oil Exploration and Production
   Operated by PGN through its subsidiary, SAKA, which manages 10 domestic working areas and 1 international working area. Through SAKA, the Company officially reports its oil and gas reserves using the proven reserves (1P) method, which as of December 31, 2025, consisted of 13,720 MBBLs of oil and condensate and 92,940 MBOE of natural gas. The dominance of the natural gas portfolio supports a relatively lower GHG emission intensity profile compared to the average oil-based industry players.

5. Bisnis Lainnya
   Bidang bisnis lainnya meliputi regasifikasi LNG, pemrosesan LPG, *engineering, procurement, construction, property management,* layanan jaringan telekomunikasi yang andal, serta penyediaan tenaga kerja yang ahli di bidangnya dikelola oleh entitas anak/afiliasi.

5. Other Businesses
   Other business areas include LNG regasification, LPG processing, engineering, procurement, construction, property management, reliable telecommunications network services, and the provision of skilled labor in their respective fields, which are managed by subsidiaries/affiliates.

Produk yang Dipasarkan:
Marketed Products:

gasline	Solusi pemanfaatan energi terintegrasi yang andal dan berfokus pada pelanggan melalui *excellent customer experience* untuk segmen pelanggan komersial dan industri.	Reliable, customer-focused integrated energy solutions through excellent customer experience for commercial and industrial customers.
gaskita	Solusi pemanfaatan energi yang mudah, ekonomis, dan ramah lingkungan untuk segmen pelanggan rumah tangga dan pelanggan kecil.	An easy, economical, and environmentally friendly energy solution for residential and small business customers.
gasku	Solusi penyediaan bahan bakar gas yang bersih, ramah lingkungan, dan efisien dengan moda CNG untuk segmen pelanggan transportasi.	Gasku: Clean, environmentally friendly, and efficient gas fuel supply solutions using CNG for the transportation customer segment.
gaslink	Solusi penyediaan gas bumi untuk lokasi tanpa jaringan distribusi gas bumi melalui *Gas Transport Module* (GTM), yaitu kendaraan yang membawa gas bumi dengan moda CNG untuk segmen pelanggan industri, komersial dan UMKM.	A solution for supplying natural gas to locations without a natural gas distribution network through the Gas Transport Module (GTM), which is a vehicle that transports natural gas in CNG form to industrial, commercial, and MSME customers.

Informasi lebih lanjut terkait produk, layanan, dan kegiatan usaha Perseroan dapat diakses pada Laporan Tahunan PGN 2025.
Further information regarding the Company's products, services, and business activities can be accessed in PGN's 2025 Annual Report.

Rantai Nilai dan Relasi Bisnis [GRI 2-6]

Hingga akhir 2025 Perseroan menguasai 97% dari total infrastruktur gas bumi di Indonesia guna melayani lebih dari 830.391 pelanggan. Penguasaan pasar gas bumi PGN mencapai 91,36% melalui volume penyaluran gas bumi sebesar 836,02 BBTUD dan volume transmisi sebesar 1.609,29 MMSCFD.

Melalui transmisi dan distribusi gas bumi, PGN menciptakan rantai nilai kepada para pelanggan, meliputi pelanggan sektor industri dan pembangkit listrik, komersial, dan rumah tangga. Perseroan juga membangun rantai nilai dengan pemasok lokal, dengan target Tingkat Komponen Dalam Negeri (TKDN) sebesar 40% di 2025. Adapun capaian komitmen TKDN adalah sebesar 62,21%. Pengungkapan informasi pelibatan pemasok lokal disampaikan pada bahasan mengenai Dampak Ekonomi Tidak Langsung dalam laporan ini.

Value Chain and Business Relationships [GRI 2-6]

By the end of 2025, the Company accounted for 97% of Indonesia's natural gas infrastructure, providing services to over 830,391 customers. PGN achieved a 91.36% share of the natural gas market, with gas distribution volumes totaling 836.02 BBTUD and transmission volumes of 1,609.29 MMSCFD.

Through natural gas transmission and distribution, PGN creates value chains for its customers, including industrial and power plant customers, commercial customers, and households. The Company also builds value chains with local suppliers, with a target of 40% Local Content Level (TKDN) in 2025. The actual realization of TKDN commitment is 62.21%. Disclosure of information on the involvement of local suppliers is presented in the discussion on Indirect Economic Impact in this report.

SKALA USAHA [OJK C.3] [GRI 2-7]
SCALE OF OPERATIONS

Jumlah Pekerja
Number of Workers

Pekerja Perjanjian Kerja Waktu Tidak Tertentu (PKWTT)/Pekerja Tetap (Orang)
Indefinite Term Employment Agreement (PKWTT) Workers/Permanent Workers (Person)

	2024*	2023*
2.584	2.536	2.518

Pekerja Perjanjian Kerja Waktu Tertentu (PKWT)/Pekerja Temporer (Orang)
Fixed-term Contract Workers (PKWT)/ Temporary Workers

	2024*	2023*
151	174	173

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.



Tingkat Penjualan
Sales Growth Rate

Volume Penjualan Gas (BBTUD)
Gas Sales Volume (BBTUD)

	2024	2023
836,02	852,22	923,44

Pendapatan Usaha
Business Revenue

Total Pendapatan (Juta USD)
Total Revenue (Million USD)

	2024	2023
3.975,92	3.788,62	3.646,30

Laba Bersih (Juta USD)
Net Profit (USD Million)

	2024	2023
215,36	339,43	278,09

Total Aset dan Total Kapitalisasi
Total Assets and Total Capitalization

Total Aset (Juta USD)
Total Assets (Million USD)

	2024	2023
6.232,39	6.415,95	6.599,24

Total Liabilitas (Juta USD)
Total Liabilities (Million USD)

	2024	2023
2.624,55	2.744,42	3.058,84

Total Ekuitas (Juta USD)
Total Equity (Million USD)

	2024	2023
3.607,84	3.671,53	3.540,40

JUMLAH DAN KOMPOSISI PEKERJA
[OJK C.3]

Pekerja PGN [GRI 2-7, 405-1]
Pekerja Subholding Gas merupakan pekerja PGN dan pekerja entitas lain di Pertamina Grup yang ditugaskan di Subholding Gas sebagai Pekerja dengan Perjanjian Kerja Waktu Tidak Tertentu (PKWTT). Mereka seluruhnya bekerja penuh waktu. Pengungkapan informasi Pekerja PGN, diperoleh dari data yang tercatat pada Fungsi Human Capital Management (HCM), per 31 Desember 2025. Laporan pada bagian ini menampilkan komposisi Pekerja Subholding Gas dan Pekerja PGN berdasarkan jenis kelamin, status kepegawaian, penempatan, tingkat jabatan, kelompok usia, dan tingkat pendidikan. Perbedaan komposisi jenis kelamin di PGN tidak mengindikasikan adanya bias, melainkan kemungkinan besar dipengaruhi oleh karakteristik industri energi gas yang secara umum lebih diminati oleh tenaga kerja laki-laki.

Tenaga Kerja yang bukan Pekerja PGN [GRI 2-8]
Perusahaan memastikan senantiasa mematuhi seluruh regulasi ketenagakerjaan yang berlaku dan tidak melakukan praktik-praktik ketenagakerjaan yang melanggar Hak Asasi Manusia (HAM), baik untuk Pekerja yang memiliki hubungan kontraktual langsung dengan PGN maupun Pekerja yang memiliki hubungan kontraktual dengan pihak lain namun bekerja di PGN. Sebagian tenaga kerja tersebut bekerja berdasarkan kontrak jasa pemborongan dan ditempatkan di seluruh wilayah operasi PGN. Jumlah tenaga kerja kontrak tersebut dapat mengalami fluktuasi, sejalan dengan masa berlaku kontrak yang efektif pada periode pelaporan.

NUMBER AND COMPOSITION OF WORKERS
[OJK C.3]

PGN employees [GRI 2-7, 405-1]
Subholding Gas employees consist of PGN employees and employees of other entities within the Pertamina Group who are assigned to the Gas Subholding as Indefinite Term Employment Agreement (PKWTT) Workers. All of them work on a full-time basis. Disclosure of information regarding PGN employees is based on data recorded by the Human Capital Management (HCM) function as of December 31, 2025. The section in this report presents the composition of Subholding Gas Employees and PGN Employees based on gender, employment status, placement, job level, age group, and education level. The gender composition at PGN does not indicate any bias; rather is most likely influenced by the characteristics of the natural gas industry, which is generally more attractive to male workers.

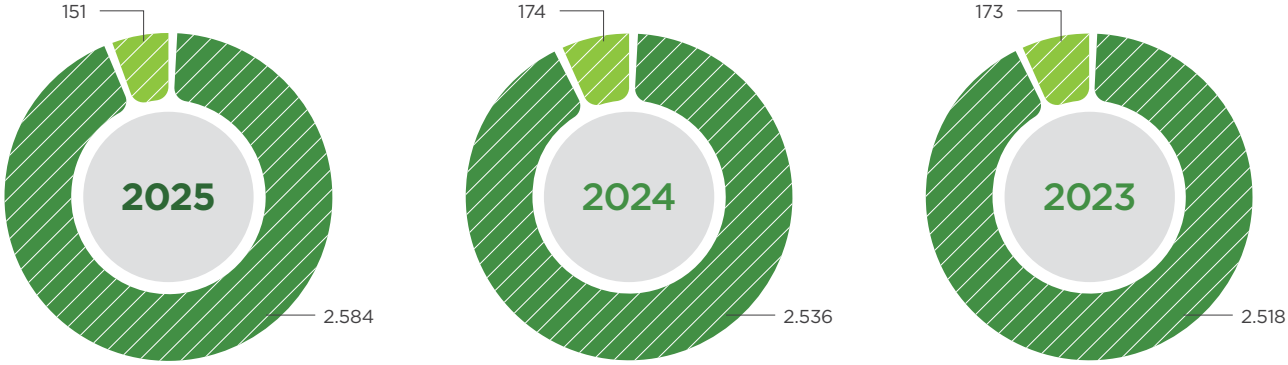
PGN Non-Employee Workers [GRI 2-8]
The Company ensures compliance to all applicable labor regulations and do not engage in labor practices that violate human rights for both workers with a direct contractual agreement with PGN and workers with a contractual agreement with a third party that is working in PGN. Some of these workers are employed under service contracts in each of PGN's operating areas. Fluctuations in their numbers are based on the effective contract period during the reporting period.





Jumlah pekerja Subholding Gas Berdasar Status Kepegawaian dan Jenis Kelamin
Number of Gas Subholding Employees Based on Employment Status and Gender

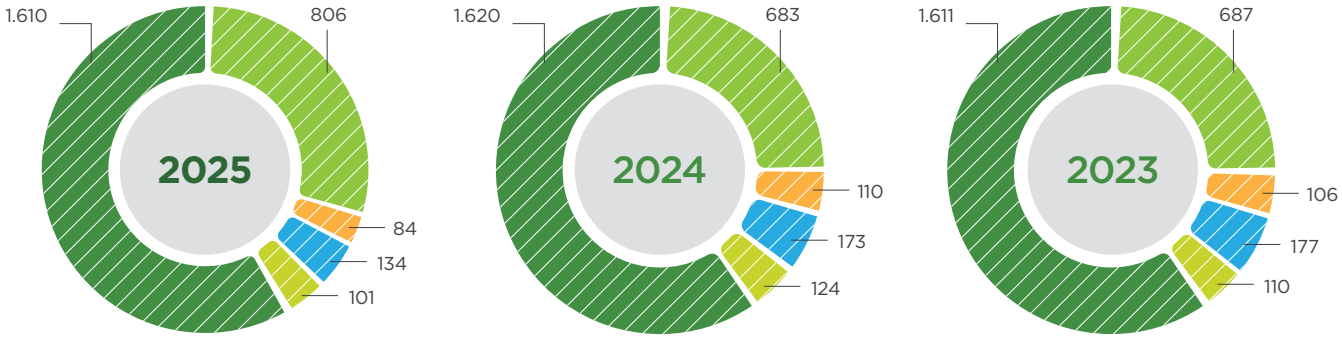
Status Kepegawaian Employment Status	2025			2024*			2023*		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Pekerja Perjanjian Kerja Waktu Tidak Tertentu (PKWTT)/Pekerja Tetap Permanent Employees (PKWTT)/ Permanent Workers	1.916	668	2.584	1.913	623	2.536	1.900	618	2.518
Pekerja Perjanjian Kerja Waktu Tertentu (PKWT)/Pekerja Temporer Fixed-Term Employees (PKWT)/ Temporary Workers	128	23	151	144	30	174	145	28	173
Jumlah **Total**	**2.044**	**691**	**2.735**	**2.057**	**653**	**2.710**	**2.045**	**646**	**2.691**



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

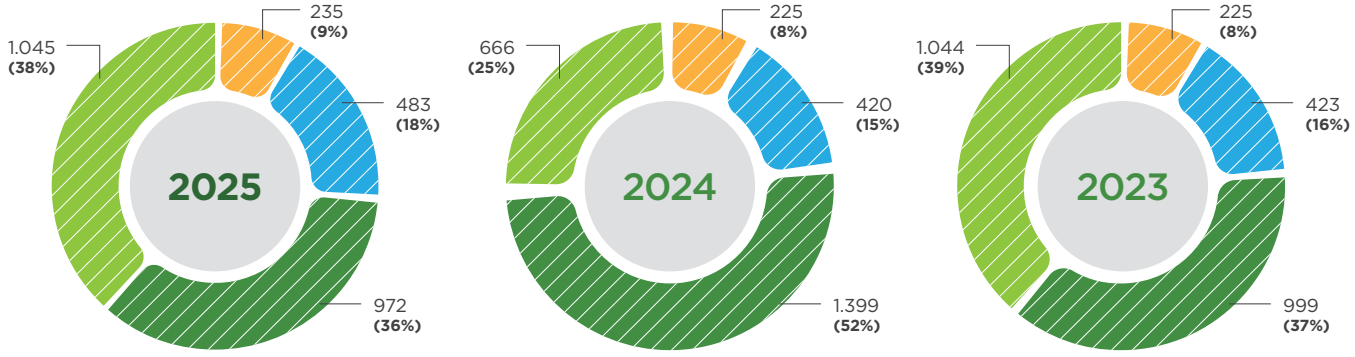
Jumlah Pekerja Subholding Gas Berdasar Penempatan (Region) dan Jenis Kelamin
Number of Gas Subholding Employees Based on Placement (Region) and Gender

Sales and Operation Region (SOR)	2025			2024*			2023*		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Kantor Pusat Head Office	586	220	806	483	200	683	475	212	687
SOR I	53	31	84	77	33	110	75	31	106
SOR II	93	41	134	130	43	173	133	44	177
SOR III	71	30	101	91	33	124	83	27	110
Anak Perusahaan dan Afiliasi Subsidiaries and Affiliates	1.241	369	1.610	1.276	344	1.620	1.279	332	1.611
Jumlah Total	**2.044**	**691**	**2.735**	**2.057**	**653**	**2.710**	**2.045**	**646**	**2.691**



Jumlah pekerja Subholding Gas Berdasar Jenjang Jabatan dan Jenis Kelamin
Number of Gas Subholding Employees Based on Position Level and Gender

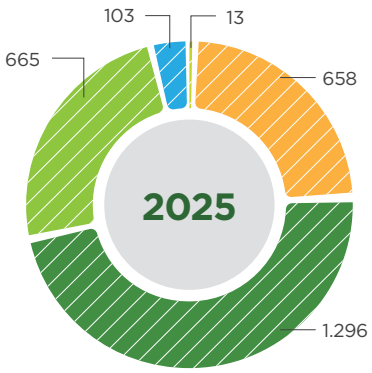
Jenjang Jabatan Position Level	2025			2024*			2023*		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Manajemen Puncak (*Executive Level*)	186 (9%)	49 (7%)	235 (9%)	174 (8%)	51 (8%)	225 (8%)	173 (8%)	52 (8%)	225 (8%)
Manajemen Madya (*Senior-Level*)	368 (18%)	115 (17%)	483 (18%)	333 (16%)	87 (13%)	420 (15%)	335 (16%)	88 (14%)	423 (16%)
Manajemen Dasar (*Mid-Level*)	721 (35%)	251 (36%)	972 (36%)	1.053 (51%)	346 (53%)	1.399 (52%)	743 (36%)	256 (40%)	999 (37%)
Pelaksana (*Staff*)	769 (38%)	276 (40%)	1.045 (38%)	497 (24%)	169 (26%)	666 (25%)	794 (39%)	250 (39%)	1.044 (39%)
Jumlah Total	**2.044 (100%)**	**691 (100%)**	**2.735 (100%)**	**2.057 (100%)**	**653 (100%)**	**2.710 (100%)**	**2.045 (100%)**	**646 (100%)**	**2.691 (100%)**



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

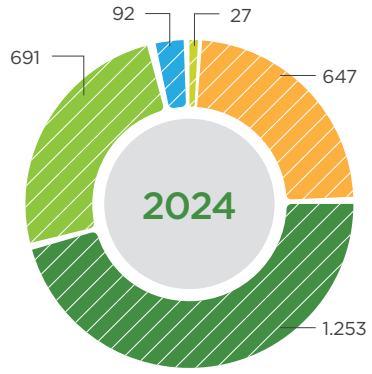
Jumlah Pekerja Subholding Gas Berdasar Kelompok Usia dan Jenis Kelamin 2025
Number of Gas Subholding Employees Based on Age Group and Gender in 2025

Rentang Usia (Tahun) Age Range (Years)	Level Jabatan Position Level								Jumlah Total
	Entry Level		Mid-Level		Senior Level		Executive Level		
18-24	6	6	1	0	0	0	0	0	13
25-34	285	149	121	69	18	9	6	1	658
35-44	355	96	396	134	181	59	59	16	1.296
45-54	102	23	171	40	156	39	105	29	665
>55	21	2	32	8	13	8	16	3	103
Jumlah Total	**769**	**276**	**721**	**251**	**368**	**115**	**186**	**49**	**2.735**



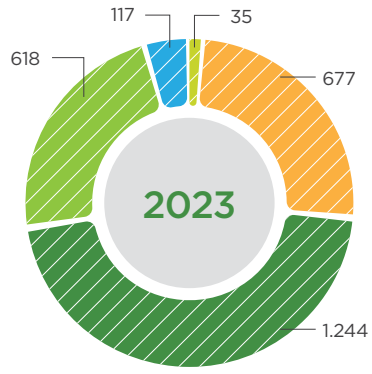
Jumlah Pekerja Subholding Gas Berdasar Kelompok Usia dan Jenis Kelamin 2024*
Number of Gas Subholding Employees Based on Age Group and Gender in 2024

Rentang Usia (Tahun) Age Range (Years)	Level Jabatan Position Level								Jumlah Total
	Entry Level		Mid-Level		Senior Level		Executive Level		
18-24	12	11	1	3	0	0	0	0	27
25-34	231	121	194	85	9	7	0	0	647
35-44	151	28	605	196	160	41	55	17	1.253
45-54	79	7	227	52	151	35	109	31	691
>55	24	2	26	10	13	4	10	3	92
Jumlah Total	**497**	**169**	**1.053**	**346**	**333**	**87**	**174**	**51**	**2.710**



Jumlah Pekerja Subholding Gas Berdasar Kelompok Usia dan Jenis Kelamin 2023*
Number of Gas Subholding Employees Based on Age Group and Gender in 2023

Rentang Usia (Tahun) Age Range (Years)	Level Jabatan Position Level								Jumlah Total
	Entry Level		Mid-Level		Senior Level		Executive Level		
18-24	19	16	0	0	0	0	0	0	35
25-34	356	131	105	57	17	9	1	1	677
35-44	268	72	448	153	183	43	58	19	1.244
45-54	120	25	161	41	118	32	92	29	618
>55	31	6	29	5	17	4	22	3	117
Jumlah Total	**794**	**250**	**743**	**256**	**335**	**88**	**173**	**52**	**2.691**



Keterangan / Note:

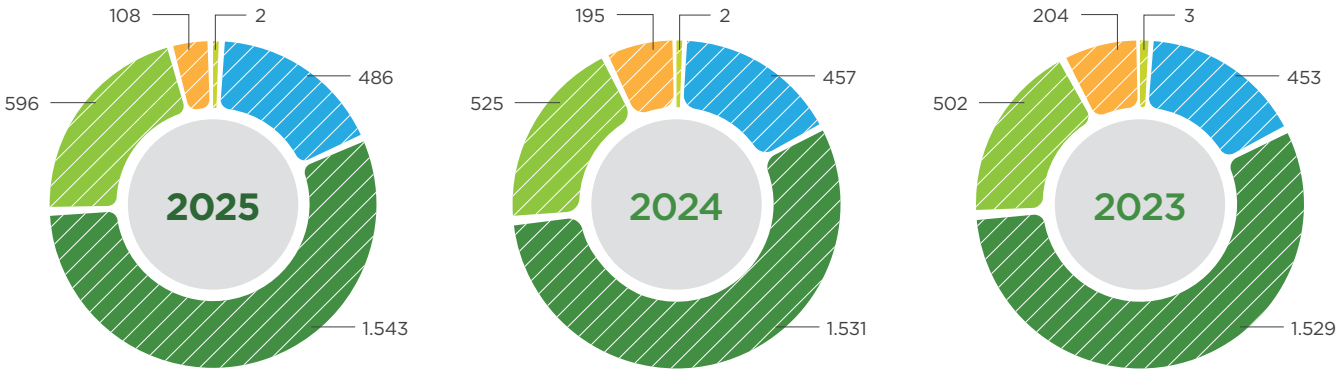
Laki-Laki
Male

Perempuan
Female

* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Jumlah Pekerja Subholding Gas Berdasar Jenjang Pendidikan dan Jenis Kelamin
Number of Gas Subholding Employees by Education Level and Gender

Jenjang Pendidikan Level of Education	2025			2024*			2023*		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Strata 3 (S3) Doctorate (PhD)	2	0	2	2	0	2	3	0	3
Strata 2 (S2) Master's Degree	357	129	486	344	113	457	335	118	453
Strata 1 (S1) Bachelor's Degree	1.113	430	1.543	1.118	413	1.531	1.126	403	1.529
Diploma	479	117	596	413	112	525	394	108	502
SLTA/Sederajat High School/Equivalent	93	15	108	180	15	195	187	17	204
Jumlah Total	**2.044**	**691**	**2.735**	**2.057**	**653**	**2.710**	**2.045**	**646**	**2.691**



Pekerja Bukan pekerja PGN per Entitas
Non-PGN Employees by Entity

Uraian Description	2025	2024	2023
PT Perusahaan Gas Negara Tbk	-	14	-
PT Pertamina Gas	82	98	98
PT Saka Energi Indonesia	26	29	33
PT PGAS Solution	-	-	12
PT PGN LNG Indonesia	-	-	1
PT Permata Graha Nusantara	41	33	29
PT PGAS Telekomunikasi Nusantara	2	-	-
Jumlah Total	**151**	**174**	**173**

Perbandingan jumlah Pegawai PKWT dan PKWTT
Comparison of the Number of PKWT and PKWTT Employees



Jumlah Pekerja Lain Bukan pekerja PGN
Number of Other Non-PGN Officers

2.584
Jumlah Pekerja PKWTT 2025
Number of PKWTT Employees 2025

151
Jumlah Pekerja PKWT 2025
Number of PKWT Employees 2025

6%
Persentase Pekerja (PKWT Terhadap PKWTT)
Percentage of Employees (PKWT/PKWTT)

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
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KEANGGOTAAN PADA ASOSIASI [OJK C.5][GRI 2-28]
MEMBERSHIP IN THE ASSOCIATION

Forum Hukum Badan Usaha Milik Negara (BUMN) State-Owned Enterprise Legal Forum (BUMN)	Asosiasi Emiten Indonesia Indonesian Issuers Association	National Investor Relations Institute
Forum Human Capital Indonesia (FHCI) Indonesian Human Capital Forum (FHCI)	The Institute of Internal Auditors Indonesia	Forum Komunikasi Satuan Pengawasan Intern (FKSPI) Internal Oversight Communication Forum (FKSPI)
Ikatan Perusahaan Gas Bumi Indonesia (IPGI) Indonesian Natural Gas Companies Association (IPGI)	Indonesia Gas Society (IGS)	Ikatan Akuntan Indonesia Indonesian Institute of Accountants
Indonesian Industrial Hygiene Association (IIHA)	Asosiasi Investor Relations Indonesia (AIIR) Indonesian Investor Relations Association (AIIR)	Indonesia Carbon Capture and Storage Center (ICCS Center)

Keterangan: PGN berperan sebagai anggota aktif pada seluruh keanggotaan asosiasi.
Description: PGN plays an active role in all of the association's activities.

AKSES INFORMASI
ACCESS TO INFORMATION

Informasi terkait PGN dapat diakses dan diperoleh melalui kanal-kanal berikut:
Information related to PGN can be accessed and obtained through the following channels:

135	pcc135@pertamina.com	Perusahaan Gas Negara
+6221 633 4838	@gas_negara	@Gas_Negara
www.pgn.co.id	@PerusahaanGasNegaraPGN	

AMBISI, FOKUS, DAN STRATEGI KEBERLANJUTAN

AMBITION, FOCUS, AND SUSTAINABILITY STRATEGY



01

AMBISI, FOKUS, DAN STRATEGI KEBERLANJUTAN [OJK A.1]
AMBITION, FOCUS, AND SUSTAINABILITY STRATEGY

PGN, sebagai Subholding Gas Pertamina, terus memperkuat penerapan keberlanjutan sebagai pondasi menjalankan bisnis gas bumi secara bertanggung jawab. Kami menciptakan nilai jangka panjang bagi pemangku kepentingan dan pengembangan bisnis berkelanjutan yang fokus terhadap aspek Lingkungan, Sosial, dan Tata Kelola (LST).

PGN, as Pertamina's Gas Subholding, continues to strengthen the implementation of sustainability as the foundation for conducting its natural gas business responsibly. We create long-term value for our stakeholders and drive sustainable business development focused on Environmental, Social, and Governance (ESG) aspects.

FOKUS KEBERLANJUTAN

PGN memperkuat penerapan keberlanjutan dengan menyusun ESG *Roadmap* Subholding Gas Tahun 2025–2034. Peta jalan ini menjadi landasan guna mewujudkan tujuan keberlanjutan jangka panjang yang berorientasi pada pertumbuhan ekonomi, perlindungan lingkungan, dan kesejahteraan sosial yang lebih inklusif. Dengan demikian PGN berkontribusi pada pencapaian TPB 2030 dengan menetapkan 12 Fokus Keberlanjutan untuk mencapai target di 2034.

FOCUS ON SUSTAINABILITY

PGN has strengthened its sustainability implementation by developing the Subholding Gas ESG Roadmap 2025-2034. This roadmap serves as the foundation for realizing long-term sustainability goals aligned with economic growth, environmental protection, and more inclusive social welfare. In this way, PGN contributes to the achievement of the 2030 SDGs by establishing 12 Sustainability Focus Areas to achieve the 2034 targets.

Lingkungan, Sosial, dan Tata Kelola (LST)
Environmental, Social, and Governance (ESG)

12 Fokus Keberlanjutan Subholding Gas 2025 - 2034
12 Sustainability Focus Areas of Gas Subholding 2025 - 2034

Lingkungan
Environmental

01 **Energi & Emisi**
Energy & Emissions

02 **Limbah & Efluen**
Waste & Effluent

03 **Keanekaragaman Hayati & Penggunaan Lahan**
Biodiversity & Land Use

Sosial
Social

04 **Ketenagakerjaan**
Employment

05 **Kesehatan & Keselamatan Kerja (K3)**
Occupational Health & Safety (OHS)

06 **Pengelolaan Integritas Aset**
Asset Integrity Management

07 **Hubungan dengan Masyarakat**
Community Relations

Tata Kelola
Governance

08 **Privasi & Keamanan Data**
Data Privacy & Security

09 **Tata Kelola & Etika Bisnis**
Governance & Business Ethics

10 **Pengelolaan Rantai Nilai**
Value Chain Management

11 **Produk & Layanan Keberlanjutan**
Sustainability Products & Services

12 **Aksesibilitas**
Accessibility

Melalui 12 fokus keberlanjutan, PGN menyusun 38 inisiatif keberlanjutan yang mendukung pencapaian TPB sebagai berikut:

Through 12 sustainability focuses, PGN has developed 38 sustainability initiatives that support the achievement of the SDGs as follows:

No.	Inisiatif Initiative	Mendukung SDGs Supporting SDGs
1.	Melakukan inventarisasi data penggunaan energi berdasarkan sumber energi Conducting an inventory of energy usage data based on energy sources	
2.	Melakukan inventarisasi sumber-sumber emisi GRK dan Non-GRK Conducting an inventory of GHG and non-GHG emission sources	
3.	Melakukan inisiatif terhadap pengurangan energi Implementing initiatives to reduce energy consumption	
4.	Melakukan inisiatif terhadap pengurangan emisi Implementing initiatives to reduce emissions	
5.	Melakukan inventarisasi dalam limbah B3 maupun Non-B3 Conducting an inventory of hazardous and non-hazardous waste	
6.	Melakukan inventarisasi dalam pengambilan, konsumsi dan daur ulang air maupun efluen Conducting an inventory of water and effluent collection, consumption, and recycling	
7.	Melakukan inisiatif terhadap pengurangan limbah B3 dan Non-B3 Implementing initiatives to reduce hazardous and non-hazardous waste	
8.	Melakukan inisiatif terhadap penggunaan air dan konsumsi air Implementing initiatives for water use and consumption	
9.	Melakukan penyusunan sertifikasi *Biodiversity Action Plan* (BAP) untuk area prioritas dan proyek baru yang berdekatan atau *overlay significant area* Preparing Biodiversity Action Plan (BAP) certification for priority areas and new projects adjacent to or overlapping significant areas	
10.	Melakukan konservasi keanekaragaman hayati Conserving biodiversity	
11.	Melakukan evaluasi audit internal dan eksternal Conduct internal and external audits	
12.	Menjalankan kebijakan Hak Asasi Manusia dan menciptakan lingkungan kerja yang inklusif, beragam, dan setara Implement human rights policies and create an inclusive, diverse, and equitable work environment	
13.	Meningkatkan kapasitas dan kesejahteraan pekerja melalui dukungan yang komprehensif Improve worker capacity and welfare through comprehensive support	
14.	Melaksanakan program akselerator persiapan kompetensi dan keterampilan pekerja yang berkaitan dengan pengembangan bisnis baru Implementing competency and skill preparation accelerator programs for workers related to new business development	
15.	Menyelenggarakan program kesiapan pensiun pekerja untuk memastikan pekerja merasa aman, sejahtera, dan siap menjalani kehidupan yang berkualitas di masa pensiun Organizing worker retirement readiness programs to ensure workers feel secure, prosperous, and ready to live a quality life in retirement	

No.	Inisiatif Initiative	Mendukung SDGs Supporting SDGs
16.	Menciptakan hubungan industrial yang harmonis yang menghargai hak-hak pekerja dan kepentingan Perusahaan Creating harmonious industrial relations that respect workers' rights and the interests of the Company	
17.	Menjalankan Sistem Manajemen Keselamatan dan Kesehatan Kerja (K3) yang terintegrasi di seluruh wilayah Sales and Operation Region (SOR) Implementing an integrated Occupational Health and Safety (OHS) Management System across all Sales and Operation Regions (SORs)	
18.	Meningkatkan Pelatihan dan Kompetensi K3 Improving OHS Training and Competency	
19.	Melaksanakan *Emergency Responses and Crisis Management* (ERCM) yang terintegrasi Implementing integrated Emergency Responses and Crisis Management (ERCM)	
20.	Memberikan layanan dan promosi kesehatan untuk meningkatkan kualitas hidup pekerja Providing health services and promotions to improve workers' quality of life	
21.	Menjalankan Sistem Manajemen Aset yang terintegrasi Implementing an integrated Asset Management System	
22.	Meningkatkan kualitas inspeksi, pemeliharaan, dan monitoring asset Improving the quality of asset inspection, maintenance, and monitoring	
23.	Menjalankan Program *Community Involvement and Development* (CID) yang berfokus pada: Implementing a Community Involvement and Development (CID) Program focused on: • Energi Bersih dan Terbarukan Clean and Renewable Energy • Kesetaraan Gender Gender Equality • Sistem Pangan Berkelanjutan Sustainable Food Systems • Berkurangnya Kesenjangan Reduced Inequalities • Mengakhiri Kemiskinan End Poverty	
24.	Pelibatan, komunikasi, dan konsultasi masyarakat dalam proses pelaksanaan CID, kesiapsiagaan tanggap darurat, maupun isu operasional lainnya Community involvement, communication, and consultation in the implementation of CID, emergency preparedness, and other operational issues	
25.	Memberikan peluang pengadaan lokal kepada masyarakat di sekitar wilayah operasional Providing local procurement opportunities to communities in the vicinity of operational areas	
26.	Menyediakan akses terhadap layanan dasar bagi masyarakat Providing access to basic services for the community	
27.	Melaksanakan pelatihan/sosialisasi untuk privasi data, keamanan data, serta *cybersecurity* untuk pekerja Conducting training/socialization on data privacy, data security, and cybersecurity for workers	
28.	Menyusun serta mengimplementasikan kebijakan dan strategi pengelolaan keamanan data pekerja, data pelanggan, serta *cybersecurity* Developing and implementing policies and strategies for managing worker data security, customer data, and cybersecurity	
29.	Monitoring dan evaluasi privasi data, keamanan data, dan *cybersecurity* Monitoring and evaluation of data privacy, data security, and cybersecurity	
30.	Mengadakan sosialisasi *Good Corporate Governance* (GCG) dan *Code of Conduct* (CoC) kepada pekerja Conducting socialization of Good Corporate Governance (GCG) and Code of Conduct (CoC) to employees	
31.	Menjalankan sistem manajemen anti korupsi Implementing an anti-corruption management system	
32.	Menerapkan *whistleblowing system* (WBS) sebagai saluran pelaporan yang dapat diakses oleh seluruh pemangku kepentingan Implementing a whistleblowing system (WBS) as a reporting channel accessible to all stakeholders	

No.	Inisiatif Initiative	Mendukung SDGs Supporting SDGs
33.	Menerapkan *supplier engagement* Implementing supplier engagement	
34.	Menerapkan kebijakan sosial dan lingkungan pada pemasok Implementing social and environmental policies for suppliers	
35.	Mengembangkan produk berkelanjutan Developing sustainable products	
36.	Mengembangkan bisnis berkelanjutan Developing sustainable businesses	
37.	Mengintegrasikan risiko ESG secara kuantitatif dalam manajemen risiko Perusahaan Integrating ESG risks quantitatively into the Company's risk management	
38.	Peningkatan aksesibilitas distribusi gas ke seluruh wilayah Indonesia Improving the accessibility of gas distribution throughout Indonesia	

Dari 38 inisiatif keberlanjutan, Perusahaan fokus pada 6 TPB sebagai prioritas. Prioritas ini dilakukan melalui SDGs *Compass*.

Of the 38 sustainability initiatives, the Company focuses on 6 SDGs as priorities. These priorities are implemented through the SDGs Compass.

Tahapan penerapan SDGs *Compass*

Stages of SDGs Compass Implementation

Memahami TPB
Understanding SDGs

Dukungan pada TPB menjadi tanggung jawab moral semua usaha, termasuk PGN. Untuk itu PGN menyelaraskan dukungan ini dengan mitigasi risiko, memaksimalkan peluang dan strategi.

Support for the SDGs is the moral responsibility of all businesses, including PGN. Therefore, PGN aligns this support with risk mitigation, maximizing opportunities and strategies.

Melakukan Prioritas Dukung TPB
Prioritizing Support for SDGs

PGN akan mendukung seluruh TPB, dengan prioritas pada 6 Tujuan, sejalan dengan jenis usaha pada sektor energi.

PGN is committed to supporting all SDGs, with priority given to 6 goals that are in line with the Company's business activities in the energy sector.

Menentukan Tujuan Prioritas
Determining Priority Goals

PGN menyampaikan target dan strategi untuk mendukung capaian 6 Tujuan prioritas dan memantau, serta mengukur capaian kinerjanya.

PGN has established targets and strategies to support the achievement of the 6 priority goals, and monitors and measures its performance in delivering on these commitments.

Mengintegrasikan Dukungan TPB pada seluruh Kinerja
Integrating SDGs Support into All Performance

Dukungan pada TPB menjadi bagian dari KPI seluruh Fungsi di PGN yang terukur dan dievaluasi setiap tahun.

Support for the SDGs forms part of the KPIs of all functions within PGN, which are measured and evaluated annually.

Melaporkan dan Melakukan komunikasi
Reporting and communicating

PGN menyampaikan kinerja keberlanjutan dan dukungannya pada TPB dalam setiap laporan kepada publik.

PGN communicates its sustainability performance and its support for the SDGs in every public report.

Dukungan prioritas pada 6 TPB:
Priority support for 6 SDGs:

3.9 Mengurangi polusi dan kontaminasi udara, air, dan tanah
Reducing pollution and contamination of the air, water, and soil

Target 2030
- *Zero non-compliant discharge* untuk parameter air limbah
- 100% pengelolaan limbah B3 dan non-B3 sesuai regulasi

2030 Targets
- Zero non-compliant discharge for wastewater parameters
- 100% management of hazardous and non-hazardous waste in compliance with regulations

Realisasi 2025
- Seluruh parameter efluen berada pada 100% kepatuhan terhadap baku mutu
- Pengurangan konsumsi air baku sebesar 0,43%
- 100% limbah B3 dikelola melalui pihak berizin
- Pengurangan timbulan limbah B3 sebesar 27,3%
- Tidak terdapat kasus *soil contamination* sepanjang 2025
- Pelaksanaan monitoring tanah 2 kali setahun pada 5 titik kontrol
- PGN memastikan di seluruh operasional Perusahaan telah menerapkan *Reduce, Reuse, Recycle,* dan *Recovery* (4R) terhadap efluen dan limbah B3

2025 Realization
- All effluent parameters achieved 100% compliance with quality standards
- 0.43% reduction in raw water consumption
- 100% of hazardous waste managed through licensed third parties
- 27.3% reduction in hazardous waste generation
- No cases of soil contamination throughout 2025
- Soil monitoring conducted twice a year at five control points
- PGN ensures that all the Company's operations have implemented the Reduce, Reuse, Recycle, and Recovery (4R) principles for effluent and hazardous waste management

7.1 Menjamin akses layanan energi yang terjangkau
Ensuring access to affordable energy services

Target 2030
Gas Pipeline Availability ≥ 99%

2030 Targets
Gas Pipeline Availability ≥ 99%

Realisasi 2025
- *Gas Pipeline Availability* = 99,99%
- Digitalisasi 100% sistem monitoring distribusi melalui SCADA & *remote telemetry*
- –0,2% Pengendalian Unaccounted Gas (UAG) Distribusi dan UAG Transmisi

2025 Realization
- Gas Pipeline Availability = 99.99%
- 100% digitalization of distribution monitoring systems through SCADA and remote telemetry
- –0.2% control of Distribution UAG and Transmission UAG

7.b Memperluas infrastruktur dan meningkatkan teknologi
Expanding infrastructure and improving technology

Target 2030
- Digitalisasi 100% sistem monitoring distribusi melalui SCADA & *remote telemetry*
- –0,2% Pengendalian UAG Distribusi dan UAG Transmisi

2030 Targets
- 100% digitalization of distribution monitoring systems through SCADA and remote telemetry
- –0.2% control of Distribution UAG and Transmission UAG

Realisasi 2025
- PGN mengoperasikan 32.487 km yang terdiri atas 7.904 km pipa distribusi, 4.878 km pipa transmisi dan pipa AP/ Afiliasi, serta 19.705 km pipa Jargas APBN
- Penambahan jaringan pipa transmisi & distribusi sebesar 1,87% dibanding 2024
- Digitalisasi 100% sistem monitoring distribusi melalui SCADA & *remote telemetry*
- –0,02% Pengendalian UAG Distribusi dan 0,57% UAG Transmisi

2025 Realization
- PGN operates 32,487 km of pipelines, consisting of 7,904 km of distribution pipelines, 4,878 km of transmission and AP/ Affiliated pipelines, and 19,705 km of APBN-funded city gas network (Jargas) pipelines
- Expansion of transmission and distribution pipeline networks by 1.87% compared to 2024
- 100% digitalization of distribution monitoring systems through SCADA and remote telemetry
- –0.02% control of Distribution UAG and 0.57% Transmission UAG

8.3 Kebijakan pembangunan yang mendukung kegiatan produktif, menyediakan lapangan kerja layak, kewirausahaan, kreativitas dan inovasi, dan mendorong pertumbuhan usaha mikro, kecil, dan menengah

Development policies that support productive activities, provide decent employment, entrepreneurship, creativity and innovation, and encourage the growth of micro, small, and medium enterprises

Target 2030

- Memberdayakan dan membina lebih dari 20 UMKM Binaan PGN per tahun dan angka tersebut akan meningkat setiap tahunnya sekitar 5 - 10 UMKM yang aktif melalui pelatihan manajemen usaha, peningkatan kualitas produk, dan pendampingan
- Memfasilitasi akses pasar bagi lebih dari 20 UMKM binaan per tahun untuk mengikuti pameran, festival, dan kegiatan promosi dan menghasilkan penjualan mencapai Rp4 miliar per tahun
- Mendukung kewirausahaan dan ekonomi lokal melalui program pemberdayaan masyarakat di wilayah operasi

Realisasi 2025

- Memberdayakan dan membina 3 UMKM Binaan PGN yang aktif melalui pelatihan manajemen usaha, peningkatan kualitas produk, dan pendampingan
- Memfasilitasi akses pasar bagi 206 UMKM binaan untuk mengikuti pameran, festival, dan kegiatan promosi dan menghasilkan penjualan mencapai Rp4,5 Miliar
- Mendukung kewirausahaan dan ekonomi lokal melalui program pemberdayaan masyarakat di wilayah operasi.
- Pencapaian Komitmen TKDN sebesar 62,21%

2030 Targets

- Empower and develop more than 20 PGN-assisted MSMEs annually, with the number expected to increase by approximately 5–10 active MSMEs each year through business management training, product quality improvement, and continuous mentoring
- Facilitate market access for more than 20 assisted MSMEs per year under guidance to participate in exhibitions, festivals, and promotional activities and generate sales of up to Rp4 billion per year
- Support entrepreneurship and the local economy through community empowerment programs in the operational area

2025 Realization

- Empower and foster 3 active PGN-assisted MSMEs through business management training, product quality improvement, and mentoring
- Facilitate market access for 206 SMEs under guidance to participate in exhibitions, festivals, and promotional activities, generating sales of up to Rp4.5 billion
- Support entrepreneurship and the local economy through community empowerment programs in the operational area.
- Achieved a Domestic Component Level (TKDN) commitment of 62.21%

8.8 Melindungi hak-hak tenaga kerja dan mempromosikan lingkungan kerja yang aman

Protecting workers' rights and promoting a safe working environment

Target 2030

- 100% pekerja memiliki perlindungan jaminan sosial dan kontrak kerja resmi
- TRIR ≤ 0,17 dan *Zero Fatality*
- ≥ 25% pemimpin wanita

Realisasi 2025

- 100% pekerja memiliki perlindungan jaminan sosial dan kontrak kerja resmi
- TRIR ≤ 0,09 dan *Zero Fatality*
- ≥ 20,8% pemimpin wanita

2030 Targets

- 100% of workers have social security protection and formal employment contracts
- TRIR ≤ 0.17 and Zero Fatality
- ≥ 25% women in leadership positions

2025 Realization

- 100% of workers have social security protection and formal employment contracts
- TRIR ≤ 0.09 and Zero Fatality
- ≥ 20.8% women in leadership positions



9.4 Meningkatkan infrastruktur berkelanjutan
Improving sustainable infrastructure

Target 2030
- –0,2% Pengendalian *Unaccounted Gas* (UAG) Distribusi dan UAG Transmisi
- 100% Pengelolaan *Process Safety and Asset Integrity Management*

Realisasi 2025
- –0,02% Pengendalian UAG Distribusi dan 0,57% UAG Transmisi
- 109,5% Pengelolaan *Process Safety and Asset Integrity Management*

2030 Targets
- –0.2% control of Distribution Unaccounted Gas (UAG) and Transmission UAG
- 100% implementation of Process Safety and Asset Integrity Management

2025 Realization
- –0.02% control of Distribution UAG and 0.57% Transmission UAG
- 109.5% implementation of Process Safety and Asset Integrity Management

9.c Meningkatkan akses terhadap teknologi informasi dan komunikasi
Improve access to information and communication technologies

Target 2030

Instrumen Penilaian Keamanan Siber (IKAS) terverifikasi dengan level – Terkelola dan kapabilitas domain yang konsisten

Realisasi 2025
- Penguatan kontrol akses melalui PAM, monitoring dan reviu berkala, serta peningkatan evaluasi kontrol keamanan melalui implementasi SIEM
- Pelaksanaan VA/PT dan penguatan *Cyber Threat Intelligence* serta peningkatan kontrol keamanan (termasuk implementasi SIEM dan PAM) untuk mendukung operasi digital
- IKAS 2025 terverifikasi dengan Level Terkelola dan kapabilitas domain yang konsisten

2030 Targets

Cyber Security Assessment Tools (IKAS) verified at the level of Managed with consistent domain capability

2025 Realization
- Strengthening access control through PAM, along with continuous monitoring, periodic reviews, and enhanced security control evaluation through the implementation of SIEM
- Implementation of VA/PT, strengthening Cyber Threat Intelligence, and enhancement of security controls (including SIEM and PAM implementation) to support digital operations
- IKAS 2025 verified with a level of Managed and consistent domain capability



13.2 Mengintegrasikan tindakan antisipasi perubahan iklim ke dalam kebijakan, strategi, dan perencanaan
Integrate climate change mitigation actions into policies, strategies, and planning

Target 2030
- Penurunan Emisi CO_2 sebesar 10% dari *baseline*
- Efisiensi energi operasional sebesar 15%

Realisasi 2025
- Penurunan Emisi CO_2 sebesar 9,05% dari *baseline*
- Efisiensi energi operasional sebesar 25,37%

2030 Targets
- 10% reduction in CO_2 emissions from the baseline
- 15% operational energy efficiency

2025 Realization
- 9.05% reduction in CO_2 emissions from the baseline
- 25.37% operational energy efficiency

16.5 Mengurangi tindak korupsi dan penyuapan
Reducing corruption and bribery

Target 2030
- Melaksanakan sosialisasi etika, GCG, antipenyuapan/ antikorupsi, pengendalian gratifikasi, COI secara kontinu kepada pihak internal dan eksternal perusahaan sebanyak 1 kali setahun
- Mengimplementasikan ISO 37001 pada unit kerja dengan risiko penyuapan tinggi
- Menindaklanjuti 100% laporan dugaan pelanggaran

Realisasi 2025
- Melaksanakan sosialisasi etika, GCG, anti penyuapan/ korupsi, pengendalian gratifikasi, COI secara kontinu kepada pihak internal dan eksternal perusahaan sebanyak 38 kali setahun
- Mengimplementasikan ISO 37001 pada unit kerja dengan risiko penyuapan tinggi
- Menindaklanjuti 100% laporan dugaan pelanggaran

2030 Targets
- Conduct continuous socialization of Ethics, GCG, Anti-Bribery and Anti-Corruption, Gratification Control, COI to internal and external stakeholders at least once a year
- Implement ISO 37001 in work units with high bribery risk
- Follow up on 100% of reported alleged violations

2025 Realization
- Conducted continuous socialization of Ethics, GCG, Anti-Bribery and Anti-Corruption, Gratification Control, COI to internal and external stakeholders 38 times a year
- Implemented ISO 37001 in work units with high bribery risk
- Followed up on 100% of reported alleged violations

STRATEGI KEBERLANJUTAN [OJK A.1][GRI 2-22]

PGN menyusun dan menerapkan strategi terintegrasi untuk mendukung perluasan pemanfaatan gas bumi sebagai energi transisi melalui penerapan praktik keberlanjutan yang mencakup aspek Lingkungan, Sosial, dan Tata Kelola (LST). Pelaksanaan strategi keberlanjutan tersebut dijalankan melalui tiga pilar utama sebagai berikut:

1. Pilar Lingkungan
   Pengelolaan lingkungan difokuskan pada aspek keberlanjutan yang meliputi pengelolaan energi dan emisi, pengelolaan limbah dan efluen, serta perlindungan keanekaragaman hayati dan pengelolaan penggunaan lahan.
2. Pilar Sosial
   Pengelolaan aspek sosial mencakup fokus keberlanjutan pada ketenagakerjaan, penerapan Kesehatan dan Keselamatan Kerja (K3), pengelolaan integritas aset, serta penguatan hubungan dengan masyarakat.
3. Pilar Tata Kelola
   Pengelolaan tata kelola difokuskan pada aspek keberlanjutan yang mencakup privasi dan keamanan data, penerapan tata kelola dan etika bisnis, pengelolaan rantai nilai, pengembangan produk dan layanan berkelanjutan, serta peningkatan aksesibilitas.

Pilar Lingkungan, Pilar Sosial, dan Pilar Tata Kelola didukung berbagai inisiatif untuk mencapai target tahun 2034 sesuai Peta Jalan Keberlanjutan 2025-2034. Realisasi dan pencapaian dari setiap inisiatif selama periode pelaporan disampaikan pada bahasan Kinerja Pengelolaan Lingkungan, Pengelolaan Sosial, dan Tata Kelola Keberlanjutan, di bagian lain Laporan ini.

SUSTAINABILITY STRATEGY [OJK A.1][GRI 2-22]

PGN establishes and implements an integrated strategy to support the expanded use of natural gas as a transition energy source through sustainability practices encompassing Environmental, Social, and Governance (ESG) aspects. The sustainability strategy is implemented through three main pillars, as outlined below:

1. Environmental Pillar
   Environmental management focuses on sustainability aspects, including energy and emissions management, waste and effluent management, as well as biodiversity protection and land use management.
2. Social Pillar
   Social management focuses on sustainability aspects related to employment, Occupational Health and Safety (OHS), asset integrity management, and community relations.
3. Governance Pillar
   Governance management focuses on sustainability aspects encompassing data privacy and security, corporate governance and business ethics, value chain management, sustainable products and services, and accessibility.

The Environmental, Social, and Governance Pillars are supported by various initiatives aimed at achieving the 2034 targets in accordance with the 2025-2034 Sustainability Roadmap. The realization and achievements of each initiative during the reporting period are presented in the sections on Environmental Management Performance, Social Management Performance, and Sustainability Governance, as detailed in other parts of this Report.



MEMBANGUN BUDAYA KEBERLANJUTAN

[OJK F.1] [GRI 2-26]

PGN melaksanakan berbagai inisiatif sepanjang 2025 untuk meningkatkan kesadaran dan memperkuat budaya keberlanjutan. Upaya ini mencakup perolehan advis ahli, serta peningkatan pemahaman pekerja terkait kebijakan Perusahaan yang mendukung praktik bisnis bertanggung jawab, di antaranya:

1. Sosialisasi dan internalisasi GCG/Etika kepada seluruh pekerja PGN
2. Pekerja Subholding Gas menjadi agen perubahan untuk memperkuat budaya Perusahaan melalui program budaya yang berbasis semangat ONE Pertamina, dan fokus keberlanjutan Perusahaan
3. Perusahaan secara konsisten melaksanakan Program Budaya Subholding Gas dan mengevaluasi pelaksanaannya setiap 1 bulan sekali melalui *self-assessment*
4. Perusahaan juga mengadakan Perwira Ksatriya Award setiap 1 tahun sekali yang bertujuan memberikan apresiasi kepada *Agent of Change* Budaya di Satuan Kerja/Anak Perusahaan/Afiliasi yang telah mengimplementasikan Budaya Perusahaan
5. PGN sebagai Subholding Gas ikut serta dalam *Assessment Living Core Values* (LCV) yang dilaksanakan oleh PT Pertamina (Persero). LCV bertujuan mengevaluasi implementasi dan komitmen leader terhadap pelaksanaan program budaya di lingkungan Pertamina Group

Kami juga menyediakan mekanisme pelaporan indikasi penyimpangan etika Kode Etik, melalui penyediaan Sistem Pelaporan Pelanggaran *Whistleblowing System* (WBS). Detail mengenai pengungkapan mengenai WBS disampaikan pada Bab: Sistem Pelaporan Pelanggaran.

BUILDING A CULTURE OF SUSTAINABILITY

[OJK F.1] [GRI 2-26]

PGN implemented various initiatives throughout 2025 to raise awareness and strengthen a culture of sustainability. These efforts included obtaining expert advice and improving employee understanding of the Company's policies that support responsible business practices, including:

1. Socialization and internalization of GCG/Ethics to all PGN employees
2. Subholding Gas employees act as agents in strengthening the Company's culture through value-based cultural programs grounded in the spirit of ONE Pertamina and the Company's focus on sustainability
3. The Company consistently implements the Gas Subholding Culture Program and evaluates its implementation every month through self-assessment
4. The Company also holds the Ksatriya Award every year, which aims to give appreciation Corporate Culture Agents of Change in Work Units/Subsidiaries/Affiliates that have implemented the Corporate Culture
5. PGN, as the Gas Subholding, participates in the Living Core Values (LCV) Assessment conducted by PT Pertamina (Persero). LCV aims to evaluate the implementation and commitment of leaders to the implementation of cultural programs within the Pertamina Group

We also provide mechanisms report deviations from the Code of Conduct through the establishment of a Whistleblowing System (WBS). Further details regarding disclosures related to the WBS are provided in the section on: Whistleblowing System.

KEBERLANJUTAN UNTUK BISNIS YANG BERTANGGUNG JAWAB

SUSTAINABILITY FOR RESPONSIBLE BUSINESS PRACTICES



02

KEBERLANJUTAN UNTUK BISNIS YANG BERTANGGUNG JAWAB
SUSTAINABILITY FOR RESPONSIBLE BUSINESS PRACTICES

Kami memiliki kesungguhan menjalankan bisnis secara bertanggung jawab, dengan memperhatikan pengelolaan dampak operasional melalui penerapan keberlanjutan di seluruh proses bisnis.

We are committed to conduct our business responsibly, with due consideration for managing operational impacts through the implementation of sustainability across all business processes.

MEMPERKUAT TATA KELOLA KEBERLANJUTAN
[OG 11.20.1]

Kami memperkuat tata kelola Perusahaan dengan menanamkan Visi Keberlanjutan kepada seluruh pekerja dan pemangku kepentingan PGN. Selain itu, kami memaksimalkan peran Komite Keberlanjutan dan Tim ESG dalam struktur tata kelola keberlanjutan PGN, sehingga Perseroan mampu mengidentifikasi, mengukur, dan mengelola setiap dampak, risiko maupun peluang dari kegiatan operasional yang dijalankan.

STRUKTUR TATA KELOLA DAN PENANGGUNG JAWAB KEBERLANJUTAN
[OJK E.1][GRI 2-9]

Struktur tata kelola keberlanjutan PGN mengikuti prinsip tata kelola korporasi yang diatur dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Sesuai ketentuan tersebut, struktur tata kelola PGN terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi.

Direksi menjadi badan tertinggi tata kelola keberlanjutan dan bekerja dengan pengawasan Dewan Komisaris. Direksi bertanggung jawab atas penerapan keberlanjutan di seluruh aspek operasional dan bisnis Perseroan. Pengungkapan informasi mengenai periode bekerja, komposisi, dan keberagaman anggota Direksi termasuk jenis kelamin serta latar belakang kompetensi, disampaikan dalam Laporan Tahunan PGN 2025.

Sebagai bentuk keberlanjutan atas komitmen dalam menerapkan LST, PGN telah membentuk organisasi *sustainability* yang terintegrasi dengan fungsi perencanaan strategis Perseroan, yaitu Corporate Strategy and Sustainability berdasarkan Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor: 062100.K/OT.00/HCGS/2024 tanggal 31 Desember 2024 tentang Struktur Organisasi beserta PRL dan Formasi PT Perusahaan Gas

STRENGTHENING SUSTAINABILITY GOVERNANCE [OG 11.20.1]

We continue to strengthen the Company's governance by instilling the Sustainability Vision across all PGN employees and stakeholders. In addition, we maximize the role of the Sustainability Committee and the ESG Team within PGN's sustainability governance structure, enabling the Company to identify, measure, and manage the impacts, risks, and opportunities arising from its operational activities.

GOVERNANCE STRUCTURE AND SUSTAINABILITY OFFICERS [OJK E.1][GRI 2-9]

PGN's sustainability governance structure follows the principles of corporate governance as stipulated in Law No. 40 of 2007 concerning Limited Liability Companies. In accordance with these provisions, PGN's governance structure consists of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors.

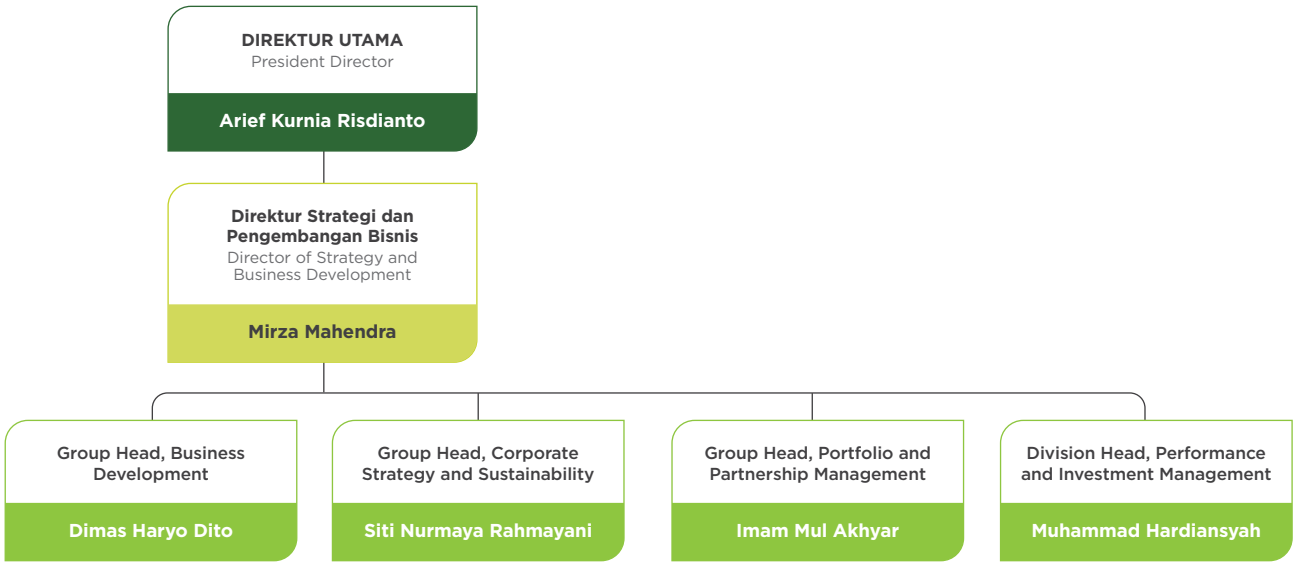
The Board of Directors is the highest body of sustainability governance and works under the supervision of the Board of Commissioners. The Board of Directors is responsible for the implementation of sustainability in all aspects of the Company's operations and business. Disclosure of information regarding the term of office, composition, and diversity of the Board of Directors, including gender and competency background, is presented in the PGN 2025 Annual Report.

As a continuation of its commitment to implementing ESG principles, PGN has established a sustainability organization integrated with the Company's strategic planning function, namely Corporate Strategy and Sustainability, based on the Decree of the Board of Directors of PT Perusahaan Gas Negara Tbk Number: 062100. K/OT.00/HCGS/2024 dated December 31, 2024 concerning the Organizational Structure, including PRL and Formation of PT Perusahaan

Negara Tbk. Secara struktur, Corporate Strategy and Sustainability merupakan bagian dari Direktorat Strategi dan Pengembangan Bisnis dengan tata kerja berdasarkan Keputusan Direksi PT Perusahaan Gas Negara Tbk Nomor: 013800.K.OT/SBD/2025 tanggal 22 April 2025 tentang Tata Kerja Direktorat Strategi dan Pengembangan Bisnis.

Gas Negara Tbk. Structurally, Corporate Strategy and Sustainability operates under the Directorate of Strategy and Business Development, with a work system based on PT Perusahaan Gas Negara Tbk Board of Directors Decree Number: 013800. K.OT/SBD/2025 dated April 22, 2025, concerning the Working Procedures of the Directorate of Strategy and Business Development.

Struktur Tata Kelola Keberlanjutan
Sustainability Governance Structure



Informasi lebih lanjut mengenai struktur tata kelola Perusahaan terdapat di Laporan Tahunan PGN 2025.
Further information regarding the Company's governance structure can be found in PGN's 2025 Annual Report.

Direksi atau Manajerial Managerial or Board Level	Topik yang Diawasi / Aspek yang dikelola Topics Oversee/ Managed Aspects	
Ketua Komite | Committee Chairman		
Direktur Utama President Director	• Memastikan kebijakan dan implementasi keselamatan, kesehatan kerja, keamanan, dan lingkungan berjalan sesuai standar industri dan regulasi. • Mengarahkan dan memastikan penerapan kode etik perusahaan serta penguatan budaya kepatuhan di seluruh organisasi. • Memastikan sistem pelaporan pelanggaran berjalan efektif, transparan, dan mendapatkan tindak lanjut yang sesuai.	• Ensure that occupational health and safety, security and environmental management policies and implementation are in line with industry standards and regulations. • Direct and ensure the implementation of the Company's code of ethics and strengthen a culture of compliance across the organization. • Ensure that the whistleblowing system is effective, transparent, and receives appropriate follow-up.
Anggota Komite | Committee Members		
Direktur Keuangan Director of Finance	Mengawasi implementasi *Sustainability Financing*, termasuk *Green Financing, Transition Financing, dan Sustainability-Linked Loans*.	Oversee the implementation of Sustainability Financing, including Green Financing, Transition Financing, and Sustainability-Linked Loans.
Direktur Manajemen Risiko Director of Risk Management	Memastikan manajemen risiko perusahaan mencakup risiko keberlanjutan dan LST dalam perencanaan bisnis.	Ensure the Company's risk management includes sustainability and ESG risks in business planning.
Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	• Mengintegrasikan prinsip keberlanjutan dalam strategi bisnis jangka panjang serta *roadmap* transisi energi. • Mengawasi program dan inovasi terkait pengembangan bisnis berbasis energi bersih.	• Integrate sustainability principles in long-term business strategy and energy transition roadmap • Oversee programs and innovations related to clean-energy based business development.
Penanggung Jawab Bidang | Person in Charge of the Field		
Group Head (Seluruh Fungsi | All Function)	Implementasi Strategi, Kebijakan, dan Inisiatif Keberlanjutan	Implementation of Sustainability Strategies, Policies, and Initiatives



Komite Keberlanjutan dan Tim ESG

Direksi dalam pelaksanaan pengelolaan keberlanjutan didukung oleh Komite Keberlanjutan yang dibentuk berdasarkan Surat Keputusan Direksi PGN pada 2022. Komite tersebut selanjutnya diperbarui melalui Surat Keputusan Direksi PGN Nomor 083700.K/HK.00.01/PDO/2025 tanggal 30 Desember 2025, guna menyesuaikan dengan perubahan struktur organisasi dan manajemen di PGN.

Komite Keberlanjutan bertugas mengawasi, menetapkan, dan mengarahkan kinerja perusahaan dalam hal keberlanjutan, termasuk memastikan implementasinya serta memantau pencapaian target yang telah ditetapkan. Selain itu ada Tim ESG yang dibentuk berdasarkan Keputusan Direksi Nomor 037201.K/OT.00/PDO/2022, dan bertanggung jawab memastikan Perseroan bergerak sesuai prinsip manajemen LST yang baik, ramah lingkungan, dan sesuai dengan kerangka kerja yang tepat.

Sustainability Committee and ESG Team

In carrying out sustainability management, the Board of Directors is supported by a Sustainability Committee established pursuant to the PGN Board of Directors' Decree issued in 2022. The decree was subsequently updated through PGN Board of Directors' Decree No. 083700.K/HK.00.01/PDO/2025 dated December 30, 2025, to align with changes in PGN's organizational structure and management.

The Sustainability Committee is tasked with overseeing, formulating, and directing the Company's sustainability performance, including ensuring its implementation and monitoring the achievement of predetermined targets. In addition, an ESG Team was formed based on Board of Directors Decree No. 037201.K/OT.00/PDO/2022, and is responsible for ensuring that the Company operates in accordance with sound ESG management principles, is environmentally friendly, and complies with the appropriate governance framework.

Struktur Organisasi Komite Keberlanjutan [GRI 2-9]
Organizational Structure of the Sustainability Committee

PT Perusahaan Gas Negara, Tbk 2025

Sustainability Steering Board

Sustainability Steering Board (SSB) bertanggung jawab dalam menyetujui, mengawasi, mengevaluasi, dan menilai risiko dan peluang atas kebijakan, strategi, peta jalan, serta kerangka kerja keberlanjutan sesuai dengan tujuan strategis perusahaan, serta melaporkan kinerja keberlanjutan perusahaan kepada Dewan Komisaris.

The Sustainability Steering Board (SSB) is responsible for approving, overseeing, evaluating, and assessing the risks and opportunities associated with policies, strategies, roadmaps, and sustainability frameworks in accordance with the Company's strategic objectives, as well as reporting on the Company's sustainability performance to the Board of Commissioners.

Ketua I Chairman
Direktur Utama I President Director

Anggota I Member
Dewan Direksi I Board of Directors

Sustainability Management Committee

Sustainability Management Committee (SMC) berperan dalam merumuskan, menetapkan target, dan memberikan rekomendasi risiko & peluang atas kebijakan, strategi, peta jalan, serta kerangka kerja keberlanjutan serta memonitor, mengevaluasi, dan melaporkan implementasi keberlanjutan kepada SSB sesuai regulasi dan arah bisnis perusahaan.

The Sustainability Management Committee (SMC) is responsible for formulating, setting targets, and providing recommendations on risks and opportunities related to policies, strategies, roadmaps, and sustainability frameworks, as well as monitoring, evaluating, and reporting on sustainability implementation to the SSB in accordance with regulations and the Company's business direction.

Ketua I Chairman

Group Head, Corporate Strategy and Sustainability

Wakil Ketua | Vice Chairman

- Group Head, Health, Safety, Security and Environment
- Chief Audit Executive
- Corporate Secretary

Anggota I Member

- Group Head
- Direktur Utama Anak Perusahaan
  President Director of a Subsidiary
- serta pejabat lainnya setingkat BOD-1
  and other officers at the BOD-1 level

Committee Management Office

Committee Management Office (CMO) bertanggung jawab dalam menjalankan implementasi, mengelola koordinasi antar pihak, monitoring & evaluasi, termasuk dalam pengelolaan risiko, dukungan administratif, dan peningkatan kapasitas, serta melakukan pelaporan terkait program keberlanjutan kepada SMC.

The Committee Management Office (CMO) is responsible for implementing the program, managing coordination among stakeholders, monitoring and evaluation including risk management, administrative support, and capacity building as well as reporting on sustainability initiatives to the SMC.

Ketua I Chairman

Division Head, Program & Sustainability Management

Wakil Ketua | Vice Chairman

- Division Head, Strategic Planning
- Division Head, HSSE Operation
- Division Head, Corporate Social Responsibility
- Division Head, Risk Strategy and Integrated Governance

Anggota I Member

- Division Head
- Department Head
- Area Head
- Pejabat setingkat BOD-2
  Officials at the BOD-2 level
- Direksi Anak Perusahaan PGN
  Board of Directors of PGN Subsidiaries
- Pejabat Anak Perusahaan PGN setingkat BOD-1
  Officials of PGN Subsidiaries at the BOD-1 level
- ESG Champion Team

Komite Keberlanjutan dipimpin oleh Direktur Utama dengan jajaran Direksi lainnya sebagai anggota dengan masa jabatan sebagai Direktur Perseroan berdasarkan putusan Rapat Umum Pemegang Saham (RUPS). Dalam menjalankan tugas, Direksi didukung oleh Sustainability Management Committee (SMC) yang dipimpin oleh Group Head, Corporate Strategy and Sustainability. SMC berperan dalam merumuskan, menetapkan target, dan memberikan rekomendasi atas risiko & peluang terkait kebijakan, strategi, peta jalan, dan kerangka kerja keberlanjutan. SMC juga bertanggung jawab untuk memonitor, mengevaluasi, dan melaporkan implementasi keberlanjutan kepada Sustainability Steering Board sesuai regulasi dan arah bisnis perusahaan. [GRI 2-9]

Direksi juga dibantu Tim ESG guna memastikan Perseroan bergerak sesuai prinsip manajemen LST yang baik, ramah lingkungan, dan sesuai dengan kerangka kerja yang tepat. Tim ESG melibatkan berbagai unit bisnis dengan kepemimpinan dari *Project Sponsor* yang terdiri atas Direktur Strategi dan Pengembangan Bisnis, Direktur Manajemen Risiko, serta Direktur SDM dan Penunjang Bisnis. [GRI 2-9]

The Sustainability Committee is chaired by the President Director with other members of the Board of Directors serving as members, whose tenure aligns with their terms as Company Directors based on the resolution of the General Meeting of Shareholders (GMS). In executing its duties, the Board is supported by the Sustainability Management Committee (SMC), led by the Group Head of Corporate Strategy and Sustainability, which is responsible for formulating strategies, setting targets, and providing recommendations on risks and opportunities related to sustainability policies, roadmaps, and frameworks. The SMC is also responsible for monitoring, evaluating, and reporting on sustainability implementation to the Sustainability Steering Board in accordance with regulations and the Company's strategic direction. [GRI 2-9]

The Board of Directors is also assisted by the ESG Team to ensure that the Company operates in accordance with sound ESG management principles, remains environmentally responsible, and complies with the appropriate governance framework. The ESG Team involves various business units under the leadership of the Project Sponsor, which consists of the Director of Strategy and Business Development, the Director of Risk Management, and the Director of Human Resources and Business Support. [GRI 2-9]

Pejabat Tertinggi Tata Kelola Keberlanjutan

[GRI 2-11, 2-16]

Pejabat tertinggi dalam tata kelola keberlanjutan dipegang oleh jajaran direksi yang bertanggung jawab atas dampak Lingkungan, Sosial, dan Tata Kelola (LST). Direksi menetapkan arah strategis keberlanjutan Perseroan, serta memastikan transparansi dan akuntabilitas. Dalam mengawasi strategi, kebijakan dan kinerja LST, Direksi dibantu oleh Komite Keberlanjutan.

Pada 2025, ada beberapa hal yang dikomunikasikan kepada Direksi yakni prioritas untuk senantiasa menjaga dan mengamankan ekosistem gas dari sisi HSSE, *reliability, cyber security, asset integrity,* termasuk dekarbonisasi sebagai dukungan mitigasi perubahan iklim PGN. Penyampaian ini dikomunikasikan melalui kegiatan *Town Hall Meeting* (THM) dan *Management Walk Through* (MWT), yang dihadiri Direksi dan diikuti pekerja PGN maupun pekerja lain di lingkungan Subholding Gas Pertamina.

Highest Sustainability Governance Body

[GRI 2-11, 2-16]

The highest authority in sustainability governance is held by the Board of Directors, who are responsible for Environmental, Social, and Governance (ESG) impacts. The Board of Directors determines the Company's strategic direction for sustainability and ensures transparency and accountability. In overseeing ESG strategies, policies, and performance, the Board of Directors is supported by the Sustainability Committee.

In 2025, several key matters were communicated to the Board of Directors, including the priority to continuously safeguard and secure the gas ecosystem from the perspectives of HSSE, reliability, cybersecurity, and asset integrity, including decarbonization as part of PGN's climate change mitigation efforts. These messages were communicated through Town Hall Meetings (THM) and Management Walk Through (MWT) sessions, attended by the Board of Directors and participated in by PGN personnel as well as other employees within the Pertamina Gas Subholding areas.

Benturan kepentingan merupakan salah satu aspek tata kelola yang menjadi perhatian jajaran Direksi. Sebagai pencegahan atas benturan kepentingan, Perseroan menerapkan ketentuan, di antaranya:

1. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
2. Board Manual, disahkan Dewan Komisaris dan Direksi pada 31 Januari 2025;
3. Pedoman Tata Kelola Perusahaan Yang Baik tanggal 24 November 2025;
4. Pedoman Perilaku Etika tanggal 29 Agustus 2024;
5. Pedoman Benturan Kepentingan tanggal 31 Desember 2024.

Nominasi dan Seleksi Keanggotaan Badan Tertinggi Tata Kelola Keberlanjutan [GRI 2-10]

Direksi merupakan badan tertinggi tata kelola keberlanjutan PGN. Nominasi dan seleksi keanggotaan Direksi Perseroan dilakukan berdasar Peraturan Menteri BUMN Nomor PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Setiap kandidat harus menjalani dan wajib lulus Uji Kelayakan dan Kepatutan yang dilaksanakan oleh lembaga profesional. Proses evaluasi calon yang akan diajukan Pemegang Saham dalam RUPS dilakukan oleh Tim yang dibentuk oleh Pemegang Saham, dengan melibatkan Komisaris Utama atau Ketua Komite Nominasi, Remunerasi dan GCG.

Conflicts of interest are one of the governance aspects that receive close attention from the Board of Directors. To prevent conflicts of interest, the Company implements several provisions, including:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Board Manual, approved by the Board of Commissioners and Board of Directors on January 31, 2025;
3. COCG (Code of Corporate Governance)/GCG Guidelines dated November 24, 2025;
4. COC (Code of Conduct)/Ethical Conduct Guidelines dated August 29, 2024;
5. Conflict of Interest (COI) Guidelines dated December 31, 2024.

Nomination and Selection of Membership of the Supreme Body of Sustainability Governance [GRI 2-10]

The Board of Directors constitutes the highest body in PGN's sustainability governance structure. The nomination and selection of members of the Board of Directors are conducted in accordance with the Regulation of the Minister of State-Owned Enterprises Regulation Number PER-03/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises. Each candidate must undergo and pass a Fit and Proper Test conducted by a professional institution. The evaluation process for candidates to be proposed by the Shareholders at the GMS is carried out by a Team formed by the Shareholders, involving the President Commissioner or the Chair of Nomination, Remuneration, and GCG Committee.

Pengungkapan informasi mengenai proses nominasi dan seleksi anggota Direksi Perseroan di 2025, disampaikan dalam Laporan Tahunan PGN 2025.
Disclosure of information regarding the nomination and selection process for members of the Company's Board of Directors in 2025, as presented in PGN's 2025 Annual Report.

PERAN BADAN TERTINGGI TATA KELOLA KEBERLANJUTAN [GRI 2-12]

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris bersama Direksi bertanggung jawab terhadap pengawasan atas implementasi arahan strategis, akuntabilitas hukum, serta pengelolaan dampak operasi maupun penerapan keberlanjutan. Selama 2025, Dewan Komisaris dan Direksi melaksanakan pertemuan/rapat berkala untuk membahas strategi, kebijakan, dan tujuan yang berkaitan dengan aspek LST. Berdasarkan kegiatan yang dilaksanakan, Perseroan menerbitkan dan memperbaharui beberapa kebijakan di antaranya Komitmen Mutu, HSSE, dan Anti-Penyuapan yang disahkan pada 29 Agustus 2025 dan ESG *Roadmap* Subholding Gas 2025-2034 pada 23 Desember 2024.

THE ROLE OF THE HIGHEST SUSTAINABILITY GOVERNANCE BODY [GRI 2-12]

In carrying out its supervisory function, the Board of Commissioners and the Board of Directors are responsible for overseeing the implementation of strategic directions, legal accountability, the management of operational impacts, and the implementation of sustainability practices. Throughout 2025, the Board of Commissioners and the Board of Directors held regular meetings to discuss strategies, policies, and objectives related to ESG aspects. Based on these activities, the Company issued and updated several policies, including the Quality, HSSE, and Anti-Bribery Commitments ratified on August 29, 2025, and the 2025-2034 Gas Subholding ESG Roadmap issued on December 23, 2024.

Secara berkala Perseroan melakukan audit dengan melibatkan Satuan Kerja Internal Audit, untuk memastikan pengelolaan pengendalian internal dari kegiatan operasi telah dilaksanakan sesuai standar yang ditetapkan. Satuan Kerja Internal Audit bertanggung jawab melaksanakan kegiatan pengawasan melalui pemberian jasa *assurance*, *advice*, dan *insight* di seluruh area kegiatan operasional dan bisnis Subholding Gas; serta memantau pelaksanaan tindak lanjut hasil audit internal, eksternal, dan institusi pengawasan lainnya. [GRI 2-5]

The Company conducts regular audits involving the Internal Audit Unit to ensure that the management of the internal control of operational activities has been carried out in accordance with established standards. The Internal Audit Unit is responsible for carrying out supervisory activities by providing assurance, advice, and insight services in all areas of the Gas Subholding's operational and business activities; as well as monitoring the implementation of follow-up actions on the results of internal, external, and other supervisory institution audits. [GRI 2-5]

PENDELEGASIAN TANGGUNG JAWAB PENGELOLAAN DAMPAK [GRI 2-13, 2-16]

Direksi memberikan kewenangan dalam pengelolaan aspek-aspek keberlanjutan termasuk pengelolaan dampak dari kegiatan operasional, kepada Komite Keberlanjutan dan Tim ESG. Kewenangan yang didelegasikan kemudian dijalankan oleh Penanggung Jawab Bidang di Komite Keberlanjutan, serta *Project Sponsor* dan *Project Leader* di Tim ESG.

Secara berkala, sekurangnya 1 kali dalam setahun melalui *town hall meeting*, Komite Keberlanjutan maupun Tim ESG mengadakan pertemuan. Dalam pertemuan tersebut, masing-masing Penanggung Jawab Bidang di Komite Keberlanjutan, serta *Project Sponsor/Project Leader* di Tim ESG menyampaikan laporan kinerja pengelolaan dampak kegiatan operasional dan aspek-aspek keberlanjutan lain. Laporan disampaikan kepada Direktur Utama sebagai Ketua Komite Keberlanjutan dan *Project Sponsor* di Tim ESG.

KEBIJAKAN ANTIPENYUAPAN DAN ANTIKORUPSI [GRI 205-1, 205-2, 205-3][OG 11.20.2, 11.20.3, 11.20.4]

PGN telah menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai standar ISO 37001:2016 di 9 satuan kerja sebagai pedoman mengontrol transaksi, prosedur persetujuan, standar perilaku anti-suap dalam proses bisnis. Selain itu, kami telah memiliki Kebijakan Anti Penyuapan yang terintegrasi dengan HSSE dan *Quality Management* yang telah ditandatangani oleh Direktur Utama. Kebijakan ini wajib diterapkan oleh seluruh manajemen dan karyawan. Pelaksanaannya menjadi tanggung jawab manajemen, dan kami telah membentuk tim khusus yakni Tim Penerapan SMAP ISO 37001 dan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP). FKAP merupakan wadah konsultasi terkait anti korupsi, anti penyuapan, dan isu etika lainnya.

DELEGATION OF RESPONSIBILITY FOR IMPACT MANAGEMENT [GRI 2-13, 2-16]

The Board of Directors delegates authority in managing sustainability aspects, including managing the impact of operational activities, to the Sustainability Committee and the ESG Team. The delegated authority is then exercised by the Area Managers in the Sustainability Committee, as well as the Project Sponsors and Project Leaders in the ESG Team.

Periodically, at least once a year through Town Hall Meetings, the Sustainability Committee and ESG Team hold regular meetings. At these meetings, each Area Manager on the Sustainability Committee and Project Sponsor/Project Leader on the ESG Team reports on the performance of managing the impact of operational activities and other sustainability aspects. Reports are submitted to the President Director as Chair of the Sustainability Committee and Project Sponsor on the ESG Team.

ANTI-BRIBERY AND ANTI-CORRUPTION POLICY [GRI 205-1, 205-2, 205-3][OG 11.20.2, 11.20.3, 11.20.4]

PGN has implemented an Anti-Bribery Management System (ABMS) in accordance with ISO 37001:2016 standards in 9 work units as a guideline for controlling transactions, approval procedures, and anti-bribery behavior standards in business processes. In addition, we have an Anti-Bribery Policy that is integrated with HSSE and Quality Management, which has been signed by the President Director. This policy must be implemented by all management and employees. Its implementation is the responsibility of management, and we have formed a special team, namely the ISO 37001 ABMS Implementation Team and the Anti-Bribery Compliance Function Team (FKAP). FKAP is a forum for consultation on anti-corruption, anti-bribery, and other ethical issues.

Setiap fungsi di Perusahaan secara berkala juga mengidentifikasi risiko terkait anti-penyuapan dan anti-korupsi, yang kemudian ditinjau oleh FKAP. Proses *due diligence* telah dilakukan dalam pengadaan dan pembayaran, serta evaluasi RKAP, sebagai bagian dari pengendalian internal, untuk memastikan kepatuhan dan pengelolaan isu etika yang efektif.

Audit atas implementasi SMAP dilakukan setiap tahun oleh auditor internal, untuk memastikan kepatuhan dan pengelolaan berjalan efektif. *Audit Surveillance* SMAP oleh auditor eksternal dilakukan setiap tahun untuk mengevaluasi implementasi SMAP dan menguji kelayakan Perseroan dalam menerapkan ISO 37001.

Selain itu, Perusahaan rutin menyelenggarakan sosialisasi dan pelatihan terkait anti penyuapan, anti korupsi, dan gratifikasi, termasuk kepada seluruh pemasok dan mitra bisnis. Pemasok dan mitra bisnis juga diwajibkan untuk menandatangani Pakta Integritas untuk mencegah praktik kecurangan dan ketidakpatuhan dalam proses pengadaan barang dan jasa. Dalam setiap proses pemilihan vendor, pada tahap Rapat Penjelasan (*pre-bid meeting*) dan Rapat Klarifikasi & Negosiasi, selalu ditayangkan video sosialisasi terkait Kebijakan Mutu, HSSE (Kesehatan, Keselamatan, Keamanan, dan Lingkungan), serta Anti Penyuapan. Sepanjang 2025, PGN telah menyelenggarakan 38 sesi sosialisasi dan pelatihan terkait anti penyuapan dan antikorupsi yang diikuti oleh 1.831 pekerja dan 207 pihak eksternal yakni 49 vendor, 53 instalatur, 105 pelanggan.

PGN juga memanfaatkan media email, kanal digital, dan situs web untuk menyebarkan *flyer,* konten media sosial, dan *email blast* terkait kampanye anti korupsi. Selain itu, kami memiliki beberapa program atau prosedur yang dilaksanakan sepanjang 2025, di antaranya surat deklarasi kepatuhan melalui aplikasi COMPOLS, penilaian aspek integritas dalam proses rekrutmen dan aspek kepatutan dalam promosi jabatan, penguatan budaya AKHLAK dengan penerapan 4 NO's, dan pelaporan LHKPN. PGN memiliki panduan terkait *whistleblowing system* untuk melaporkan dugaan tindakan penyimpangan etika, penyuapan, korupsi, gratifikasi/benturan kepentingan. Informasi ini dapat diakses lebih lanjut pada Laporan Tahunan PGN 2025.

Each function within the Company also periodically identifies risks related to anti-bribery and anti-corruption, which are then reviewed by FKAP. Due diligence processes have been carried out in procurement and payments, as well as RKAP evaluations, as part of internal controls to ensure compliance and effective management of ethical issues.

Audits of the ABMS implementation are conducted annually by internal auditors to ensure compliance and the effective management of the system. In addition, ABMS Surveillance Audits are carried out annually by external auditors to evaluate the implementation of the system and assess the Company's continued eligibility in applying ISO 37001.

In addition, the Company regularly conducts outreach and training on anti-bribery, anti-corruption, and gratification, including to all suppliers and business partners. Suppliers and business partners are also required to sign an Integrity Pact to prevent fraud and non-compliance in the procurement of goods and services. In every vendor selection process, during the Explanation Meeting (pre-bid meeting) and the Clarification & Negotiation Meeting stages, a socialization video on the Quality, HSSE (Health, Safety, Security, and Environment), and Anti-Bribery Policy is presented. Throughout 2025, PGN conducted 38 socialization and training sessions related to anti-bribery and anti-corruption, attended by 1,831 employees and 207 external participants, including 49 vendors, 53 installers, and 105 customers.

PGN also utilizes email, digital channels, and its websites to distribute flyers, social media content, and email blasts related to anti-corruption campaigns. In addition, the Company implemented several programs and procedures throughout 2025, including compliance declaration letters through the COMPOLS application, integrity assessment in the recruitment process and propriety assessments in job promotions, strengthening the AKHLAK culture through implementing the 4 NO's, and the reporting of LHKPN. PGN also has guidelines for the whistleblowing system to report suspected ethical violations, bribery, corruption, gratification/conflicts of interest. Further information can be found in the PGN 2025 Annual Report.



Selama 2025 tidak ada insiden terkait kasus korupsi yang ditemukan di Perusahaan.

During 2025, no incidents related to corruption cases were found in the Company.

PENCEGAHAN BENTURAN KEPENTINGAN [GRI 2-15]

Pencegahan benturan kepentingan diatur Perseroan melalui Pedoman Benturan Kepentingan tanggal 31 Desember 2024 dan Pedoman Pengendalian Gratifikasi tanggal 31 Desember 2024. Pedoman ini bertujuan mendorong praktik etika bisnis yang baik serta mencegah benturan kepentingan dan tindakan curang. Perseroan menyediakan mekanisme pelaporan jika potensi konflik teridentifikasi, di antaranya Sistem Pelaporan Pelanggaran (WBS). PGN memastikan bahwa kebijakan pencegahan konflik kepentingan tersosialisasi dengan baik kepada seluruh pemangku kepentingan, termasuk Dewan Komisaris dan Direksi yang merupakan fungsi pengawasan. Selama 2025 tidak ada pelanggaran terkait konflik kepentingan yang melibatkan anggota Direksi, anggota Dewan Komisaris, maupun pemangku kepentingan yang lain.

CONFLICT OF INTEREST PREVENTION [GRI 2-15]

The prevention of conflicts of interest is governed by the Company through the Conflict of Interest Guidelines dated December 31, 2024 and the Gratification Control Guidelines dated December 31, 2024. These guidelines aim to encourage good business ethics and prevent conflicts of interest and fraudulent acts. We also provide reporting mechanisms in the event that potential conflicts are identified, including the Whistleblowing System (WBS). PGN ensures that its conflict of interest prevention policies are well communicated to all stakeholders, including the Board of Commissioners and Directors, which are supervisory functions. Throughout 2025, there were no violations related to conflicts of interest involving members of the Board of Directors, members of the Board of Commissioners, or other stakeholders.

PENGETAHUAN KOLEKTIF DAN PENGEMBANGAN KOMPETENSI BADAN TERTINGGI TATA KELOLA [OJK E.2][GRI 2-17]

Perseroan memberikan pengembangan kompetensi bagi anggota Dewan Komisaris dan Direksi berupa pelatihan eksekutif, seminar, hingga partisipasi dalam konferensi berskala nasional maupun internasional. Sepanjang 2025, Perseroan merealisasikan total 25 program pengembangan kompetensi untuk anggota Direksi dan Dewan Komisaris, di antaranya:

1. Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia.
2. Narasumber pada Panel Session Sustainability Dialogue di Acara Pertamina Investor Day bulan Juli 2025.

Pengungkapan informasi mengenai kegiatan pengembangan kompetensi yang diikuti anggota Dewan Komisaris dan Direksi disampaikan dalam Laporan Tahunan PGN 2025.

COLLECTIVE KNOWLEDGE AND COMPETENCY DEVELOPMENT OF THE HIGHEST GOVERNANCE BODY [OJK E.2][GRI 2-17]

The Company provides competency development for members of the Board of Commissioners and Board of Directors in the form of executive training, seminars, and participation in national and international conferences. Throughout 2025, the Company conducted a total of 25 competency development programs for members of the Board of Directors and Board of Commissioners, these includes:

1. The Investor Daily Summit 2025: Exploring Energy and Commodities for a Better Indonesia.
2. The speakers at the Sustainability Dialogue Panel Session during Pertamina's Investor Day in July 2025.

Disclosure of information regarding competency development activities attended by members of the Board of Directors and the Board of Commissioners is presented in PGN's 2025 Annual Report.

EVALUASI KINERJA BADAN TERTINGGI TATA KELOLA KEBERLANJUTAN [GRI 2-18]

Perseroan juga melakukan pengukuran penerapan Tata Kelola Perusahaan yang Baik (GCG) secara keseluruhan menggunakan berbagai metode/parameter, yang di dalamnya menyertakan penilaian kinerja Direksi dan Dewan Komisaris:

1. Berdasarkan parameter ASEAN *Corporate Governance Scorecard* (ACGS) versi Maret 2024. Hasil Asesmen Perseroan Tahun Buku 2025 menunjukkan perolehan tingkat penerapan ACGS sebesar 114,60 atau masuk dalam kategori "*Leadership in Corporate Governance*, (ASEAN *Asset Class*);

PERFORMANCE EVALUATION OF THE HIGHEST SUSTAINABILITY GOVERNANCE BODY [GRI 2-18]

The Company also measures the overall implementation of Good Corporate Governance (GCG) using various methods/parameters, which include performance assessments of the Board of Directors and the Board of Commissioners:

1. Based on the ASEAN Corporate Governance Scorecard (ACGS) parameters, March 2024 version. The Company's Assessment Results for the 2025 Fiscal Year show an ACGS implementation level of 114.60, which falls into the category of "Leadership in Corporate Governance, (ASEAN Asset Class);

2. Berdasarkan POJK 21/2015, dengan capaian 2025 Perseroan telah memenuhi seluruh ketentuan yang dipersyaratkan *(Comply)*;
3. Berdasarkan metode Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang diterbitkan Komite Nasional Kebijakan Governansi dengan capaian tahun 2025, Perseroan telah memenuhi seluruh ketentuan yang dipersyaratkan *(Apply)*.

KEBIJAKAN DAN PROSES PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI [GRI 2-19][GRI 2-20]

Penetapan remunerasi bagi Direksi dan Dewan Komisaris mengacu pada Peraturan Menteri Badan Usaha Milik Negara (BUMN) Nomor PER-3/MBU/03/2023. Sesuai dengan ketentuan tersebut, kewenangan penetapan remunerasi berada pada Pemegang Saham, yang menjadi satu-satunya pemangku kepentingan yang memberikan pertimbangan dalam proses penentuan dan penetapan remunerasi bagi Direksi dan Dewan Komisaris.

Pada periode ini, remunerasi Dewan Komisaris dan Direksi Perseroan mengikuti ketetapan RUPS yang telah disetujui oleh semua Pemegang Saham pada tahun buku 2024. Komponen remunerasi terdiri dari gaji, tunjangan, dan tantiem, yaitu sebesar Rp45.720 juta.

Rasio Total Kompensasi Tahunan [GRI 2-21]

Berdasarkan nilai remunerasi yang dibayarkan kepada Direksi dan Dewan Komisaris di tahun buku 2025, maka rasio total kompensasi tahunan untuk Direksi Perseroan terhadap median total kompensasi tahunan untuk semua pekerja mencapai 1:20. Adapun rasio persentase kenaikan total kompensasi tahunan untuk Direksi terhadap persentase kenaikan rata-rata total kompensasi tahunan untuk semua pekerja sebesar 1:0,2.

Perhitungan rasio remunerasi dan rasio kenaikan remunerasi didasarkan pada data yang dikelola oleh Fungsi Human Capital Management (HCM). Data remunerasi Direksi dan Dewan Komisaris diperoleh dari Fungsi HCM, demikian pula data remunerasi pekerja. Penghitungan rasio kenaikan remunerasi dilakukan dengan membandingkan nilai remunerasi pada tahun buku yang berakhir pada 31 Desember 2025 dengan periode tahun buku sebelumnya.

2. Based on POJK 21/2015, with the 2025 target, the Company has fulfilled all the required provisions (Comply);
3. Based on the Indonesian Corporate Governance Guidelines (PUGKI) 2021 published by the National Committee on Governance Policy, with the 2025 target, the Company has met all the required provisions (Apply).

POLICY AND PROCESS FOR DETERMINING REMUNERATION OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

[GRI 2-19][GRI 2-20]

The remuneration of the Board of Directors and the Board of Commissioners is determined in accordance with the Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-3/MBU/03/2023. Pursuant to this regulation, remuneration is determined by the Shareholders, who serve as the sole stakeholder authorized to provide considerations in the process of determining and approving the remuneration of the Board of Directors and the Board of Commissioners.

During this period, the remuneration of the Company's Board of Directors and Board of Commissioners followed the resolutions of the General Meeting of Shareholders (GMS) as approved by all Shareholders for the 2024 financial year. Remuneration components consist of salaries, allowances, and bonuses, amounting to Rp45,720 million.

Total Annual Compensation Ratio [GRI 2-21]

Based on the remuneration paid to the Board of Directors and the Board of Commissioners in the 2025 financial year, the ratio of the total annual compensation of the Company's Board of Directors to the median total annual compensation for all employees amounted to 1:20. Meanwhile, the ratio of percentage increase in total annual compensation for the Board of Directors to the percentage increase in the average total annual compensation for all employees was 1:0.2.

The calculation of remuneration ratios and remuneration increase ratios is based on data managed by the Human Capital Management (HCM) function. Remuneration data for the Board of Directors and the Board of Commissioners, as well as employee remuneration data, are sourced from the HCM function. The calculation of the remuneration increase ratio is conducted by comparing remuneration values for the financial year ended December 31, 2025 with those of the preceding financial year.

Rasio Persentase Kenaikan Gaji Tahun 2025
Percentage Ratio of Salary Increase in 2025



1:3,31

Rasio total gaji pekerja dengan level tertinggi terhadap total gaji tahunan rata-rata untuk semua pekerja.
Ratio of the total salary of the highest-level employee to the average annual salary for all employees.

1:0,997

Rasio persentase kenaikan total gaji tahunan untuk pekerja dengan level tertinggi terhadap rasio peningkatan persentase median total gaji untuk semua pekerja.
Percentage ratio of total annual salary increase for workers at the highest level to the percentage increase ratio of median total salary for all employees.

Sistem Pelaporan Pelanggaran (*Whistleblowing System*)

Mekanisme lain untuk mengkomunikasikan adanya indikasi pelanggaran adalah dengan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS). Penerapan WBS mengacu pada Pedoman *Whistleblowing System* No. P-002/A011 tanggal 2 Agustus 2021. Terdapat beberapa saluran pelaporan yang dikelola secara independen oleh Komite Etik yang berasal dari unsur pekerja Satuan Kerja Internal Audit PGN yang dapat diakses oleh seluruh pekerja, vendor, pemasok, pelanggan, masyarakat, dan pemangku kepentingan lainnya, yaitu:

Whistleblowing System

Another mechanism for communicating indications of violations is through the Whistleblowing System (WBS). The implementation of the WBS refers to the Whistleblowing System Guidelines No. P-002/A011 dated August 2, 2021. There are several reporting channels managed independently by the Ethics Committee, comprising personnel from PGN's Internal Audit Unit, which are accessible to all employees, vendors, suppliers, customers, the public, and other stakeholders, namely:

Situs web Perseroan:
Company website:

Tersedia
Available
24/7

https://wbs.pgn.co.id

Email pengelola WBS:
Email to the WBS administrator:

pgn.etik@pertamina.com

Tersedia 24/7
Available 24/7

Surat resmi yang ditujukan kepada Komite Etik, baik langsung maupun melalui pos ke alamat: Komite Etik PT PGN Tbk, Gedung Graha PGAS Lantai 3, Jl. KH Zainul Arifin No. 20, Jakarta Barat 11140.
Official letters addressed to the Ethics Committee, either directly or by post to the following address: Ethics Committee of PT PGN Tbk, Graha PGAS Building, 3rd Floor, Jl. KH Zainul Arifin No. 20, West Jakarta 11140.

PGN menjamin perlindungan bagi pelapor, mencakup menjamin kerahasiaan identitas pelapor dan isi laporan, serta menyediakan keamanan bagi pelapor maupun keluarganya. Perlindungan diberikan untuk menghindari dari upaya balas dendam yang dapat merugikan pelapor, seperti tindakan pemecatan yang tidak adil, penurunan jabatan/pangkat, dan tindakan diskriminasi lain termasuk membuat catatan merugikan dalam file data pribadi.

PGN guarantees protection for whistleblowers, including safeguarding the confidentiality of the whistleblower's identity and the content of the report, as well as providing security for the whistleblower and their family. Such protection is provided to prevent any form of retaliation that may harm the whistleblower, including unfair dismissal, demotion, and other discriminatory actions, including the inclusion of adverse records in the whistleblower's personal data files.



Proses pengelolaan laporan melalui WBS adalah sebagai berikut:

A. Penerimaan Laporan
   Komite Etik menerima setiap pelaporan pelanggaran dari pelapor melalui berbagai saluran pelaporan WBS yang telah disediakan, melakukan pengelolaan *database* pelaporan dan monitoring atas status setiap Pelaporan Pelanggaran yang telah diterima.
B. Verifikasi Laporan
   Komite Etik melaksanakan pemeriksaan administratif atas Pelaporan Pelanggaran yang telah diterima melalui WBS untuk melihat terpenuhi atau tidaknya kriteria pelanggaran yang dilaporkan untuk dapat ditindaklanjuti.
C. Penelaahan Laporan
   Komite Etik melakukan pemeriksaan substantif atas Pelaporan Pelanggaran yang diterima dan telah memenuhi kriteria, untuk melihat kecukupan bukti permulaan untuk dapat dilakukan investigasi lebih lanjut.
D. Pelaksanaan Audit Investigatif
   Pelaksanaan Audit Investigatif dilaksanakan oleh Internal Audit untuk membuktikan indikasi penyimpangan/*fraud* yang terjadi.

The process for managing reports through the WBS is as follows:

A. Report Receipt
   The Ethics Committee receives all reports of violations submitted by whistleblowers through the various WBS reporting channels provided, manages the reporting database, and monitors the status of each reported case.
B. Report Verification
   The Ethics Committee conducts an administrative review of the reports received through the WBS to assess whether the reported violation meets the required criteria for further follow-up.
C. Report Assessment
   The Ethics Committee performs a substantive review of reports that meet the criteria to evaluate the sufficiency of preliminary evidence for further investigation.

D. Investigative Audit Execution
   An investigative audit is conducted by Internal Audit function to substantiate indications of irregularities or fraud.

Hasil investigasi akan dilaporkan kepada pimpinan Perseroan untuk penetapan sanksi sesuai tingkat kesalahan melalui mekanisme di Komite Disiplin. Sepanjang 2025 terdapat 22 pengaduan yang disampaikan melalui WBS dan 7 laporan pengaduan yang berasal dari 2024. Hingga 31 Desember 2025 terdapat 8 laporan telah selesai ditindaklanjuti dengan detail sebagai berikut:

The results of the investigation will be reported to the Company's management for the determination of sanctions in accordance with the severity of the violation through the Disciplinary Committee mechanism. Throughout 2025, there were 22 complaints submitted through the WBS and 7 complaint reports carried over from 2024. As of December 31, 2025, a total of 8 reports had been followed up and resolved, with details as follows:

No.	Uraian Description		Total
A	*Outstanding* pelaporan WBS per 31 Desember 2024 Outstanding WBS reporting as of December 31, 2024		7
B	Tambahan pelaporan WBS selama tahun 2025 Additional WBS reporting for the year 2025		22
C	Total pelaporan WBS hingga 31 Desember 2025 Total WBS reporting until December 31, 2025		29
D	Selesai ditindaklanjuti hingga 31 Desember 2025 Complete follow-up until December 31, 2025		8
E	*Outstanding* pelaporan WBS hingga 31 Desember 2025 Outstanding WBS reporting as of December 31, 2025		21
	E1	Verifikasi pelaporan WBS hingga 31 Desember 2025 Verification of WBS reporting until December 31, 2025	17
	E2	Penelaahan pelaporan WBS hingga 31 Desember 2025 Review of WBS reporting until December 31, 2025	4
	E3	Investigasi pelaporan WBS hingga 31 Desember 2025 Investigation of WBS reporting as at December 31, 2025	-

Etik, Penyuapan, Pemerasan, dan Gratifikasi
Ethics, Bribery, Extortion, and Gratification

		2024	2023
6	**Jumlah Pengaduan Masuk** Number of Complaints Received	1	-

Benturan Kepentingan
Conflict of Interest

		2024	2023
2	**Jumlah Pengaduan Masuk** Number of Complaints Received	-	-

Pengadaan Barang/Jasa
Procurement of Goods/Services

		2024	2023
-	**Jumlah Pengaduan Masuk** Number of Complaints Received	2	-

Kas, Persediaan & Aset lainnya
Cash, Inventory & Other Assets

		2024	2023
11	**Jumlah Pengaduan Masuk** Number of Complaints Received	-	2

HSSE, Sumber Daya Manusia, dan Pelecehan
HSSE, Human Resources, and Harassment

		2024	2023
3	**Jumlah Pengaduan Masuk** Number of Complaints Received	2	-

Jumlah Pengaduan
Total Number of Complaints

		2024	2023
22	**Jumlah Pengaduan Masuk** Number of Complaints Received	5	2

KOMITMEN KEBIJAKAN [GRI 2-23]

PGN terus memperkuat komitmen kebijakan untuk mendukung pelaksanaan bisnis yang bertanggung jawab.

Pedoman Perilaku dan Etika Bisnis (Kode Etik) [GRI 2-23]

PGN memiliki kode etik yang dituangkan dalam Pedoman Perilaku Etika (*Code of Conduct*), sebagai panduan seluruh pihak di Perseroan dalam menjalankan aktivitas bisnis serta berinteraksi dengan pemangku kepentingan. Pedoman Perilaku Etika disusun berdasarkan praktik-praktik terbaik governansi, termasuk prinsip kehati-hatian dan penghormatan terhadap Hak Asasi Manusia (HAM). Pedoman Perilaku Etika mencakup juga prinsip-prinsip dalam berinteraksi dengan pemangku kepentingan, seperti transparansi, perlakuan setara, pemenuhan hak-hak pemangku kepentingan, antimonopoli, perlindungan hak asasi manusia, pengendalian gratifikasi, perlindungan hak kekayaan intelektual, dan aspek lainnya.

Komitmen Direksi dan Manajemen terhadap penerapan Pedoman Perilaku Etika tercermin melalui penandatanganan dan penerapan Kode Etik oleh seluruh Dewan Komisaris dan Direksi serta kewajiban kepatuhan bagi seluruh pekerja PGN. Direksi bertanggung jawab memastikan bahwa penerapan Kode Etik menjadi bagian integral dalam pengelolaan risiko dan proses bisnis Perseroan.

Apabila ditemukan indikasi pelanggaran, Direksi dan Manajemen akan mengambil langkah pembinaan, tindakan korektif, maupun sanksi disiplin sesuai ketentuan yang berlaku. Seluruh pihak, baik internal maupun eksternal, diberikan akses untuk melaporkan dugaan pelanggaran melalui WBS sebagai bagian dari komitmen Perseroan dalam menjaga integritas dan akuntabilitas.

Setiap tahun, seluruh pekerja Subholding Gas diwajibkan melakukan deklarasi kepatuhan terhadap Kode Etik Perusahaan melalui aplikasi *Compliance Online Systems* (COMPOLS) sebagai bentuk internalisasi dan penerapan prinsip-prinsip GCG dan etika. Deklarasi pemahaman pekerja tersebut berupa surat pernyataan pekerja mengenai pemahaman Pedoman Perilaku Etika, Pemahaman Pedoman Tata Kelola Perusahaan Yang Baik, Gratifikasi, dan Tidak Dalam Benturan Kepentingan.

POLICY COMMITMENT [GRI 2-23]

PGN continues to strengthen its policy commitment to support responsible business practices.

Business Conduct and Ethics Guidelines (Code of Ethics) [GRI 2-23]

PGN has established a Code of Conduct set forth in its Code of Ethics Guidelines, which serve as a guide for all parties within the Company in conducting business activities and interacting with stakeholders. The Code of Ethics Guidelines are formulated based on best governance best practices, including the principles of prudence and respect for human rights. The Code of Ethics also covers principles for interacting with stakeholders, such as transparency, equal treatment, fulfillment of stakeholder rights, anti-monopoly practices, protection of human rights, gratification control, protection of intellectual property rights, and other relevant aspects.

The commitment of the Board of Directors and Management to implementing the Code of Conduct is reflected in the signing and implementation of the Code of Ethics by the entire Board of Commissioners and Board of Directors, as well as the obligation of compliance for all PGN employees. The Board of Directors is responsible for ensuring that the implementation of the Code of Ethics is an integral part of the Company's risk management and business processes.

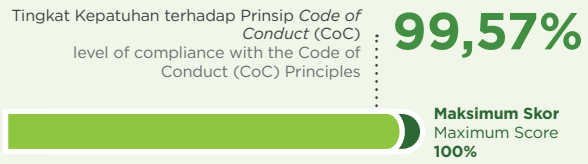
If indications of violations are found, the Board of Directors and Management will take corrective measures, corrective actions, or disciplinary sanctions in accordance with applicable regulations. All parties, both internal and external, are given access to report alleged violations through WBS as part of the Company's commitment to maintaining integrity and accountability.

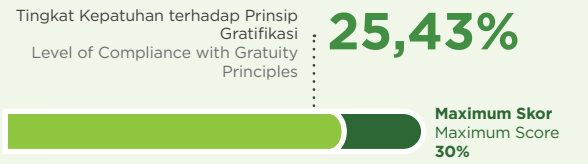
Each year, all Subholding Gas personnel are required to reaffirm their commitment to the Company's Code of Conduct by submitting a statement of commitment through the Compliance Online Systems (COMPOLS) application, that serves as a form of internalization and implementation of GCG principles and corporate ethics. The declaration of understanding is formalized through a signed statement letter, confirming acknowledgment of the Code of Conduct and Ethics Guidelines, the Good Corporate Governance Guidelines, the gratification policy; and a declaration of not being in a conflict of interest situation.

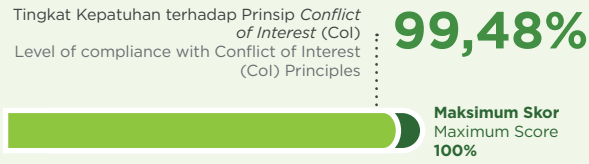


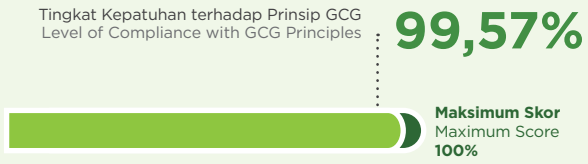
Pengisian capaian KPI GCG *Implementation* 2025 berupa Deklarasi Kepatuhan Terhadap Prinsip-Prinsip GCG, Kode Etika, Benturan Kepentingan, Gratifikasi, dan LHKPN
KPI Achievement for GCG Implementation: Declarations of Compliance With GCG Principles, Code Of Ethics, Conflicts Of Interest, Gratification, and LHKPN (State Officials' Wealth Reports)













Perseroan menerapkan sanksi tegas terhadap setiap tindakan pelanggaran Kode Etik yang terbukti. Hingga akhir 2025, tidak terdapat pelanggaran Etika Usaha yang dilakukan Perusahaan, seluruh pekerja, Direksi, dan Dewan Komisaris. Sementara untuk pelanggaran terhadap Etika Kerja, terdapat 4 pelanggaran, yaitu 2 pelanggaran telah diberikan sanksi sesuai dengan Perjanjian Kerja Bersama antara Perusahaan dan Pekerja dan 2 pelanggaran masih berproses di Komite Disiplin PGN.

The Company imposes strict sanctions for any proven violations of the Code of Conduct. As of the end of 2025, there were no violations of Business Ethics committed by the Company, its employees, the Board of Directors, or the Board of Commissioners. With regard to violations of Work Ethics, there were 4 violations of Work Ethics, 2 of which have been sanctioned in accordance with the Collective Labor Agreement between the Company and Employees, while 2 violations are still being processed by the PGN Disciplinary Committee.

Kebijakan terkait Hak Asasi Manusia (HAM) terhadap Pekerja [GRI 2-23]

PGN menghormati HAM dengan mengimplementasikan kebijakan yang mendukung penghormatan HAM di tempat kerja: yaitu Respectful Workplace Policy (RWP). Selain itu, PGN mengimplementasikan Komitmen Manajemen Mutu, HSSE, dan Anti-Penyuapan, yang disahkan pada 29 Agustus 2025. Perseroan mewujudkan lingkungan kerja yang aman, menghargai serta melindungi harkat dan martabat manusia, mengedepankan sikap saling menghormati, bebas dari diskriminasi, perundungan dan pelecehan serta berbagai bentuk kekerasan lainnya baik mental, fisik, maupun seksual bagi seluruh pekerja dan pihak-pihak terkait dalam rangka menciptakan lingkungan kerja yang inklusif, kondusif dan produktif.

Policies Related to Human Rights (HAM) for Workers [GRI 2-23]

PGN respects human rights by implementing policies that support the respect for human rights in the workplace, including the Respectful Workplace Policy (RWP). In addition, PGN also implemented the Quality, HSSE, and Anti-Bribery Management Commitment, which was ratified on August 29, 2025. The Company fosters a safe working environment that respects and protects human dignity by promoting mutual respect, and ensuring freedom from discrimination, bullying, harassment, and all forms of violence, whether mental, physical, or sexual, toward all workers and related parties. These efforts are undertaken to create an inclusive, conducive, and productive work environment.

Kebijakan tersebut juga menghormati HAM masyarakat di wilayah operasional dan aset Perseroan, termasuk masyarakat adat. Kami terus melakukan sosialisasi untuk memastikan kebijakan terkait HAM diterapkan di seluruh rantai pasok Perseroan, dengan menyediakan saluran *Whistleblowing system* (WBS).

Menanamkan Komitmen Kebijakan dan Kepatuhan terhadap Regulasi [GRI 2-24] [GRI 2-27]

Perseroan melakukan sosialisasi kepada seluruh pekerja di Subholding Gas dan pemangku kepentingan, terkait penerapan GCG, Kode Etik, Antipenyuapan/Antikorupsi/ pengendalian Gratifikasi, kebijakan terkait HAM dan kebijakan-kebijakan lain. Dalam rangka menanamkan budaya anti korupsi, Perseroan turut serta mendukung kegiatan KPK seperti penyelenggaraan Peringatan Hari Antikorupsi Sedunia (Hakordia) setiap 9 Desember.

Perseroan melalui Fungsi Kepatuhan memastikan terpenuhinya kepatuhan terhadap perundang-undangan dan memastikan pelaksanaan tata kelola perusahaan yang baik. Sepanjang 2025, Perseroan menghadapi 5 perkara atau gugatan hukum bernilai material terhadap Perseroan. Perkara tersebut adalah perkara lanjutan atau belum diputuskan dan/atau mempunyai kekuatan hukum yang tetap pada tahun sebelumnya. Informasi lebih lanjut terkait perkara atau gugatan hukum dapat diakses melalui Laporan Tahunan PGN 2025.

PROSES UNTUK MENGURANGI DAMPAK NEGATIF [GRI 2-25]

Perseroan bekerja sama dengan pihak independen dalam melakukan pemantauan terhadap upaya-upaya pengendalian dan pengurangan dampak negatif kegiatan operasional, antara lain kebocoran gas, pencemaran lingkungan, dan kebisingan. Pemantauan tersebut dilakukan melalui kolaborasi dengan berbagai Lembaga Swadaya Masyarakat (LSM) di beberapa wilayah operasi. Selain itu, Perseroan telah menetapkan dan menerapkan Standar Prosedur Operasi (SOP) guna mengendalikan dan memitigasi dampak negatif yang ditimbulkan.

Sebagai bagian dari upaya Perusahaan dalam meminimalkan dampak negatif sosial yang berpotensi timbul dari pelaksanaan program TJSL, Perusahaan telah menetapkan mekanisme penanganan keluhan masyarakat. Setiap keluhan, baik yang disampaikan secara langsung maupun tidak langsung melalui berbagai media komunikasi, diterima dan didokumentasikan secara resmi oleh fungsi terkait. Proses ini mencakup verifikasi awal, identifikasi akar permasalahan, serta penentuan langkah tindak lanjut yang sesuai dengan prinsip keadilan, independensi, dan tata kelola perusahaan yang baik, sehingga memastikan setiap masukan masyarakat ditangani secara objektif dan bertanggung jawab.

The policy also upholds the human rights of communities within the Company's operational areas and surrounding its assets, including indigenous peoples. We continue to conduct outreach and socialization to ensure that human rights related policies are implemented throughout the supply chain, by providing a Whistleblowing System (WBS) channel.

Instilling Commitment to Policy and Regulatory Compliance [GRI 2-24] [GRI 2-27]

The Company conduct socialization and awareness programs for all Subholding Gas personnel and stakeholders regarding the implementation of Good Corporate Governance (GCG), the Code of Conduct, Anti-Bribery/Anti-Corruption/Gratification Control, human rights-related policies, and other applicable policies. To instill an anti-corruption culture, the Company supports KPK's activities including celebration of International Anti-Corruption Day (Hakordia) on December 9.

Through the Compliance Function, the Company ensures compliance with national laws and regulations, and ensures the implementation of Good Corporate Governance. Throughout 2025, the Company faced 5 material lawsuits or legal claims against the Company. These cases were ongoing or undecided and/or had permanent legal force in the previous year. Further information regarding these lawsuits or legal claims can be accessed through the PGN 2025 Annual Report.

PROCESSES TO REDUCE NEGATIVE IMPACTS [GRI 2-25]

The Company collaborates with independent parties to monitor efforts to control and reduce the negative impacts of its operational activities, including gas leaks, environmental pollution, and noise. Such monitoring is conducted through cooperation with various non-governmental organizations (NGOs) across several operational areas. In addition, the Company has established and implemented Standard Operating Procedures (SOPs) to control and mitigate these negative impacts.

As part of the Company's efforts to minimize potential negative social impacts arising from the implementation of CSR programs, the Company has established a structured, transparent, and accountable mechanism for handling community complaints. Every complaint, whether submitted directly or indirectly through various communication media, is formally received and documented by the relevant function. The process includes initial verification, identification of the root cause, and determination of appropriate follow-up actions in accordance with the principles of fairness, independence, and good corporate governance. This ensures that all community feedback is handled objectively and responsibly.

Dalam pelaksanaannya, Perusahaan mengedepankan pendekatan dialogis dan partisipatif dengan melibatkan pemangku kepentingan terkait, termasuk masyarakat, pemerintah setempat, dan unit internal yang relevan. Hasil penanganan keluhan dievaluasi dan didokumentasikan sebagai bahan pembelajaran untuk perbaikan berkelanjutan dalam perencanaan dan implementasi program TJSL. Sepanjang 2025, PGN tidak menerima aduan atau keluhan masyarakat terkait dengan kegiatan TJSL di wilayah operasi perseroan.

Penilaian Risiko Atas Penerapan Keberlanjutan

[OJK E.3, E.5]

Kami menerapkan Sistem Manajemen Risiko berbasis ISO 31000:2018 ke dalam seluruh operasional PGN, sejalan dengan standar yang diterapkan PT Pertamina (Persero) sebagai induk perusahaan. Pengelolaan risiko dilaksanakan oleh Direktorat Manajemen Risiko dan dijalankan berkesinambungan dengan mematuhi prinsip kehati-hatian serta semua peraturan dan norma yang berlaku. Proses identifikasi, analisis, dan evaluasi risiko ini dilakukan secara berkala sebagai bagian dari penerapan *Enterprise Risk Management*, yang mencakup risiko ekonomi, sosial, lingkungan, dan tata kelola secara terintegrasi.

Pengelolaan manajemen risiko berada dalam pengawasan Dewan Komisaris dan Direksi untuk memastikan efektivitasnya, termasuk pengawasan dan pengelolaan risiko spesifik industri. Untuk mendukung hal tersebut, PGN menyusun *Roadmap* Manajemen Risiko periode 2020-2025 sebagai panduan dalam pelaksanaan pengelolaan dan mitigasi risiko yang lebih konsisten. Berdasarkan peta jalan maka di 2025, PGN memasuki tahapan sebagai entitas yang memiliki manajemen risiko terdepan dan diakui sebagai tolak ukur (*benchmark*) bagi industri sejenis.

Selain menerapkan ISO 31000:2018, PGN juga menerapkan Sistem Manajemen Kelangsungan Bisnis (SMKB) yang mengacu pada standar ISO 22301:2019 untuk satu siklus penuh. Bahkan di tahun 2024, Perseroan berhasil meraih Sertifikat ISO 22301:2019 *Business Continuity Management System* (BCMS), yang menandakan kesiapan PGN menghadapi ketidakpastian global maupun domestik serta disrupsi bisnis yang mengancam kelangsungan bisnis.

Pada 2025, PGN melakukan identifikasi dan analisis risiko yang terkait dengan aspek ekonomi, sosial, lingkungan, dan tata kelola. Analisis ini mencakup penilaian terhadap dampak, peluang yang muncul dari risiko tersebut, serta mitigasi dengan tujuan menyelaraskan profil risiko dengan misi perusahaan dalam mendorong pertumbuhan bisnis dan mengurangi dampak negatif serta meningkatkan dampak positif terhadap lingkungan maupun sosial.

In implementation, the Company prioritizes a dialogic and participatory approach by involving relevant stakeholders, including local communities, local government authorities, and relevant internal units. The outcomes of complaint handling are evaluated and documented as learning materials for continuous improvement in the planning and implementation of CSR programs. In 2025, PGN did not receive any community complaints or grievances related to CSR within the Company's operational areas.

Risk Assessment on Sustainability Implementation [OJK E.3, E.5]

We implement a ISO 31000:2018-based Risk Management System across all PGN operations, in alignment with the standards applied by PT Pertamina (Persero) as the parent company. Risk management is carried out by the Risk Management Directorate and implemented on an ongoing basis in accordance with the principle of prudence and all applicable regulations and norms. The processes of identifying, analyzing, and evaluating risks are conducted periodically as part of the implementation of Enterprise Risk Management, which covers economic, social, environmental, and governance risks in an integrated manner.

Risk management is conducted under the supervision of the Board of Directors and Board of Commissioners to ensure the effectiveness, including the supervision and management of industry-specific risks. To support this effort, PGN has developed a Risk Management Roadmap for the 2020-2025 period as a guideline for more consistent risk management and mitigation practices. Based on this roadmap, in 2025, PGN entered the stage of becoming an entity with leading risk management practices, recognized as a benchmark for similar industries.

In addition to implementing ISO 31000:2018, PGN also applies a Business Continuity Management System (BCMS) in accordance with the ISO 22301:2019 standard for a full cycle. In 2024, the Company succeeded in obtaining the ISO 22301: 2019 Business Continuity Management System (BCMS) Certificate, which signifies PGN's readiness to face global and domestic uncertainties as well as business disruptions that may threaten business continuity.

In 2025, PGN conducted risk identification and analysis of risks related to economic, social, environmental, and governance aspects. This analysis included an assessment of the impacts and opportunities arising from such risks, as well as the development of mitigation measures aimed at aligning the Company's risk profile with its mission of driving business growth, reducing negative impacts, and increasing positive impacts on the environment and society.

Identifikasi Dampak, Risiko, Peluang, dan Mitigasi [OJK E.3]
Identification of Impacts, Risks, Opportunities, and Mitigation



Pengelolaan Ekonomi
Economic Management

Dampak
Impact

Melalui kegiatan usahanya menyalurkan gas bumi, dapat menggerakkan industri nasional, pembangkit listrik maupun pemenuhan kebutuhan rumah tangga. Selain itu PGN juga berkontribusi bagi negara melalui pembayaran dividen, pembayaran pajak, dan pembayaran Penerimaan Negara Bukan Pajak (PNBP).

Through its business activities of distributing natural gas, it can drive the national industry, power plants, and meet household needs. In addition, PGN also contributes to the state through dividend payments, tax payments, and Non-Tax State Revenue (PNBP) payments.

Risiko
Risks

Potensi turunnya kontribusi PGN bagi negara yang disebabkan:
1. Fluktuasi permintaan dari pelanggan dan kemampuan penyerapan komoditas dari pemasok.
2. Gangguan pasokan gas bumi dari pemasok gas.

Potential decline in PGN's contribution to the state due to:
1. Fluctuations in customer demand and the ability of suppliers to absorb commodities.
2. Disruptions in natural gas supply from gas suppliers.

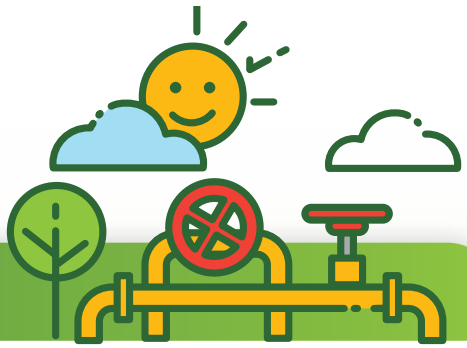
Peluang
Opportunities

PGN dapat meningkatkan kontribusi bagi negara melalui pemenuhan kebutuhan gas bumi nasional yang meningkat untuk keperluan pembangkit listrik, industri, komersial dan rumah tangga yang tidak hanya dilayani oleh pipa gas tetapi juga melalui moda lainnya berupa LNG & CNG, serta membuka peluang dan pengembangan bagi energi gas yang berasal dari sumber terbarukan.

PGN can increase its contribution to the country by meeting the growing national demand for natural gas for power generation, industrial, commercial, and household needs, which are not only served by gas pipelines but also through other modes such as LNG & CNG, as well as opening up opportunities and development for gas energy from renewable sources.

Mitigasi
Mitigation

1. Monetisasi *stranded* gas untuk tambahan portfolio pasokan gas bumi PGN.
   Monetization of stranded gas to add to PGN's natural gas supply portfolio
2. Advokasi kepada para pemangku kepentingan terkait alokasi gas bumi dan LNG domestik maupun impor.
   Advocacy to stakeholders regarding the allocation of domestic and imported natural gas and LNG.



Pengelolaan Lingkungan dan Perubahan Iklim
Environmental Management and Climate Change

Dampak
Impact

Bisnis utama PGN adalah menyalurkan gas bumi yang berkontribusi untuk menekan produksi Gas Rumah Kaca (GRK) yang merupakan faktor pemicu pemanasan global, perubahan iklim dan terjadinya bencana alam khususnya banjir. PGN dapat meningkatkan penyediaan dan pemanfaatan gas bumi sebagai sumber energi yang lebih ramah lingkungan (lebih rendah emisi GRK) dibandingkan bahan bakar fosil lainnya seperti minyak bumi dan batu bara.
PGN's main business is in distributing natural gas, which contributes to reducing GHG emissions, a factor that triggers global warming, climate change, and natural disasters, particularly flooding. PGN can increase the supply and utilization of natural gas as a more environmentally friendly energy source (lower GHG emissions) compared to other fossil fuels such as petroleum and coal.

Peluang
Opportunities

Meningkatnya pemanfaatan gas bumi PGN sebagai energi bersih dalam masa transisi energi saat ini dan capaian target NZE nasional maupun ESG rating Perusahaan sebagai bentuk dukungan terhadap Pemerintah dan Pertamina sebagai Holding Migas.
Increased utilization of PGN natural gas as clean energy during the current energy transition period and achievement of national NZE targets and the Company's ESG rating as a form of support for the Government and Pertamina as the Oil and Gas Holding Company

Risiko
Risks

Kegiatan bisnis PGN berpotensi meningkatkan beban lingkungan, seperti penggunaan energi, pelepasan emisi ke udara dan limbah B3.
PGN's business activities have the potential to increase environmental burdens, such as energy use, air emissions, and hazardous waste.

Mitigasi
Mitigation

Efisiensi energi di fasilitas operasional, pengurangan kehilangan gas (*loss reduction*) untuk meningkatkan kehandalan penyaluran gas, pemanfaatan energi hijau/berkarbon rendah (*green/low carbon energy*), elektrifikasi peralatan operasional (*equipment electrification*), dan penggunaan bahan bakar rendah/nol karbon (*low/zero carbon fuel*).
Energy efficiency in operational facilities, reduction of gas losses (loss reduction) to improve gas distribution reliability, utilization of green/low-carbon energy, electrification of operational equipment, and use of low/zero-carbon fuels.



Pengelolaan Sosial - Masyarakat
Social Management - Community

Dampak
Impact

1. Infrastruktur yang dikembangkan PGN dapat memberikan kemudahan bagi masyarakat untuk mengakses dan menjangkau energi yang lebih ramah lingkungan.
   The infrastructure developed by PGN can make it easier for the community to access and obtain more environmentally friendly energy.
2. Menciptakan lapangan kerja bagi masyarakat. Memastikan tercapainya ketersediaan, kemandirian, dan kedaulatan energi nasional.
   Creating job opportunities for the community. Ensuring the availability, independence, and sovereignty of national energy.

Peluang
Opportunities

Peningkatan kelancaran pembangunan infrastruktur gas bumi dapat mempercepat akses masyarakat untuk mendapatkan dan menggunakan energi bersih gas bumi.
Improving the smoothness of natural gas infrastructure development can accelerate community access to and use of clean natural gas energy.

Risiko
Risks

Adanya penolakan masyarakat di beberapa titik pembangunan infrastruktur gas bumi. Hal ini dipicu kurangnya sosialisasi mengenai manfaat pembangunan infrastruktur pipa gas bumi dan faktor keselamatan yang selalu diutamakan.
There is community resistance at several points of natural gas infrastructure development. This is triggered by a lack of socialization regarding the benefits of natural gas pipeline infrastructure development and safety factors that are always prioritized.

Mitigasi
Mitigation

Dilakukan sosialisasi mengenai manfaat pembangunan infrastruktur gas bumi, aspek keselamatan, dan dampak lingkungan sehingga masyarakat dapat merasakan manfaat dari gas bumi dibandingkan bahan bakar fosil lainnya.
Conduct outreach on the benefits of natural gas infrastructure development, safety aspects, and environmental impacts so that the community can appreciate the advantages of natural gas over other fossil fuels.



Pengelolaan Sosial - Sumber Daya Manusia
Social Management - Human Resources

Dampak
Impact

Peningkatan kualitas Sumber Daya Manusia di perusahaan dapat meningkatkan kontribusi pekerja kepada perusahaan serta daya saing perusahaan dan memberikan kehidupan yang layak dengan menjaga hubungan kerja yang dinamis, harmonis, dan berkeadilan dengan seluruh pekerja. PGN selalu mengkomunikasikan kebijakan yang berdampak langsung terhadap pekerja yang didukung dengan adanya Perjanjian Kerja Bersama antara Manajemen dan Pekerja yang diwakili oleh Serikat Pekerja yang selalu menjembatani kebutuhan Pekerja dengan Manajemen.

Improving the quality of human resources in the Company can increase workers' contributions to the Company and the Company's competitiveness, as well as provide a decent life by maintaining dynamic, harmonious, and fair working relationships with all workers. PGN always communicates policies that directly impact workers, supported by a Collective Labor Agreement between Management and Workers represented by the Labor Union, which always bridges the needs of Workers with Management.

Peluang
Opportunities

Aspirasi pekerja PGN dapat disalurkan dengan lebih baik karena telah tersedia sistem I-AM Pertamina, sedangkan untuk aspirasi dan/atau isu-isu lainnya terkait kepegawaian dapat disampaikan melalui saluran yang sudah disediakan dan disosialisasikan perusahaan kepada pekerja.

PGN workers' aspirations can be better channeled through the existing Pertamina I-AM system, while other aspirations and/or issues related to employment can be communicated through the channels provided and socialized by the Company to workers.

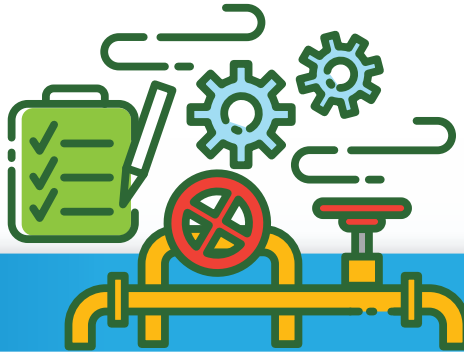
Risiko
Risks

1. Adanya potensi aspirasi pekerja yang tidak tersalurkan sehingga dapat memunculkan konflik antara pekerja dengan pemberi kebijakan (perusahaan).
   There is a potential for unmet worker aspirations, which could lead to conflicts between workers and policy makers (the Company).
2. Potensi tidak tercapai kesepakatan kebijakan PKB terbaru antara manajemen dan Serikat Pekerja (SP).
   The potential for failure to reach an agreement on the latest CBA policy between management and the labor union (SP).

Mitigasi
Mitigation

Melakukan koordinasi intensif dengan SP baik secara formal maupun nonformal. Terkait potensi tidak tercapainya kesepakatan pada perundingan Perjanjian Kerja Bersama (PKB), perusahaan berkoordinasi intensif dengan perwakilan Serikat Pekerja baik secara formal melalui forum pra perundingan PKB dan/atau perundingan PKB maupun secara nonformal pada kesempatan lain melalui pertemuan dengan SP.

Intensive coordination is carried out with the Labor Union (SP), both formally and informally. Regarding the potential failure to reach an agreement in the Collective Bargaining Agreement (CBA) negotiations, the Company engages intensively with the Workers' Union representatives, both formally through the pre-CBA negotiation forum and/or CBA negotiations, and informally on other occasions through meetings with the SP.



Pengelolaan Sosial - Integritas Aset
Social Management - Asset Integrity

Dampak
Impact

PGN senantiasa menjaga keandalan operasional dari infrastruktur untuk memastikan kualitas pelayanan dan meningkatkan efisiensi operasi dan mengurangi hilangnya waktu henti akibat kegagalan operasi yang membutuhkan perbaikan.

PGN consistently maintains the operational reliability of its infrastructure to ensure service quality, improve operational efficiency, and reduce downtime due to operational failures requiring repairs.

Risiko
Risks

Kegiatan operasional PGN memerlukan keandalan aset infrastruktur jaringan baik transmisi dan distribusi. Beberapa risiko utama yang diperhatikan antara lain kegagalan operasi fasilitas stasiun, kompresor, serta kebocoran pipa yang disebabkan oleh stress, kondisi *geohazard*, vibrasi maupun kesalahan pihak ketiga.

PGN's operational activities require the reliability of transmission and distribution network infrastructure assets. Several key risks are taken into account, such as operational failures at stations and compressors, as well as pipeline leaks caused by stress, geohazards, vibrations, and third-party errors.

Peluang
Opportunities

Keandalan aset yang baik dapat menjaga integritas aset, optimalisasi layanan dan penyaluran gas, sehingga dapat meningkatkan pelayanan kepada pelanggan serta memberikan kepercayaan kepada investor.

Good asset reliability can maintain asset integrity, optimize gas services and distribution, thereby improving customer service and building investor confidence.

Mitigasi
Mitigation

Dalam menangani risiko yang dapat terjadi, beberapa kegiatan mitigasi yang dilakukan Perusahaan antara lain penjadwalan *preventive* dan *corrective maintenance*, penyediaan suku cadang untuk *critical element* dari setiap fasilitas utama yang dapat menurunkan dampak dan frekuensi dari risiko.

In addressing potential risks, the Company has implemented several mitigation measures, including scheduling preventive and corrective maintenance, and providing spare parts for critical elements of each main facility to reduce the impact and frequency of risks.



Aspek Tata Kelola - Penyuapan dan Pencegahan Korupsi*
Governance Aspects - Bribery and Corruption Prevention

Dampak
Impact

PGN sudah menerapkan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 sejak tahun 2020 dengan ruang lingkup meliputi 9 satuan kerja. Penerapan SMAP dapat meningkatkan kepercayaan publik, investor, menaikkan moral pekerja serta menjaga kualitas dari pengadaan, pelaksanaan proyek, pengambilan keputusan, dan layanan Perusahaan.
PGN has implemented the ISO 37001 Anti-Bribery Management System (SMAP) since 2020, with the scope of 9 work units. The implementation of SMAP can increase public and investor confidence, boost employee morale, and maintain the quality of the Company's procurement, project implementation, decisioin making, and services.

Risiko
Risks

Pada beberapa kegiatan Perusahaan, seperti pada proses pengadaan, layanan, *sponsorship* maupun pelaksanaan proyek terdapat risiko penyuapan ataupun penyimpangan pemberian manfaat yang menyebabkan kerugian perusahaan maupun adanya penurunan citra perusahaan sampai terkena kasus hukum.
In some of the Company's activities, such as procurement, services, sponsorship, and project implementation, there are risks of bribery or misuse of benefits that can cause losses to the Company or damage its image, even leading to legal cases.

Peluang
Opportunities

Penerapan SMAP maupun penerapan budaya anti penyuapan yang baik di Perusahaan akan meningkatkan penerapan kepatuhan dan tata kelola yang baik, transparansi dan akuntabilitas, memperkuat hubungan dengan investor, pemerintah, dan masyarakat dan secara keuangan akan mendorong efisiensi biaya dan tercapainya kinerja perusahaan.
The implementation of SMAP and a strong anti-bribery culture within the Company will enhance compliance and good governance, transparency and accountability, strengthen relationships with investors, the government, and the community, and financially drive cost efficiency and the achievement of the Company's performance.

Mitigasi
Mitigation

Dalam mengelola risiko tersebut, Perusahaan telah menerapkan program mitigasi seperti sosialisasi berkala mengenai SMAP, etika, GCG, COI, pengendalian gratifikasi, anti-korupsi, serta rencana memperluas lingkup sertifikasi, sampai dengan adanya sistem *whistleblowing* dan memiliki tim UPG (Unit Pengendalian Gratifikasi)
In managing these risks, the Company has implemented mitigation programs such as regular socialization of SMAP, ethics, GCG, COI, gratification control, anti-corruption, with plans to expand of the scope of certification, as well as a whistleblowing system and a UPG (Gratification Control Unit) team.

Keterangan/Description:
* Risiko antipenyuapan dan antikorupsi, diidentifikasi secara berkala melalui proses penilaian risiko yang dilakukan minimal 1 kali dalam setahun.
Anti-bribery and anti-corruption risks are identified periodically through a risk assessment process conducted at least once a year.



Aspek Tata Kelola - Keamanan Siber
Governance Aspects - Cybersecurity

Dampak
Impact

Pengembangan tata kelola teknologi informasi serta manajemen keamanan siber di Perusahaan dirancang untuk memastikan semua kegiatan operasional Perusahaan berjalan dengan baik, mengingat pelaksanaan operasional Perusahaan seperti pengaliran gas, layanan pelanggan, serta administrasi sudah bertumpu pada teknologi informasi.

The development of information technology governance and cybersecurity management at the Company is designed to ensure that all of the Company's operational activities run smoothly, given that the Company's operations, such as gas distribution, customer service, and administration, rely on information technology.

Risiko
Risks

Meskipun PGN telah menerapkan langkah-langkah proaktif dalam menjaga keamanan siber, terdapat risiko inheren terkait siber seperti *ransomware*, akses yang tidak sah, *phising* dan peretasan lainnya yang dapat menyebabkan kebocoran data sampai gagalnya sistem operasi pengaliran gas, administrasi maupun keuangan.

Although PGN has implemented proactive measures to maintain cybersecurity, there are inherent cyber risks such as ransomware, unauthorized access, phishing, and other hacking that can cause data leaks and even failure of gas distribution, administrative, and financial operating systems.

Peluang
Opportunities

Melalui pengelolaan risiko, peningkatan kesadaran, dan pelatihan pekerja atas keamanan siber, dapat menambahkan keunggulan kompetitif melalui keamanan yang lebih baik dan kepatuhan regulasi yang lebih baik.

Through cybersecurity risk management, employee awareness and training, competitive advantages can be gained through improved security and better regulatory compliance.

Mitigasi
Mitigation

Mitigasi yang dilakukan antara lain: pelaksanaan *Vulnerability Assessment & Penetration Test* (VAPT), penerapan *Security Operation Center*, dan implementasi *cyber threat intelligence*.

Mitigation measures include: conducting Vulnerability Assessment & Penetration Testing (VAPT), implementing a Security Operation Center, and implementing cyber threat intelligence.



Aspek Tata Kelola - Etika Bisnis
Governance Aspects - Business Ethics

Dampak
Impact

Sesuai dengan Tata Kelola Perusahaan yang baik, Perusahaan menerapkan etika bisnis yang baik dan telah diatur dalam Pedoman Perilaku Etika. Praktik etika bisnis yang baik dapat mencegah benturan kepentingan dan tindakan curang, serta menjaga citra Perusahaan untuk memastikan aktivitas bisnis dan interaksi dengan pemangku kepentingan dilaksanakan dengan baik.

In accordance with good corporate governance, the Company applies good business ethics as stipulated in the Code of Conduct. Good business ethics practices can prevent conflicts of interest and fraudulent acts, as well as maintain the Company's image to ensure that business activities and interactions with stakeholders are carried out properly.

Risiko
Risks

Risiko yang timbul mengenai etika bisnis meliputi risiko ketidakpatuhan terhadap peraturan yang berlaku dan terjadinya pelanggaran etika yang dapat menyebabkan adanya pernyataan negatif dari pemangku kepentingan maupun potensi adanya pelanggaran hukum.

Risks arising from business ethics include the risk of non-compliance with applicable regulations and ethical violations that could lead to negative statements from stakeholders or potential legal violations.

Peluang
Opportunities

Penerapan etika bisnis yang baik akan meningkatkan *awareness* pegawai sehingga melindungi dari kemungkinan pelanggaran hukum dan regulasi serta meningkatkan citra positif terhadap pemangku kepentingan.

The implementation of good business ethics will increase employee awareness, thereby protecting against possible legal and regulatory violations and enhancing the positive image of stakeholders.

Mitigasi
Mitigation

Mitigasi yang dapat dilakukan diantaranya melakukan sosialisasi etika secara berkala, menjalankan program *awareness* mengenai etika dan wajib melakukan deklarasi kepatuhan dalam bentuk uji pemahaman etika.

Mitigation measures that can be taken include conducting regular ethics socialization, implementing ethics awareness programs, and requiring compliance declarations in the form of ethics comprehension tests.

Metrik dan Target

Sejalan dengan Rencana Jangka Panjang Perusahaan (RJPP), PGN telah merumuskan ESG *Roadmap* Subholding Gas 2025-2034 berupa metrik dan target pengelolaan Lingkungan, Sosial, dan Tata Kelola (LST), yang tersaji dalam tabulasi berikut. Penetapan jangka waktu dilakukan dengan mengidentifikasi dan mengelola ketergantungan, dampak, risiko, dan peluang lingkungan, termasuk target, dengan tahapan sebagai berikut:

- Fase 1 (Jangka Pendek) pada 2025-2026;
- Fase 2 (Jangka Menengah) pada 2027-2030;
- Fase 3 (Jangka Panjang) pada 2031-2034.

Pada 2025 kami telah menetapkan 18 ESG inisiatif prioritas dengan target sebagai berikut:

Metrics and Targets

In line with the Company's Long-Term Plan (RJPP), PGN has formulated the SHG 2025-2034 ESG Roadmap in the form of environmental, social, and governance (ESG) management metrics and targets, which are presented in the following table. The timeframe was determined by identifying and managing environmental dependencies, impacts, risks, and opportunities, including targets, with the following stages:

- Phase 1 (Short Term) in 2025-2026;
- Phase 2 (Medium Term) in 2027-2030;
- Phase 3 (Long Term) in 2031-2034.

In 2025, we have set 18 priority ESG initiatives with the following targets:

Inisiatif ESG Prioritas ESG Initiatives Prioritas	**Target**	**2025 Capaian** Achievement	**Target**		
			Fase 1 Phase 1	**Fase 2** Phase 2	**Fase 3** Phase 3
1. Melakukan inventarisasi data penggunaan energi berdasarkan sumber energi Conducting an inventory of energy usage data based on energy source	Inventarisasi data energi berdasarkan sumber energi di 50% area operasional Data inventory of energy based on energy sources in 50% of operational areas	100%	50% area operasional 50% operational area	100% area operasional 100% operational area	-
2. Melakukan inventarisasi sumber emisi Gas Rumah Kaca (GRK) dan non-GRK Conducting an inventory of Greenhouse Gas (GHG) and Non-GHG emission sources	Inventarisasi emisi Cakupan 3 kategori 6 dan 11 pada 50% area operasional Scope 3 emission inventory category 6 and 11 of 50% operational areas	100%	50% area operasional 50% operational area	100% area operasional 100% operational area	-
3. Mengambil inisiatif untuk pengurangan energi Taking initiative towards energy reduction	Penghematan konsumsi energi sebesar 10% Energy consumption savings of 10%	18,95%	10%	12,5%	15%
4. Mengambil inisiatif untuk pengurangan emisi Taking initiative towards emission reduction	Pengurangan emisi Gas Rumah Kaca (GRK) dengan target 5% untuk Cakupan 1 dan 2 dari *baseline* Greenhouse Gas (GHG) emission reduction with a target of 5% for Scope 1 and 2 from baseline	9,05%	5%	7,5%	10%

Inisiatif ESG Prioritas ESG Initiatives Prioritas	Target	2025 Capaian Achievement	Target		
			Fase 1 Phase 1	Fase 2 Phase 2	Fase 3 Phase 3
5. Menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja Terpadu di seluruh Wilayah SOR Implementing an integrated Occupational Safety and Health Management System throughout the SOR Region	100% implementasi Sistem K3 terintegrasi 100% implementation of integrated OHS	100%	100%	-	-
	100% area operasional telah bersertifikat K3 dan/atau ISO 45001 100% of operational areas are OHS and/or ISO 45001 certified	100%	100%	-	-
	Jumlah Kecelakaan (NoA) = 0 Number of Accident (NoA) = 0	0	0	-	-
	TRIR < 0,19	0,09	0,19	0,18	0,17
	Tingkat Kejadian Keselamatan Proses 1 = 0 Process Safety Event Level 1 = 0	0	0	-	-
	Kematian Akibat Penyakit dan Penyakit Kerja (PAK) = 0 Illness Fatality and Occupational Diseases (PAK) = 0	0	0	-	-
	TRIS Signifikan dan/atau Bencana = 0 TRIS Significant and/or Catastrophic = 0	0	0	-	-
	100% Audit Internal SMP Perpol 7-2019 untuk 20 lokasi 100% Internal Audit of SMP Perpol 7-2019 for 20 sites	110%	100%	-	-
	100% wilayah operasional mendapatkan peringkat oranye SUPREME 100% operational areas get SUPREME orange rating	100%	100%	-	-
	50% area telah diverifikasi oleh SRA 50% areas are SRA Verified	100%	50%	75%	100%
6. Peningkatan Pelatihan dan Kompetensi Kesehatan dan Keselamatan Kerja (K3) Improving Occupational Health and Safety (OHS) training and competence	Sosialisasi dan pelatihan K3 dilaksanakan sekali setahun dan diikuti oleh 10% pekerja dari perwakilan Fungsi/Unit/ Satuan Kerja OHS socialization and training are carried out once a year and are attended by 10% of workers from representatives of Functions/ Units/Work Units	10%	10%	-	-
	100% karyawan telah menerima penghargaan dan konsekuensi CLSR 100% of employees have received CLSR rewards and consequences	100%	100%	-	-
	100% karyawan HSSE telah memiliki sertifikasi K3 yang sesuai dengan standar. 100% of HSSE employees have the required OHS certification according to standards.	100%	100%	-	-

Inisiatif ESG Prioritas ESG Initiatives Prioritas	Target	2025 Capaian Achievement	Target		
			Fase 1 Phase 1	Fase 2 Phase 2	Fase 3 Phase 3
7. Menerapkan Manajemen Tanggap Darurat dan Krisis Terintegrasi (ERCM) Implementing integrated Emergency Responses and Crisis Management (ERCM)	30% wilayah mencapai peringkat hijau FERRAT 30% areas achieved FERRAT green rating	38%	60%	70%	-
	40% wilayah berpartisipasi dalam penilaian mandiri MERRAT, dan 5% wilayah yang berpartisipasi menerima peringkat kuning MERRAT 40% of areas participated in MERRAT self-assessment, and 5% of participating areas received yellow MERRAT rating	-	40% wilayah, 5% peringkat MERRAT kuning 40% of the area, 5% yellow MERRAT rating	60% wilayah, 8% peringkat MERRAT Kuning 60% of the area, 8% yellow MERRAT rating	85% area, 12% peringkat MERRAT Kuning 85% of the area, 12% yellow MERRAT rating
	29% operasi perusahaan menerapkan ISO BCMS 29% of the Company's operations have implemented ISO BCMS	100%	29%	57%	71%
8. Peningkatan Pelatihan dan Kompetensi Kesehatan dan Keselamatan Kerja (K3) Improving Occupational Health and Safety (OHS) training and competence	Pemeriksaan Kesehatan (MCU) dilakukan sekali setahun untuk semua karyawan Medical Check Up (MCU) is carried out once a year for all employees	100%	100%	-	-
	100% karyawan yang diklasifikasikan sebagai berisiko tinggi menerima MCU dan DCU 100% of employee who are classified as high risk receive MCU and DCU	100%	100%	-	-
	100% karyawan yang pekerjaannya diklasifikasikan sebagai berisiko tinggi menerima DCU 100% of employees whose work is classified as high risk receive DCU	100%	100%	-	-
	Penilaian Risiko Kesehatan (HRA) dilakukan setiap tahun Health Risk Assessment (HRA) is carried out every year	100	100	-	-
	Pemeriksaan/Inspeksi Kebersihan dan Sanitasi Lingkungan dilakukan setiap 6 bulan. Environmental Hygiene and Sanitation Checks/ Inspections are carried out every 6 months.	100%	100%	-	-
9. Melaksanakan pelatihan/ sosialisasi mengenai privasi data, keamanan data, dan keamanan siber bagi karyawan. Conduct training/ socialization on data privacy, data security, and cybersecurity for employees.	Pelatihan atau sosialisasi keamanan data diadakan sekali setahun untuk 100% karyawan Data security training or socialization is held once a year to 100% of employees	100%	100%	-	-
	Persentase karyawan yang rentan terhadap *phishing* <9% Percentage of phishing prone <9%	0,71%	9%	7%	5%

Inisiatif ESG Prioritas ESG Initiatives Prioritas	**Target**	**2025 Capaian** Achievement	**Target**		
			Fase 1 Phase 1	**Fase 2** Phase 2	**Fase 3** Phase 3
10. Mengembangkan dan menerapkan kebijakan dan strategi untuk mengelola keamanan data karyawan, data pelanggan, dan keamanan siber. Develop and implement policies and strategies for managing employee data security, customer data, and cybersecurity.	Pembuatan Kebijakan Keamanan Data Pelanggan Creation of Customers' Data Security Policies	100% dokumen telah dibuat 100% the documents have been created	100% dokumen telah dibuat 100% the documents have been created	-	-
11. Pemantauan dan evaluasi privasi data, keamanan data, dan keamanan siber Monitoring and evaluation of data privacy, data security, and Cybersecurity	Mencapai Tingkat Kematangan Keamanan Siber Level *Developed* Achieving Cybersecurity Maturity Level Developed	Tingkat Kematangan Keamanan *Managed* Cybersecurity Maturity Level Managed	Tingkat *Developed* Level Developed	Tingkat *Defined* Level Defined	Tingkat *Managed* Level Managed
12. Melaksanakan sosialisasi Tata Kelola Perusahaan yang Baik (GCG) dan Kode Etik (CoC) kepada karyawan. Conducting Good Corporate Governance (GCG) and Code of Conduct (CoC) socialization to employees.	Pelatihan atau sosialisasi GCG dan CoC bagi karyawan PGN dilakukan sekali setahun melalui GOLS (Sistem GCG *Online*) dan COMPOLS Training or socialization of GCG and CoC for PGN employees conducted once a year through GOLS (GCG Online System) and COMPOLS	100	100	-	-
	100% karyawan PGN berpartisipasi dalam sosialisasi GCG dan CoC, termasuk melalui aplikasi GOLS dan COMPOLS 100% of PGN employees participated in GCG and CoC socialization, including through GOLS and COMPOLS applications	100%	100%	-	-
13. Menerapkan sistem manajemen anti-korupsi Implement an anticorruption management system	Penerbitan ulang sertifikat ISO 37001 setiap minimal 3 tahun dan audit pengawasan ISO 37001 dilakukan sekali setahun atau dengan Panduan Pencegahan Korupsi (PanCEK KPK) sekali setahun. ISO 37001 recertification every minimum of 3 years and ISO 37001 surveillance audits are carried out once a year or with the Corruption Prevention Guide (PanCEK KPK) once a year.	100%	100%	-	-
14. Implementasikan sistem pelaporan pelanggaran (WBS) sebagai saluran pelaporan yang dapat diakses oleh semua pemangku kepentingan. Implement a whistleblowing system (WBS) as a reporting channel that can be accessed by all stakeholders.	100% pelaporan per kategori per tahun yang dipublikasikan dalam laporan tahunan setiap tahun 100% reporting per category per year published in the annual report every year	100%	100%	-	-
	100% keluhan ditindaklanjuti dan disimpan dalam basis data PGN 100% of complaints are followed up and stored in the PGN database	100%	100%	-	-

Inisiatif ESG Prioritas ESG Initiatives Prioritas	Target	2025 Capaian Achievement	Target		
			Fase 1 Phase 1	Fase 2 Phase 2	Fase 3 Phase 3
15. Mengembangkan produk berkelanjutan Developing sustainable products	Pendapatan dari biomethane dan energi rendah karbon lainnya sebesar USD3.000.000 Biomethane and other low-carbon energy revenue of USD3,000,000	USD0	USD3.000.000	USD5.000.000	USD10.000.000
	Produksi biomethane dan energi rendah karbon 0,1 BBTUD Biomethane and low carbon energy production 0.1 BBTUD	0 BBTUD	0,1 BBTUD	2,3 BBTUD	3,3 BBTUD
16. Mengembangkan bisnis yang berkelanjutan Developing a sustainable business	Pelaksanaan 30% inisiatif ESG *Roadmap* dan 10% inisiatif Strategi Dekarbonisasi Realization of 30% ESG Roadmap initiatives and 10% Decarbonization Strategy initiatives	100%	30% ESG, 10% Dekarbonisasi Decarbonization	60% ESG, 15% Dekarbonisasi Decarbonization	100% ESG, 20% Dekarbonisasi Decarbonization
17. Mengintegrasikan risiko ESG secara kuantitatif dalam manajemen risiko Perusahaan Quantitatively integrate ESG risks in enterprise risk management	Pengelolaan risiko ESG jangka pendek, menengah, dan panjang Risk management of short, medium, and long term ESG risks	100	100	-	-
	Pengembangan Profil Risiko ESG Kuantitatif setiap 1 tahun Development of quantitative ESG Risk Profile every 1 year	100	100	-	-
18. Meningkatkan aksesibilitas distribusi gas di seluruh Indonesia Enhancing accessibility to gas distribution throughout Indonesia	Pembangunan infrastruktur gas di wilayah kepulauan Indonesia, dengan panjang total 14.960 km. The development of gas infrastructure across Indonesia's island regions, spanning a length of 14,960 km.	18.225 km	14.960 km	18.630 km	23.200 km

HUBUNGAN DAN PENDEKATAN UNTUK PELIBATAN PEMANGKU KEPENTINGAN

[OJK E.4] [GRI 2-29]

Pemangku kepentingan memegang peranan penting dalam kinerja keberlanjutan PGN, sehingga kami menjaga hubungan yang harmonis dengan mereka. Pemangku kepentingan dalam konteks PGN mencakup individu atau kelompok yang dapat terpengaruh dan/atau memengaruhi aktivitas Perusahaan.

Berdasarkan Prosedur Operasi Pengelolaan Hubungan Stakeholder O-002/11.01/2024, Perseroan melakukan pemetaan pemangku kepentingan secara sistematis untuk mengidentifikasi pihak-pihak yang memiliki pengaruh terhadap kegiatan dan isu strategis Perusahaan. Proses ini dilaksanakan melalui analisis tingkat pengaruh, kepentingan, keterlibatan, serta intensitas interaksi dengan pemangku kepentingan, dan diperbarui secara berkala melalui sistem terintegrasi guna memastikan pengelolaan hubungan yang efektif dan informasi yang selalu mutakhir.

RELATIONSHIPS AND APPROACHES FOR STAKEHOLDER ENGAGEMENT

[OJK E.4] [GRI 2-29]

Stakeholders play an important role in PGN's sustainability performance, so we strive to maintain harmonious relationships with them. Stakeholders in the context of PGN, include individuals or groups that may be affected by and/or have an influence on the Company's activities.

Based on the Stakeholder Relationship Management Operational Procedure O-002/11.01/2024, the Company conducts systematic stakeholder mapping to identify parties that have influence over the Company's activities and strategic issues. This process is carried out through an analysis of the level of influence, interests, engagement, and intensity of interaction with stakeholders, and is periodically updated through an integrated system to ensure effective relationship management and up-to-date information.

Pelibatan Pemangku Kepentingan
Stakeholder Engagement

Pemangku Kepentingan Stakeholders	Kebutuhan Pemangku Kepentingan Stakeholders Needs	Metode dan Frekuensi Pelibatan [2-16] Methods and Frequency of Engagement
Pemerintah dan Regulator Government and Regulators	• Menjamin kepastian alokasi dan ketahanan pasokan gas nasional secara andal Ensuring reliable allocation and security of national gas supply • Implementasi kebijakan harga dan tarif gas yang seimbang antara keterjangkauan publik dan keberlanjutan badan usaha Implementing gas pricing and tariff policies that balance public affordability and business sustainability • Menuntut kepatuhan dan dukungan aktif terhadap penguatan tata kelola sektor gas, termasuk reformasi regulasi dan peran aggregator Demanding compliance and active support for strengthening gas sector governance, including regulatory reform and the role of aggregators • Mendorong percepatan pengembangan infrastruktur dan Proyek Strategis Nasional (PSN) secara tertib perizinan dan terkoordinasi Promoting the acceleration of infrastructure development and National Strategic Projects (PSN) in an orderly and coordinated manner • Kontribusi optimal terhadap penerimaan negara melalui kepatuhan fiskal dan PNBP dengan tetap menjaga stabilitas industri Optimizing contributions to state revenue through fiscal compliance and non-tax state revenue while maintaining industry stability	• FGD secara berkala (triwulanan / semesteran / tahunan sesuai klasifikasi *stakeholder*) Regular FGDs (quarterly/semiannual/annual according to stakeholder classification) • Pertemuan tatap muka dan audiensi di kantor *stakeholder* maupun di luar kantor (bulanan atau sesuai kebutuhan strategis) Face-to-face meetings and hearings at stakeholder offices or outside the office (monthly or as required by strategic needs) • Diskusi informal dan *relational engagement* (*coffee meeting*, diskusi terbatas) secara rutin (bulanan/dua bulanan) Informal discussions and relational engagement (coffee meetings, limited discussions) on a regular basis (monthly/ bi-monthly) • Komunikasi formal tertulis melalui surat resmi dan e-mail untuk penyampaian isu strategis dan tindak lanjut kebijakan (sesuai kebutuhan) Formal written communication via official letters and e-mails for the delivery of strategic issues and policy follow-ups (as needed) • *Virtual meeting* untuk koordinasi cepat dan pembahasan isu teknis (*ad hoc*) Virtual meetings for quick coordination and discussion of technical issues (ad hoc) • Kegiatan *relationship building* (misalnya olahraga bersama atau kegiatan non-formal lainnya) secara periodik (dua bulanan/ semesteran) Periodic relationship building activities (e.g., joint sports or other informal activities) (bimonthly/semesterly) • Sistem monitoring isu dan komunikasi responsif melalui kanal langsung (misalnya WhatsApp) sebagai bagian dari mekanisme *early warning* Issue monitoring system and responsive communication through direct channels (e.g., WhatsApp) as part of an early warning mechanism
Pelanggan Customers	• Ketersediaan pasokan gas Gas supply availability • Tekanan dan kualitas gas yang stabil sesuai spesifikasi teknis industri Stable gas pressure and quality in accordance with industry technical specifications • Layanan respons cepat dalam kondisi darurat atau gangguan teknis Rapid response service in emergencies or technical disruptions • Fleksibilitas kontrak Contract flexibility • Kehandalan operasional infrastruktur gas Reliability of gas infrastructure operations	• *Customer Gathering* • Survei kepuasan pelanggan Customer satisfaction surveys • Negosiasi penyusunan kontrak Contract negotiation • Perencanaan *maintenance* periodik Periodic maintenance planning • Rapat koordinasi pelanggan Customer coordination meeting
Pekerja Workers	• Kesetaraan bekerja dan tanpa diskriminasi Equal employment opportunities and non-discrimination • Kesejahteraan Well-being • Pengembangan karier dan kompetensi Career and competency development • Suasana kerja kondusif dan aman Conducive and safe working environment • Keamanan siber Cybersecurity • Reputasi Organisasi Organizational Reputation • Kepemimpinan Leadership	• Serikat Pekerja PGN (sesuai kebutuhan) PGN Labor Union (as needed) • Forum komunikasi manajemen dan pekerja (sesuai kebutuhan) Management and employee communication forum (as needed) • Program Perusahaan untuk pekerja termasuk digitalisasi sesuai kebutuhan dan perencanaan The Company's programs for workers, including digitization as needed and planning

Pemangku Kepentingan Stakeholders	Kebutuhan Pemangku Kepentingan Stakeholders Needs	Metode dan Frekuensi Pelibatan [2-16] Methods and Frequency of Engagement
Pemegang Saham Shareholders	• Menjaga dan meningkatkan nilai investasi melalui peningkatan kinerja Perusahaan Maintain and increase investment value through improved the Company's performance • Perolehan dividen Dividend earnings • Akuntabilitas dan akurasi laporan keuangan Accountability and accuracy of financial reports • Transparansi dan akurasi laporan kinerja melalui engagement kepada investor dan/atau komunitas pasar modal Transparency and accuracy of performance reports through engagement with investors and/or the capital market community	• *Site visit* oleh Pemegang Saham dan/atau analisis pasar modal, dilakukan sebanyak 5 kali Site visit by shareholders and/or capital market analysts, conducted 5 times • *Earnings Call* sebanyak 4 kali Earnings calls held 4 times • Pertemuan analis/komunitas pasar modal, sebanyak 296 kali Meetings with analysts/capital market communities, held 296 times • *Non-deal roadshow*, dilakukan sebanyak 2 kali Non-deal roadshows, conducted twice • Menjadi narasumber dalam acara asosiasi/komunitas pasar modal sebanyak 4 kali Serving as a speaker at association/capital market community events 4 times • Konferensi investor, sebanyak 2 kali Investor conferences, 2 times • RUPS Tahunan sebanyak 1 kali Annual General Meeting of Shareholders, 1 time • RUPS Luar Biasa sebanyak 2 kali (sesuai kebutuhan) Extraordinary General Meetings, 2 times (as needed) • Paparan Publik (*Public Expose*), sebanyak 1 kali Public Exposé, 1 time • Pembagian dividen tunai tahun buku 2024 sebanyak 1x Distribution of cash dividend for the year of 2024, 1 time
Lembaga Keuangan Financial Institutions	Ekspansi usaha Perseroan Business expansion of the Company	• Memperoleh pinjaman dari lembaga keuangan Receiving loans from financial institutions • Melakukan pertemuan dengan Lembaga keuangan sesuai kebutuhan Holding meetings with financial institutions as needed
Pemasok Gas Gas Suppliers	Kepastian penyerapan pasokan gas bumi dan kargo LNG dengan tepat jumlah dan tepat waktu Ensuring the absorption of natural gas supplies and LNG cargoes in the right amounts and on time	Koordinasi rutin membahas kegiatan komersialisasi gas bumi dan operasional pengiriman LNG domestik ke lokasi terminal penyimpanan dan regasifikasi LNG Regular coordination to discuss natural gas commercialization activities and domestic LNG delivery operations to LNG storage and regasification terminal locations
Pemasok Barang dan Jasa Lainnya Other Goods and Service Suppliers	• Transparansi tender dan kontrak kerja sama. Transparency in tenders and cooperation contracts • Suasana kerja dan pekerjaan yang kondusif dan aman A conducive and safe working environment and job • Kepatuhan regulasi ketenagakerjaan Compliance with labor regulations	• Laporan pelaksanaan pekerjaan, disampaikan berkala bulanan, triwulan, semester dan tahunan Work implementation reports, submitted monthly, quarterly, semi-annually, and annually • Evaluasi pelaksanaan pekerjaan, dilakukan berkala triwulan, semester dan tahunan Evaluation of work implementation, conducted quarterly, semi-annually, and annually • Pemenuhan hak-hak pemasok sesuai kontrak kerja sama Fulfillment of supplier rights in accordance with the cooperation contract
Anak Perusahaan dan Perusahaan Afiliasi Subsidiaries and Affiliated Companies	• Dukungan pendanaan dan struktur permodalan Funding support and capital structure • Standar tata kelola dan kepatuhan Governance and compliance standards • Dukungan kapabilitas SDM dan teknologi Support for human resources and technology capabilities • Dukungan kebijakan untuk pengembangan bisnis Policy support for business development • Sinergi dalam PGN Group dan Pertamina Group Synergy within the PGN Group and Pertamina Group • Akses kepada pelanggan PGN sebagai pelanggan potensial Access to existing PGN customers as potential customers	• *Corporate Performance Review* • Penyusunan dan evaluasi RKAP Preparation and evaluation of RKAP • *Town Hall Meeting* • *Strategic & synergy forum* • *One-on-one management meeting*

Pemangku Kepentingan Stakeholders	Kebutuhan Pemangku Kepentingan Stakeholders Needs	Metode dan Frekuensi Pelibatan [2-16] Methods and Frequency of Engagement
Media	• Akses informasi yang terverifikasi terkait kinerja, proyek, maupun isu strategis Perusahaan Access to verified information related to the Company's performance, projects, and strategic issues • Data dan materi pendukung pemberitaan yang memudahkan proses penyusunan berita Data and supporting materials that facilitate the preparation of news content • Keterbukaan dalam menyampaikan klarifikasi atas isu Perusahaan Transparency in providing clarification on the Company's issues • Akses liputan langsung ke kegiatan, aset, dan infrastruktur Perusahaan Access to on-site coverage of the Company's activities, assets, and infrastructure	• Publikasi informasi Perusahaan secara berkala melalui *press release* Regular publication of the Company's information through press releases • Penyelenggaraan media *briefing* dengan Forum Wartawan maupun secara langsung dengan masing-masing media Holding media briefings with the Journalists Forum or directly with individual media outlets • Pelaksanaan media *handling*, termasuk penyampaian pernyataan resmi dan pemberian klarifikasi atas isu perusahaan Implementation of media *handling*, including delivery of official statements and provision of clarification on the Company's issues • Fasilitasi media *visit* ke aset dan infrastruktur Perusahaan Facilitation of media visits to the Company's assets and infrastructure • Undangan untuk melakukan peliputan dalam kegiatan dan agenda strategis Perusahaan Invitations to cover the Company's activities and strategic agenda
Masyarakat Community	• Memberikan bantuan sesuai kebutuhan masyarakat Providing assistance based on community needs	• Memberikan bantuan melalui program TJSL Providing assistance through CSR programs • Memberikan kesempatan kerja yang sama Providing equal employment opportunities • Memberikan pelatihan Providing training • Memberikan bantuan pendidikan Providing educational assistance



GAS BUMI UNTUK NEGERI

NATURAL GAS FOR THE NATION



03

MENJAGA KETAHANAN ENERGI
MAINTAINING ENERGY SECURITY

PT Perusahaan Gas Negara Tbk menyediakan dan mendistribusikan gas bumi untuk seluruh negeri.

PT Perusahaan Gas Negara Tbk supplies and distributes natural gas throughout the country.

PERBANDINGAN TARGET DAN KINERJA PENJUALAN, PENDAPATAN DAN LABA (RUGI)
[OJK F.2]

Perbandingan Target dan Kinerja Penjualan di 2025

PGN mencatatkan kinerja operasional yang solid sepanjang 2025, yang tercermin pada capaian di seluruh segmen operasional utama.

- Volume penjualan niaga gas bumi di 2025 mencapai 836,02 BBTUD atau 91,15% dari RKAP sebesar 917,18 BBTUD dan 98,10% dari realisasi 2024 sebesar 852,22 BBTUD.
- Transmisi gas bumi, realisasi di 2025 tercatat sebesar 1.609,29 MMSCFD atau berhasil mencapai 111,22% dari RKAP sebesar 1.447,00 MMSCFD dan tercapai 104,32% dari realisasi 2024 sebesar 1.542,64 MMSCFD.
- Kinerja transportasi minyak mencatatkan realisasi 174.811,43 BOEPD di 2025 atau 97,90% dari RKAP sebesar 178.558,70 BOEPD dan 108,46% dari realisasi 2024 yang mencapai 161.174,43 BOEPD.
- Kinerja *lifting* migas mencatatkan realisasi 17.580,64 BOEPD di 2025 atau 97,14% dari RKAP sebesar 18.098,23 BOEPD dan 87,12% dari realisasi 2024 yang mencapai 20.180,89 BOEPD.

COMPARISON OF SALES, REVENUE, AND PROFIT (LOSS) TARGETS AND PERFORMANCE [OJK F.2]

Comparison of Sales Targets and Performance in 2025

PGN recorded solid operational performance in 2025, as reflected across its main operating segments.

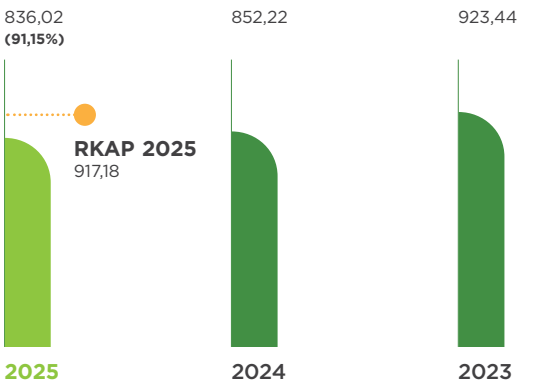
- Natural gas sales volume in 2025 reached 836.02 BBTUD, or 91.15% of the RKAP target of 917.18 BBTUD and 98.10% of the 2024 realization of 852.22 BBTUD.
- Natural gas transmission volume in 2025 reached 1,609.29 MMSCFD, or 111.22% of the RKAP target of 1,447.00 MMSCFD and 104.32% of the 2024 realization of 1,542.64 MMSCFD.
- Oil transportation performance recorded a realization of 174,811.43 BOEPD in 2025, or 97.90% of the RKAP of 178,558.70 BOEPD and 108.46% of the 2024 realization of 161,174.43 BOEPD.
- Oil and gas lifting performance recorded a realization of 17,580.64 BOEPD in 2025, or 97.14% of the RKAP of 18,098.23 BOEPD and 87.12% of the 2024 realization of 20,180.89 BOEPD.



Perbandingan Target dan Kinerja Penjualan di 2025
Comparison of Sales Targets and Performance in 2025

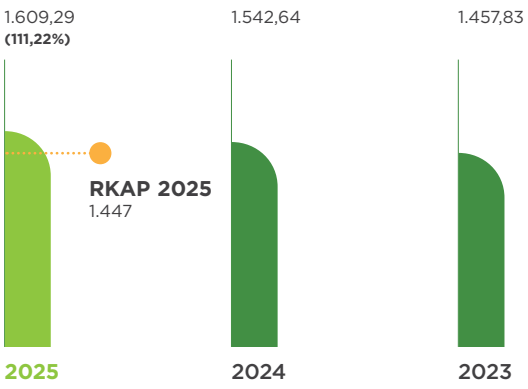
Niaga Gas Bumi
Natural Gas Trading

dalam BBTUD
in BBTUD



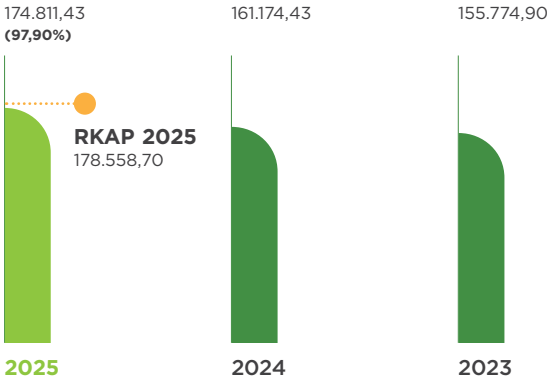
Transmisi Gas Bumi
Natural Gas Transmission

dalam MMSCFD
in MMSCFD



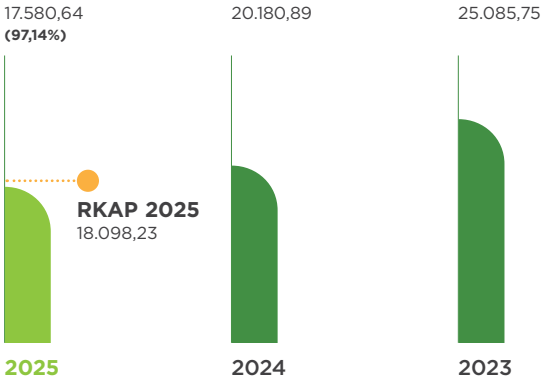
Transportasi Minyak
Oil Transportation

dalam BOEPD
in BOEPD



Lifting Minyak & Gas Bumi
Oil & Gas Lifting

dalam BOEPD
in BOEPD



Perbandingan Target, Kinerja Pendapatan, dan Laba (Rugi) Di 2025

Di 2025 Perseroan membukukan pendapatan sebesar USD3.975,92 juta, atau 84,59% dari Rencana Kerja dan Anggaran Perusahaan (RKAP) yang mencapai USD4.700,16 juta, dan tumbuh 4,94% dari 2024 sebesar USD3.788,62 juta. Adapun laba operasi di 2025 mencapai USD519,63 juta atau 99,01% dari RKAP USD524,85 juta, atau 99,42% dari 2024 sebesar USD522,66 juta.

Nilai EBITDA di 2025 mencapai USD971,20 juta atau 99,67% dari RKAP sebesar USD974,39 juta, atau 90,20% dari EBITDA 2024 sebesar USD1.076,68 juta. Perolehan laba bersih di 2025 mencapai USD215,36 juta atau 67,17% dari RKAP USD320,62 juta, atau 63,45% dari laba bersih 2024 sebesar USD339,43 Juta.

Comparison of Targets, Revenue Performance, and Profit (Loss) in 2025

In 2025, the Company posted revenues of USD3,975.92 million, or 84.59% of the Company's Work Plan and Budget (RKAP) of USD4,700.16 million, and grew 4.94% from USD3,788.62 million in 2024. Operating profit in 2025 reached USD519.63 million, or 99.01% of the RKAP of USD524.85 million or 99.42% from USD522.66 million in 2024.

EBITDA in 2025 reached USD971.20 million or 99.67% of the 2024 Corporate Work Plan and Budget of USD974.39 million, and grew by 90.20% from USD1,076.68 million in 2024. Net profit in 2025 reached USD215.36 million, or 67.17% of the USD320.62 million budgeted in the 2025 budget, and grew by 63.45% from USD339.43 million in 2024.

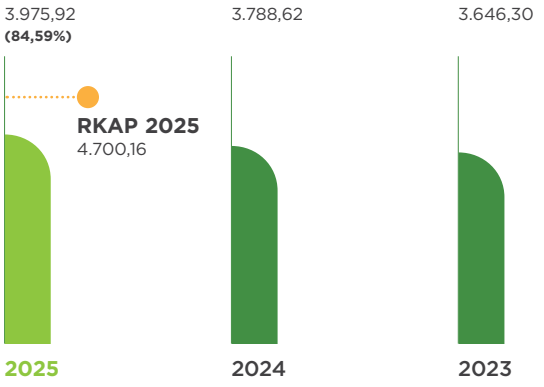
Catatan positif juga dicapai lini LNG *trading* Internasional, dengan realisasi di 2025 PGN mengirimkan 7 kargo LNG yang setara dengan 58,90 BBTUD ke pasar regional Asia. Capaian ini juga menunjukkan kemampuan PGN mengelola portofolio gas bumi dan LNG secara adaptif di tengah fluktuasi permintaan global.

Another positive achievement was recorded in the international LNG trading line, with PGN shipping 7 LNG cargoes equivalent to 58.90 BBTUD to the Asian market in 2025. This achievement demonstrates PGN's capability to manage its natural gas and LNG portfolio adaptively amid global demand fluctuations.

Perbandingan Target dan Kinerja Pendapatan dan Laba (Rugi) di 2025
Comparison of Revenue and Profit (Loss) Targets and Performance in 2025

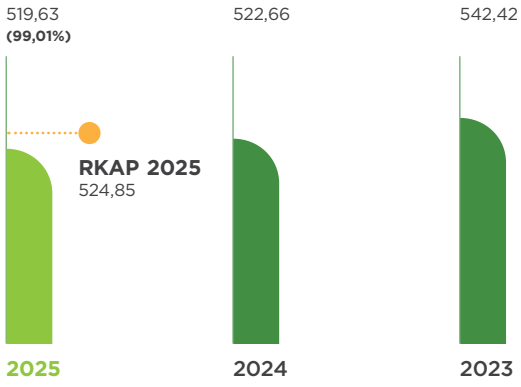
Pendapatan Usaha
Operating Revenue

dalam Juta USD
in USD Million



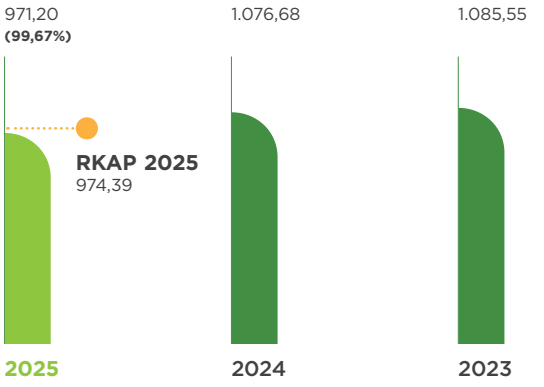
Laba Operasi
Operating Profit

dalam Juta USD
in USD Million



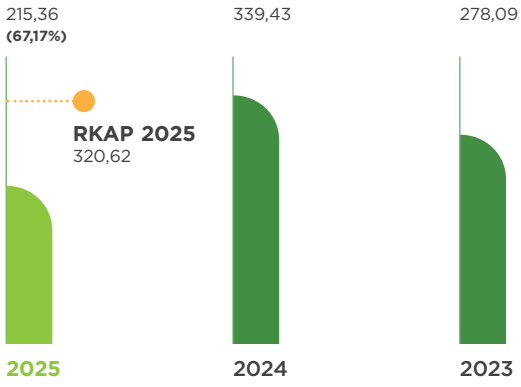
EBITDA

dalam Juta USD
in USD Million



Laba Bersih
Net Profit

dalam Juta USD
in USD Million



Perluasan Pelanggan untuk Mendukung Ketahanan Energi

Perseroan melayani berbagai pelanggan dengan segmentasi yang luas, yakni Komersial dan Industri (termasuk kelistrikan, pupuk, *smelter*, dan kilang), Pelanggan Kecil, dan Rumah Tangga. Selama 2025, PGN melayani total 830.391 pelanggan dengan jumlah terbesar adalah pelanggan segmen rumah tangga. Jumlah ini bertambah 13.746 pelanggan atau 1,68% dari 2024 sebanyak 816.645 pelanggan. Di 2026, PGN memproyeksikan jumlah pelanggan bertambah 3-4% dari tahun sebelumnya.

Pertambahan terbesar jumlah pelanggan di 2025 berada di segmen Rumah Tangga melalui Program Jaringan Gas Bumi untuk Rumah Tangga (Jargas), sebanyak 13.222 pelanggan. Bertambahnya jumlah pelanggan rumah tangga melalui Program Jargas, membantu Indonesia mengakselerasi terwujudnya ketahanan energi melalui swasembada energi, karena program ini dapat menahan laju impor Liquefied Petroleum Gas (LPG).

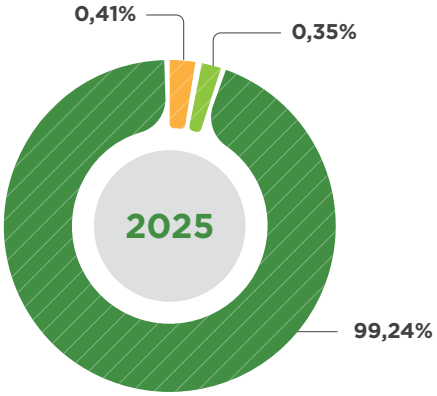
Customer Expansion to Support Energy Security

The Company serves a wide range of customer segments, including Commercial and Industrial Customers (such as electricity, fertilizer, smelters, and refineries), Small Customers, and Households. Throughout 2025, PGN served a total of 830,391 customers, with the largest number being residential customers. This number increased by 13,746 customers or 1.68% from 816,645 customers in 2024. In 2026, PGN project customer growth of approximately by 3-4%.

The largest increase in the number of customers in 2025 occurred in the Household segment through the Natural Gas Network for Households Program (Jargas), with an addition of 13,222 customers. The increase in the number of household customers through the Jargas Program supports Indonesia's efforts to accelerate the achievement of energy security and energy self-sufficiency, as the program contributes to reducing imports of Liquefied Petroleum Gas (LPG).

Komposisi Pelanggan PGN
PGN Customer Base

Jenis Pelanggan **Customer Type**	2025		2024	2023
	Jumlah **Total**	%	Jumlah Total	Jumlah Total
Segmen Komersial dan Industri Commercial and Industry Segment	3.390	0,41	3.276	3.103
Segmen Pelanggan Kecil Small Business Segment	2.949	0,35	2.539	1.976
Segmen Rumah Tangga Household Segment	824.052	99,24	810.830	825.856
Jumlah Total	**830.391**	**100,00**	**816.645**	**830.935**



Guna menjangkau wilayah yang belum memiliki jaringan gas pipa, PGN melalui anak perusahaan PT Gagas Energi Indonesia (GAGAS) meluncurkan produk Gaslink untuk industri, komersial dan retail. Distribusi Gaslink melalui *Gas Transport Module* (GTM) menggunakan kendaraan. Pada 2025, Gaslink melayani 637 pelanggan, bertambah 110 pelanggan atau 20,87% dari 527 pelanggan di 2024.

To reach areas not yet connected to the pipeline gas network, PGN, through its subsidiary PT Gagas Energi Indonesia (GAGAS), launched the Gaslink product for industrial, commercial, and retail customers. Gaslink is distributed via Gas Transport Modules (GTM) using specialized transport vehicles. In 2025, Gaslink served 637 customers, an increase of 110 customers or 20.87% from 527 customers in 2024.

Dukungan bagi ketahanan energi juga dilakukan PGN untuk sektor transportasi darat melalui Stasiun Pengisian Bahan Bakar Gas (SPBG). Sampai dengan akhir 2025, Perseroan melalui GAGAS mengoperasikan 14 SPBG di 7 provinsi, dengan total penyaluran BBG melalui produk Gasku untuk sektor transportasi sepanjang 2025 sebesar 1,61 BBTUD meningkat 0,05 BBTUD atau 3% lebih tinggi dari realisasi 2024 sebesar 1,56 BBTUD.

PGN also supports energy security for the land transportation sector through Gas Fuel Filling Stations (SPBG). As of the end of 2025, the Company, through GAGAS, operated 14 SPBGs across 7 provinces. Total distribution of BBG product Gasku for the transportation sector throughout 2025 amounting to 1.61 BBTUD, an increase of 0.05 BBTUD or 3% higher than the 2024 realization of 1.56 BBTUD.

Dampak dan Evaluasi Keamanan Produk

[OJK F.27, F.28]

Produk utama PGN sampai akhir 2025 adalah gas bumi, yang memiliki dampak positif bagi pelanggan karena memiliki lebih rendah kandungan polutan dibandingkan bahan bakar fosil lainnya dan lebih aman dari bahaya kebakaran karena bertekanan rendah serta lebih ringan dari udara sehingga akan langsung terlepas ke atmosfer saat terjadi kebocoran. Namun gas bumi juga berpotensi menimbulkan gangguan kesehatan terhadap pelanggan, bila terhirup ketika terjadi kebocoran dalam jumlah besar dan waktu lama. Sebagai langkah mitigasi, kami melakukan berbagai langkah untuk memastikan keselamatan dan kesehatan pelanggan.

Asesmen dilakukan secara menyeluruh sejak pengiriman melalui kontrak dengan pemasok gas, yang mencakup inspeksi ketersediaan gas, pemeriksaan peralatan produksi, verifikasi kualitas gas, pengambilan sampel di titik masuk pipa transmisi, dan uji sampel oleh badan independen kompeten. Perusahaan juga mengawasi komponen utama seperti metana, etana, propana, dan butana, serta memastikan kandungan pengotor seperti karbon dioksida, nitrogen, merkuri, dan hidrogen sulfida agar sesuai standar, sehingga tidak membahayakan kesehatan pelanggan maupun makhluk hidup lainnya. Perseroan juga memantau tekanan gas bumi dalam pipa agar sesuai perjanjian dan aspek keselamatan. Seluruh proses didukung penerapan Standar Operasional Prosedur (SOP) dan standar layanan pelanggan. [GRI 416-1]

Selama 2025, PGN tidak pernah dihadapkan pada sangkaan ketidakpatuhan atas regulasi keselamatan dan kesehatan pelanggan, sehingga menimbulkan insiden yang membahayakan keselamatan dan kesehatan pelanggan, termasuk kebocoran gas dalam jumlah besar dan berlangsung lama. Namun demikian di tahun periode pelaporan, kami menerima pengaduan, keluhan maupun pelaporan dari pelanggan terkait layanan distribusi gas, dan seluruhnya telah ditindaklanjuti. [GRI 416-2][OG 11.3.3]

Product Safety Impact and Evaluation

[OJK F.27, F.28]

As of the end of 2025, PGN's primary product is natural gas, which delivers positive impacts to customers due to its lower pollutant content compared to other fossil fuels. Natural gas is also safer in terms of fire hazards because it is distributed at low pressure and is lighter than air, allowing it to dissipate quickly into the atmosphere in the event of a leak. However, natural gas may pose potential health risks to customers if inhaled in large quantities over a prolonged period during a leak. As a mitigation measure, we implement various initiatives to ensure customers' health and safety.

Assessments are conducted thoroughly from the time of shipment through contracts with gas suppliers, include inspections of gas availability, examination of production equipment, verification of gas quality, sampling at transmission pipeline entry points, and laboratory testing by competent independent bodies. The Company also monitors key components such as methane, ethane, propane, and butane, and ensures that impurity levels including carbon dioxide, nitrogen, mercury, and hydrogen sulfide comply with applicable standards, thereby safeguarding the health of customers and other living organisms. The Company also monitor natural gas pressure within the pipelines to ensure compliance with contractual specifications and safety requirements. All processes are supported by the implementation of Standard Operating Procedures (SOPs) and customer service standards. [GRI 416-1]

Throughout 2025, PGN was not faced with any allegations of non-compliance with customer health and safety regulations that resulted in incidents endangering customer safety and health, including major or prolonged gas leaks. Nevertheless, during the reporting period, we received complaints and reports from customers related to gas distribution services, all of which were duly followed up and resolved. [GRI 416-2][OG 11.3.3]

Salah satu pengaduan atau keluhan yang dilaporkan pelanggan adalah masalah kualitas dan tekanan gas. Tindak lanjut yang dilakukan PGN adalah dengan terus berupaya menjaga kualitas dan tekanan gas, di antaranya dengan memasang *filter* dan *scrubber* di *Offtake Station* serta filter di *Metering and Regulating Station* (MRS) pelanggan. Alat ini berfungsi menghilangkan debu, kondensat, atau partikel non-gas yang dapat merusak peralatan pelanggan. PGN senantiasa memberikan informasi akurat kepada pelanggan terkait perubahan jumlah atau kualitas gas.

One of the complaints or grievance reported by customers concerned gas quality and pressure. In response, PGN continues to make efforts to maintain gas quality and pressure by installing filters and scrubbers at Offtake Stations, as well as filters at customers' Metering and Regulating Stations. These devices function to remove dust, condensate, or non-gaseous particles that may damage customers' equipment. PGN also consistently provide accurate information to customers regarding any changes in gas volume or quality.

Layanan Setara Kepada Pelanggan [OJK F.17]

PGN menerapkan standar pelayanan pelanggan yang berlaku setara kepada seluruh pelanggan, termasuk menjamin kualitas dan kelancaran pasokan gas serta merespons dengan segera setiap pengaduan, keluhan maupun laporan yang disampaikan pelanggan.

Equal Service to Customers [OJK F.17]

PGN apply uniform customer service standards to all segments, including ensuring gas quality and supply reliability, and promptly responding to any complaints, grievances, or reports submitted by customers.

Khusus untuk penetapan harga jual gas kepada masing-masing pelanggan, PGN tetap mengacu pada regulasi yang berlaku dan tidak ditujukan untuk memberi perlakuan berbeda-beda kepada pelanggan.

1. Penetapan harga jual gas bumi Jargas untuk pelanggan Rumah Tangga (RT) dan Pelanggan Kecil (PK) mengacu pada Peraturan Badan Pengatur Hilir Minyak dan Gas Bumi Republik Indonesia Nomor 4 Tahun 2021 tentang Perubahan Kedua Atas Peraturan Badan Pengatur Hilir Minyak dan Gas Bumi Nomor 22/P/BPH Migas/ VII/2011 tentang Penetapan Harga Gas Bumi Untuk Rumah Tangga dan Pelanggan Kecil dengan harga yang berlaku di 2025 adalah harga per kota/kabupaten yang ditetapkan melalui Keputusan Kepala BPH Migas;

2. Penetapan harga jual gas bumi untuk pelanggan Komersial dan Industri (KI) mengacu pada *Indonesian Crude Price* (ICP) yang dievaluasi setiap triwulan untuk menyesuaikan harga jual gas bumi PGN.

With respect to the determination of gas selling prices for each customer segment, PGN strictly refers to the prevailing regulations and does not intend to provide discriminatory treatment among customers.

1. The determination of the selling price of Jargas natural gas for Household (RT) and Small Customer (PK) customers refers to Regulation of the Downstream Oil and Gas Regulatory Agency of the Republic of Indonesia Number 4 of 2021 concerning the Second Amendment to Regulation of the Downstream Oil and Gas Regulatory Agency Number 22/P/BPH Migas/VII/ 2011 concerning the Determination of Natural Gas Prices for Households and Small Customers, with the price applicable in 2025 being the price per city/regency as stipulated in the Decree of the Head of BPH Migas.
2. The determination of the selling price of natural gas for Commercial and Industry (KI) customers refers to the Indonesian Crude Price (ICP), which is evaluated every quarter to adjust the selling price of PGN natural gas.

Survei Kepuasan Pelanggan [OJK F.30]

Pada 2025, PGN melaksanakan survei tingkat kepuasan pelanggan di berbagai Sales Area, mencakup segmen pelanggan seperti Komersial dan Industri (termasuk kelistrikan, pupuk, *smelter*, dan kilang), Pelanggan Kecil, dan Rumah Tangga.

Customer Satisfaction Survey [OJK F.30]

In 2025, PGN conducted customer satisfaction surveys in various Sales Areas, covering customer segments such as Commercial and Industrial (including electricity, fertilizer, smelters, and refineries), Small Customers and Households.

Survei yang dilakukan di 2025 di antaranya:

1. Indeks Kepuasan Pelanggan (IKP) Pada 2025, PGN mencatat skor IKP sebesar 4,67 dari skala maksimal 5, menunjukkan kinerja sangat baik. Skor tersebut lebih baik dari 2024 sebesar 4,66.
2. Indeks Loyalitas Pelanggan (*Customer Loyalty Index*/ CLI) di 2025 mencapai skor 4,75 dari skala maksimal 5, dengan kategori "Sangat Baik". Skor tersebut meningkat dari 2024 dengan skor 4,36 dan kategori "Sangat Baik."
3. *Net Promoter Score* (NPS) yang mengukur kemungkinan pelanggan merekomendasikan produk dan layanan PGN. Survei NPS di 2025 mencapai nilai 71,68 dengan kategori "Tinggi", lebih tinggi dari 2024 yang memiliki nilai 60,36 dan kategori "Tinggi".

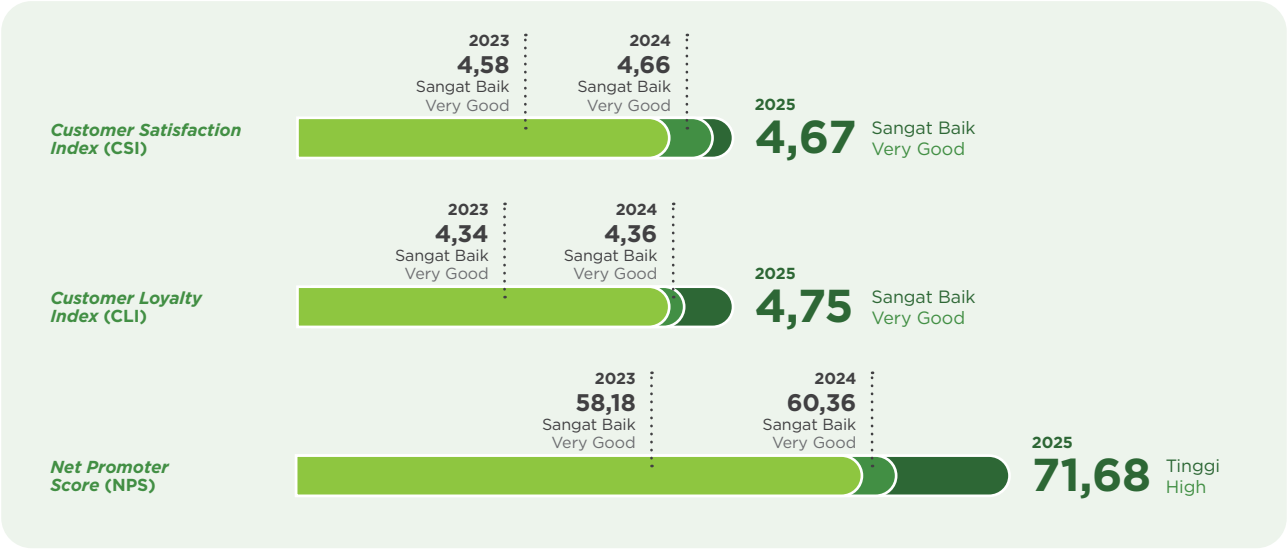
Hasil survei tersebut menunjukkan apresiasi pelanggan terhadap kinerja PGN, khususnya dalam hal menjamin kepastian pasokan gas, kualitas produk dan layanan, keamanan penggunaan gas bumi, serta respons cepat menangani keluhan pelanggan. Perseroan akan terus meningkatkan layanan dan menyediakan pasokan yang andal di masa depan bagi pelanggan.

Surveys conducted in 2025 include:

1. Customer Satisfaction Index (CSI). In 2025, PGN recorded a CSI score of 4.67 on a maximum scale of 5, indicating excellent performance. This score is better than the 2024 score of 4.66.
2. Customer Loyalty Index (CLI) in 2025 reached a score of 4.75 out of a maximum scale of 5, with a rating of "Very Good." This score increased from 2024 with a score of 4.36 and a rating of "Very Good."
3. The Net Promoter Score (NPS) measures the likelihood of customers recommending PGN's products and services. The NPS survey in 2025 reached a value of 71.68 in the "High" category, higher than the 2024 value of 60.36 in the "High" category.

The survey results reflect customers' appreciation of PGN's performance, particularly in terms of ensuring gas supply certainty, product and service quality, natural gas safety, and quick response to customer complaints. The Company remains committed to continuously improve its services and provide reliable gas supplies to customers in the future.

Hasil Pengukuran Kepuasan Pelanggan
Customer Satisfaction Measurement Results



Keterangan: Skala Maksimum 5 untuk CSI dan CLI; Skala Maksimum 100 untuk NPS
Note: Maximum scale of 5 for CSI and CLI; Maximum scale of 100 for NPS

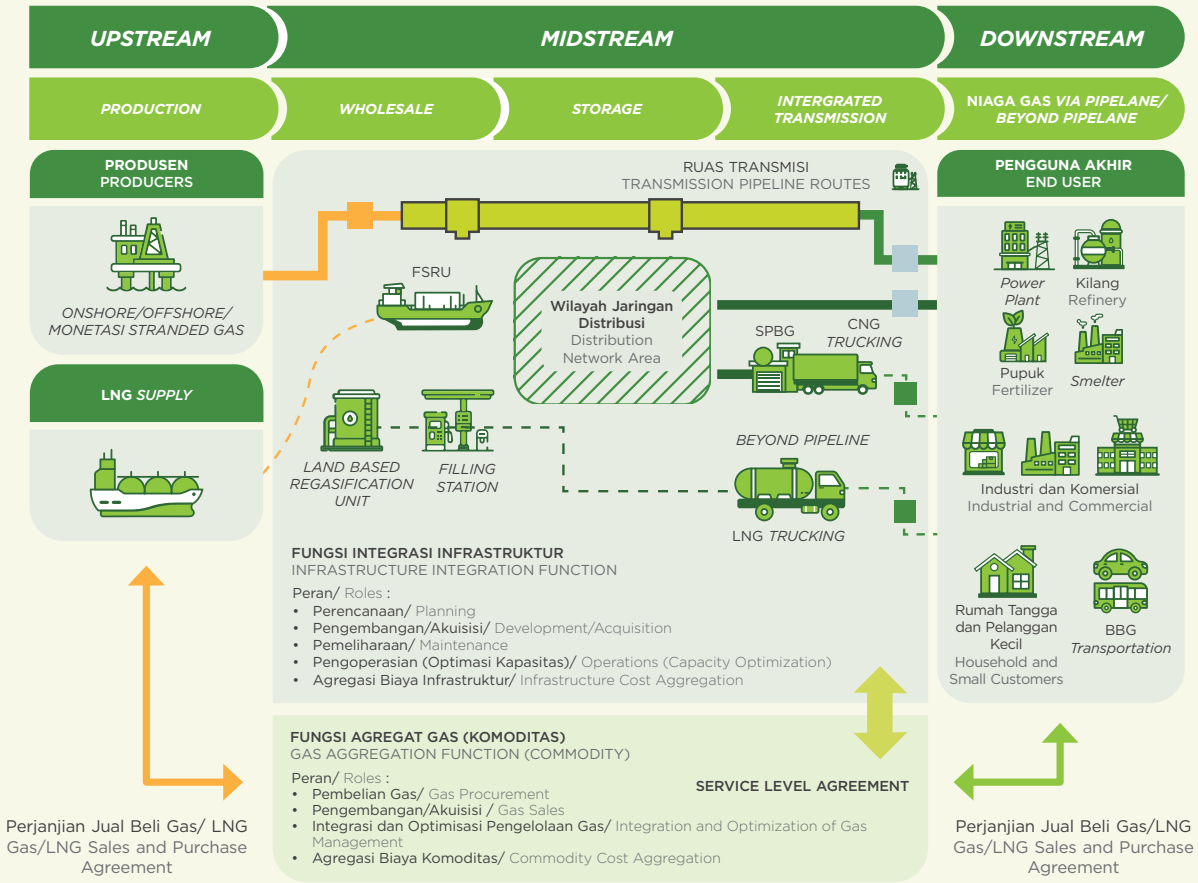
RANTAI PASOK YANG BERTANGGUNG JAWAB

Keberhasilan PGN menjaga ketahanan energi dipengaruhi dukungan rantai pasok, meliputi pasokan sumber gas bumi dan pasokan non-sumber gas bumi. Perseroan berupaya mendorong terciptanya rantai pasok yang bertanggung jawab.

RESPONSIBLE SUPPLY CHAIN

PGN's success in maintaining energy security is supported by its supply chain, including both natural gas supply sources and non-natural gas supply sources. The Company strives to promote the establishment of a responsible supply chain.

Rantai Pasok PGN
PGN's Supply Chain



Segmen Niaga Gas Bumi

Pada segmen niaga gas bumi, PGN membeli pasokan dari para Kontraktor Kontrak Kerja Sama (KKKS) dan menyalurkannya kepada berbagai segmen pengguna akhir, meliputi Komersial dan Industri (termasuk kelistrikan, pupuk, smelter, dan kilang), Pelanggan Kecil, dan Rumah Tangga. Penyaluran dilakukan melalui jaringan pipa maupun moda non-pipa seperti CNG dan LNG, sebagai bagian dari upaya memperluas akses dan meningkatkan fleksibilitas distribusi energi gas bumi secara nasional.

Dalam memperkuat ketahanan energi nasional, Perseroan menjaga keberlanjutan pasokan melalui koordinasi intensif dengan pemangku kepentingan, diversifikasi sumber pasokan termasuk pemanfaatan LNG dan gas non-konvensional berupa *Coal Bed Methane* (CBM), serta optimalisasi infrastruktur pihak ketiga. Selama periode pelaporan, berbagai perjanjian jual beli gas, swap gas, pengadaan LNG, serta amandemen perjanjian pengangkutan dan regasifikasi disepakati untuk memastikan kesinambungan pasokan dan keandalan penyaluran gas bumi di tengah tantangan penurunan produksi alamiah di sejumlah wilayah.

Natural Gas Trading Segment

In the natural gas trading segment, PGN purchases natural gas from producers, namely upstream oil and gas cooperation contract contractors (KKKS), and sells it to various end-user segments, including Commercial and Industrial (including electricity, fertilizer, smelters, and refineries), Small Customers, and Households. Distribution is carried out through pipelines and non-pipeline modes such as CNG and LNG, as part of efforts to expand access and increase the flexibility of natural gas distribution nationwide.

In strengthening national energy security, the Company maintains the sustainability of supply through intensive coordination with stakeholders, diversification of supply sources including the utilization of LNG and unconventional gas through Coal Bed Methane (CBM), and optimization of third-party infrastructure. During the reporting period, various gas sales and purchase agreements, gas swap arrangements, LNG procurement, and amendments to transportation and regasification agreements were concluded to ensure supply continuity and the reliable distribution of natural gas amid the challenges of natural production decline in several regions.

PGN menandatangani *Heads of Agreement* (HoA) dengan Petronas Bukit Panjang untuk meraih potensi pasokan gas bumi hingga 31 BBTUD. HoA ini menjadi awal kerja sama strategis bagi PGN untuk menggali peluang pasokan gas bumi dari sumber yang baru.

PGN signed a Heads of Agreement (HoA) with Petronas Bukit Panjang to secure potential natural gas supplies of up to 31 BBTUD. This HoA marks the beginning of a strategic partnership for PGN to explore opportunities for natural gas supplies from new sources.

Segmen Transmisi Gas

Untuk segmen transmisi, PGN dan entitas afiliasinya mengoperasikan jaringan pipa transmisi yang melintasi beberapa provinsi, termasuk Aceh, Sumatra Utara, Riau, Jambi, Sumatra Selatan, Kepulauan Riau, Jawa Barat, Jawa Tengah, Jawa Timur, dan Kalimantan Timur. Jaringan ini menghubungkan sumber gas bumi dengan pengguna akhir.

Segmen Transportasi Minyak

PGN melalui Anak Perusahaannya yaitu PERTAGAS mengelola kegiatan transportasi minyak mentah dan BBM melalui infrastruktur pipa strategis nasional, antara lain Pipa Minyak Rokan di Riau yang menyalurkan produksi dari Blok Rokan, ruas Pipa Tempino-Plaju di Sumatra Selatan yang memasok minyak mentah ke Kilang Plaju, serta Pipa BBM Cikampek-Plumpang yang memperkuat distribusi bahan bakar ke wilayah Jawa Barat dan DKI Jakarta. Keseluruhan jaringan ini berperan penting dalam menjaga keandalan pasokan energi dari hulu hingga hilir di Indonesia.

Segmen Produksi Gas dan Minyak Bumi

PGN melalui anak perusahaannya, SAKA, memperkuat portofolio hulu migas dengan mengelola 10 wilayah kerja domestik serta 1 wilayah kerja internasional, yakni Lapangan Fasken di Texas, Amerika Serikat. Dari keseluruhan portofolio tersebut, 6 wilayah kerja di Indonesia sepenuhnya dioperasikan oleh PGN SAKA dengan kepemilikan 100%, yaitu Pangkah, Muriah, South Sesulu, Sangkar, West Yamdena, dan Pekawai.

Bisnis Lainnya

Bidang bisnis PGN lainnya meliputi regasifikasi LNG yang dikelola oleh PLI dan PAG, pemrosesan LPG oleh PERTAGAS, *engineering* oleh SENA, *procurement* dan *construction* oleh PGASOL, layanan jaringan telekomunikasi yang andal oleh PGASKOM, serta *property management* dan penyediaan tenaga kerja yang ahli di bidangnya yang dikelola oleh PGNMAS.

Gas Transmission Segment

In the transmission segment, PGN and its affiliated entities operate transmission pipeline networks across several provinces, including Aceh, North Sumatra, Riau, Jambi, South Sumatra, Riau Islands, West Java, Central Java, East Java, and East Kalimantan. These networks connect natural gas sources with end users.

Oil Transportation Segment

PGN, through its subsidiary PERTAGAS, manages the transportation of crude oil and fuel products through nationally strategic pipeline infrastructure. This includes the Rokan Oil Pipeline in Riau, which transports production from the Rokan Block; the Tempino-Plaju Pipeline in South Sumatra, which supplies crude oil to the Plaju Refinery; and the Cikampek-Plumpang fuel Pipeline, which strengthens fuel distribution to the West Java and DKI Jakarta regions. Collectively, this pipeline network plays a vital role in maintaining the reliability of energy supply from upstream to downstream across Indonesia.

Gas and Oil Production Segment

PGN, through its subsidiary SAKA, strengthens its upstream oil and gas portfolio by managing 10 domestic working areas and 1 international working area, namely the Fasken Field in Texas, United States. Of the overall portfolio, 6 working areas in Indonesia are fully operated by PGN SAKA with 100% ownership, namely Pangkah, Muriah, South Sesulu, Sangkar, West Yamdena, and Pekawai.

Other Businesses

PGN's other business areas include LNG regasification managed by PLI and PAG, LPG processing by PERTAGAS, engineering by SENA, procurement and construction by PGASOL, reliable telecommunications network services by PGASKOM, as well as property management and the provision of skilled labor managed by PGNMAS.

Praktik Pengadaan dan Proporsi Pemasok Lokal [GRI 204-1] [OG 11.14.6]

Kesungguhan Perseroan menjaga ketahanan energi didukung proses pengadaan yang dilakukan dengan memperhatikan prinsip-prinsip keberlanjutan, sesuai Pedoman Pengadaan Barang/Jasa No P-001/31.00/2023 Rev.00 tanggal 30 Oktober 2023. Perseroan juga memastikan proses pengadaan dilakukan sejalan dengan prinsip-prinsip keberlanjutan.

Sesuai ketentuan tersebut, PGN melibatkan pemasok lokal secara proporsional di seluruh wilayah operasi Perseroan. Pengungkapan informasi pada bagian ini hanya meliputi pemasok yang bukan pemasok gas bumi. Kami mendefinisikan pemasok lokal (nasional) sebagai vendor yang terdiri dari badan usaha termasuk Badan Usaha Milik Negara (BUMN), Badan Usaha Milik Daerah (BUMD), badan usaha swasta, badan hukum, orang perseorangan/subjek hukum, atau Instansi Pemerintah/Badan Layanan Umum yang kegiatan usahanya menyediakan barang/jasa.

Sampai dengan akhir 2025, PGN melakukan 2.780 transaksi dengan pemasok lokal (nasional) atau 99,11% dari total pemasok yang bertransaksi di PGN. Adapun nilai kontrak hasil pengadaan untuk pemasok lokal (nasional) mencapai USD916,69 juta, atau 99,23% dari total nilai kontrak pengadaan di PGN. [GRI 204-1]

Procurement Practices and Proportion of Local Suppliers [GRI 204-1] [OG 11.14.6]

The Company's commitment to maintaining energy security is supported by procurement processes that takes into account sustainability principles, in accordance with the Goods/Services Procurement Guidelines No. P-001/31.00/2023 Rev.00 dated October 30, 2023. We also ensure that procurement processes are carried out in line with sustainability principles.

In accordance with these provisions, PGN proportionally involves local suppliers across all of the Company's operating areas. The disclosure of information in this section only covers suppliers that are not natural gas suppliers. We define local suppliers (national) as providers of business entities including State-Owned Enterprises (SOE), Regional-Owned Enterprises (ROE), private enterprises, legal entities, individuals/legal subjects, or Government Agencies/Public Service Agencies whose business activities provide goods/services.

As of the end of 2025, PGN has conducted 2,780 transactions with local suppliers (national) or 99.11% of the total suppliers transacting with PGN. The total procurement contract value for local (national) suppliers reached USD916.69 million, or 99.23% of the total procurement contract value at PGN. [GRI 204-1]

Jumlah dan Persentase Transaksi Pemasok
Number and Percentage of Suppliers Transaction

Kategori Pemasok **Supplier Category**	2025		2024*		2023*	
	Total	%	Total	%	Total	%
Pemasok Lokal (Nasional) Local Suppliers (National)	2.780,00	99,11	3.013,00	98,88	2.149,00	98,85
Pemasok Global Global Suppliers	25,00	0,89	34,00	1,12	25,00	1,15
Jumlah **Total**	**2.805,00**	**100,00**	**3.047,00**	**100,00**	**2.174,00**	**100,00**

Keterangan / Notes:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
Information restated due to adjustments made by the entity to the presentation of data.

Jumlah dan Persentase Nilai Kontrak Pengadaan untuk Pemasok
Number and Percentage of Procurement Contract Value for Suppliers

Kategori Pemasok **Supplier Category**	2025		2024*		2023*	
	Ribu USD **USD Thousand**	%	Ribu USD **USD Thousand**	%	Ribu USD **USD Thousand**	%
Pemasok Lokal (Nasional) Local Suppliers (National)	916,69	99,23	756,20	99,58	723,75	99,84
Pemasok Global Global Suppliers	7,07	0,77	3,22	0,42	1,13	0,16
Jumlah **Total**	**923,76**	**100,00**	**759,42**	**100,00**	**724,88**	**100,00**

Keterangan / Notes:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
Information restated due to adjustments made by the entity to the presentation of data.

Selain itu, PGN juga ikut serta dalam mendukung pertumbuhan dan penguatan perekonomian Indonesia dengan melaksanakan transaksi pengadaan barang/jasa melalui platform Pasar Digital (PaDi) Usaha Mikro Kecil dan Menengah (UMKM) Badan Usaha Milik Negara (BUMN). Sepanjang 2025, Perusahaan mencatat jumlah transaksi langsung melalui aplikasi PaDi UMKM BUMN sebesar Rp25.373.445.929.

ASESMEN DAN EVALUASI SOSIAL BAGI PEMASOK [GRI 414-1, 414-2][OG 11.10.8, 11.12.3, 11.10.9]

Perseroan mengintegrasikan asesmen sosial ke dalam proses pengelolaan rantai pasok. Asesmen dilakukan melalui verifikasi kepatuhan terhadap aspek Hak Asasi Manusia (HAM), ketenagakerjaan, dan K3, termasuk penerapan CSMS oleh seluruh kontraktor dan mitra kerja.

Evaluasi tahunan atas kinerja mitra usaha mencakup penilaian terhadap pemenuhan hak pekerja, penyediaan lingkungan kerja yang aman dan sehat, pelaksanaan pelatihan, serta pencegahan praktik kerja paksa dan bentuk pelanggaran HAM lainnya. Perseroan juga memastikan bahwa pelaksanaan proyek tidak menimbulkan dampak sosial yang signifikan terhadap masyarakat dan, apabila terdapat risiko, dilakukan langkah mitigasi yang terukur.

ASESMEN DAN EVALUASI LINGKUNGAN BAGI PEMASOK [GRI 308-1, 308-2]

Perseroan telah memiliki Kebijakan Green Procurement yang menjadi acuan dalam mendorong peningkatan kesadaran pemasok serta seluruh pekerja terhadap penerapan prinsip LST, khususnya pada aspek lingkungan. Kebijakan Green Procurement saat ini masih berada pada tahap awal proses penerapan dan integrasi ke dalam sistem penilaian pemasok.

Dalam pelaksanaannya, Perseroan tetap melakukan monitoring terhadap pemasok selama pelaksanaan proyek. Pemasok diwajibkan menyampaikan laporan perkembangan pekerjaan secara berkala setiap bulan, yang selanjutnya ditelaah dan dievaluasi oleh Perseroan sebagai bagian dari proses pengawasan dan pengendalian kinerja pemasok. Melalui proses evaluasi dan pemantauan berkala, Perseroan memastikan bahwa setiap kontraktor, mitra, dan pemasok telah menerapkan proses produksi yang berorientasi pada pengurangan emisi Gas Rumah Kaca (GRK) maupun non-GRK. Selain itu, Perseroan mendorong pemanfaatan

In addition, PGN also contributes to supporting Indonesia's economic growth and strengthening the national economy by conducting procurement transactions for goods/services through the State-Owned Enterprise (SOE) Micro, Small and Medium Enterprises (MSME) Digital Marketplace (PaDi) platform. Throughout 2025, the Company recorded direct transactions through the BUMN MSME PaDi application amounting to Rp25,373,445,929.

SOCIAL ASSESSMENT AND EVALUATION FOR SUPPLIERS [GRI 414-1, 414-2][OG 11.10.8, 11.12.3, 11.10.9]

The Company integrates social assessments into its supply chain management processes. These assessments are conducted through verification of compliance with human rights, labor, and OHS aspects, including the implementation of the CSMS by all contractors and business partners.

Annual evaluations of business partners' performance include assessments of compliance with workers' rights, the provision of a safe and healthy working environment, the implementation of training programs, and the prevention of forced labor practices and other forms of human rights violations. The Company also ensures that project implementation does not result in significant social impacts on surrounding communities and, where risks are identified, appropriate mitigation measures are undertaken.

ENVIRONMENTAL ASSESSMENT AND EVALUATION FOR SUPPLIERS [GRI 308-1, 308-2]

The Company has established a Green Procurement Policy that serves as a guideline for raising awareness among suppliers and all employees regarding the implementation of ESG principles, particularly in environmental aspects. The Green Procurement Policy is currently in the early stages of implementation and integration into the suppliers evaluation system.

In practice, the Company continues to monitor suppliers throughout project implementation. Suppliers are required to submit monthly progress reports, which are subsequently reviewed and evaluated by the Company as part of the suppliers performance monitoring and control process. Through periodic evaluation and monitoring processes, the Company ensures that every contractor, partner, and supplier has implemented production processes oriented toward the reduction of Greenhouse Gas (GHG) and non-GHG emissions. In addition, the Company encourages the efficient use of natural resources based on circular

sumber daya alam secara efisien dan berbasis prinsip daur ulang, pelestarian sumber daya air, pengurangan penggunaan bahan kimia berbahaya, serta perlindungan keanekaragaman hayati. Seluruh mitra usaha juga diwajibkan untuk menyediakan produk dan layanan yang menciptakan nilai lingkungan serta mematuhi ketentuan peraturan perundang-undangan yang berlaku.

PERBANDINGAN TARGET DAN KINERJA INVESTASI [OJK F.3]

Sesuai RKAP, di 2025 PGN mengalokasikan belanja modal (*capex*) sebesar USD366 juta atau setara Rp5,9 triliun (asumsi kurs Rp16.113 per USD). Penggunaan belanja modal difokuskan pada pengembangan jaringan gas bumi dan pengembangan di sektor hulu migas.

Sekitar USD205 juta atau 56% dialokasikan untuk segmen pengembangan jaringan gas bumi yang terbagi dalam segmen *midstream*, *downstream* dan segmen lainnya. Pada segmen *midstream* alokasi terbesarnya untuk kegiatan pembangunan pipa minyak di area Rokan dan Cikampek – Plumpang serta kehandalan pipa transmisi. Alokasi segmen *downstream* adalah untuk penambahan sambungan pipa pelanggan, baik pelanggan Komersial dan Industri, maupun Pelanggan Kecil, perluasan jaringan gas bumi (Jargas) area Sumatra dan Jawa, serta kehandalan pipa distribusi. Segmen lainnya dialokasikan untuk penunjang bisnis bidang telekomunikasi, penyaluran CNG, jasa *Facility Management* dan kegiatan Engineering, Procurement, and Construction (EPC). Realisasi *capex* dari ketiga segmen tersebut hingga tahun 2025 mencapai USD158 Juta atau 77% dari alokasi *capex* untuk pengembangan jaringan gas, dan 54% dari realisasi total *capex*.

Sekitar USD161 juta atau 44% dari total *capex*, dialokasikan untuk pengembangan segmen hulu migas, melalui kegiatan eksplorasi di WK Pangkah, Ketapang dan Fasken, serta perpanjangan Kontrak Kerjasama di WK Muara Bakau. Realisasi *capex* hingga akhir 2025 mencapai USD136 Juta atau 85% dari alokasi *capex* untuk pengembangan segmen hulu, dan 46% dari realisasi total *capex*.

principles, the conservation of water resources, the reduction of hazardous chemical usage, and the protection of biodiversity. All business partners are also required to provide products and services that generate environmental value and comply with applicable laws and regulations.

COMPARISON OF PROJECT INVESTMENT TARGETS AND PERFORMANCE [OJK F.3]

In accordance with the RKAP, in 2025 PGN allocated capital expenditure (capex) of USD366 million or equivalent to Rp5.9 trillion (assuming an exchange rate of Rp16,113 per USD). The utilization of this capital expenditure was focused on the development of natural gas network and development in the upstream oil and gas sector.

Approximately USD205 million, or 56% of the total capital expenditure (capex), was allocated to gas network development consisting of midstream, downstream, other segments. In the midstream segment, the largest portion is directed toward the construction of oil pipeline in the Rokan and Cikampek – Plumpang areas, as well as enhancing the reliability of transmission pipelines. The allocation for the downstream segment was used for the addition of customer pipeline connections, including Commercial and Industrial, and Small-Scale Customers, the expansion of the natural gas network (jargas) in the Sumatra and Java regions, and improving the reliability of distribution pipelines. The other segment was allocated to support business activities in the telecommunications, CNG distribution, Facility Management services, and Engineering, Procurement, and Construction (EPC) activities. The realization of capex across these three segments by the end of 2025 reached USD158 million or 77% of the amount allocated to gas network development, and 54% of the total capex realization.

Approximately USD161 million, or 44% of total capex, was allocated for development in the upstream oil and gas segment, through exploration activities in the Pangkah, Ketapang, and Fasken fields, as well as the extension of the Cooperation Contract in the Muara Bakau fields. Capex realization by the end of 2025 is USD136 million, or 85% of the allocation for upstream segment development, and 46% of total capex realization.

Perbandingan Target dan Realisasi pada Investasi yang Sejalan dengan Kinerja Berkelanjutan
Comparison of Targets and Actual Results for Investments Aligned with Sustainable Performance

dalam Juta USD
in USD Million

Alokasi Allocation	2025			2024	2023
	RKAP Corporate Work Plan and Budget	Realisasi Realization	%	Realisasi Realization	
Pengembangan Jaringan Gas Gas Network Development	205	158	77	159	137
Pengembangan Segmen Hulu Upstream Segment Development	161	136	85	99	66
Jumlah **Total**	**366**	**294**	**81**	**258**	**203**

NILAI EKONOMI LANGSUNG DIPEROLEH DAN DIDISTRIBUSIKAN [GRI 201-1] [OG 11.14.2, 11.21.2]

Kesungguhan PGN menjaga ketahanan energi, berpengaruh langsung terhadap nilai ekonomi langsung yang diperoleh dan didistribusikan. Nilai ekonomi langsung yang diperoleh, berasal dari pendapatan penjualan gas bumi, pendapatan bunga, pendapatan dari investasi mata uang asing, dan pendapatan lain. Perseroan mendistribusikan sebagian dari nilai ekonomi langsung yang diperoleh, kepada setiap pemangku kepentingan sesuai kebutuhan masing-masing, termasuk pembayaran kepada pemerintah. [GRI 201-1] [OG 11.14.2, OG 11.21.2]

Tidak ada pendapatan Perseroan yang merupakan bantuan finansial dari Pemerintah, namun di 2025 PGN sebagai Subholding Gas Pertamina, kembali mendapatkan penugasan penyediaan Harga Gas Bumi Tertentu (HGBT) dari Pemerintah. Kebijakan HGBT disertai terbitnya Keputusan Menteri ESDM Nomor 76.K/MG.01/MEM.M/2025 tentang Perubahan Kedua atas Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 91.K/MG.01/MEM.M/2023 tentang Pengguna Harga Gas Bumi Tertentu di Bidang Industri, tertanggal 26 Februari 2025, serta terbitnya Keputusan Menteri ESDM Nomor 282.K/MG.01/MEM.M/2025 tentang Perubahan atas Keputusan Menteri Energi dan Sumber Daya Mineral Nomor 77.K/MG.01/MEM.M/2025 tentang Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Penyediaan Listrik bagi Kepentingan Umum, tertanggal 19 Agustus 2025. HGBT diperuntukan bagi 7 sektor industri nasional dan sektor kelistrikan dengan total 258 pengguna gas bumi tertentu. [201-4] [OG 11.21.3]

DIRECT ECONOMIC VALUE OBTAINED AND DISTRIBUTED [GRI 201-1] [OG 11.14.2, 11.21.2]

PGN's commitment to maintaining energy security has a direct impact on the direct economic value generated and distributed. The direct economic value generated comes from natural gas sales revenue, interest income, foreign currency investment income, and other income. The Company distributes a portion of the direct economic value generated to its stakeholder according to their respective needs, including payments to the government. [GRI 201-1] [OG 11.14.2, OG 11.21.2]

None of the Company's revenue consists of financial assistance from the Government, however, in 2025, PGN, as Pertamina's Gas Subholding, was once again tasked by the Government with supplying Natural Gas at a Specified Price (HGBT). The HGBT policy was accompanied by the issuance of Minister of Energy and Mineral Resources Decree No. 76.K/MG.01/MEM.M/2025 regarding the Second Amendment to Minister of Energy and Mineral Resources Decree No. 91.K/MG.01/MEM.M/2023 regarding the Application of the Specific Natural Gas Price in the Industrial Sector, dated February 26, 2025, as well as the issuance of Minister of Energy and Mineral Resources Decree No. 282. K/MG.01/MEM.M/2025 regarding the Amendment to the Minister of Energy and Mineral Resources Decision No. 77.K/MG.01/MEM.M/2025 on Specific Natural Gas Users and Specific Natural Gas Prices in the Electricity Supply Sector for Public Interest, dated August 19, 2025. The HGBT is intended for 7 national industrial sectors and the electricity sector, with a total of 258 specific natural gas users. [201-4] [OG 11.21.3]

Nilai Ekonomi Langsung yang Diperoleh dan Distribusikan
Direct Economic Value Obtained and Distributed

dalam Juta USD
in USD Million

Keterangan Description	2025	2024	2023
Nilai Ekonomi Langsung yang Diperoleh **Direct Economic Value Generated**			
Pendapatan Revenue	3.975,92	3.788,62	3.646,30
Pendapatan Bunga Interest Income	63,88	60,19	48,46
Pendapatan Dari Investasi Mata Uang Asing Income from Foreign Currency Investments	(7,23)	11,13	7,35
Pendapatan Lain Other Income	65,59	38,69	75,39
Total Nilai Ekonomi Langsung yang Diperoleh **Total Direct Economic Value Generated**	**4.098,16**	**3.898,63**	**3.777,50**
Nilai Ekonomi yang Didistribusikan **Distributed Economic Value**			
Biaya Operasional Operational Costs	3.229,12	3.011,11	2.925,83
Departemen Operasional Operations Department	99,37	92,55	75,18
Departemen Administrasi Administration Department	103,19	115,56	104,05
Jumlah Gaji dan Imbalan Jasa Lainnya **Total Salaries and Other Benefits**	**202,56**	**208,11**	**179,23**
Pembayaran Dividen Dividend Payments	271,54	222,47	228,37
Pembayaran Bunga Interest Payment	40,15	48,69	76,95
Jumlah Pembayaran Penyandang Dana **Total Payments to Fund Holders**	**311,69**	**271,16**	**305,32**
Pengeluaran Untuk Pemerintah Government Expenditures	318,90	299,64	340,00
Pengeluaran Untuk Masyarakat Expenditures for the Community	3,74	3,89	4,53
Total Nilai Ekonomi Langsung yang Didistribusikan **Total Direct Economic Value Distributed**	**4.066,01**	**3.793,91**	**3.754,91**
Nilai Ekonomi yang Ditahan = Nilai Ekonomi Langsung yang Diperoleh – Nilai Ekonomi yang Didistribusikan **Retained Economic Value = Direct Economic Value Earned – Distributed Economic Value**			
Nilai Ekonomi yang Ditahan Sebelum Dividen Economic Value Retained Before Dividends	303,69	327,19	250,96
Nilai Ekonomi yang Ditahan Setelah Dividen Economic Value Retained After Dividends	32,15	104,72	22,59



Pajak dan Kewajiban Lain

Salah satu bentuk distribusi dari nilai ekonomi langsung yang diperoleh adalah pembayaran kepada Pemerintah, di antaranya pembayaran pajak dan kewajiban lain. PGN mengelola perpajakan dengan pendekatan kepatuhan atas regulasi yang berlaku, di antaranya Undang-Undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan. Strategi perpajakan tertuang dalam kebijakan, studi, dan Dokumen Acuan Kerja (DAK) perpajakan yang diterapkan oleh Perseroan. Strategi perpajakan dirancang oleh Departemen Tax Advisory dan dilaksanakan oleh Departemen Tax Compliance serta dipantau pelaksanaannya oleh Departemen Tax Controlling. Departemen-departemen ini berada di dalam Fungsi Accounting and Tax (ACT) di bawah pembinaan Direktorat Keuangan. Pengelolaan perpajakan juga diawasi oleh Fungsi Internal Audit (IA) dan Fungsi Risk Management yang berada di luar Direktorat Keuangan. Sebagai dukungan pada pembangunan berkelanjutan, PGN berupaya menurunkan biaya kepatuhan Pajak dengan mengembangkan sistem perpajakan yang terintegrasi dengan aktivitas ekonomi Perseroan. [GRI 207-1] [OG 11.21.4]

Risiko pajak dan langkah mitigasinya dikelola oleh Departemen Tax Controlling, dengan menggunakan Aplikasi PGN Taxis untuk mengelola data terkait pajak dan aplikasi Tax Mac untuk memitigasi dampak risiko sanksi pajak. Data potensi risiko tersebut kemudian diteruskan ke Fungsi Risk Management untuk dipantau dan dilaporkan secara berkala kepada manajemen. Hasil pengelolaan risiko pajak dilaporkan kepada Direksi PGN dan PT Pertamina (Persero) sebagai induk perusahaan. PGN mengadakan sosialisasi maupun pelatihan pengelolaan perpajakan secara rutin dan berkala kepada seluruh pekerja. Pengungkapan pajak Perseroan telah melalui proses *assurance* yang dilaksanakan oleh Kantor Akuntan Publik (KAP) Purwanto Susanti dan Surja, Firma anggota jaringan Ernst & Young Global Limited. [GRI 207-2][OG 11.21.5]

Dalam mengelola perpajakan, Perseroan senantiasa menjaga hubungan kemitraan dengan dengan otoritas perpajakan, terutama Kantor Pelayanan Pajak (KPP) di tingkat daerah sesuai wilayah operasi, serta Direktorat Jenderal Pajak di tingkat pusat. Melalui keanggotaan di berbagai asosiasi, PGN juga melakukan komunikasi dan advokasi kebijakan publik terkait perpajakan di industri gas. Pelibatan dengan pemangku kepentingan di 2025 dilakukan melalui pertemuan untuk konsultasi dan koordinasi, maupun *Focus Group Discussion* (FGD). [GRI 207-3] [OG 11.21.6]

Taxes and Other Liabilities

One form of distribution of direct economic value obtained is payment to the Government, including tax payments and contributions to the State other than taxes. PGN manages taxation with an approach of compliance with applicable regulations, including Law No. 6 of 1983 concerning General Provisions and Tax Procedures as last amended by Law No. 7 of 2021 concerning Harmonization of Tax Regulations. The taxation strategy is outlined in the taxation policies, studies, and Work Reference Documents (DAK) implemented in the Company. Tax strategies are designed by the Tax Advisory Department, implemented by the Tax Compliance Department, and monitored by the Tax Controlling Department. Those three departements are part of Accounting and Tax Function (ACT) and under Finance Directorate. Tax management is also supervised by the Internal Audit Function (IA) and Risk Management Function, which is outside the Finance Directorate. In support of sustainable development, PGN strives to reduce tax compliance costs by developing a taxation system that is integrated with the Company's economic activities. [GRI 207-1] [OG 11.21.4]

Tax risks and their mitigation measures are managed by the Tax Controlling Department, utilizing the PGN Taxis Application to manage tax-related data and the Tax Mac application to mitigate the impact of potential tax sanctions. Data on potential tax risks are then forwarded to the Risk Management Function to be monitored and reported periodically to management. The results of tax risk management are reported to the Board of Directors of PGN and to PT Pertamina (Persero) as the parent company. PGN conducts regular and periodic socialization and training on tax management for all employees. The Company's tax disclosures have undergone an assurance process carried out by Purwanto Susanti dan Surja Public Accountant Firm, a member of Ernst & Young Global Limited Firm. [GRI 207-2] [OG 11.21.5]

In managing taxation, The Company always maintains a partnership with tax authorities, especially the Tax Office (KPP) at the regional level in accordance with its area of operation, as well as the Directorate General of Taxes at the central level. Through its membership in various associations, PGN communicates and advocates for public policies related to taxation in the gas industry. Engagement with stakeholders in 2025 was carried out through consultation and coordination meetings, as well as through Focus Group Discussions (FGD). [GRI 207-3] [OG 11.21.6]

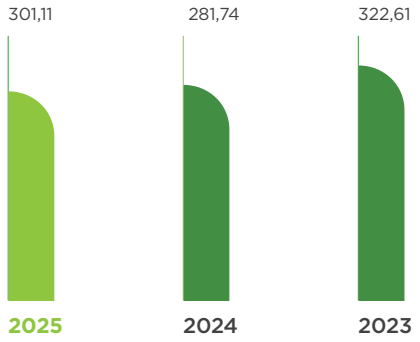
Perseroan melaporkan kewajiban pajak kepada Direktorat Jenderal Pajak, termasuk pelaporan transaksi antar-pihak yang memiliki Hubungan Istimewa, dalam format Laporan per Negara yang menjadi bagian dari Surat Pemberitahuan Pajak Tahunan (SPT) PGN. Laporan per Negara ini juga dikonsolidasikan dengan laporan keuangan yang telah diaudit. Total pembayaran Pajak dan kewajiban lain di 2025 yang dibayarkan PGN kepada Pemerintah Indonesia mencapai USD318,90 juta, lebih tinggi 6,43% dari 2024 sebesar USD299,64 juta. [GRI 207-4] [11.21.7]

The Company reports its tax obligations to the Directorate General of Taxes, including the reporting of transactions between related parties, in the form of a Country-by-Country Report as part of PGN's Annual Tax Return (SPT). This Country-by-Country Report is also consolidated with the audited financial statements. In 2025, the total tax payments and other obligations paid by PGN to the Indonesian government reached USD318.90 million, 6.43% higher than in 2024, which amounted to USD299.64 million. [GRI 207-4] [11.21.7]

Pembayaran Pajak dan Kewajiban Lain Kepada Pemerintah Indonesia
Tax and Other Obligation Payments to the Indonesian Government

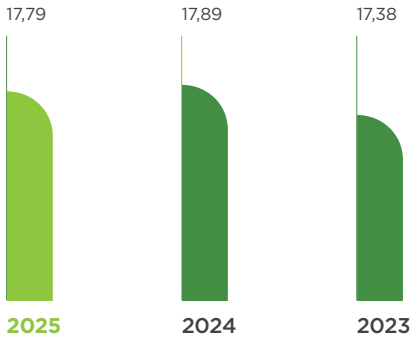
Pembayaran Pajak
Tax Payments

dalam Juta USD
in USD Million



Iuran BPH Migas
BPH Migas Levies

dalam Juta USD
in USD Million



Jumlah Pembayaran Total Payments	2025	2024	2023
	318,90	299,64	340,00

KONTRIBUSI UNTUK PEKERJA [OJK F.20][GRI 202-1]

Nilai ekonomi langsung yang diperoleh juga dikontribusikan untuk memenuhi kebutuhan pekerja, di antaranya pembayaran kompensasi/imbal jasa pekerjaan dan kewajiban program pensiun. Kompensasi untuk pekerja PGN diatur dalam SK Nomor 004200.K/KP.03/HCGS/2023. Sesuai ketentuan tersebut, standar besaran kompensasi pekerja baru di PGN, masih lebih tinggi dari Upah Minimum Regional (UMR) di setiap wilayah operasi dan minimal sebesar upah minimum PGN.

Salah satu komponen kompensasi untuk pekerja adalah gaji pokok, yang diberikan tanpa perbedaan antara pekerja laki-laki dan perempuan atau rasio 1:1, dengan besaran disesuaikan kategori jabatan. Bentuk lain kompensasi untuk pekerja adalah tunjangan dan fasilitas, antara lain fasilitas komunikasi yang hanya diberikan kepada pekerja tetap. Kami juga memberikan manfaat tertentu kepada pekerja di lokasi dengan kondisi signifikan seperti terisolasi dan minim fasilitas, di antaranya penyediaan mess/tempat tinggal sesuai standar Pertamina Grup. [GRI 401-2, 405-2] [OG 11.10.3, 11.11.6]

DISTRIBUTION TO EMPLOYEES [OJK F.20][GRI 202-1]

The direct economic value generated is also allocated to meet employee needs, including the payment of compensation/remuneration for work performed and obligations related to pension programs. Compensation for PGN employees is regulated under Decree Number 004200.K/KP.03/HCGS/2023. In accordance with this provision, the standard compensation for new workers at PGN remains higher than the Regional Minimum Wage (UMR) in each operational area and is at least equivalent to the minimum wage set by PGN.

One component of employee compensation is base salary, which is provided without distinction between male and female employees, or at a ratio of 1:1, with the amount adjusted according to job category. Other forms of employee compensation include allowances and benefits, including communication facilities that are only provided to permanent employees. We also provide specific benefits to employees working in locations with significant conditions such as remote or minimally facilitated areas, including the provision of dormitories/accommodation in accordance with Pertamina Group standards. [GRI 401-2, 405-2] [OG 11.10.3, 11.11.6]

Tunjangan/fasilitas lain yang diberikan kepada semua pekerja adalah cuti melahirkan. Perseroan memberikan cuti melahirkan bagi pekerja perempuan dan pekerja laki-laki yang mendampingi istri melahirkan. Lama cuti melahirkan untuk pekerja perempuan adalah 1,5 bulan sebelum melahirkan dan 2,5 bulan setelah melahirkan, sementara untuk pekerja laki-laki adalah 5 hari. Cuti melahirkan baik bagi pekerja perempuan maupun laki-laki disertai jaminan bekerja kembali pada jabatan semula. [GRI 401-3] [OG 11.10.4, 11.11.3]

Another benefit provided to all employees is maternity leave. The Company grants maternity leave to female employees as well as paternity leave to male employees accompanying their wives during childbirth. The length of maternity leave for female workers is 1.5 months before giving birth and 2.5 months after giving birth, while paternity leave for male workers is 5 days. Maternity leave for workers comes with a guarantee of returning to their original position. [GRI 401-3] [OG 11.10.4, 11.11.3]

Selama 2025, ada 12 pekerja perempuan yang menjalani cuti melahirkan dan 12 orang atau 100% telah bekerja kembali pada jabatan semula. Jumlah pekerja laki-laki yang menjalani cuti mendampingi istri melahirkan ada 15 orang. [GRI 401-3][OG 11.10.4, 11.11.3]

During 2025, there were 12 female employees who took maternity leave and 12 people or 100% returned to their original positions. There were 15 male employees who took leave to accompany their wives during childbirth. [GRI 401-3][OG 11.10.4, 11.11.3]

Program Pensiun Iuran Pasti (PPIP) diselenggarakan Dana Pensiun Lembaga Keuangan (DPLK), dengan besaran iuran 14,07% menjadi beban Perseroan, sementara 4,55% menjadi beban pekerja. Di 2025, ada 30 pekerja yang mencapai usia pensiun dengan nilai liabilitas imbalan pascakerja yang dapat dipenuhi DPLK sehingga Perseroan tidak perlu menyiapkan pembiayaan khusus untuk menutupi kekurangan. Sementara untuk imbalan kerja jangka panjang lainnya atau Tunjangan Akhir Masa Bakti (TAMB) mencapai Rp78 miliar dibayarkan oleh Perseroan. Informasi lebih lanjut terkait nilai liabilitas program pensiun dapat diakses pada Laporan Tahunan PGN 2025. [GRI 201-3]

The Defined Contribution Pension Program (PPIP) is organized by the Financial Institution Pension Fund (DPLK) with a contribution rate of 14.07% borne by the Company, while 4.55% is borne by employees. In 2025, there will be 30 employees reaching retirement age with post-employment benefit liabilities that can be fulfilled by DPLK, so that the Company does not need to prepare special financing to cover shortfalls. Other long-term employment benefits or End of Service Allowances (TAMB) amounting to Rp78 billion is paid by the Company. Further information regarding the liability value of the pension plan can be accessed in PGN's 2025 Annual Report. [GRI 201-3]

Program lain adalah Jaminan Hari Tua (JHT) dan Jaminan Pensiun (JP), yang diselenggarakan Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan. Besaran iuran Program JHT adalah 5,7% dari upah dengan kontribusi pekerja membayar 2% dan Perseroan membayar 3,7%, sementara iuran Program JP adalah 3% dengan kontribusi 2% dibayarkan Perseroan dan 1% oleh pekerja. Selama 2025 BPJS Ketenagakerjaan telah memenuhi kewajiban membayarkan seluruh hak pekerja PGN yang pensiun.

Another program is the Old-Age Security (JHT) and Pension Insurance (JP), which are administered by the Social Security Administration Agency (BPJS) for Employment. The JHT Program contribution is 5.7% of wages, with employees contributing 2% and the Company contributing 3.7%. Meanwhile, the JP Program contribution is 3%, with 2% paid by the Company and 1% by employees. Throughout 2025, BPJS Ketenagakerjaan has fulfilled its obligation to pay all pension benefits due to PGN employees who retired.

KONTRIBUSI KEPADA MASYARAKAT

Pengungkapan informasi mengenai kontribusi PGN kepada masyarakat melalui dana Tanggung Jawab Sosial dan Lingkungan Perusahaan (TJSL), disampaikan pada bagian lain dalam Laporan ini.

CONTRIBUTION TO SOCIETY

Disclosure of information regarding contributions to the community in the form of Corporate Social Responsibility (CSR) funds is presented in the relevant section of this Report.

KONTRIBUSI POLITIK [GRI 415-1][OG 11.22.2]

Tidak ada distribusi Nilai Ekonomi yang Diperoleh, yang ditujukan sebagai kontribusi politik kepada pihak-pihak tertentu, baik secara langsung maupun tidak langsung.

POLITICAL CONTRIBUTIONS [GRI 415-1][OG 11.22.2]

There was no distribution of Direct Economic Value Generated in the form of political contributions to any parties, either directly or indirectly. In accordance with the

Sesuai dengan Pedoman Perilaku Etika (*Code of Conduct*), PGN melarang kegiatan politik di lingkungan Perusahaan, memberikan sumbangan, dan bantuan lain dalam bentuk apapun yang mengatasnamakan Perseroan, termasuk penggunaan sarana, fasilitas, serta dana Perseroan.

AKSI LEGAL UNTUK PERILAKU ANTIPERSAINGAN, ANTIPAKAT DAN ANTIMONOPOLI [GRI 206-1][OG 11.19.2]

Selama 2025, Perseroan tidak pernah dihadapkan pada tindakan hukum, baik yang masih berproses hukum maupun telah memiliki putusan berkekuatan hukum tetap maupun pelanggaran undang-undang terkait perilaku antipersaingan, antipakat, dan antimonopoli. Hal ini menegaskan kesungguhan PGN untuk mengedepankan prinsip-prinsip persaingan usaha sehat.

PEMASARAN DAN PELABELAN [OJK F.29][GRI 417-1, 417-2, 417-3]

Di dalam ketentuan umum antara PGN dan Pelanggan, pada dasarnya tidak terdapat kewajiban PGN untuk menyampaikan *Material Safety Data Sheet* (MSDS). Namun demikian, apabila terdapat permintaan dari pelanggan mengenai MSDS, maka PGN akan menyampaikannya. Guna menjamin kualitas terbaik, PGN menerapkan sistem manajemen mutu yang tersertifikasi ISO 9001:2015.

Selama 2025, tidak ada insiden ketidakpatuhan terhadap peraturan dan/atau ketidaksesuaian informasi MSDS dengan kualitas produk yang diterima pelanggan. Kami juga tidak pernah dihadapkan pada insiden ketidakpatuhan terhadap peraturan terkait komunikasi pemasaran, termasuk periklanan, promosi, dan sponsor yang mengakibatkan produk ditarik kembali.

INOVASI DAN PENGEMBANGAN PRODUK BERKELANJUTAN [OJK F.26]

PGN terus menghadirkan inovasi guna mengoptimalkan pemanfaatan gas bumi, sehingga dapat berkontribusi dalam transisi energi di Indonesia. Kami memiliki program penghargaan inovasi dan *improvement* untuk memberikan apresiasi kepada pekerja PGN, dengan menerapkan metode Delapan Langkah Tujuh Alat (DELTA) Continuous Improvement Program (CIP). Pada 2025, kami menyelenggarakan 2 kali Forum *Sharing* CIP Tingkat Pertama PGN Innovation Award (PIA) yang diikuti oleh 69 gugus/tim dan Gas Innovation Award (GIA) yang diikuti 69 gugus/tim dari Pertamina Group. Selanjutnya sebanyak 51 gugus terbaik pada kedua Forum *Sharing* tersebut lanjut menjadi peserta Forum *Sharing* CIP Subholding Gas. Tingkat Kedua yaitu Tingkat Subholding Gas. Sebanyak 11 Gugus terbaik yang mengikuti forum *sharing* CIP Subholding Gas kemudian mengikuti Forum *Sharing* tingkat Holding yaitu Annual Pertamina Quality (APQ) Award.

Code of Conduct, PGN prohibits political activities within the Company, as well as the provision of donations or any other forms of support made in the name of the Company. This includes the use of the Company's resources, facilities, or funds.

LEGAL ACTION FOR ANTICOMPETITIVE, ANTITRUST, AND ANTIMONOPOLY [GRI 206-1][OG 11.19.2]

Throughout 2025, the Company was not involved in any legal actions, whether ongoing or with a final and binding court decision or violations of anticompetitive, antitrust, and antimonopoly. This underscores PGN's commitment to upholding the principles of fair and healthy business competition.

MARKETING AND LABELING [OJK F.29][GRI 417-1, 417-2, 417-3]

Under the general terms and conditions between PGN and its customers, PGN is generally not required to provide a Material Safety Data Sheet (MSDS). However, if a customer requests an MSDS, PGN will provide it. To ensure the highest quality, PGN implements a quality management system certified to ISO 9001:2015.

Throughout 2025, there were no incidents of non-compliance with regulations and/or discrepancies between MSDS information and the quality of products received by customers. We were also not faced with any incidents of non-compliance with regulations related to marketing communications, including advertising, promotions, and sponsorships that led to the product being recalled.

SUSTAINABLE PRODUCT INNOVATION AND DEVELOPMENT [OJK F.26]

PGN continues to introduce innovations to optimize the utilization of natural gas, thereby contributing to Indonesia's energy transition. We have established an innovation and improvement award program to recognize PGN employees, applying the Eight Steps Seven Tools (DELTA) Continuous Improvement Program (CIP). In 2025, we organized 2 First Level CIP PGN Innovation Award (PIA) Sharing Forums, which was participated in by 69 teams, and the CIP Gas Innovation Award (GIA) Sharing Forum, joined by 69 teams from Pertamina Group. Subsequently, the 51 best teams from both Sharing Forums advanced to participate in the Second Level of CIP Sharing Forum (Subholding Gas level). The best 11 teams who participated in the Subholding Gas CIP Sharing Forum advanced to the Holding Level Sharing Forum, the Annual Pertamina Quality (APQ) Award.

Dari pelaksanaan CIP Subholding Gas di 2025, ada beberapa inovasi unggulan, antara lain:

1. Menghilangkan *loss of revenue* pada kegiatan penggantian alat ukur dengan menggunakan simulator Solution of Metering System & Operation Simulator (SolMetsos) di Stasiun Gas PLN Indonesia Power Cilegon.
2. Menghindarkan kerugian perusahaan atas potensi tuntutan dari *partners* (*seller's failure to deliver* dan *buyer's failure to take*) kepada PGN dan meningkatkan pendapatan dalam *existing* LNG *Sales Purchase Agreement* (SPA) PETRONAS dan LNG SPA CNTIC melalui renegosiasi *existing* LNG SPA *seller* dan *buyer* menjadi *amended and restated* LNG SPA *seller* dan *buyer* di Bisnis LNG Trading Internasional PGN.
3. Mengoptimalisasi kehandalan 3 ruas pipa transmisi Gas Pertamina Gas ONSA untuk meningkatkan profitabilitas penyaluran gas dengan metode PUSPA STA 52 di lokasi Crossing Tol Trans Sumatra Binjai - Langsa.
4. Mengoptimalisasi pendapatan transportasi gas di Ruas Pipa Arun – Belawan dengan Key Account Management PLN to Retain Revenue Transportation Arbel (KARMEL PROGRAM) di PT Pertamina Gas.
5. Melakukan optimalisasi biaya pada kegiatan proyek pipanisasi Senipah - Balikpapan melalui metode *Term of Payment* (TOP) Slab Material di PT Pertamina Gas.

From the implementation of the Subholding Gas CIP in 2025, several leading innovations were recognized, including:

1. Eliminating loss of revenue during meter replacement activities through the use of the Metering System & Operation Simulator (SolMetsos) at the PLN Indonesia Power Cilegon Gas Station.
2. Preventing potential Company losses arising from partner claims (seller's failure to deliver and buyer's failure to take) against PGN, while increasing revenue under the existing LNG Sales and Purchase Agreements (SPA) with PETRONAS and LNG SPA CNTIC, through the renegotiation of the existing LNG SPA with both seller and buyer into amended and restated LNG SPAs within PGN's International LNG Trading Business.
3. Optimizing the reliability of 3 Pertamina Gas ONSA gas transmission pipelines to increase gas transmission profitability through the PUSPA STA 52 method at the Trans Sumatra Binjai - Langsa Toll Road Crossing.
4. Optimizing gas transportation revenue along the Arun - Belawan Pipeline Section through PLN Key Account Management to retain Transportation Revenue under the KARMEL PROGRAM at PT Pertamina Gas.
5. Optimizing project costs in the Senipah - Balikpapan pipeline project through the implementation of the Term of Payment (TOP) Slab Material method at PT Pertamina Gas.

Selain itu, Perseroan mengembangkan produk *Low Carbon Business* berupa biometana sebagai bagian dari upaya mendukung pengurangan emisi karbon. Dalam implementasinya, Perseroan mengoptimalkan infrastruktur gas bumi yang telah ada di wilayah Sumatra untuk mengintegrasikan potensi limbah industri kelapa sawit sebagai sumber energi bersih. Inisiatif ini diwujudkan melalui pengembangan *Biomethane Injection Point* di Stasiun Penerima Gas (SPG) Pagardewa, Sumatra Selatan. Fasilitas tersebut dirancang untuk menginjeksikan biometana terkompresi (Bio-CNG) secara langsung ke dalam jaringan pipa transmisi SSWJ. Pemilihan lokasi di Sumatra Selatan dilakukan dengan mempertimbangkan efisiensi operasional, khususnya kedekatan antara sumber bahan baku limbah kelapa sawit dengan infrastruktur pipa PGN yang telah tersedia. Pendekatan ini mendukung optimalisasi pemanfaatan aset Perseroan serta keberlanjutan pasokan energi bagi konsumen.

In addition, the Company develops a Low Carbon Business product in the form of biomethane as part of its efforts to support carbon emission reduction. In its implementation, the Company optimizes existing natural gas infrastructure in the Sumatra region to integrate the potential of palm oil industry waste as a clean energy source. This initiative is implemented through the development of a Biomethane Injection Point at the Pagardewa Gas Receiving Station in South Sumatra. The facility is designed to inject compressed biomethane (Bio-CNG) directly into the SSWJ transmission pipeline network. The selection of South Sumatra as the project location is based on operational efficiency considerations, particularly the proximity between palm oil waste feedstock sources and PGN's existing pipeline infrastructure. This approach supports asset utilization optimization while contributing to the sustainability of energy supply for consumers.

Pemanfaatan biometana sebagai energi bersih memberikan solusi transisi energi yang dapat berperan sebagai:

1. Kompatibilitas Penuh: Memiliki kandungan dan kualitas yang setara dengan gas bumi, sehingga dapat digunakan langsung untuk kendaraan, pembangkit listrik, komersial, dan industri tanpa perlu modifikasi peralatan.
2. Reduksi Emisi Multisektor: Berperan dalam mengurangi emisi Cakupan 3 Perusahaan sekaligus menjadi solusi bagi pelanggan dalam menurunkan emisi Cakupan 1.

The utilization of biomethane as a clean energi source provides an energy transition solution that can serve as:

1. Full Compatibility: Possessing content and quality equivalent to natural gas, enabling its direct use for vehicles, power generation, commercial, and industrial purposes without requiring equipment modifications.
2. Multi-sector Emission Reduction: Contributing to the reduction of the Company's Scope 3 emissions while also providing a solution for customers to reduce their Scope 1 emissions.

Teknologi Informasi dan Keamanan Siber

PGN menempatkan Teknologi Informasi dan Komunikasi (TIK) sebagai fondasi transformasi digital yang mendukung keandalan operasional energi, peningkatan efisiensi proses bisnis, serta perlindungan data dan sistem strategis Perusahaan secara terintegrasi. Keamanan informasi dan ketahanan siber merupakan isu material yang berdampak langsung terhadap keberlanjutan bisnis, kepercayaan pelanggan, dan reputasi Perusahaan.

Dalam mendukung pengamanan infrastruktur kritikal, Perseroan juga menerapkan Program Critical Infrastructure Cybersecurity yang terintegrasi dengan manajemen risiko dan pengendalian internal, mencakup penguatan tata kelola keamanan siber, peningkatan kapasitas sumber daya manusia melalui sosialisasi dan program *awareness*, serta pengujian berkala atas ketahanan sistem. Perseroan juga berkolaborasi dengan Badan Siber dan Sandi Negara (BSSN) melalui kegiatan sosialisasi, peningkatan kesadaran, dan pelaksanaan audit Indeks Keamanan Informasi (IKAS) secara tahunan untuk mengevaluasi tingkat kematangan dan efektivitas pengamanan sistem elektronik.

Pengelolaan aspek ini juga selaras dengan standar internasional dan kebijakan nasional. Pada 2025, PGN memperkuat tata kelola keamanan informasi melalui:

1. Audit *surveillance* ISO/IEC 27001:2022, memastikan efektivitas *Information Security Management System* (ISMS).
2. Audit IKAS oleh BSSN, sebagai instrumen evaluasi nasional kematangan keamanan informasi. PGN memperoleh kategori Level Terkelola, yang menunjukkan pengendalian keamanan telah diterapkan secara konsisten, terdokumentasi, dan dimonitor secara berkala.
3. Audit internal terkait keamanan informasi yang dilakukan 1 tahun sekali sebagai sebagai bagian dari persiapan audit *surveillance* ISO/IEC 27001:2022.

PGN membentuk Tim Tanggap Insiden Keamanan Siber (Cybersecurity Incident Response Team/CIRT) di bawah pengawasan Direksi untuk melakukan pemantauan, deteksi dini, dan respons insiden siber secara terkoordinasi. Penguatan ketahanan dilakukan melalui:

- Monitoring keamanan berkelanjutan dan pengelolaan kerentanan sistem,
- Peningkatan kontrol akses dan pengamanan infrastruktur digital,
- Pelaksanaan simulasi dan *cyber drill* untuk menguji kesiapsiagaan organisasi,
- Integrasi risiko siber dalam kerangka *emergency response* Perusahaan.

Information Technology and Cybersecurity

PGN positions Information and Communication Technology (ICT) as the foundation of digital transformation that supports the reliability of energy operations, enhances business process efficiency, and protects the Company's strategic data and systems in an integrated manner. Information security and cyber resilience are material issues that directly affect business sustainability, customer trust, and the Company's reputation.

To support the protection of critical infrastructure, the Company also implements a Critical Infrastructure Cybersecurity Program integrated with risk management and internal controls. This includes strengthening cybersecurity governance, enhancing human resource capacity through socialization and awareness programs, and conducting periodic testing of system resilience. The Company also collaborates with the National Cyber and Crypto Agency (BSSN) through socialization activities, awareness-building initiatives, and the annual implementation of the Information Security Index (IKAS) audit to evaluate the maturity level and effectiveness of electronic system security.

The management of this aspect is also aligned with international standards and national policies. In 2025, PGN strengthened its information security governance through:

1. ISO/IEC 27001:2022 surveillance audit, ensuring the effectiveness of the Information Security Management System (ISMS).
2. IKAS audit externally conducted by BSSN, serving as a national instrument for evaluating information security maturity. PGN obtained the "Managed Level" category, indicating that security controls have been implemented consistently, documented, and monitored regularly.
3. Internal audits on information security, conducted annually as part of the preparation for the ISO/IEC 27001:2022 surveillance audit.

PGN has established a Cybersecurity Incident Response Team (CIRT) under the supervision of the Board of Directors to conduct monitoring, early detection, and coordinated responses to cyber incidents. Strengthening cyber resilience is carried out through:

- Continuous security monitoring and system vulnerability management,
- Strengthening access controls and securing digital infrastructure,
- Conducting simulations and cyber drills to test organizational preparedness,
- Integrating cyber risks into the Company's emergency response framework.

Untuk mendukung operasional dan inovasi di sektor energi, PGN secara aktif meningkatkan kompetensi teknis insan di Fungsi Information and Communication Technology (ICT). Pada 2025, lebih dari 50 program pengembangan kompetensi teknis diidentifikasi dan dijalankan, mencakup bidang keamanan siber, data privasi, tata kelola TI, manajemen data, *artificial intelligence*, arsitektur *enterprise*, manajemen layanan TI, serta infrastruktur digital dan pengembangan aplikasi. Sebanyak 28 pekerja ICT mengikuti pelatihan bersertifikasi maupun non-sertifikasi guna memastikan kesiapan organisasi dalam mengelola risiko digital sekaligus mendorong transformasi berbasis teknologi.

To support operations and innovation in the energy sector, PGN actively enhances the technical competencies of personnel within the Information and Communication Technology (ICT) function. In 2025, more than 50 technical competency development programs were identified and implemented, covering areas such as cybersecurity, data privacy, IT governance, data management, artificial intelligence, enterprise architecture, IT service management, as well as digital infrastructure and application development. A total of 28 ICT workers participated in both certified and non-certified training programs to ensure the organization's readiness to manage digital risks while advancing technology-driven transformation.

Selain itu, PGN mewajibkan seluruh karyawan mengikuti program *e-learning* Information Security Easy Course (i-SEC) setiap tahun untuk meningkatkan kesadaran terhadap risiko keamanan siber. Sejalan dengan itu, PGN juga memperkuat perlindungan data pribadi melalui penerapan kebijakan keamanan informasi dan perlindungan data, peningkatan *awareness* melalui pelatihan internal, serta penguatan pengendalian akses dan pengelolaan data yang selaras dengan Undang-Undang Nomor 27 Tahun 2022 tentang Perlindungan Data Pribadi (UU PDP), guna memastikan pengelolaan data yang aman, bertanggung jawab, dan mendukung keberlanjutan operasional Perusahaan.

In addition, PGN requires all employees to complete the Information Security Easy Course (i-SEC) e-learning program annually to raise awareness of cybersecurity risks. In line with this, PGN is also strengthening the protection of personal data through the implementation of information security and data protection policies, raising awareness through internal training, and enhancing access controls and data management in accordance with Law No. 27 of 2022 on Personal Data Protection (PDP Law), to ensure secure and responsible data management that supports the Company's operational sustainability.

PGN juga secara aktif meningkatkan kesadaran keamanan siber dan data privasi melalui webinar, sosialisasi, email *broadcast* peringatan ancaman, serta simulasi penanganan insiden. Pendekatan ini membangun budaya keamanan digital yang kolaboratif dan berkelanjutan di seluruh lini organisasi. Sepanjang 2025, tidak terdapat insiden kebocoran data pelanggan maupun pelanggaran privasi pihak eksternal, mencerminkan efektivitas pengendalian keamanan informasi serta kepatuhan terhadap regulasi perlindungan data. [GRI 418-1]

PGN also actively enhances cybersecurity and data privacy awareness through webinars, socialization programs, threat warning email broadcasts, and incident response simulations. This approach fosters a collaborative and sustainable digital security culture across all levels of the organization. Throughout 2025, there were no incidents of customer data breaches or violations of external parties' privacy, reflecting the effectiveness of information security controls and compliance with data protection regulations [GRI 418-1]

Melalui Tim Tanggap Insiden Keamanan Siber (CIRT), PGN menerapkan inisiatif pengamanan pada jaringan Operational Technology (OT) dan Industrial Control Systems (ICS) melalui penggunaan sistem Security Information and Event Management (SIEM) untuk memantau, mendeteksi, dan merespons potensi ancaman siber secara terintegrasi. CIRT juga rutin memberikan peringatan, terkait keamanan, simulasi terkait email *phising* yang dapat menimbulkan risiko serangan siber, menangani kerentanan sistem elektronik, dan meningkatkan kesadaran keamanan siber di seluruh organisasi.

Through the Cybersecurity Incident Response Team (CIRT), PGN implements security initiatives for Operational Technology (OT) networks and Industrial Control Systems (ICS) by utilizing a Security Information and Event Management (SIEM) system to monitor, detect, and respond to potential cyber threats in an integrated manner. CIRT also routinely issues security alerts, conducts phishing emails simulations that may pose cyberattack risks, addresses vulnerabilities in electronic systems, and enhances cybersecurity awareness across the organization.

PGN terus melindungi privasi data pelanggan dan mitra bisnis, serta keamanan siber perusahaan melalui kebijakan data privasi yang komprehensif. Kebijakan Cybersecurity Program Perseroan telah memuat ketentuan manajemen insiden yang mengatur mekanisme identifikasi, penanganan, mitigasi, dan pelaporan atas insiden maupun pelanggaran keamanan siber secara terstruktur dan terkoordinasi yang tertuang dalam:

1. Pedoman Pengelolaan Data (P-004/29.01/2024);
2. Pedoman Pengelolaan Keamanan Informasi (P-002/29.01/2024);
3. Prosedur Operasi Pengelolaan Data (O-007/29.03/2023); dan
4. Prosedur Operasi Pengendalian Keamanan Informasi (O-003/29.01/2024).

Kebijakan tersebut mengatur pengumpulan, penggunaan, dan penyimpanan informasi pribadi sesuai dengan peraturan perundang-undangan yang berlaku, serta pengelolaannya menjadi tanggungjawab CIRT. PGN memastikan bahwa data pribadi hanya digunakan untuk tujuan yang telah disetujui oleh pemilik data dan tidak akan dibagikan kepada pihak ketiga tanpa izin, kecuali diwajibkan oleh hukum. Perseroan telah memiliki Data Privacy Program yang mencakup mekanisme data *breach notification process*, termasuk prosedur identifikasi, investigasi, mitigasi, dan pemberitahuan kepada pemangku kepentingan terkait sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

PGN continues to safeguard the privacy of customer and business partner data, as well as the Company's cybersecurity, through comprehensive data privacy policies. The Company's Cybersecurity Program Policy includes incident management provisions that regulate the mechanisms for identification, handling, mitigation, and reporting of cybersecurity incidents or violations in a structured and coordinated manner, as outlined in:

1. Data Management Guidelines (P-004/29.01/2024);
2. Information Security Management Guidelines (P-002/29.01/2024);
3. Data Management Operational Procedure (O-007/29.03/2023); and
4. Information Security Control Operational Procedure (O-003/29.01/2024).

These policies governs the collection, use, and storage of personal information in accordance with applicable laws and regulations, with its management being the responsibility of the Cybersecurity Incident Response Team (CIRT). PGN ensures that personal data is used solely for purposes approved by the data owner and will not be shared with third parties without consent, unless required by law. The Company has also established a Data Privacy Program that includes a data breach notification process, covering procedures for identification, investigation, mitigation, and notification to relevant stakeholders in accordance with applicable legal provisions.

Informasi lebih lanjut terkait kebijakan data privasi PGN dapat diakses melalui situs web Perusahaan.
Further information regarding PGN's data privacy policy is available on the Company's website

PGN melakukan analisis risiko, reviu, dan audit terkait perlindungan data pribadi dengan memasukan isu tersebut ke dalam *Risk Register* yang di *update* secara rutin, melakukan *self-assessment* Perlindungan Data Pribadi (PDP) berupa Data Protection Impact Assessment (DPIA) dan ditindaklanjuti dengan penyusunan Record of Processing Activities (ROPA) dan data proteksi.

PGN telah memiliki sistem monitoring dan deteksi akses ilegal termasuk peretasan data pribadi yang diimplementasikan secara komprehensif untuk memastikan kontrol terhadap setiap akses sistem ICT. Melalui pendekatan ini, PGN berupaya menjaga kepercayaan dan keamanan informasi bagi seluruh pemangku kepentingan. Hasil implementasinya akan dilaporkan kepada Direktur Sumber Daya Manusia dan Penunjang Bisnis secara berkala. PGN memastikan bahwa tata kelola TI yang diterapkan mendukung operasional Perusahaan secara efisien dan melindungi aset informasi, serta data pribadi sesuai dengan regulasi yang berlaku.

PGN conducts risk analyses, audits, and reviews related to personal data protection by incorporating this issue into the Risk Register, which is updated regularly. PGN also performs Personal Data Protection (PDP) self-assessments in the form of a Data Protection Impact Assessment (DPIA), followed by the preparation of a Record of Processing Activities (ROPA) and the implementation of data protection measures.

PGN has established a monitoring and detection system for illegal access, including personal data breaches, which is implemented comprehensively to ensure control over all ICT system access. Through this approach, PGN strives to maintain trust and information security for all stakeholders. The results of its implementation are reported periodically to the Director of Human Resources and Business Support. PGN ensures that the applied IT governance supports efficient Company operations while protecting information assets and personal data in accordance with applicable regulations.

MENGELOLA ASET MENJAGA ENERGI [OG 11.8.1]
MANAGING ASSETS, PRESERVING ENERGY

PGN menekankan pentingnya menjaga integritas aset melalui pemeliharaan dan inspeksi berbasis risiko, disertai pemanfaatan teknologi digital guna menjaga keandalan operasi.

PGN emphasizes the importance of maintaining asset integrity through risk-based maintenance and inspection, accompanied by the use of digital technologies to ensure operational reliability.

KEBIJAKAN, RISIKO, DAN TATA KELOLA ASET

PGN mengelola infrastruktur transmisi dan distribusi gas di 93,01% area operasi berdasarkan standar ISO 55001 Sistem Manajemen Aset maupun acuan internasional lainnya, serta pedoman-pedoman terkait pengelolaan integritas aset di Perseroan. Di antaranya Pedoman Manajemen Aset Infrastruktur Gas (P-002/0.56) dan Pedoman Pengelolaan Sistem Keselamatan Proses dan Keterpaduan Aset (*Process Safety and Asset Integrity Management System*/PSAIMS) (P-001/12.00/2024).

Kegiatan operasional infrastruktur transmisi dan distribusi gas PGN tercantum dalam Rencana Kerja Anggaran Perusahaan (RKAP), terdiri dari program:

1. Menjaga ketersediaan dan keandalan infrastruktur gas bumi, meliputi *availability* infrastruktur dan *asset reliability* melalui kegiatan operasi serta pemeliharaan stasiun gas dan pipa;
2. Pelaksanaan *public awareness* program sebagai bentuk *stakeholder handling*;
3. Pelaksanaan program *asset integrity* dan *reliability* berupa *pipeline risk assessment and mitigation, asset remaining life evaluation, onshore pipeline drone inspection, offshore pipeline marine radar monitoring* dan berbagai program integritas lainnya;
4. Digitalisasi proses tata kelola infrastruktur dan *asset integrity;*
5. Pelaksanaan kegiatan *disposal asset* dalam rangka menjalankan siklus *asset life cycle*.

PGN melaksanakan analisis risiko operasional secara berkala untuk lingkup *asset pipeline (onshore* dan *offshore)* dan *facilities*. Aset pipa transmisi dan distribusi gas dengan tingkat risiko tinggi (kategori SECE – *Safety & Environment Critical Element*), akan memiliki program inspeksi yang intensif dengan tingkat pengawasan yang tinggi. Aset dengan tingkat kekritisan yang relatif rendah, memiliki

POLICY, RISK, AND ASSET MANAGEMENT

PGN manages its gas transmission and distribution infrastructure in 93.01% of its operational areas in accordance with ISO 55001 Asset Management System standards and other relevant international references, as well as guidelines internal guidelines related to asset integrity management within the Company. These include the Gas Infrastructure Asset Management Guidelines (P-002/0.56) and the Process Safety and Asset Integrity Management System (PSAIMS) Guideline (P-001/12.00/2024).

The operational activities of PGN's gas transmission and distribution infrastructure are outlined in the Company's Work and Budget Plan (RKAP), consisting of the following programs:

1. Maintaining the availability and reliability of natural gas infrastructure, including Infrastructure availability and asset reliability through the operation and maintenance of gas stations and pipelines;
2. Implementation of public awareness programs as part of stakeholder engagement and handling;
3. Implementation of asset integrity and reliability programs, including pipeline risk assessment and mitigation, asset remaining life evaluation, onshore pipeline drone inspections, offshore pipeline marine radar monitoring, and various other integrity programs;
4. Digitization of infrastructure governance processes and asset integrity management;
5. Implementation of asset disposal activities as part of the asset life cycle management process.

PGN conducts periodic operational risk analysis covering pipeline assets (both onshore and offshore) as well as facilities. Gas transmission and distribution pipeline assets classified as high risk (SECE category – Safety & Environment Critical Element) are subjected to intensive inspection program with a high level of monitoring. Assets with relatively lower criticality levels have a periodic maintenance program based

program pemeliharaan berkala yang merujuk pada referensi manufaktur serta praktik-praktik terbaik lapangan. Aset pipa gas yang mengalami degradasi ataupun kerusakan, akan segera dilakukan mitigasi berupa tindakan perbaikan oleh Fungsi Operation and Maintenance Management (OMM) serta dukungan Tim Penanganan Gangguan (TPG) terhadap segala kejadian *emergency*.

on manufacturing references and best field practices. Gas pipeline assets that experience degradation or damage will immediately undergo mitigation in the form of corrective actions by Operations and Maintenance Management Function (OMM) with support from the Disturbance Handling Team (TPG) for any emergency incidents.

Tata kelola infrastruktur transmisi dan distribusi gas dijalankan PGN dengan pendekatan patuh terhadap Peraturan Menteri ESDM RI No.32 tahun 2021, dan dipimpin Kepala Teknik (KaTek) yakni Direktur Infrastruktur dan Teknologi. Kepala Teknik berperan sebagai penanggung jawab keselamatan migas pada kegiatan usaha migas PGN, yang didukung oleh Wakil Kepala Teknik (WaKaTek) yakni Group Head, Operation and Maintenance Management (OMM), Division Head GTI, Division Head GDI, Department Head OMM Region I, Department Head OMM Region II, dan Department Head OMM Region III.

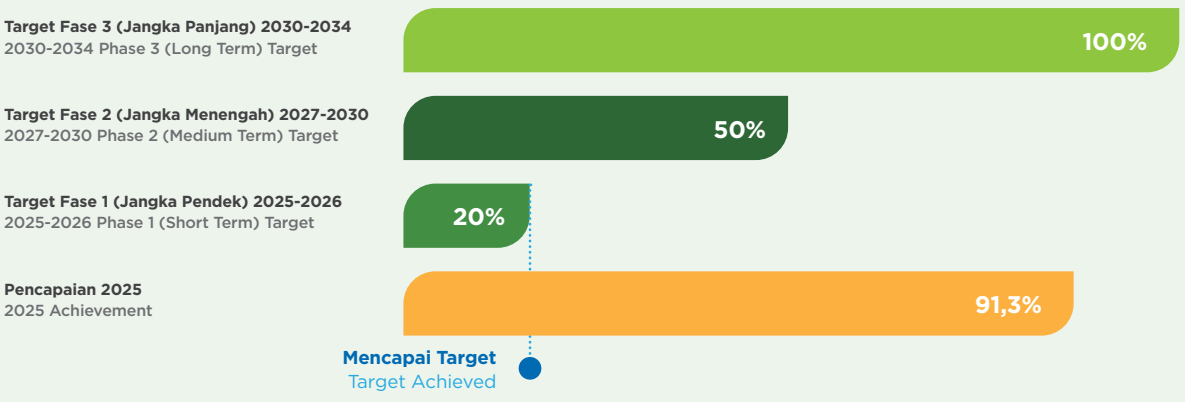
PGN manages gas transmission and distribution infrastructure in compliance with Indonesian Minister of Energy and Mineral Resources Regulation No. 32 of 2021, led by the Chief Engineer, namely the Director of Infrastructure and Technology. The Chief Engineer is responsible for oil and gas safety in PGN's oil and gas business activities, supported by the Deputy Chief Engineer, namely the Group Head of Operation and Maintenance Management (OMM), Division Head of GTI, Division Head of GDI, Department Head of OMM Region I, Department Head of OMM Region II, and Department Head of OMM Region III.

Target dan Pencapaian Sistem Manajemen Aset yang Terintegrasi
Integrated Asset Management System Targets and Achievements

Target Fase 3 (Jangka Panjang) 2030-2034 2030-2034 Phase 3 (Long Term) Target **Target Fase 2 (Jangka Menengah) 2027-2030** 2027-2030 Phase 2 (Medium Term) Target **Target Fase 1 (Jangka Pendek) 2025-2026** 2025-2026 Phase 1 (Short Term) Target	**Re-sertifikasi ISO 55001 setiap 3 tahun** ISO 55001 recertification every 3 years	**Pencapaian 2025** 2025 Achievement **Mencapai Target** Target Achieved

Target Fase 3 (Jangka Panjang) 2030-2034 2030-2034 Phase 3 (Long Term) Target **Target Fase 2 (Jangka Menengah) 2027-2030** 2027-2030 Phase 2 (Medium Term) Target **Target Fase 1 (Jangka Pendek) 2025-2026** 2025-2026 Phase 1 (Short Term) Target	**100% area operasional memenuhi dan memperoleh Persetujuan Layak Operasi (PLO) dari Kementerian Energi dan Sumber Daya Mineral (KESDM)** 100% of operational areas comply with and obtain Operational Compliance Approval (PLO) from the Ministry of Energy and Mineral Resources (KESDM)	**Pencapaian 2025** 2025 Achievement **Mencapai Target** Target Achieved

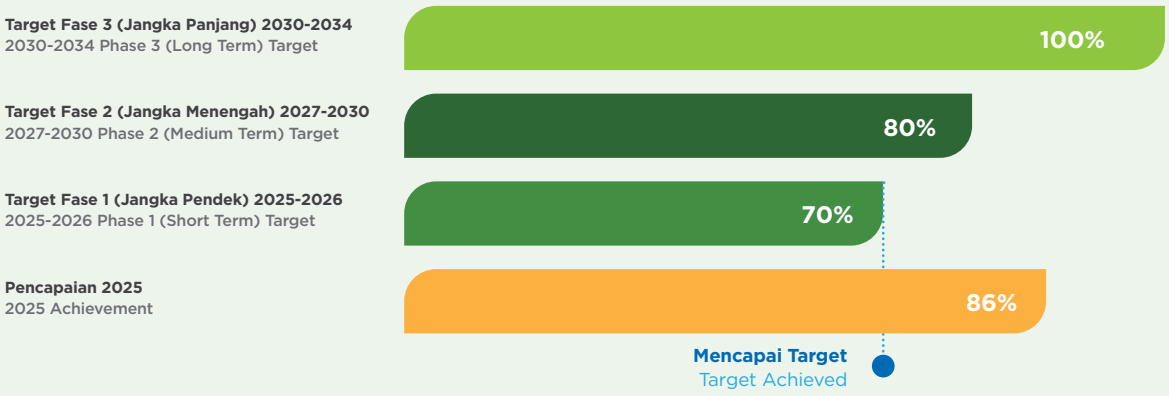
Aset Operasi Subholding Gas Telah Tersertifikasi ISO 55001
Subholding Gas Operational Assets are ISO 55001 Certified



Ketersediaan Gas Pipeline
Gas Pipeline Availability



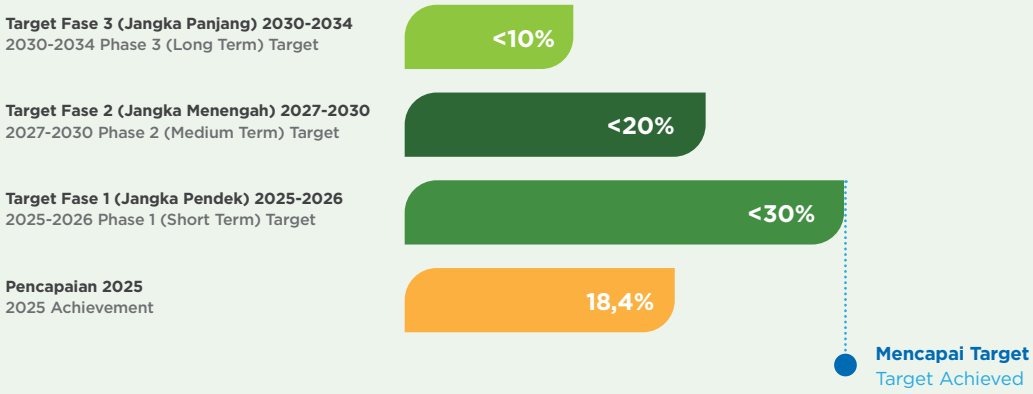
Area Operasional Siap Atas Pelaksanaan PSAIMS
Operational Areas are Ready for PSAIMS Implementation



PSE *Tier* 1 & 2 *Rate*
PSE Tier 1 & 2 Rate



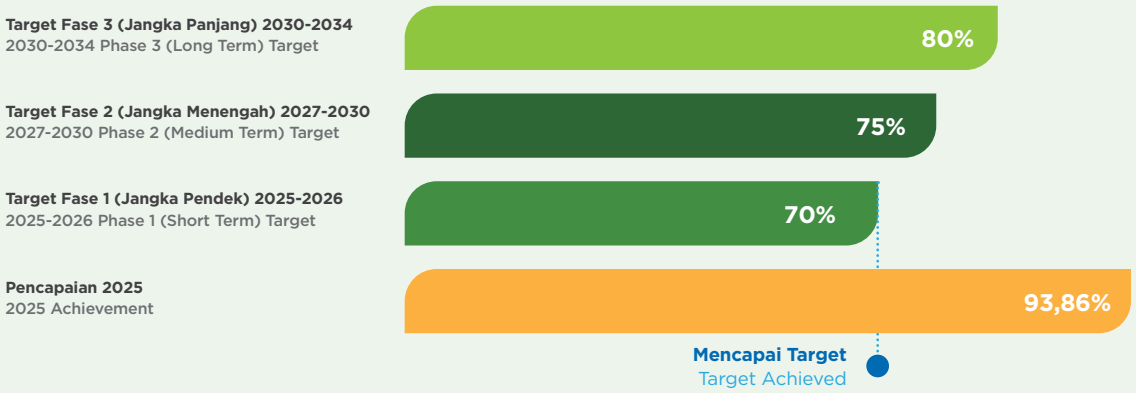
Insiden Kerusakan Pihak Ketiga
Third Party Damage Incident



Pemeliharaan Preventif
Preventive Maintenance



Target Keandalan Peralatan
Equipment Reliability Target



PEMANTAUAN DAN PENGUKURAN KINERJA

Pengawasan dan pengukuran kinerja pengelolaan infrastruktur dilakukan berkala dan tersajikan dalam laporan pengelolaan infrastruktur gas. Pencapaian KPI pengelolaan infrastruktur transmisi dan distribusi gas berupa pencapaian ketersediaan infrastruktur transmisi dan distribusi gas sebesar 100% merupakan wujud komitmen Operation & Maintenance Management (OMM) dalam pemenuhan operasional unggul. KPI implementasi *Asset Integrity Management* (AIM) berupa program peningkatan keandalan berbasis risiko, pemenuhan sertifikasi Persetujuan Layak Operasi (PLO) MIGAS, hingga pemenuhan sertifikasi personal telah tercapai sesuai dengan target yang dicanangkan.

TINDAKAN PENCEGAHAN DAN PERBAIKAN

PGN melaksanakan aktivitas operasi dan pemeliharaan rutin meliputi operasional stasiun gas, kegiatan *Preventive Maintenance* (PM) dan *Predictive Maintenance* (PdM). Aktivitas operasi dan pemeliharaan melibatkan berbagai mitra strategis, antara lain anak usaha PGN dan *Original Equipment Manufacturer* (OEM). Kegiatan yang dijalankan sepanjang 2025, meliputi:

1. Operasi dan Pemeliharaan Jaringan dan Fasilitas Transmisi dan Distribusi Gas (*backbone*).
2. Operasi dan Pemeliharaan Jaringan dan Fasilitas Jaringan Gas Rumah Tangga.
3. Pengelolaan keandalan dan integritas aset infrastruktur gas.
4. Pengelolaan Sistem Informasi Infrastruktur Gas, dan yang lainnya.

KESADARAN, PELATIHAN, DAN PERBAIKAN BERKELANJUTAN [OJK F.22]

Keandalan infrastruktur transmisi dan distribusi gas nasional senantiasa bertumpu pada integritas aset yang dikelola oleh personel kompeten. Sepanjang 2025, pemenuhan kompetensi bagi pekerja maupun mitra kerja dilakukan secara konsisten melalui berbagai mekanisme pembelajaran, termasuk pembentukan *task force*, kolaborasi proyek, hingga lokakarya strategis yang melibatkan vendor terkait.

PERFORMANCE MONITORING AND MEASUREMENT

The supervision and performance measurement of infrastructure management are carried out periodically and presented in the gas infrastructure management report. The achievement of the KPI for gas transmission and distribution infrastructure management, including 100% availability of gas transmission and distribution infrastructure, reflects the commitment of Operation & Maintenance Management (OMM) to operational excellence. The KPIs for the implementation of Asset Integrity Management (AIM), including risk-based reliability improvement programs, fulfillment of Oil and Gas Operational Feasibility Approval (PLO MIGAS) certification, and compliance with personnel certification requirements, were achieved in accordance with the established targets.

PREVENTIVE AND CORRECTIVE ACTIONS

PGN carries out routine operation and maintenance activities, including gas station operations, Preventive Maintenance (PM) and Predictive Maintenance (PdM). These operations and maintenance activities involve various strategic partners, including PGN subsidiaries and Original Equipment Manufacturers (OEMs). Activities carried out throughout 2025 included:

1. Operation and Maintenance of Gas Transmission and Distribution Networks and Facilities (backbone).
2. Operation and Maintenance of Household Gas Network and Facilities.
3. Asset Integrity and Reliability Management.
4. Gas Infrastructure Information System Management, and others.

AWARENESS, TRAINING, AND CONTINUOUS IMPROVEMENT [OJK F.22]

The reliability of the national gas transmission and distribution infrastructure consistently relies on the integrity of assets managed by competent personnel. Throughout 2025, competency fulfillment for both employees and partners was carried out consistently through various learning mechanisms, including the formation of task forces, project collaborations, and strategic workshops involving relevant vendors.

Sebagai bagian dari peningkatan kapasitas, sebanyak 2.752 personel operasional telah mengikuti pelatihan yang mencakup aspek kepemimpinan, teknis, dan non-teknis. Secara khusus, PGN juga menyelenggarakan pelatihan keselamatan proses dan pengelolaan integritas aset bagi 1.360 peserta dari berbagai lintas fungsi mulai dari tingkat fundamental hingga auditor internal. Sinergi ini memastikan pengelolaan infrastruktur gas senantiasa mengedepankan aspek keamanan serta keberlanjutan operasional.

AUDIT BERKALA

PGN secara berkala melakukan audit baik secara internal maupun eksternal untuk mengetahui tingkat penerapan ISO 55001. Audit internal dilakukan *Internal Lead Auditor* yang memiliki kompetensi dan telah tersertifikasi oleh Badan Standar Internasional. Tim Auditor Internal dipastikan mempunyai kompetensi tata kelola infrastruktur aset transmisi dan distribusi serta kesesuaiannya dengan persyaratan dalam ISO 55001. Hasil audit internal ISO 55001 dinyatakan dengan pencapaian skor maturitas sistem manajemen aset dan dipetakan kedalam lima level skala maturitas yaitu *innocent, aware, developing, competent* dan *optimizing*. PGN mencapai level maturitas *competent* dengan pencapaian skor 669 pada tahun 2025.

Adapun untuk audit eksternal ISO 55001 dilaksanakan oleh British Standard Institution. Audit eksternal ISO 55001 dilaksanakan mencakup lingkup aset transmisi dan distribusi, dan dilakukan dalam rangka sebagai tindak lanjut dari hasil audit internal yang dilakukan pada area operasi telah mencapai kategori kompeten, sehingga berpotensi untuk melaksanakan sertifikasi ISO 55001. Berdasarkan hasil audit eksternal ISO 55001 oleh British Standard Institution diperoleh rekomendasi bahwa PGN mendapatkan sertifikat ISO 55001 dengan lingkup Sistem Manajemen Aset untuk merealisasikan manfaat infrastruktur gas melalui pengelolaan siklus hidup aset yang mencakup perencanaan, akuisisi, operasi, pemelilharaan dan pengelolaan biaya, terhadap lingkup aset:

1. Infrastruktur Transmisi Gas, meliputi stasiun penerima gas, stasiun penyalur gas, stasiun kompresor gas, dan jaringan pipa *onshore* dan *offshore*, yang berlokasi di Zona Sumatra Selatan, Zona Lampung, dan Zona Jawa Barat.
2. Infrastruktur Distribusi Gas, meliputi stasiun metering dan regulating, dan jaringan pipa distribusi, yang berlokasi di:
   Region 1: Medan, Batam, Dumai, Pekanbaru, Palembang, dan Lampung;
   Region 2: Jakarta, Tangerang, Bekasi, Bogor, Cilegon, Karawang, dan Cirebon; dan
   Region 3: Surabaya, Sidoarjo, Pasuruan, dan Semarang.

As part of capacity building, a total of 2,752 operational personnel participated in training covering leadership, technical, and non-technical aspects. Specifically, PGN also organized process safety and asset integrity management training for 1,360 participants across various functions—ranging from fundamental levels to internal auditors. This synergy ensures that gas infrastructure management consistently prioritizes safety and operational sustainability.

PERIODIC AUDITS

PGN conducts periodic audits, both internally and externally, to determine the level of implementation of ISO 55001. Internal audits are conducted by Internal Lead Auditors who possess the required competencies and have been certified by the International Standards Organization. The Internal Audit Team is ensured to have competence in the governance of transmission and distribution asset infrastructure and in evaluating compliance with the requirements of ISO 55001. The ISO 55001 internal audit results are represented by an asset management system maturity score and mapped into five maturity levels: innocent, aware, developing, competent, and optimizing. In 2025, PGN achieved the competent maturity level with a score of 669.

The external audit for ISO 55001 was conducted by the British Standard Institution. This external audit of ISO 55001 covered both transmission and distribution assets scopes and was carried out as a follow-up to the internal audit results, which indicated that operational area had achieved the competent category, thereby demonstrating readiness to pursue ISO 55001 certification. Based on the ISO 55001 external audit performed by British Stadard Institution, PGN received a recommendation for ISO 55001 certificate in Asset Management System (AMS) to realize value from the gas infrastructure through assets life cycle management (Planning, Acquisition, Maintenance, Operation & Cost Aggregation) of:

1. Gas Transmission Infrastructure (GTI), including unit receiving points stations, unit delivery point stations, unit gas boosters, onshore pipelines, and offshore pipelines, located in the South Sumatra Zone, Lampung Zone and West Java Zone.
2. Gas Distribution Infrastructure (GDI), including metering & regulating stations and distribution pipelines, located in:
   Region 1: Medan, Batam, Dumai, Pekanbaru, Palembang and Lampung;
   Region 2: Jakarta, Tangerang, Bekasi, Bogor, Cilegon, Karawang and Cirebon; and
   Region 3: Surabaya, Sidoarjo, Pasuruan and Semarang).

DUKUNGAN SUMBER DAYA MANUSIA
HUMAN CAPITAL SUPPORT

Keberhasilan PGN menerapkan pengelolaan integritas aset sangat dipengaruhi oleh kualitas Sumber Daya Manusia (SDM). Perseroan berupaya meningkatkan kompetensi pekerja melalui pendidikan dan pelatihan, serta menciptakan lingkungan kerja yang kondusif, berkeadilan, dan tanpa diskriminasi.
PGN's success in implementing asset integrity management is strongly influenced by the quality of its Human Capital (HC). The Company strives to enhance employee competencies through education and training, while also fostering a conducive, equitable, and non-discriminatory work environment.

Kepegawaian dan Hubungan Ketenagakerjaan

PGN menjalankan rekrutmen talenta melalui program lulusan baru dengan program Bimbingan Profesi Sarjana (BPS) untuk lulusan Sarjana/D4, Bimbingan Praktis Ahli (BPA) untuk lulusan Diploma III, serta proses rekrutmen berbasis kompetensi guna mendukung kebutuhan bisnis jangka panjang dengan merekrut pekerja berpengalaman dengan program Experience Hire (EH). Pada 2025, kami merekrut 105 pekerja baru atau 3,84% dari total pekerja, sementara jumlah pekerja yang meninggalkan Perseroan ada 86 orang atau tingkat perputaran 3,14%. Jumlah dan persentase pekerja baru dan pekerja yang meninggalkan Perseroan, berdasar kelompok usia dan wilayah kerja disampaikan dalam tabulasi. [GRI 401-1] [OG 11.10.2]

Employment and Labor Relations

PGN recruits talent through graduate programs, including the Bachelor Professional Development program (BPS) for Bachelor's/D4 graduates and the Practical Expert Development Program (BPA) for Diploma III graduates. In addition, PGN conducts competency-based recruitment to support long-term business needs by recruiting experienced professionals through the Experience Hire (EH) program. In 2025, the Company recruited 105 new employees or 3.84% of the total employees, while 86 employees left the Company, resulting in an employee turnover rate of 3.14%. The number and percentage of new employees and those leaving the Company, based on age group and work region, are presented in the following table. [GRI 401-1] [OG 11.10.2]

Jumlah Pekerja Baru Subholding Gas Berdasar Kelompok Usia dan Jenis Kelamin
Number of New Employees in Gas Subholding Based on Age Group and Gender



Laki-laki
Male

		2024	2023
<30 Tahun <30 years			
36	Pekerja Employees	38	59
30-50 Tahun 30-50 years			
26	Pekerja Employees	17	41
>50 Tahun >50 years			
0	Pekerja Employees	0	1

Jumlah Total	2025	2024	2023
	62	55	101



Perempuan
Female

		2024	2023
<30 Tahun <30 years			
29	Pekerja Employees	30	38
30-50 Tahun 30-50 years			
14	Pekerja Employees	2	8
>50 Tahun >50 years			
0	Pekerja Employees	0	0

Jumlah Total	2025	2024	2023
	43	32	46

Jumlah Pekerja Baru Subholding Gas Berdasar Lokasi Penempatan dan Jenis Kelamin
Number of New Employees in Gas Subholding Based on Age Group and Gender

Lokasi Penempatan Region	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Total	Laki-laki Male	Perempuan Female	Total	Laki-laki Male	Perempuan Female	Total
Kantor Pusat Head Office	16	11	27	12	6	18	22	15	37
Sales and Operation Region I	1	0	1	2	4	6	11	5	16
Sales and Operation Region II	2	2	4	3	1	4	14	5	19
Sales and Operation Region III	3	0	3	3	3	6	11	5	16
Anak Perusahaan dan Afiliasi Subsidiaries and Affiliates	40	30	70	35	18	53	43	16	59
Jumlah Total	**62**	**43**	**105**	**55**	**32**	**87**	**101**	**46**	**147**

Sesuai Undang-Undang Perseroan Terbatas Pasal 127, Perseroan memberikan pemberitahuan tertulis kepada karyawan paling lambat 30 hari sebelum pemanggilan RUPS atas rencana perubahan operasional seperti penggabungan, peleburan, pengambilalihan, atau pemisahan, serta mengumumkannya melalui media massa. Sepanjang 2025 tidak terdapat penutupan atau penghentian operasi unit kerja/unit bisnis secara permanen. Adapun periode minimum pemberitahuan untuk Pemutusan Hubungan Kerja (PHK) adalah 14 hari sesuai Peraturan Perusahaan dan Perjanjian Kerja Bersama (PKB). [GRI 402-1] [OG 11.10.5, 11.7.2]

In accordance with Article 127 of the Limited Liability Companies Act, the Company shall provide written notice to employees no later than 30 days prior to the convening of the General Meeting of Shareholders regarding planned operational changes such as mergers, consolidations, acquisitions, or spin-offs, and shall announce such changes through the mass media. Throughout 2025, there were no permanent closures or suspensions of operations of work units or business units. However, the minimum notice period for termination of employment is 14 days in accordance with Company Regulations and the Collective Bargaining Agreement (CBA). [GRI 402-1][OG 11.10.5, 11.7.2]

Target dan Pencapaian Sumber Daya Manusia
Human Capital Targets and Achievements

Survei Keterikatan Pekerja 2025
Employee Engagement Survey 2025

Target Fase 3 (Jangka Panjang) 2030-2034
2030-2034 Phase 3 (Long Term) Target

Target Fase 2 (Jangka Menengah) 2027-2030
2027-2030 Phase 2 (Medium Term) Target

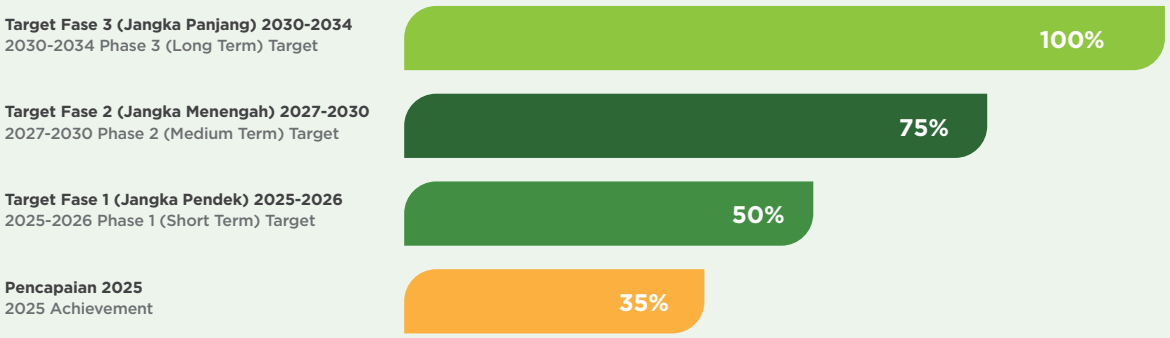
Target Fase 1 (Jangka Pendek) 2025-2026
2025-2026 Phase 1 (Short Term) Target

***Employee Engagement Survey* dilaksanakan setiap 1 tahun sekali dengan target skor 70 atau 3,5 dari skala 5**
The Employee Engagement Survey is conducted once a year with a target score of 70 or 3.5 on a scale of 5

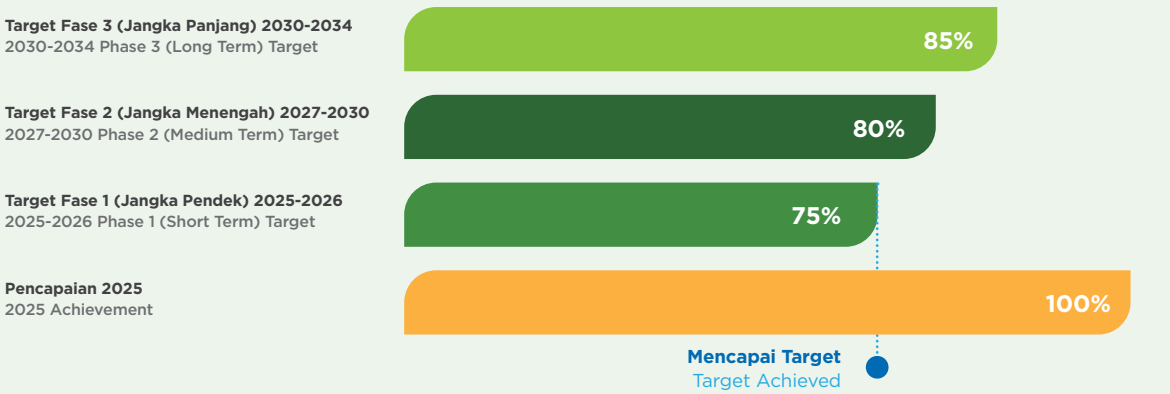
Pencapaian 2025
2025 Achievement

87,47 skor score

Karyawan yang Menangani Pengembangan Bisnis Baru telah Memperoleh Pelatihan Terkait Pengembangan Bisnis Baru
Employees Handling New Business Development have Received Training Related to New Business Development



Karyawan yang Memasuki Masa Pensiun Mengikuti Program Kesiapan Pensiun
Employees Entering Retirement Have Participated in a Retirement Readiness Program



Pelatihan dan Pengembangan Pekerja serta Penilaian Kinerja [OJK F.22]

Langkah strategis Perseroan meningkatkan kompetensi pekerja PGN adalah dengan menyelenggarakan pendidikan dan pelatihan. Jenis pelatihan yang diselenggarakan sepanjang 2025, antara lain mencakup bidang teknis dan manajerial seperti *asset integrity*, HSSE, keuangan, audit dan kepatuhan, tata kelola, manajemen risiko, *human capital*, ICT, legal, pemasaran dan pengembangan bisnis, Energi Baru Terbarukan (EBT), pengadaan dan *supply chain, project*, manajemen portofolio, *sustainability,* hingga *leadership*. Dengan total penyelenggaraan jam pendidikan dan pelatihan mencapai 225.831, sehingga rerata jam pendidikan dan pelatihan terhadap total pekerja PGN sebesar 82,57. [GRI 404-1, 404-2][OG 11.10.6,11.11.4, 11.10.7, 11.7.3]

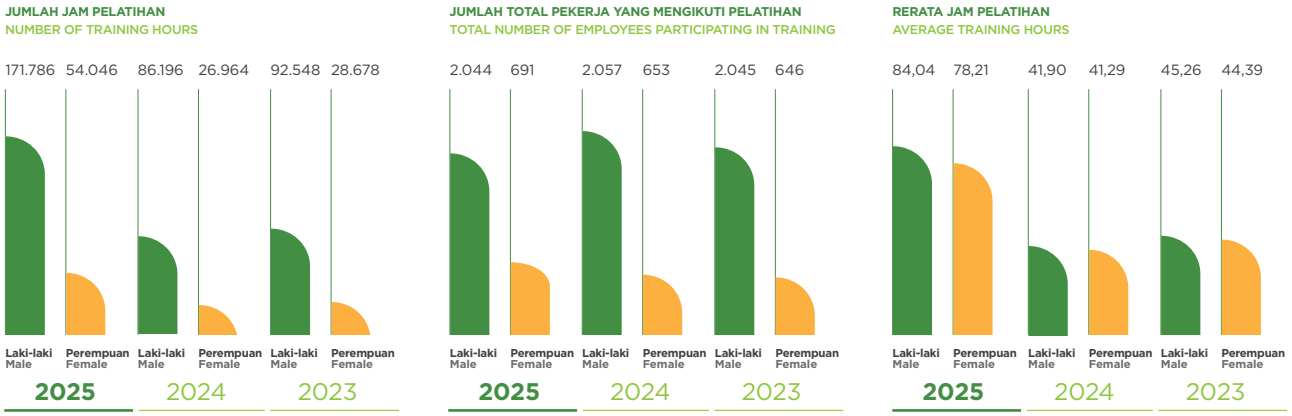
Employee Training and Development as well as Performance Appraisal [OJK F.22]

The Company's strategic step to improve the competence of PGN employees is to provide education and training. The types of training conducted throughout 2025 include technical and managerial fields such as asset integrity, HSSE, finance, audit and compliance, governance, risk management, human capital, ICT, legal, marketing and business development, New and Renewable Energy (NRE), procurement and supply chain, project, portfolio management, sustainability, and leadership. With a total of 225,831 hours of education and training conducted, the average number of education and training hours per PGN employee is 82.57. [GRI 404-1, 404-2][OG 11.10.6,11.11.4, 11.10.7, 11.7.3]

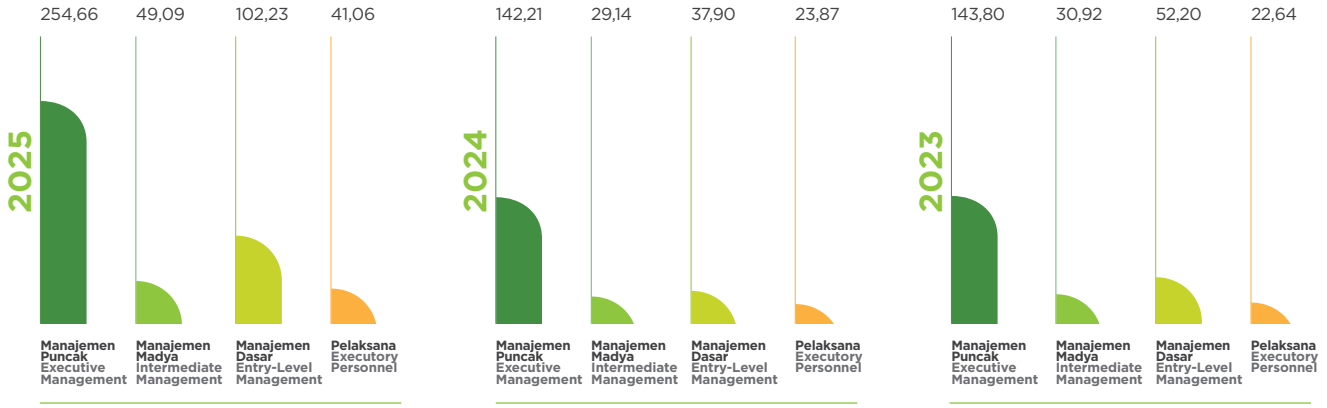
Pada 2025 kami juga menyelenggarakan pelatihan kepada 39 pekerja yang menghadapi masa transisi menjelang purnatugas/pensiun pada usia pensiun di PGN yakni 56 tahun. Materi pelatihan yang diberikan kepada mereka antara lain mengenai pengelolaan keuangan selama masa pensiun, peluang bisnis yang dapat diambil setelah pensiun, persiapan mental, perubahan perilaku dan pola pikir, serta motivasi untuk tetap produktif. [GRI 404-2]

In 2025, we also conducted training for 39 employees who were approaching the transition period toward retirement at the age of 56. The training materials provided included financial management during retirement, business opportunities that can be pursued post-retirement, mental preparation, behavioral and mindset adjustments, as well as motivation to remain productive. [GRI 404-2]

Rerata Jam Pelatihan terhadap Total Pekerja Subholding Gas Berdasarkan Jenis Kelamin
Average Training Hours for Total Employees of Gas Subholding Based on Gender



Rerata Jam Pelatihan terhadap Total Pekerja Subholding Gas Berdasar Tingkat Jabatan
Average Training Hours for Total Employees of Gas Subholding Based on Job Level



	2025	2024	2023
Total Pekerja Total Employees	2.735	2.710	2.691
Total Jam Pelatihan Total Training Hours	225.831	113.160	121.226

Keterangan / Notes:
Jam pelatihan adalah pelatihan yang diselenggarakan oleh SH Gas Data 2023-2024 merupakan *restatement*. [GRI 2-4]
Training hours refer to training programs organized by SH Gas. The 2023–2024 data has been restated.

Perseroan melakukan penilaian kinerja kepada seluruh atau 100% pekerja. Hasil penilaian menjadi pertimbangan dalam pengembangan karier pekerja. Berdasarkan hasil penilaian, hasil asesmen manajerial dan masa kerja terdapat 598 pekerja yang mendapatkan promosi jabatan yang terdiri dari 448 orang atau 75% laki-laki dan 150 orang atau 25% perempuan di 2025. Penilaian pekerja dilakukan secara adil dan tanpa diskriminasi [GRI 404-3]

The Company conducts performance appraisals for all employees, representing 100% of its workforce. The appraisal results serve as a key consideration in employee career development. Based on the 2025 performance evaluation results, 598 employees received promotions, comprising 448 individuals or 75% male employees and 150 individuals or 25% female employees. Performance evaluation is done fairly without discrimination. [GRI 404-3]

Keberagaman, Kesetaraan Kesempatan, dan Non-Diskriminasi [OJK F.18]

PGN menjamin kesempatan yang setara dengan menjunjung tinggi prinsip kesetaraan dan keadilan dalam pengelolaan tenaga kerja. Perusahaan memberikan kesempatan setara kepada setiap warga negara Indonesia untuk bekerja di Subholding Gas, tanpa membedakan latar belakang yang bersifat diskriminatif. [GRI 202-2][OG 11.11.2, 11.14.3]

Perseroan menjalankan komitmen Human Capital Development dan Diversity Programs melalui pelaksanaan program seperti pelatihan, rekrutmen, pengembangan karier, dan evaluasi melalui Survei Keterlibatan Pekerja secara berkala sebagai dasar penguatan budaya kerja yang inklusif, produktif, dan mendorong budaya umpan balik yang terbuka. Dalam praktik rekrutmen, Perseroan juga memberikan kesempatan kepada tenaga kerja dan talenta yang beragam, termasuk penyandang disabilitas dan putra daerah melalui skema tenaga alih daya, sebagai bagian dari upaya memperluas akses kesempatan kerja.

Untuk mendukung lingkungan kerja yang inklusif, Perseroan memfasilitasi berbagai forum dan komunitas internal, antara lain Lembaga Kerjasama (LKS) Bipartit, Perempuan Pertamina Tangguh Inspiratif Wibawa Integritas (PERTIWI) Subholding Gas, Badan Pengurus Olahraga dan Kesenian (BAPORSENI) Subholding Gas, serta *Agent of Change* (AOC) Subholding Gas yang berperan sebagai penggerak budaya dan transformasi di setiap satuan kerja, dan juga Organisasi untuk para pensiunan pegawai PGN yaitu Ikatan Pensiunan PGN (IPPGN). Inisiatif ini memperkuat keberagaman, kolaborasi, dan pengembangan talenta secara berkelanjutan di lingkungan Perseroan.

Salah satu syarat menjadi pekerja PGN adalah Warga Negara Indonesia (WNI) atau disebut pekerja lokal. Sampai dengan akhir 2025, seluruh (100%) pekerja maupun pejabat utama di PGN adalah WNI dan tidak ada pekerja asing/Warga Negara Asing (WNA). [GRI 202-2][OG 11.11.2, 11.14.3]

Diversity, Equal Opportunity, and Non-Discrimination [OJK F.18]

PGN is ensuring equal opportunity by upholding the principles of fairness and equity in workforce management. The Company provide equal employment opportunities to all Indonesian citizens to work within the Gas Subholding without discrimination based on any background or any other discriminatory factors. [GRI 202-2][OG 11.11.2, 11.14.3]

The Company implements its commitment to Human Capital Development and Diversity Programmes through programs such as training, recruitment, career development and evaluation through Employee Engagement Surveys as a basis for strengthening an inclusive, productive work culture, and promote an open feedback culture. In its recruitment practices, the Company also provides opportunities for a diverse workforce and talent, including persons with disabilities and local community members through outsourced employment schemes, as part of its efforts to broaden access to employment opportunities.

To support an inclusive work environment, the Company facilitates various employee affinity groups, including Bipartite Cooperation Institution (LKS Bipartit), Perempuan Pertamina Tangguh Inspiratif Wibawa Integritas (PERTIWI) Subholding Gas, Badan Pengurus Olahraga dan Kesenian (BAPORSENI) Subholding Gas an arts and sports community, and Agent of Change (AOC) Subholding Gas, which acts as a driver of culture and transformation within each work unit, and also organization for PGN's retirees, Ikatan Pensiunan PGN (IPPGN). These initiatives strengthen diversity, collaboration, and the sustainable development of talent within the Company.

One of the requirements to become a PGN employee is to be an Indonesian citizen (WNI) referred to as local employees. As of the end of 2025, all (100%) employees and key officials at PGN are Indonesian citizens and there were no foreign employees/non-Indonesian citizens. [GRI 202-2][OG 11.11.2, 11.14.3]

Kebijakan pencegahan diskriminasi, Hak Asasi Manusia (HAM), keberagaman, serta kesetaraan jenis kelamin diatur melalui Respectful Workplace Policy (RWP) yang mengacu kepada kebijakan RWP Pertamina dan Perjanjian Kerja Bersama (PKB) PGN. [GRI 405-1][OG 11.11.5]

Policies on the prevention of discrimination, human rights, diversity, and gender equality are regulated through the Respectful Workplace Policy (RWP), which refers to Pertamina's RWP and Collective Bargaining Agreement (CBA).

Selain kebijakan, Perusahaan membangun budaya kerja yang profesional, inklusif, dan berintegritas melalui pelaksanaan rangkaian aktivitas penunjang kebijakan Respectful Workplace. Rangkaian aktivitas ini dirancang untuk meningkatkan pemahaman seluruh pekerja mengenai perilaku saling menghargai, komunikasi yang etis, serta pencegahan pelecehan dan diskriminasi di lingkungan kerja. Materi disusun interaktif dan aplikatif, dilengkapi studi kasus yang relevan dengan dinamika organisasi. Seluruh pekerja diwajibkan menyelesaikan modul dalam periode yang ditentukan sebagai bagian dari komitmen kepatuhan dan tata kelola perusahaan yang baik.

In addition to policies, the Company fosters a professional, inclusive, and integrity-driven work culture through the implementation of activities to support the Respectful Workplace Policy. These activities is designed to improve employees' understanding of respectful in behavior in diversity, ethical communication, and the prevention of harassment and discrimination in the workplace. The learning materials are developed to be interactive and practical, complemented by case studies relevant to organizational dynamics. All employees are required to complete the module within the designated period as part of the Company's commitment to compliance and good corporate governance.

PGN juga mengikuti Pertamina Industrial Peace Level (PIPL) Assessment yang diselenggarakan oleh auditor internal Pertamina berdasarkan standar yang telah ditetapkan. Asesmen ini untuk menilai penerapan praktik ketenagakerjaan yang selaras dengan standar hubungan industrial yang berkelanjutan. Penilaian ini mencakup berbagai aspek hubungan industrial, termasuk *opportunity & equality* di antaranya jenis kelamin, disabilitas, etnisitas, dan kelompok dari daerah tertinggal (3T), untuk memastikan penerapan prinsip kesempatan yang setara dan non-diskriminasi dalam pengelolaan tenaga kerja di lingkungan Perseroan.

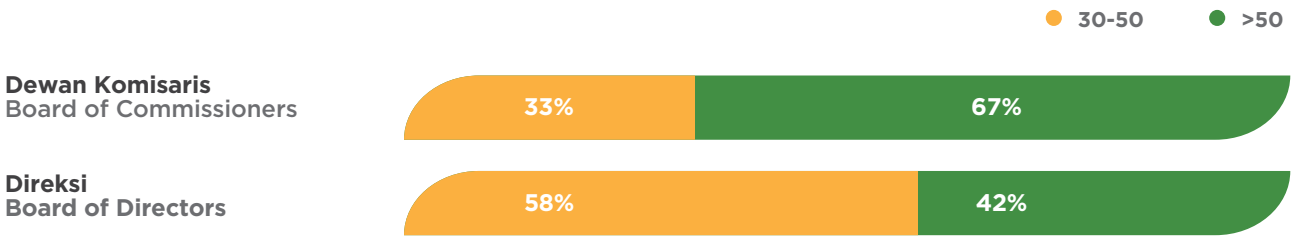
PGN also participated in the Pertamina Industrial Peace Level (PIPL) Assessment, conducted by Pertamina internal auditors based on established standards. This assessment evaluates the implementation of labor practices aligned with sustainable industrial relations standards. This assessment covers various aspects of industrial relations, including opportunity & equality, such as gender, disability, ethnicity, and groups from underdeveloped regions (3T), to ensure the application of equal opportunity and non-discrimination principles in workforce management within the Company.

Keberagaman di dalam Badan Tata Kelola Perusahaan Subholding Gas [405-1] [11.11.5]
Diversity in the Corporate Governance of Gas Subholding Companies

Berdasarkan Jenis Kelamin | Based on Gender

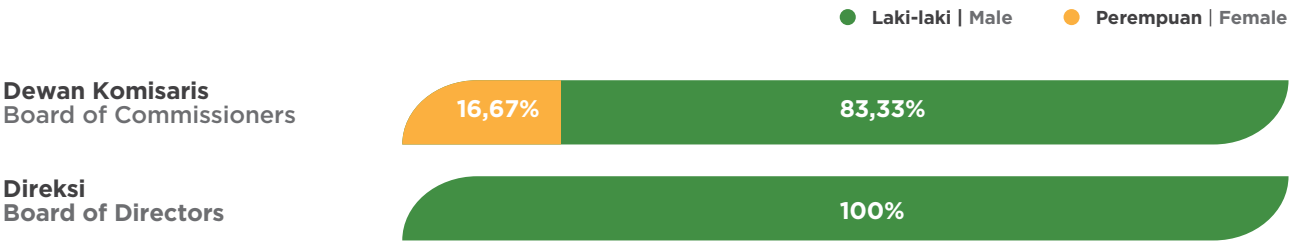


Kelompok Umur (Tahun) | Age Group (Years)

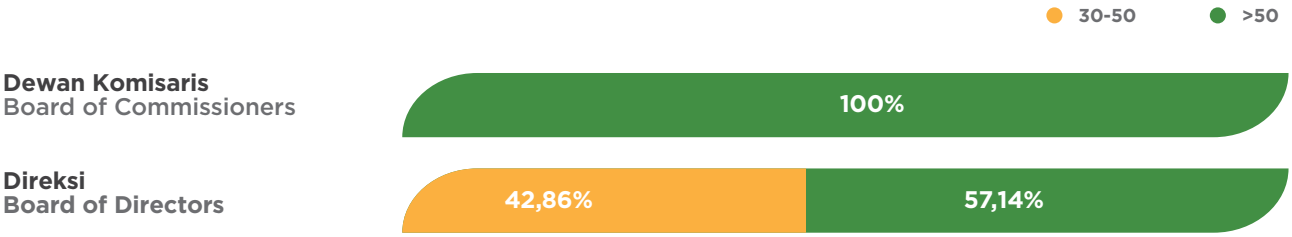


Keberagaman di dalam Badan Tata Kelola Perusahaan PGN *Standalone* [405-1] [11.11.5]
Diversity of PGN Standalone Corporate Governance Body

Berdasarkan Jenis Kelamin | Based on Gender



Kelompok Umur (Tahun) | Age Group (Years)



Secara keseluruhan di 2025, Perseroan tidak pernah menerima laporan, pengaduan maupun keluhan terkait adanya insiden diskriminasi terhadap pekerja maupun diskriminasi dalam bekerja. [GRI 406-1] [OG 11.11.7]

Overall in 2025, the Company did not receive any reports, complaints, or grievances related to incidents of discrimination against employees or discrimination in the workplace.

Kebebasan Berserikat dan Perundingan Bersama [GRI 2-30, 407-1][OG 11.13.2]

Kami menjamin hak pekerja untuk berserikat dan membentuk serikat pekerja, sesuai dengan Undang-Undang Republik Indonesia No. 21 Tahun 2000 tentang Serikat Pekerja atau Serikat Buruh. Saat ini serikat pekerja di PGN adalah Serikat Pekerja PGN (SP PGN), yang telah terdaftar secara resmi di Dinas Tenaga Kerja Jakarta Barat. Selama 2025 tidak ada hal-hal yang mengindikasikan penghalangan terhadap pekerja yang menjadi pengurus SP PGN.

Freedom of Association and Collective Bargaining [GRI 2-30, 407-1][OG 11.13.2]

We guarantee employees' right to organize and form labor unions in accordance with Law of the Republic of Indonesia No. 21 of 2000 concerning Labor Unions. Currently, the labor union within PGN is the PGN Labor Union (SP PGN), which has been officially registered with the West Jakarta Manpower Office. Throughout 2025, there were no indications of any obstruction toward employees serving as officials of the SP PGN.

Jumlah anggota SP PGN hingga akhir 2025 mencapai 1.227 orang atau 99% dari total pekerja PGN. SP PGN mewakili pekerja dalam perundingan bersama dengan Perseroan untuk menyusun PKB. Adapun PKB yang berlaku di tahun 2025 adalah PKB periode 2023-2025. PKB menjadi pedoman bersama dalam mengelola hubungan industrial, dan melindungi seluruh (100%) pekerja di PGN, baik anggota SP PGN maupun bukan anggota SP PGN. Pada akhir 2025 telah disepakati PKB periode 2025-2027, hal ini menunjukan bahwa hubungan yang harmonis antara manajemen dan pekerja secara berkelanjutan.

The number of SP PGN members reached 1,227 employees, representing 99% of the total PGN workforce. SP PGN represents employees in collective negotiations with the Company to formulate the CBA. The applicable agreement in 2025 covers the 2023-2025 period. The CBA serves as a joint guideline for managing industrial relations and protects all (100%) employees at PGN, including both SP PGN members and non-members. In the end of 2025, the CBA for 2025-2027 has been discussed and agreed on, which shows a harmonious relationship between employees and management.

Pekerja Anak dan Pemaksaan Bekerja [OJK F.19] [GRI 408-1, 409-1] [OG 11.12.2]

PGN dan rantai pasoknya tidak melakukan pemaksaan bekerja dan mempekerjakan pekerja anak di seluruh wilayah operasional PGN. Sesuai Perjanjian Kerja Bersama (PKB), Perseroan tidak melakukan pemaksaan bekerja dengan menerapkan ketentuan istirahat 30 menit untuk setiap 8 jam bekerja, serta memberikan kompensasi upah lembur atas setiap kelebihan jam kerja dengan ketentuan yang sudah diatur dalam PKB.

Child Labor and Forced Labor [OJK F.19] [GRI 408-1, 409-1] [OG 11.12.2]

PGN and its supply chain do not engage in forced labor and does not employ child labor in all PGN's operational areas. In accordance with the Collective Bargaining Agreement (CBA), the Company does not impose forced labor practices. This is reflected in the implementation of a 30-minute rest period for every 8 hours of work, as well as the provision of overtime pay compensation for any additional working hours as regulated in the CBA.

PRAKTIK-PRAKTIK KEAMANAN

Pengelolaan integritas aset juga didukung praktik-praktik keamanan, yang dijalankan personel *security* (satuan pengamanan atau satpam) dan berkoordinasi dengan Kepolisian RI (POLRI). Sampai dengan akhir 2025 jumlah personel satpam di PGN ada 1.627 orang. Seluruhnya (100%) telah mendapatkan pembekalan mengenai HAM melalui sertifikasi *security* yang dijalankan POLRI, sehingga bisa menjalankan tugas mengamankan aset Perseroan dengan mengedepankan pendekatan persuasif ke masyarakat. Selama 2025 tidak ada kegiatan pengamanan aset PGN, yang diikuti konflik dengan masyarakat maupun pemangku kepentingan lain. [GRI 410-1] [OG 11.18.2]

SECURITY PRACTICES

Asset integrity management is supported by comprehensive security practices carried out by security personnel (satuan pengamanan/satpam) in coordination with the Kepolisian Negara Republik Indonesia (POLRI). As of the end of 2025, PGN employed 1,627 security personnel. All (100%) security personnel have received human rights training through security certification programs conducted by POLRI. This enables them to perform their duties in safeguarding the Company's assets while prioritizing a persuasive and community-oriented approach. Throughout 2025, there were no asset security operations that resulted in conflicts with communities or other stakeholders. [GRI 410-1] [OG 11.18.2]

Jumlah Personel Satpam PGN yang Memiliki Sertifikasi Satpam dari POLRI
Number of PGN Security Personnel with Security Guard Certification from the Indonesian National Police



Jenis Sertifikasi
Certification Type

1.514	91	13
Gada Pratama	Gada Madya	Gada Utama

TOTAL	1.627

GAS BUMI UNTUK LINGKUNGAN LESTARI

NATURAL GAS FOR A SUSTAINABLE ENVIRONMENT



04

Melalui distribusi dan penggunaan gas bumi yang semakin luas, PT Perusahaan Gas Negara Tbk (PGN) memperkuat peran sebagai katalis transisi energi di Indonesia guna memastikan tercapainya target *Net Zero Emission* (NZE) pada 2060 dan menjaga bumi tetap lestari.

Kesungguhan kami menjaga bumi tetap lestari, antara lain diwujudkan dengan menerapkan pengelolaan lingkungan yang berstandar internasional, yakni ISO 14001:2015 Sistem Manajemen Lingkungan. Pada 2025 penerapan Sistem Manajemen Lingkungan telah mencakup seluruh lokasi operasional PGN, dan dijalankan dengan pengawasan yang diperkuat audit internal dan eksternal.

Through the expanding distribution and utilization of natural gas, PT Perusahaan Gas Negara Tbk (PGN) continues to strengthen its role as a catalyst for Indonesia's energy transition, supporting the achievement of the national Net Zero Emission (NZE) target by 2060 and contributing to environmental sustainability.

Our commitment to preserving the environment is demonstrated, among others, through the implementation of an internationally recognized environmental management system, namely ISO 14001:2015 Environmental Management System. In 2025, the Environmental Management System was implemented across all PGN operational areas and was supported by strengthened internal and external audit audits.

KEBIJAKAN DAN PENGELOLAAN LINGKUNGAN

PGN senantiasa melindungi lingkungan serta mencegah terjadinya pencemaran dan kerusakan di seluruh kegiatan operasional melalui penerapan sistem manajemen lingkungan dan penggunaan sumber daya alam atau energi secara efisien. Hal ini sesuai dengan Kebijakan Mutu, HSSE, dan Anti Penyuapan Nomor P-002/15.03 dituangkan secara resmi yang telah disetujui oleh Direktur Utama dan berlaku bagi seluruh unit operasional. Kebijakan ini menjadi landasan dalam perencanaan, pelaksanaan, serta evaluasi pengelolaan lingkungan PGN, yang secara garis besar mencakup:

- Melindungi dan menjaga lingkungan;
- Mematuhi peraturan perundangan dan persyaratan lain yang berlaku termasuk peraturan internal, perundangan nasional dan internasional standar dan *best practices;*
- Melakukan upaya perlindungan lingkungan melalui penggunaan sumber daya yang berkelanjutan, konservasi energi untuk mencapai efisiensi, pengelolaan emisi Gas Rumah Kaca (GRK), mengelola dan melaksanakan 4R (*Reduce, Reuse, Recycle,* dan *Recovery*) terhadap efluen, limbah berbahaya dan tidak berbahaya, perlindungan keanekaragaman hayati, serta menghindari kegiatan operasional di kawasan yang memiliki keanekaragaman hayati tinggi.

ENVIRONMENTAL POLICY AND MANAGEMENT

PGN consistently safeguards the environment and prevents pollution and environmental degradation across all operational activities through the implementation of an Environmental Management System and the efficient use of natural resources and energy. This commitment is formally stipulated in the Quality, HSSE, and Anti-Bribery Policy No. P-002/15.03, which has been approved by the Board of Directors and applies to all operational units. The policy serves as the foundation for the planning, implementation, and evaluation of PGN's environmental management practices, which broadly encompasses the following:

- Protecting and preserving the environment;
- Complying with applicable laws and regulations, and other requirements, including internal regulations, national and international laws, standards, and best practices;
- Undertaking environmental protection initiatives through the sustainable use of resources, energy conservation to achieve efficiency, greenhouse gas (GHG) emissions management, and the implementation of the 4R principles (Reduce, Reuse, Recycle, and Recovery) in the management of effluents and hazardous and non-hazardous waste, biodiversity protection, and the avoidance of operational activities in areas with high biodiversity value.



Selama periode pelaporan, PGN tidak pernah mendapatkan sanksi terkait pelanggaran sangkaan ketidakpatuhan regulasi yang mengatur pengelolaan lingkungan. [GRI 2-27, 307-1]

During the reporting period, PGN did not receive any sanctions related to alleged violations of environmental regulations.

Guna memperkuat penerapannya, Perseroan rutin menyelenggarakan peningkatan kesadaran isu lingkungan bagi karyawan, masyarakat, dan pemangku kepentingan lainnya melalui:

1. Dialog dan koordinasi dengan pemerintah dan regulator terkait pemenuhan persyaratan pengelolaan lingkungan,
2. Keterlibatan komunitas dan masyarakat sekitar melalui kegiatan menanam pohon sedunia di area operasional Region 2,
3. Peningkatan kesadaran dan komunikasi internal kepada pekerja, baik melalui sosialisasi dan pelatihan.

Seluruh penerapan kebijakan ini, dipantau dan dievaluasi secara terstruktur melalui pengumpulan data kinerja lingkungan secara rutin oleh masing-masing unit operasional yang mencakup energi, air, emisi, dan limbah. Data tersebut dikompilasi dan dianalisis secara bulanan oleh Fungsi HSSE PGN untuk memastikan keakuratan, memantau pencapaian, serta mengidentifikasi area yang memerlukan perbaikan. Hasil evaluasi dilaporkan secara berkala kepada Direksi dan menjadi dasar penetapan tindak lanjut dan penguatan kinerja lingkungan pada periode berikutnya.

To strengthen its implementation, the Company regularly conducts environmental awareness programs for employees, communities, and other stakeholders through:

1. Dialogue and coordination with government authorities and regulators to ensure compliance with environmental management requirements,
2. Engagement with local communities through a global tree-planting initiative in the operational areas of Region 2,
3. Strengthening internal awareness and communication among employees through socialization and training programs.

The implementation of these policies is monitored and evaluated in a structured manner through the routine environmental performance data collection by each operational unit, covering energy, water, emissions, and waste. The data are compiled and analyzed on a monthly basis by the HSSE Function of PGN to ensure accuracy, track performance achievements, and identify areas requiring improvement. The evaluation results are reported periodically to the Board of Directors and serve as the basis for determining follow-up actions and strengthening environmental performance in subsequent periods.

Informasi lebih lanjut terkait kebijakan dan pengelolaan lingkungan dapat dilihat pada Kebijakan Keberlanjutan, Quality, HSSE and Anti-Bribery Policy, dan Quality, OHS, Environmental and Anti-Bribery Guidelines (https://pgn.co.id/keberlanjutan).
Further information regarding environmental policies and management can be found in the Sustainability Policy, Quality, HSSE and Anti-Bribery Policy, and Quality, OHS, Environmental and Anti-Bribery Guidelines (https://pgn.co.id/keberlanjutan).

Pendekatan Manajemen Lingkungan

Perseroan memastikan kepatuhan terhadap seluruh peraturan dan standar lingkungan melalui pemenuhan perizinan, penerapan standar pengukuran kualitas lingkungan, serta kewajiban pelaporan yang ditinjau secara berkala. Apabila terdapat ketidaksesuaian, Perseroan segera melakukan pemenuhan secara mandiri atau bekerja sama dengan pihak yang kompeten, sekaligus menerapkan tindakan korektif untuk perbaikan.

Perseroan juga secara sistematis mengidentifikasi dan mengevaluasi produk, aktivitas, dan layanan untuk menilai potensi dampak lingkungan. Berdasarkan hasil evaluasi menunjukkan tidak terdapat dampak lingkungan yang signifikan. Meskipun demikian, seluruh kegiatan usaha tetap dijalankan secara bertanggung jawab melalui kebijakan lingkungan, prosedur operasional, serta mekanisme pemantauan dan pengendalian berkelanjutan.

Perseroan melaksanakan audit internal lingkungan sistem manajemen terintegrasi dengan cara verifikasi dokumen dan observasi lapangan yang dilakukan setiap setahun sekali. Aspek yang tercakup dalam audit lingkungan adalah Kebijakan Lingkungan, Perencanaan, Implementasi dan Operasi, Pemeriksaan dan Tindakan Perbaikan, serta Tinjauan ulang. Setiap temuan ketidaksesuaian dicatat dalam laporan temuan, dikoordinasikan kepada penanggung jawab area terkait, serta ditetapkan tindakan korektif dan preventif hingga seluruh tindak lanjut dinyatakan selesai (*case closed*). Hasil audit 2025 telah dinyatakan memenuhi persyaratan sesuai dengan standar yang berlaku.

Selain audit internal, Perseroan juga menjalani audit eksternal melalui penilaian Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER) yang setiap tahun diselenggarakan oleh Kementerian Lingkungan Hidup Republik Indonesia (KLH). Penilaian ini mencakup berbagai aspek pengelolaan lingkungan, antara lain kepatuhan terhadap regulasi lingkungan, pengendalian pencemaran air dan udara, pengelolaan limbah B3 dan non-B3, efisiensi energi dan sumber daya, serta pelaksanaan pemberdayaan masyarakat. Setiap temuan ketidaksesuaian dalam proses evaluasi dicatat dan dikoordinasikan kepada penanggung jawab area terkait, serta ditetapkan tindakan korektif dan preventif hingga seluruh tindak lanjut dinyatakan selesai (*case closed*). Pada 2025, unit operasi Perseroan yang mengikuti penilaian PROPER memperoleh peringkat 4 PROPER Emas dan 5 PROPER Hijau hal ini menunjukkan bahwa kegiatan operasional Perseroan telah memenuhi ketentuan peraturan perundang-undangan di bidang pengelolaan lingkungan hidup.

Environmental Management Approach

The Company ensures compliance with all applicable environmental regulations and standards through the fulfillment of licensing requirements, the implementation of environmental quality measurement standards, and the submission of mandatory reports that are reviewed periodically. In the event of any non-compliance, the Company promptly undertakes corrective actions independently or in collaboration with competent parties, while implementing corrective actions to stimulate continual improvement.

The Company also systematically identifies and evaluates its products, activities, and services to assess potential environmental impacts. Based on the evaluation results, no significant environmental impacts have been identified. Nevertheless, all business activities are conducted responsibly through the implementation of environmental policies, operational procedures, and ongoing monitoring and control mechanisms.

The Company conducts internal environmental audits as part of its integrated management system through document verification and field observations, which are carried out annually. The environmental audit covers several key aspects, including Environmental Policy, Planning, Implementation and Operation, Inspection and Corrective Actions, and also Management Review. Any non-conformities identified during the audit are documented in audit findings reports, coordinated with the responsible personnel of the relevant areas, and followed by the establishment of corrective and preventive actions until all follow-up measures are completed and formally declared closed (case closed). The results of the 2025 audit confirmed compliance with the applicable standards.

In addition to internal audits, the Company also undergoes external audit through the Corporate Environmental Performance Rating Program (PROPER) an annual event organized by the Ministry of Environment of the Republic of Indonesia. This assessment covers various aspects of environmental management, including compliance with environmental regulations, water and air pollution control, management of hazardous and non-hazardous waste, energy and resource efficiency, as well as community empowerment initiatives. Any non-conformities identified during the evaluation process are documented and coordinated with the responsible personnel in the relevant areas, followed by the implementation of corrective and preventive actions until all follow-up measures are completed and formally declared closed (case closed). In 2025, the Company's operational unit participating in the PROPER assessment received a rating of 4 Gold PROPER and 5 Green PROPER which indicating that the Company's operational activities have complied with the applicable environmental management regulations.

EMISI RENDAH KARBON DAN DUKUNGAN PADA MITIGASI PERUBAHAN IKLIM [OG 11.1.1, 11.2.1, 11.3.1]

LOW-CARBON EMISSIONS AND SUPPORT FOR CLIMATE CHANGE MITIGATION

Gas bumi memiliki peran strategis dalam upaya menekan emisi karbon, karena melepaskan emisi karbon yang lebih rendah dibanding energi fosil lainnya. PGN terus memperluas penggunaan gas bumi serta mengembangkan produk rendah emisi karbon, guna mendukung dekarbonisasi yang bertahap, berprogres, dan berkelanjutan.

Natural gas plays a strategic role in efforts to reduce carbon emissions, as it generates lower carbon emissions compared to other fossil fuels. PGN continues to expand the utilization of natural gas and develop low-carbon products to support a gradual, progressive, and sustainable decarbonization pathway.

Pengungkapan informasi Laporan pada bagian ini menyesuaikan dengan adopsi awal PSPK 2 yang memuat 4 langkah PGN menerapkan tata kelola, strategi, risiko, serta metrik dan target dalam mengelola perubahan iklim.

The disclosures in this section of the Report are aligned with the initial adoption of PSPK 2 which outline PGN's four-step approach in implementing governance, strategy, risk management, and metrics and targets in addressing climate change.

RENCANA TRANSISI UNTUK MITIGASI PERUBAHAN IKLIM [GRI 102-1]

Sesuai ESG *Roadmap* 2025-2034 yang telah diselaraskan dengan Rencana Jangka Panjang Perusahaan (RJPP), PGN menyusun target penurunan emisi Gas Rumah Kaca (GRK) secara terukur dan terstruktur. Target tersebut termasuk penghematan energi sebesar 10% yang akan ditingkatkan hingga sebesar 15% dan target penurunan emisi hingga 31.817 tCO_2eq pada 2025, yang terus meningkat hingga 43.085,52 tCO_2eq per tahun pada peta jalan 2034. Penetapan target ini mengacu pada metodologi berbasis sains yang selaras dengan kerangka *Science Based Targets initiative* (SBTi), sehingga mendukung jalur penurunan emisi yang konsisten dengan upaya pembatasan kenaikan suhu global hingga 1,5°C. Kebijakan ini selaras dengan komitmen nasional menurunkan emisi GRK di sektor energi pada 2030 sebesar 12,5% tanpa syarat dan 15,5% dengan bantuan internasional, sesuai dokumen *Enhanced* NDC tahun 2022, sebagai bagian dari kontribusi terhadap pengendalian perubahan iklim global.

Sejalan dengan bidang usaha yang dijalankan, PGN terus memaksimalkan peran strategis gas bumi dalam transisi energi dengan memperkuat distribusi gas bumi serta pengembangan bisnis rendah karbon. Kesungguhan PGN melaksanakan transisi energi akan mendukung capaian target bauran energi nasional sebesar 23% di 2030, sejalan dengan Kebijakan Energi Nasional (KEN) sesuai Peraturan Pemerintah Nomor 40 Tahun 2025.

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION [GRI 102-1]

In accordance with the ESG Roadmap 2025-2034 that has been aligned with the Company's Long-Term Corporate Plan (RJPP) 2025–2029, PGN has established structured and measurable greenhouse gas (GHG) emission reduction targets. These targets include an energy efficiency improvement of 10%, which will be progressively increased to 15%, and an emissions reduction target of up to 31,817 tCO_2eq by 2025. This target will continue to increase to 43,085.52 tCO_2eq per year under the 2034 roadmap. The target-setting process refers to a science-based methodology aligned with the Science Based Targets initiative (SBTi) framework, thereby supporting an emissions reduction pathway consistent with efforts to limit global temperature rise to 1.5°C. This policy is also aligned with the national commitment to reduce GHG emissions in the energy sector by 12.5% unconditionally and 15.5% with international support by 2030, as outlined in the 2022 Enhanced NDC document, as part of Indonesia's contribution to global climate change mitigation efforts.

In line with its core business activities, PGN continues to optimize the strategic role of natural gas in the energy transition by strengthening natural gas distribution and advancing low-carbon business development. PGN's strong commitment to the energy transition is expected to support the achievement of the national energy mix target of 23% by 2030, in accordance with the latest National Energy Policy (KEN) based on Government Regulation Nomor 40 of 2025.

Perseroan telah menyiapkan 8 program strategis untuk memperkuat distribusi gas bumi dan pengembangan bisnis rendah karbon, dengan dukungan biaya investasi di 2025 mencapai USD294,4 juta atau 80,5% dari alokasi USD365,5 juta, dan meningkat USD38,2 juta atau 114,9% dari realisasi 2024 USD256,2 juta. Alokasi investasi tersebut merupakan bagian dari mekanisme internal Perusahaan dalam mendorong implementasi program dekarbonisasi dan transisi energi secara terstruktur.

Melalui pengembangan jaringan gas, PGN memberikan akses energi ramah lingkungan kepada lebih banyak rumah tangga serta pelaku Usaha Mikro Kecil Menengah (UMKM) di Indonesia. Perseroan melalui anak perusahaan, PT Saka Energi Indonesia (SAKA) melakukan pendekatan *Nature-based Solutions* (NBS) melalui rehabilitasi mangrove yang berdampak bagi terjaganya keanekaragaman hayati di kawasan pantai.

RENCANA ADAPTASI PERUBAHAN IKLIM [GRI 102-2]

PGN menyadari bahwa setiap aktivitas operasional membawa dampak terhadap lingkungan, di antaranya konsumsi energi fosil yang dapat memicu peningkatan emisi GRK. Kesadaran ini mendorong PGN bergerak dan beradaptasi menuju penerapan sistem energi yang lebih bersih dan ramah lingkungan untuk mendukung kegiatan operasional. Adaptasi terhadap perubahan iklim juga membuka peluang bagi pemanfaatan Energi Baru Terbarukan (EBT), serta pengembangan produk-produk rendah emisi karbon. Seluruh upaya dilakukan dengan tetap memperhatikan dampak terhadap pekerja agar tidak ada pemutusan hubungan kerja, tidak menimbulkan pembatasan akses energi ke masyarakat, serta mampu mengurangi emisi GRK ke lingkungan.

Adaptasi terhadap perubahan iklim dilakukan menyatu dengan proses bisnis yang dijalankan PGN. Selama 2025, kami melakukan investasi yang ditujukan untuk meningkatkan ketahanan PGN terhadap perubahan iklim, dengan realisasi mencapai USD20,1 juta atau 6,84% dari total realisasi investasi sebesar USD294,4 juta. Biaya tersebut antara lain digunakan untuk pengembangan pemanfaatan EBT, digitalisasi, pengembangan infrastruktur gas dan jaringannya yang lebih tahan terhadap perubahan iklim, serta penerapan *Business Continuity Management System* (BCMS) di seluruh lini usaha.

The Company has prepared eight strategic programs to reinforce gas distribution and low-carbon business development, supported by an investment allocation in 2025 amounting to USD294.4 million or 80.5%, of the allocation of USD365.5 million, an increase of USD38.2 million or 114.9% from the 2024 realization of USD256.2 million. This investment allocation forms part of the Company's internal mechanism to systematically drive the implementation of decarbonization and energy transition programs.

Through the development of gas distribution networks, PGN expands access to environmentally friendly energy for more households and micro, small, and medium enterprises (MSMEs) throughout Indonesia. Furthermore, through its subsidiary, PT Saka Energi Indonesia (SAKA), adopts Nature-based Solutions (NBS), including mangrove rehabilitation initiatives, which contribute to the preservation of biodiversity in coastal areas.

CLIMATE CHANGE ADAPTATION PLAN [GRI 102-2]

PGN recognizes that every operational activity has environmental impacts, including the consumption of fossil energy that may contribute to increased greenhouse gas (GHG) emissions. This awareness drives PGN to take proactive steps and adapt toward the implementation of cleaner and more environmentally friendly energy systems to support its operations. Adaptation to climate change also presents opportunities for the utilization of New and Renewable Energy (NRE) and the development of low-carbon products. All initiatives are undertaken with due consideration of their impacts on employees, ensuring that there are no layoffs, no restriction on public access to energy, and a measurable reduction of GHG emissions to the environment.

Climate change adaptation is integrated into PGN's business processes. In 2025, we made investments aimed at enhancing PGN's resilience to climate change, with actual expenditures totaling USD20.1 million, or 6.84% of the total investment of USD294.4 million. These funds were used, among other things, for the development of renewable energy utilization, digitalization, the development of gas infrastructure and networks that are more resilient to climate change, and the implementation of a Business Continuity Management System (BCMS) across all business lines.

TATA KELOLA PERUBAHAN IKLIM [GRI 102-1, 102-2]

PGN membentuk Komite Keberlanjutan Subholding Gas yang terdiri atas Sustainability Steering Board (SSB), Sustainability Management Committee (SMC), dan Committee Management Office (CMO) sebagai bagian dari penguatan tata kelola keberlanjutan dan perubahan iklim. SSB menjalankan fungsi pengawasan strategis dengan menyetujui kebijakan, strategi, peta jalan, dan kerangka kerja keberlanjutan serta mengevaluasi implementasinya agar selaras dengan tujuan Perusahaan dan saran Dewan Komisaris.

SMC berperan dalam perumusan strategi, penetapan target dan indikator kinerja (KPI) termasuk target penurunan emisi, serta peninjauan risiko dan peluang terkait perubahan iklim, sementara CMO mengoordinasikan implementasi, pemantauan, dan pelaporan program keberlanjutan. Kinerja pengelolaan perubahan iklim dievaluasi secara berkala melalui mekanisme pelaporan berjenjang, dengan pengawasan akhir tetap berada pada Dewan Komisaris sesuai struktur tata kelola Perusahaan.

CLIMATE CHANGE GOVERNANCE [GRI 102-1, 102-2]

PGN has established the Subholding Gas Sustainability Committee, which consists of the Sustainability Steering Board (SSB), the Sustainability Management Committee (SMC), and the Committee Management Office (CMO), as part of strengthening sustainability and climate change governance. The SSB performs a strategic oversight function by approving sustainability policies, strategies, roadmaps, and frameworks, as well as evaluating their implementation to ensure alignment with the Company's objectives and the suggestion of the Board of Commissioners.

The SMC is responsible for formulating strategies, setting targets and KPIs, including emission reduction targets, and reviewing climate-related risks and opportunities. Meanwhile, the CMO coordinates the implementation, monitoring, and reporting of sustainability programs. Climate change management performance is evaluated periodically through a tiered reporting mechanism, with ultimate oversight remaining with the Board of Commissioners in accordance with the Company's governance structure.

Selama periode pelaporan, PGN melakukan berbagai kegiatan untuk memperkuat tata kelola perubahan iklim:
During the reporting period, PGN undertook various initiatives to strengthen its climate change governance:

Tata Kelola | Governance

Integrasi isu iklim ke dalam struktur GCG, manajemen risiko perusahaan, sistem KPI, kebijakan formal, serta mekanisme pelaporan dan pengawasan oleh Direksi dan Dewan Komisaris.
Integrating climate-related issues into the corporate GCG structure, enterprise risk management, KPI systems, formal policies, as well as reporting and oversight mechanisms by the Board of Directors and the Board of Commissioners.

Strategi | Strategy

Menyusun kebijakan, strategi, serta peta jalan dekarbonisasi yang terintegrasi dengan strategi bisnis Perusahaan dan mendukung transisi energi.
Developing policies, strategies, and a decarbonization roadmap that are integrated with the Company's business strategy and support the energy transition.

Metrik & Target | Metrics & Targets

Menetapkan target penurunan emisi yang terukur, mengintegrasikannya ke dalam KPI, serta melakukan pemantauan dan pelaporan kinerja secara berkala kepada Direksi dan Dewan Komisaris.
Establishing measurable emission reduction targets, integrating them into KPI, and conducting periodic monitoring and reporting of performance to Board of Directors and the Board of Commissioners.

Manajemen Risiko | Risk Management

Mengidentifikasi, menilai, dan memantau risiko serta peluang terkait perubahan iklim sebagai bagian dari proses manajemen risiko Perusahaan.
Identifying, assessing, and monitoring climate-related risks and opportunities as part of the Company's enterprise risk management process.

STRATEGI MENGELOLA PERUBAHAN IKLIM

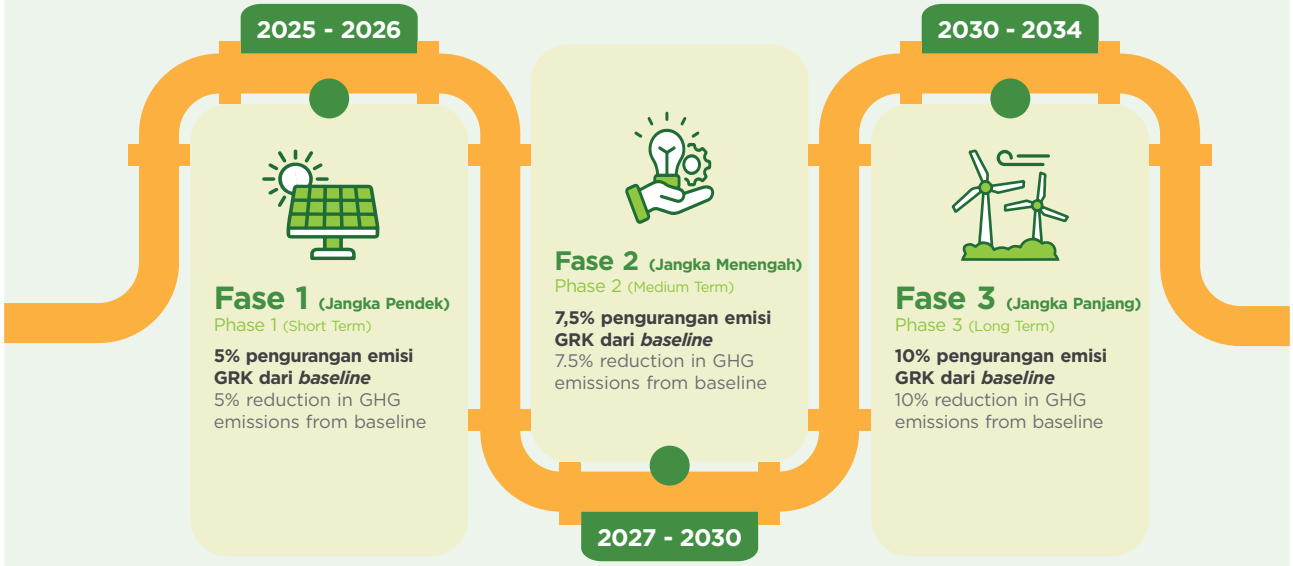
Strategi PGN dalam mengelola perubahan iklim adalah dengan menurunkan emisi GRK dan meningkatkan penggunaan gas bumi sebagai sumber energi fosil rendah karbon. Sesuai ESG *Roadmap* 2025–2034, Perseroan mencantumkan target penurunan emisi GRK secara terukur dan terstruktur, yang dicapai melalui penyusunan peta jalan NZE yang inklusif, berfokus pada dekarbonisasi serta pengembangan bisnis berbasis energi bersih dan hijau.

CLIMATE CHANGE MANAGEMENT STRATEGY

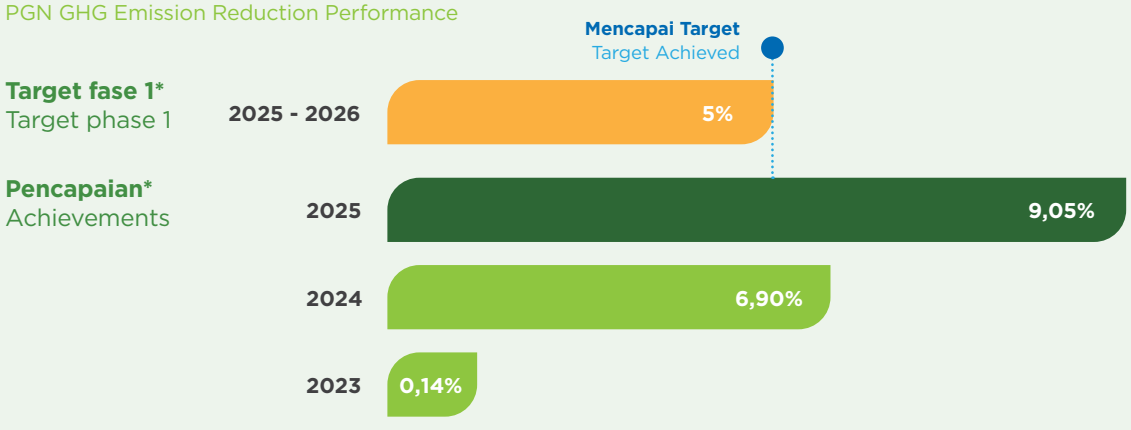
PGN's strategy in managing climate change focuses on reducing GHG emissions and increasing the utilization of natural gas as a lower-carbon fossil fuel. In line with the ESG Roadmap 2025–2034, the Company has established measurable and structured GHG emission reduction targets. These targets are pursued through the development of an inclusive NZE roadmap, focusing on decarbonization and the development of clean and green energy–based businesses.

Peta Jalan Dekarbonisasi PGN (Emisi Cakupan 1 dan 2)
PGN Decarbonization Roadmap (Scope 1 and 2 Emissions)

Target Penurunan Emisi GRK PGN
PGN GHG Emission Reduction Targets

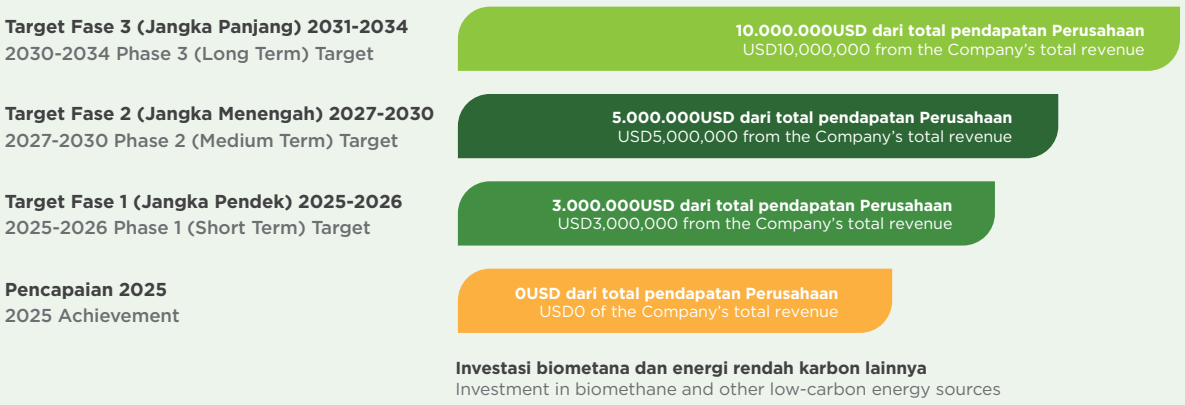


Kinerja Penurunan Emisi GRK PGN
PGN GHG Emission Reduction Performance

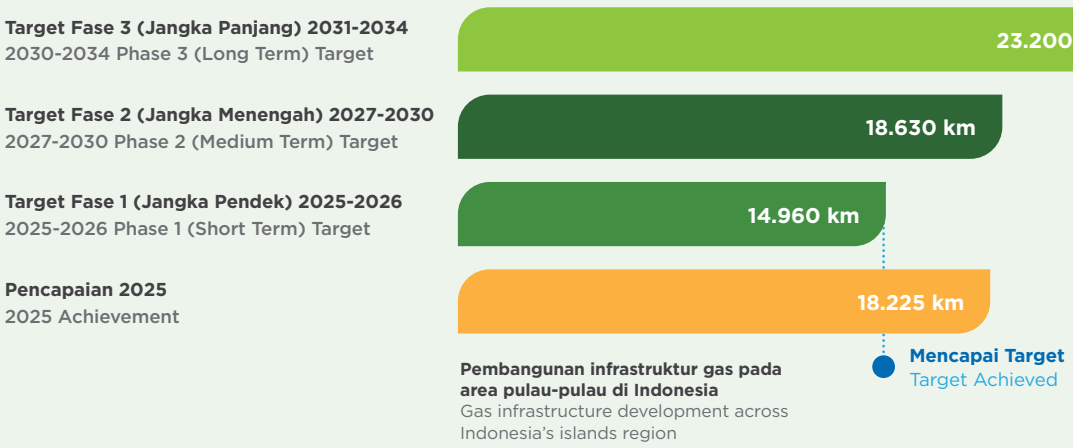


Keterangan / Note:
* Penurunan emisi GRK dari *baseline*
Reduction in GHG emissions from baseline

Peta Jalan Pengembangan Bisnis Berbasis Energi Bersih/Hijau
Clean/Green Energy-Based Business Development Roadmap



Peta Jalan Pembangunan Infrastruktur Gas Bumi
Natural Gas Infrastructure Development Roadmap



MANAJEMEN RISIKO DAMPAK PERUBAHAN IKLIM [OJK E.3] [GRI 2-25]

PGN mengelola risiko sesuai ketentuan dalam Peraturan Menteri Badan Usaha Milik Negara No.PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. PGN juga mengadopsi ISO 31000:2018 Sistem Manajemen Risiko, sehingga pengelolaan risiko dilakukan berkesinambungan dengan tetap mematuhi prinsip kehati-hatian serta semua peraturan dan norma yang berlaku. Pengelolaan risiko dilengkapi dengan Peta Jalan Manajemen Risiko periode 2025-2029 sebagai panduan dalam pelaksanaan pengelolaan dan mitigasi risiko yang lebih konsisten.

Prosedur Identifikasi Risiko dan Analisis Risiko [GRI 102-2]

PGN memanfaatkan Sistem Informasi Manajemen Risiko terintegrasi, yaitu *Enterprise Risk Management Systems* versi 2.1 (ERMS 2.1), mencakup risiko yang dimiliki satuan kerja PGN maupun anak perusahaan/afiliasi. PGN juga mengembangkan Sistem Database Manajemen Risiko (DAMARA) untuk mendigitalisasi arsip dan menjaga kerahasiaan dokumen. Berdasarkan perangkat tersebut, PGN melakukan identifikasi dan analisis risiko yang terkait dengan aspek ekonomi, sosial, lingkungan, dan tata kelola, termasuk risiko terkait iklim.

CLIMATE CHANGE IMPACT RISK MANAGEMENT [OJK E.3] [GRI 2-25]

PGN manages risks in accordance with the provisions set out in the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Actions of State-Owned Enterprises. The Company also adopts ISO 31000:2018 Risk Management System, ensuring that risk management is conducted on a continuous basis with adhering to the prudential principle and all applicable laws and norms. Risk management practices are further supported by the 2025–2029 Risk Management Roadmap, which serves as a guideline for the consistent implementation of risk management and mitigation efforts.

Risk Identification and Risk Analysis Procedures [GRI 102-2]

PGN utilizes an integrated Risk Management Information System, namely Enterprise Risk Management Systems version 2.1 (ERMS 2.1), which encompasses risks across PGN's work units as well as its subsidiaries and affiliates. PGN has also developed the Risk Management Database System (DAMARA) to digitalize records and ensure document confidentiality. Based on these systems, PGN conducts risk identification and analysis covering economic, social, environmental, and governance aspects, including climate-related risks.

Risiko Terkait Perubahan Iklim
Risks Related to Climate Change

Kategori Category	Uraian Description		
Risiko Fisik Physical Risk		Akut Acute	Cuaca ekstrem seperti banjir, badai, tanah longsor, dan tanah bergerak berpotensi mengganggu operasional, merusak infrastruktur, dan menghambat distribusi gas. Extreme weather events such as floods, storms, landslides, and land subsidence have the potential to disrupt operations, damage infrastructure, and hinder gas distribution.
		Kronis Chronic	Kenaikan suhu dan permukaan laut berdampak pada ketahanan pipa gas, peningkatan biaya pemeliharaan, serta efisiensi operasional. Rising temperatures and sea levels affect the resilience of gas pipeline, increase maintenance costs, and reduce operational efficiency.
Risiko Transisi Risiko Transisi		Regulasi Regulation	Kebijakan emisi, pajak karbon, dan target *net zero* meningkatkan tekanan terhadap penyesuaian operasional dan investasi. Emissions policies, carbon taxes, and net zero targets increase pressure on operational adjustments and investments decisions.
		Pasar Market	Preferensi konsumen dan industri terhadap energi rendah emisi menggeser permintaan dari gas bumi. Consumer and industrial preferences for low-emission energy sources are shifting demand away from natural gas.
		Teknologi Technology	Perkembangan teknologi energi terbarukan dan hidrogen menantang posisi gas bumi dalam jangka panjang. Advancements in renewable energy and hydrogen technologies pose the long-term challenges to the position of natural gas.
		Reputasi Reputation	Ekspektasi pemangku kepentingan terhadap kinerja iklim mendorong PGN untuk menunjukkan progres nyata dalam transisi energi. Stakeholder expectations regarding climate performance encourage PGN to demonstrate tangible progress in the energy transition.

PGN telah menyusun dan menetapkan pemetaan risiko fisik perubahan iklim dan bencana alam sebagai bagian dari integrasi risiko iklim dalam kerangka *Enterprise Risk Management* dan selaras dengan rekomendasi Task Force on Climate-related Financial Disclosures (TCFD). Pemetaan dilakukan terhadap seluruh wilayah operasional untuk mengidentifikasi eksposur infrastruktur terhadap risiko banjir, gempa bumi, longsor, cuaca ekstrem, kebakaran hutan, tsunami, dan bencana hidrometeorologi lainnya.

Hasil asesmen menunjukkan bahwa 29% wilayah operasional berada pada kategori kerawanan tinggi, 29% kerawanan sedang, 41% kerawanan rendah, dan 1% tidak rawan. Temuan ini menjadi dasar dalam penentuan prioritas mitigasi, termasuk penguatan desain teknis dan standar konstruksi, peningkatan program inspeksi dan pemeliharaan berbasis risiko, pengembangan sistem monitoring dan *early warning*, serta penyusunan *emergency response plan* pada area dengan eksposur tinggi.

Pendekatan ini memperkuat ketahanan (*resilience*) infrastruktur gas PGN terhadap risiko fisik perubahan iklim serta memastikan kontinuitas operasional dalam jangka panjang. Pedoman mengenai manajemen risiko terkait iklim, terintegrasi di dalam Pedoman Pengelolaan Risiko PGN (P-001/13.01/2025). Proses Penilaian Risiko PGN mengelola risiko iklim melalui pendekatan terstruktur:

1. Penyusunan Skenario Pengelolaan Perubahan Iklim.
2. Pemodelan Risiko Fisik: Evaluasi dampak cuaca ekstrem dan perubahan lingkungan terhadap infrastruktur.
3. Penilaian Kerentanan Aset: Identifikasi aset rentan dan rencana adaptasi yang sesuai.

PGN mengintegrasikan risiko perubahan iklim ke dalam strategi dan pengambilan keputusan bisnis melalui langkah-langkah berikut:

1. Evaluasi Berbasis Data: Penggunaan data emisi dan dampak lingkungan untuk mendukung pengambilan keputusan.
2. Adaptasi Infrastruktur: Peningkatan ketahanan sistem distribusi gas terhadap bencana dan kondisi iklim ekstrem.
3. Diversifikasi Energi: Pengembangan biomethane, hidrogen, dan CCS/CCUS untuk mengurangi eksposur terhadap risiko transisi.
4. Monitoring & Pelaporan: Evaluasi kinerja dan pelaporan berkala melalui sistem ERMS 2.1.

PGN has developed and established a mapping of physical climate change risks and natural disasters as part of integrating climate risks into the Enterprise Risk Management framework and aligning with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The mapping covers all operational areas to identify infrastructure exposure to risks such as floods, earthquakes, landslides, extreme weather events, forest fires, tsunamis, and other hydrometeorological disasters.

The assessment results indicate that 29% of operational areas fall into the high vulnerability category, 29% moderate vulnerability, 41% low vulnerability, and 1% are classified as not vulnerable. These findings serve as the basis for determining mitigation priorities, including strengthening technical design and construction standards, enhancing risk-based inspection and maintenance programs, developing monitoring and early warning systems, and preparing emergency response plans for areas with high exposure.

This approach strengthens the resilience of PGN's gas infrastructure against the physical risks of climate change and ensures long-term operational continuity. Guidelines on climate-related risk management are integrated into PGN's Risk Management Guidelines (P-001/13.01/2025). PGN 's Risk Assessment process manages climate-related risks through a structured approach:

1. Development of Climate Change Management Scenarios.
2. Physical Risk Modeling: Evaluation of the impacts of extreme weather events and environmental changes on infrastructure.
3. Asset Vulnerability Assessment: Identification of vulnerable assets and the development of appropriate adaptation plans.

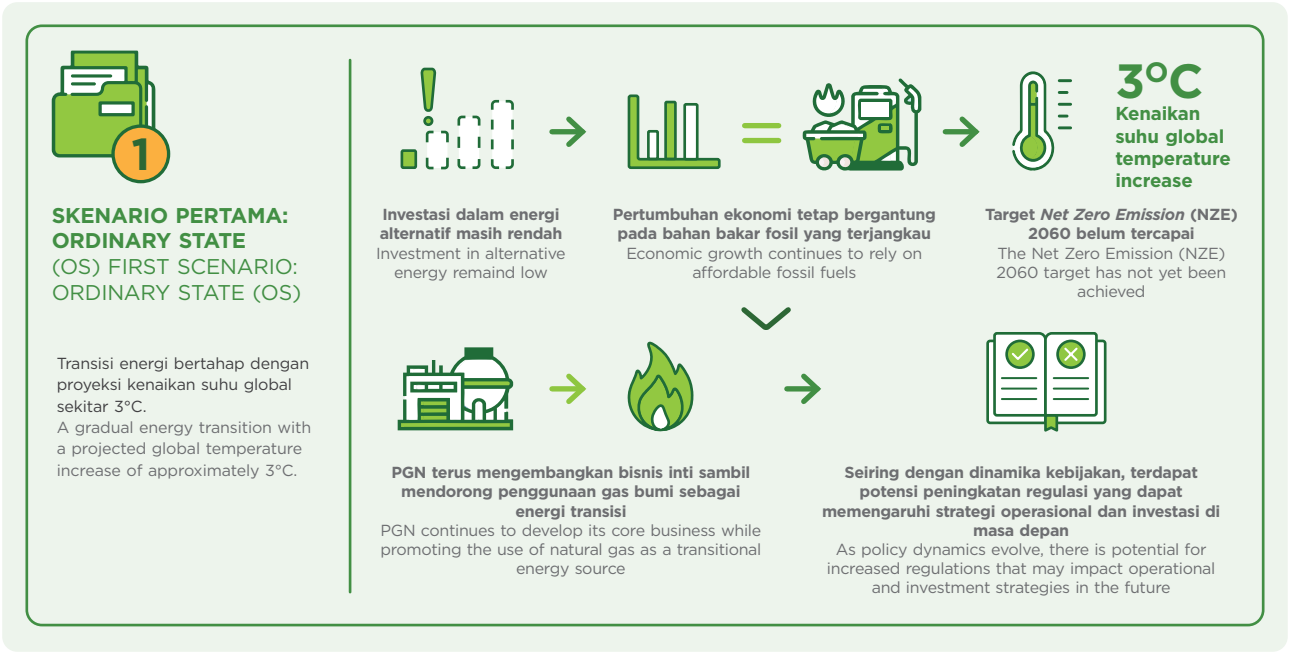
PGN integrates climate change risks into its strategy and business decision-making processes through the following measures:

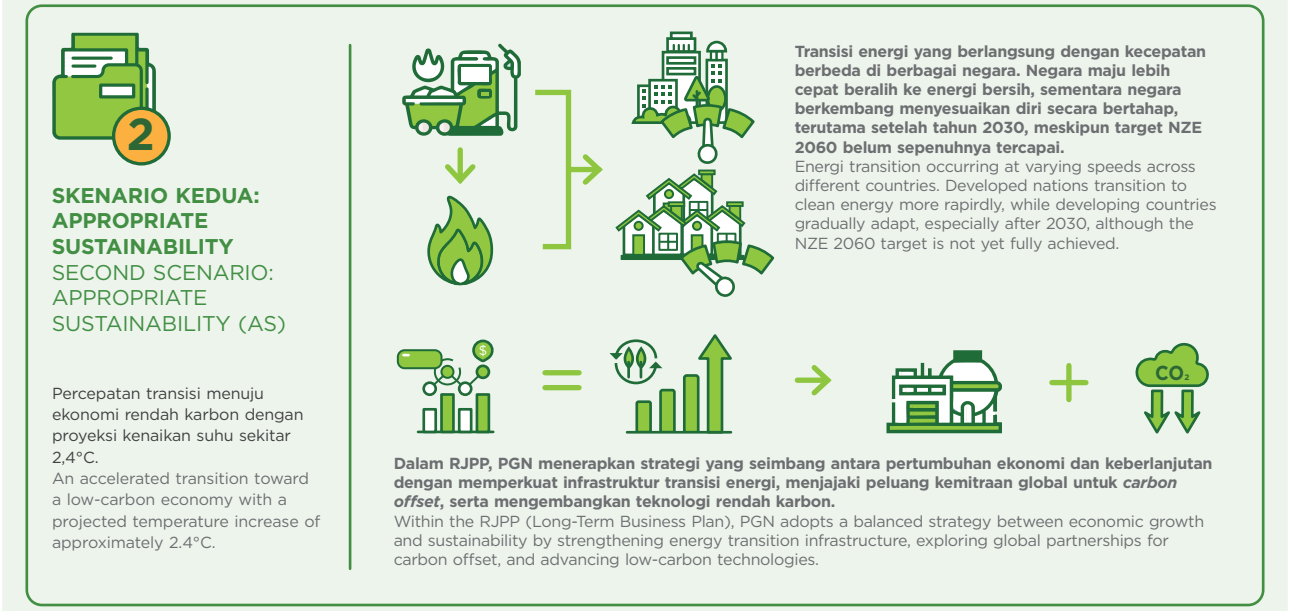
1. Data-Driven Evaluation: Utilization of emissions and environmental impact data to support informed decision-making.
2. Infrastructure Adaptation: Enhancement of the resilience of gas distribution systems against disasters and extreme climate conditions.
3. Energy Diversification: Development of biomethane, hydrogen, and CCS/CCUS initiatives to reduce exposure to transition risks.
4. Monitoring & Reporting: Performance evaluation and periodic reporting through the ERMS 2.1 system.

Berdasarkan proses tersebut, PGN menetapkan 3 skenario terkait pengelolaan perubahan iklim yang tertuang dalam penyusunan Rencana Jangka Panjang Perusahaan (RJPP). PGN sebagai Subholding Gas menerapkan analisis 3 skenario iklim untuk memastikan strategi Perusahaan tetap adaptif terhadap dinamika ekonomi, kebijakan energi, dan transisi global. Ketiga skenario tersebut meliputi:

Based on this process, PGN has established 3 climate-related scenarios as part of the preparation of the Company's Long-Term Plan (RJPP). As the Gas Subholding, PGN applies 3 scenarios climate analysis to ensure that its corporate strategy remains adaptive to economic dynamics, energy policies, and the global energy transition. The three scenarios include:

Skenario Pengelolaan Perubahan Iklim PGN
PGN's Climate Change Management Scenarios







SKENARIO KETIGA: ECONOMIC RENAISSANCE (ER)
THIRD SCENARIO: ECONOMIC RENAISSANCE (ER)

Pertumbuhan ekonomi kuat dengan peningkatan kebutuhan energi dan proyeksi kenaikan suhu sekitar 1,7°C.
Strong economic growth accompanied by increased energy demand, with a projected temperature rise of around 1.7°C.



Akselerasi transisi energi yang lebih cepat, didorong oleh regulasi yang semakin ketat dan peningkatan investasi dalam energi hijau
Accelerated energy transition driven by stricter regulations and increased investment in green energy

1,7°C
proyeksi kenaikan suhu global
projected global temperature increase

Target *Net Zero Emission* (NZE) 2060 tercapai
The Net Zero Emission (NZE) 2060 target has been achieved



Sesuai dengan RJPP, PGN harus beradaptasi dengan transformasi industri yang lebih luas dengan mengalihkan investasi ke energi bersih seperti hidrogen hijau, biometana, serta energi surya dan angin. Gas bumi masih memainkan peran penting dalam jangka pendek sebagai energi transisi, namun kontribusinya akan menurun seiring dengan meningkatnya kapasitas energi terbarukan.
Under the RJPP, PGN must adapt to a broader industrial transformation by shifting investments towards clean energy sources such as green hydrogen, biomethane, as well as solar and wind energy. Natural gas continues to play a key role in the short term as a transition fuel but will gradually decline as renewable energy capacity expands.

Sebagai bentuk komitmen nyata, PGN mengalokasikan belanja modal (*capital expenditure*/capex) dan investasi strategis yang dikhususkan untuk memitigasi risiko serta mengeksekusi peluang dari pemilihan skenario tersebut. Khususnya dalam menghadapi skenario *Appropriate Sustainability*, langkah mitigasi dan penguatan bisnis difokuskan pada:

As a tangible commitment, PGN allocates capital expenditure (capex) and strategic investments specifically aimed at mitigating risks and capturing opportunities arising from these scenarios. In particular, in responding to the Appropriate Sustainability scenario, mitigation and business strengthening measures are focused on:

1 Optimalisasi Peran Gas Bumi
Optimizing the Role of Natural Gas

Mempertegas posisi gas bumi sebagai energi transisi rendah emisi melalui perluasan infrastruktur dan pemanfaatan di sektor rumah tangga, kelistrikan, transportasi, serta industri.
Reinforcing the position of natural gas as a lower-emission transition energy through the expansion of infrastructure and its utilization in the household, power generation, transportation, and industrial sectors.

2 Pengembangan Energi Rendah Karbon
Development of Low-Carbon Energy

Mengarahkan investasi pada lini bisnis masa depan yang berkelanjutan, termasuk pengembangan biometana, hidrogen, serta berbagai inisiatif dekarbonisasi lainnya.
Directing investments toward sustainable future business lines, including the development of biomethane, hydrogen, and various other decarbonization initiatives.

3 Keunggulan Operasional & Dekarbonisasi
Operational Excellence and Decarbonization

Meningkatkan efisiensi infrastruktur dan pengendalian emisi pada seluruh kegiatan operasional untuk mendukung sistem energi yang lebih bersih.
Enhancing infrastructure efficiency and emission control across all operational activities to support a cleaner energy system.

Melalui pengalokasian sumber daya finansial yang tepat, PGN memastikan kesiapan perusahaan dalam menghadapi dinamika transisi energi sekaligus berkontribusi signifikan pada pencapaian target penurunan emisi nasional.

Through the strategic allocation of financial resources, PGN ensures the Company's readiness to navigate the dynamics of the energy transition while making a significant contribution to achieving national emission reduction targets.

Pengelolaan Peluang terkait Perubahan Iklim

PGN juga mengidentifikasi berbagai peluang untuk mendukung perannya dalam transisi energi Indonesia.

1. Ekspansi Energi Rendah Karbon: Investasi dalam biometana, hidrogen, dan *transporter* CO_2 dalam ekosistem *Carbon Capture, Utilization and Storage* (CCS/CCUS) sebagai bagian dari diversifikasi energi.
2. Efisiensi Operasional: Optimalisasi infrastruktur untuk mengurangi intensitas emisi dan biaya energi.
3. Insentif Pasar & Regulasi: Peluang dari kebijakan pemerintah terkait pengembangan energi bersih.
4. Pertumbuhan Usaha Berkelanjutan: Kemitraan strategis dan pengembangan teknologi hijau memperkuat posisi PGN di pasar energi bersih.

Implikasi Finansial Akibat Perubahan Iklim

[GRI 201-2] [OG 11.2.2]

PGN saat ini telah memitigasi risiko akibat perubahan iklim terutama terkait *stranded asset*, tekanan biaya modal, beban regulasi serta perubahan valuasi dan model bisnis namun belum dapat menentukan dampak finansial secara pasti karena implementasi langkah-langkah mitigasi tersebut sedang berlangsung.

Selain itu, telaah potensi dampak finansial dari peluang yang dinilai dari upaya penghematan penggunaan energi dan penurunan emisi karbon serta langkah alternatif untuk penambahan pendapatan dari perubahan teknologi dalam bidang minyak dan gas bumi sedang berlangsung.

Pengaruh Transisi Energi terhadap Pekerja

[GRI 102-3]

Selama 2025 Perseroan merekrut 105 talenta-talenta terbaik Indonesia untuk kami persiapkan mendukung transisi energi. Kami tidak melakukan rekrutmen dan pemberian imbal jasa khusus untuk tenaga berkeahlian terkait transisi energi.

Kami mendorong setiap unit kerja dan entitas anak untuk terlibat dalam transisi energi, sehingga selama 2025 tidak ada pekerja PGN yang dipindahtugaskan untuk kepentingan transisi energi. PGN juga menyertakan 265 pekerja dalam kegiatan pelatihan, pengembangan kompetensi dan kegiatan lain untuk meningkatkan pemahaman, keahlian maupun kapabilitas terkait transisi energi. Sampai dengan akhir 2025, PGN tidak memiliki daerah operasi yang berlokasi di wilayah yang ditinggali dan/atau berdekatan dengan wilayah yang menjadi tempat tinggal masyarakat adat.

Climate Change Opportunity Management

PGN also identifies various opportunities to support its role in Indonesia's energy transition.

1. Low-Carbon Energy Expansion: Investment in biomethane, hydrogen, and Carbon Capture, Utilization and Storage (CCS/CCUS) as part of energy diversification efforts.
2. Operational Efficiency: Optimization of infrastructure to reduce emission intensity and energy costs.
3. Market & Regulatory Incentives: Opportunities arising from government policies supporting clean energy development.
4. Sustainable Business Growth: Strategic partnerships and green technology development to strengthen PGN's position in the clean energy market.

Financial Implications of Climate Change

[GRI 201-2] [OG 11.2.2]

PGN has undertaken mitigation measures to address climate change–related risks, particularly those associated with stranded assets, capital cost pressures, regulatory burdens, and potential changes in valuation and business models. However, the Company has not yet been able to determine the precise financial impacts, as the implementation of these mitigation measures is still ongoing.

In addition, the assessment of potential financial impacts arising from opportunities such as energy efficiency improvements, carbon emission reductions, and alternative revenue streams driven by technological advancements in the oil and gas sector is currently underway.

Impact of Energy Transition on Workers

[GRI 102-3]

During 2025 the Company recruited 105 of Indonesia's best talents to be prepared to support the energy transition. The Company did not conduct specific remuneration schemes exclusively for personnel with expertise related to energy transition.

We encourage each work unit and subsidiary to actively participate in the energy transition. As such, during 2025, no PGN employees were reassigned specifically for energy transition purposes. PGN also involved 265 employees in training programs, competency development initiatives, and other activities aimed at enhancing their understanding, expertise, and capabilities related to the energy transition. As of the end of 2025, PGN does not operate in areas located within or adjacent to territories inhabited by indigenous peoples or customary communities

PENGELOLAAN ENERGI

Energi dibutuhkan untuk mendukung kegiatan operasional dan proses bisnis yang dijalankan PGN. Kami terus berupaya mengelola kebutuhan energi secara efisien guna mendukung reduksi emisi GRK dan meningkatkan pemanfaatan EBT.

Komitmen dan Kebijakan Energi [GRI 103-1]

Kami terus mengoptimalkan dan meningkatkan efisiensi energi dalam menyalurkan gas bumi, disertai audit energi yang dilakukan berkala. Komitmen pada efisiensi energi tertuang dalam Kebijakan Mutu, HSSE dan Anti Penyuapan Nomor P-002/15.03 sementara perihal audit energi diatur dalam Peraturan Menteri Energi dan Sumber Daya Mineral (Permen ESDM) No. 14 Tahun 2012 yang diperbaharui dengan Permen ESDM No. 8 Tahun 2025 tentang Manajemen Energi. Sesuai ketentuan tersebut, entitas industri dengan konsumsi energi tahunan ≥6.000 TOE diwajibkan melakukan audit energi. Berdasarkan audit energi 2025 diperoleh hasil total energi input sebesar 532.933,52 GJ dan total output energi sebesar 532.933,52 GJ sehingga tidak ada energi yang terbuang.

Sampai dengan akhir 2025 terdapat beberapa upaya yang dilakukan PGN untuk mengurangi konsumsi energi, meningkatkan efisiensi energi, dan memanfaatkan EBT. Langkah yang dilakukan akan berdampak pada penghematan biaya operasional, mendukung reduksi emisi GRK, dan mengurangi ketergantungan pada sumber energi konvensional/tak terbarukan.

Konsumsi Energi di Dalam PGN dan Pemanfaatan EBT [OJK F.6] [GRI 103-2, 302-1] [OG 11.1.2]

Perhitungan konsumsi energi meliputi aktivitas di dalam Perseroan, sementara konsumsi energi di luar PGN hanya meliputi perjalanan dinas pekerja. Perhitungan konsumsi energi dilakukan dengan mengacu pada volume penggunaan bahan bakar gas untuk pembangkit listrik sendiri, bahan bakar gas untuk *gas turbine compressor*, konsumsi listrik dari PLN dan surya panel di kantor pusat, area kantor dan stasiun gas. Hasil penghitungan dikonversi ke dalam satuan energi GigaJoule (GJ) dengan pendekatan dan faktor konversi yang ditetapkan.

Sesuai ESG *Roadmap* 2025–2034, Perseroan mencantumkan target penghematan konsumsi energi secara terukur dan terstruktur melalui berbagai upaya penghematan energi yang selaras dengan pengembangan bisnis Perusahaan.

ENERGY MANAGEMENT

Energy is required to support PGN's operational activities and business processes. The Company continuously strives to manage its energy consumption efficiently in order to support greenhouse gas (GHG) emissions reductions and enhance the utilization of new and renewable energy.

Energy Commitment and Policy [GRI 103-1]

We continue to optimize and enhance energy efficiency in the distribution of natural gas, supported by periodic energy audits. Our commitment to energy efficiency is set out in the Quality, HSSE and Anti-Bribery Policy No. P-002/15.03, while energy audit requirements are governed by Minister of Energy and Mineral Resources (Permen ESDM) No. 14 of 2012, as updated by Permen ESDM No. 8 of 2025 concerning Energy Management. In accordance with these regulations, industrial entities with annual energy consumption of ≥6,000 TOE are required to conduct energy audits. Based on the 2025 energy audit results, the total energy input amounted to 532,933.52 GJ and the total energy output amounted to 532,933.52 GJ, indicating that no energy was lost in the process.

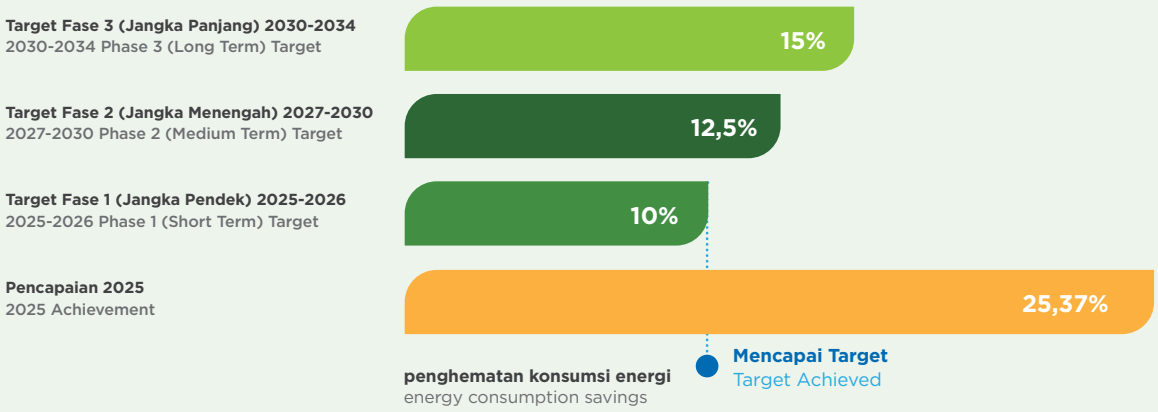
As of the end of 2025, PGN has undertaken various initiatives to reduce energy consumption, improve energy efficiency, and increase the utilization of new and renewable energy. These measures are expected to generate operational cost savings, support greenhouse gas emissions reduction, and reduce dependence on conventional/non-renewable energy sources.

Energy Consumption within PGN and Renewable Energy Utilization [OJK F.6] [GRI 103-2, 302-1] [OG 11.1.2]

The calculations of energy consumption covers activities within the Company, while energy consumption outside PGN is limited to employee business travel. Energy consumption is calculated based on the volume of gas fuel used for captive power generation, gas fuel for gas turbine compressors, electricity consumption supplied by PLN, and solar panel usuage at the head office, office areas, and gas stations. The calculation results are converted into energy units in GigaJoules (GJ) using established methodologies and conversion factors.

Based on ESG Roadmap 2025-2034, the Company has set measurable and structured targets for energy savings through various energy saving measures that aligned with the Company's business development.

Target dan Pencapaian Penghematan Konsumsi Energi
Energy Consumption Savings Targets and Achievements



Total konsumsi energi untuk kebutuhan operasional PGN di 2025 mencapai 316.734,12 GJ, meningkat sebesar 168.223,6 GJ atau 113,28% dari 2024 sebesar 148.510,52 GJ. Peningkatan konsumsi energi ini ditimbulkan oleh penambahan jumlah fasilitas di lingkungan PGN. Jumlah konsumsi energi dari sumber terbarukan di 2025 mencapai 6.061,64 GJ, sehingga tingkat bauran energi mencapai 1,88%, meningkat dari bauran energi dari 2024 sebesar 0,12%.

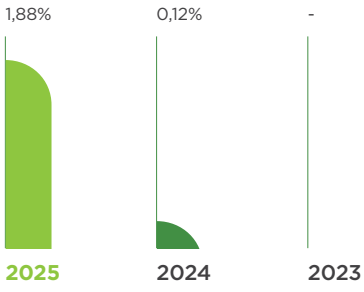
Total energy consumption for PGN's operational needs in 2025 reached 316,734.12 GJ, increasing by 168,223.6 GJ or 113.28% compared to 2024 of 148,510.52 GJ. This increase in energy consumption is due to the addition of new facilities within the PGN network. Total energy consumption from renewable sources in 2025 reached 6,061.64 GJ, resulting in an energy mix ratio of 1.88% or increasing from 2024 by 0.12%.

Konsumsi Energi di dalam PGN
Renewable Energy Consumption within PGN

dalam GJ
in GJ

Sumber Energi Energy Sources	2025	2024*	2023*
Konsumsi Energi Terbarukan **Renewable Energy Consumption**	**6.061,64**	**186,27**	**-**
Konsumsi Energi Tak Terbarukan **Non-Renewable Energy Consumption**	**310.672,48**	**148.324,21**	**101.888,44**
Listrik yang Dibeli (PLN) Purchased Electricity (PLN)	309.041,35	145.424,80	97.848,50
Bahan Bakar Gas Gas Fuel	1.631,13	2.899,41	4.039,94
Jumlah Konsumsi Energi **Total Energy Consumption**	**316.734,12**	**148.510,52**	**101.888,48**

Persentase Penggunaan Energi Terbarukan dari Total Konsumsi Energi
Percentage of Renewable Energy Use Out of Total Energy Consumption



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

PGN memiliki anak perusahaan yang bergerak di sektor *upstream* yaitu SAKA, dengan total konsumsi energi pada 2025 mencapai 20,32 GJ atau 0,0064% dari total konsumsi energi Subholding Gas sebesar 316.734,12 GJ. Pada 2025, Perseroan belum melakukan pencatatan dan perhitungan untuk konsumsi energi di luar Perusahaan. [GRI 103-3, 302-2] [OG 11.1.3]

PGN has a subsidiary operating in the upstream sector, namely SAKA, with total energy consumption in 2025 reaching 20.32 GJ or 0.0064% of the Gas Subholding's total energy consumption of 316,734.12 GJ. As of 2025, the Company has not yet recorded or calculated energy consumption outside the Company. [GRI 103-3, 302-2][OG 11.1.3]



Intensitas Konsumsi Energi [OJK F.6] [GRI 103-4. 302-3] [OG 11.1.4]

Pengungkapan informasi besaran intensitas konsumsi energi mencakup pada kegiatan penyaluran gas bumi menggunakan energi terbarukan dan energi tidak terbarukan. Laporan ini tidak menyertakan penghitungan intensitas konsumsi energi dari penggunaan energi di luar PGN. Intensitas konsumsi energi dihitung sebagai kebutuhan energi per GJ untuk setiap Juta USD pendapatan usaha. Nilai intensitas konsumsi energi 2025 berdasarkan pendapatan sebesar 79,66 GJ/Juta USD.

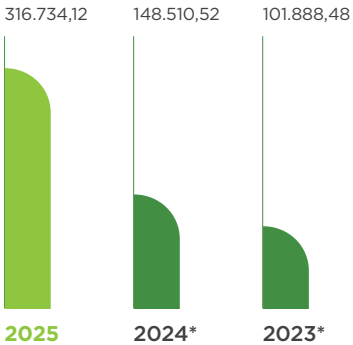
Energy Consumption Intensity [OJK F.6] [GRI 103-4. 302-3] [OG 11.1.4]

The disclosure of energy consumption intensity in this Report covers non-renewable energy used in natural gas distribution activities. This Report does not include the calculation of energy consumption intensity arising from energy use outside PGN. Energy consumption intensity is calculated as the amount of energy in GJ required per USD million of operating revenue. The energy consumption intensity value in 2025 based on revenue it stands at 79.66 GJ/million USD.

Nilai Intensitas Konsumsi Energi
Energy Consumption Intensity Value

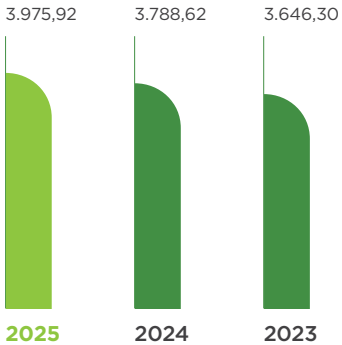
Konsumsi Energi
Energy Consumption

dalam GJ
in GJ



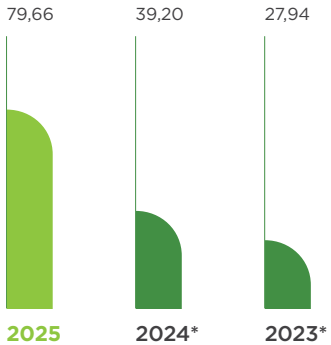
Pendapatan
Revenue

dalam Juta USD
in Million USD



Intensitas Konsumsi Energi
Energy Consumption Intensity

dalam GJ/Juta USD
in GJ/Million USD



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Reduksi Konsumsi Energi [OJK F.7] [GRI 103-5, 302-4, 302-5]

Selama 2025 PGN menjalankan berbagai inisiasi untuk mereduksi dan meningkatkan efisiensi energi. Perhitungan efisiensi energi dilakukan dengan basis periode 1 tahun, berdasarkan selisih antara jumlah energi terpakai aktual dengan program penghematan energi, dibandingkan estimasi energi terpakai tanpa program penghematan energi. *Base year* yang dipakai sebagai dasar perhitungan pengurangan konsumsi energi adalah 2022 sebesar 25.319,23 GJ. Total reduksi energi selama 2025 mencapai 134.906,88 GJ, lebih besar dari target 2025 sebesar 5% dan lebih rendah dari 2024 sebesar 470.306,07 GJ.

EMISI YANG DIHASILKAN

Metrik dan Target

PGN telah melakukan perhitungan emisi sejak 2012 dan verifikasi perhitungan secara internal menggunakan kalkulator karbon terstandar di Pertamina Grup yang mengacu pada standar PermenLH No. 12 Tahun 2012 tentang Pedoman Penghitungan Beban Emisi Kegiatan Industri Minyak dan Gas Bumi, *Intergovernmental Panel on Climate Change* (IPCC) *Guidelines* 2006 dan *Refinement* 2019, *API Compendium of Greenhouse Gas Emissions Methodologies for The Natural Gas and Oil Industry* 2021, *The Greenhouse Gas Protocol, Petroleum Industry Guidelines for Reporting Greenhouse Gas Emission* oleh IPIECA, OGMP 2.0, US-EPA AP42, PPPTMGB "LEMIGAS" 2021, OGP Report No. 197.

Selama periode pelaporan tidak terdapat perubahan struktur organisasi, batas operasional, metodologi, maupun definisi tahun pelaporan yang berdampak material terhadap data emisi, sehingga tidak diperlukan perhitungan ulang (*recalculation*). Pelaporan inventarisasi emisi GRK mencakup seluruh wilayah operasi, dengan penyajian data secara agregat pada tingkat kelompok usaha serta ketersediaan pemisahan data berdasarkan unit/wilayah untuk kebutuhan analisis internal.

Emisi GRK Cakupan 1 [OJK F.11] [GRI 102-5, 305-1] [OG 11.1.5]

Emisi Cakupan 1 berasal dari kegiatan produksi dan distribusi migas, termasuk konsumsi bahan bakar yang disajikan berdasarkan jenis sumber emisi. Sumber emisi mencakup *venting*, instrumentasi, *blowdown*, kebocoran gas, penggunaan bahan bakar gas, Bahan Bakar Minyak (BBM) untuk generator dan kendaraan, Bahan Bakar Gas (BBG) untuk kendaraan, *chiller, flare,* gas *treatment*, *loading, storage*, IPAL/WWTP, serta aktivitas Anak Perusahaan dan Afiliasi. Emisi karbon biogenik turut diidentifikasi dan dihitung sebagai bagian dari pendekatan komprehensif dalam inventarisasi GRK. Namun demikian, berdasarkan karakteristik operasional PGN yang didominasi oleh gas bumi fosil, kontribusi emisi biogenik dalam total emisi Cakupan 1 tercatat sangat kecil dan tidak material.

Energy Consumption Reduction [OJK F.7] [GRI 103-5, 302-4, 302-5]

Throughout 2025, PGN implemented various initiatives to reduce and improve energy efficiency. The calculation of energy efficiency is conducted on an annual basis, based on the difference between actual energy consumption after the implementation of energy saving programs and the estimated energy consumption without such programs. The base year used as the reference for calculating energy consumption reduction is 2022, with a total of 25,319.23 GJ. The total energy reduction achieved during 2025 reached 134,906.88 GJ, higher than the target of 5%, and lower than 2024 of 470,306.07 GJ.

EMISSIONS GENERATED

Metrics and Targets

PGN has been calculating emissions since 2012 and verifying these calculations internally using a standardized carbon calculator within the Pertamina Group that aligns with the standards set forth in Ministry of Environment Regulation No. 12 of 2012 on Guidelines for Calculating Emissions from Oil and Natural Gas Industry Activities, the Intergovernmental Panel on Climate Change (IPCC) Guidelines 2006 and Refinement 2019, the API Compendium of Greenhouse Gas Emissions Methodologies for the Natural Gas and Oil Industry 2021, the Greenhouse Gas Protocol, Petroleum Industry Guidelines for Reporting Greenhouse Gas Emissions by IPIECA, OGMP 2.0, US-EPA AP42, PPPTMGB "LEMIGAS" 2021, and OGP Report No. 197.

During the reporting period, there were no changes in organizational structure, operational boundaries, methodology, or reporting year definitions that materially affected emissions data; therefore, no recalculation was required. The reporting of GHG emissions inventory covers all operational areas, with data presented in aggregate at the business group level, while disaggregation data by unit/region remain available for internal analysis purposes.

Scope 1 GHG Emissions [OJK F.11] [GRI 102-5, 305-1] [OG 11.1.5]

Scope 1 emissions arise from oil and gas production and distribution activities, including fuel consumption, and are presented by type of emission source. The scope of GHG emissions calculations orginating from venting, instrumentation, blowdown, gas leakage, gas fuel, generator fuel (diesel), vehicle fuel (diesel), vehicle gas fuel (CNG), chillers, flaring, gas treatment, loading, storage, wastewater treatment plants (IPAL/WWTP), as well as subsidiaries, and affiliates. Biogenic carbon emissions were also identified and calculated as part of a comprehensive approach to GHG inventory. However, given PGN's operational characteristics, which are dominated by fossil natural gas, the contribution of biogenic emissions to total Scope 1 emissions was found to be very small and immaterial.

Parameter pengukuran dan perhitungan mengacu pada IPCC *Guidelines* serta Standar Pertamina Nomor A04-005/S00000/2022-S9 tentang Pedoman Pengukuran, Penghitungan, Pelaporan, dan Verifikasi Emisi Gas Rumah Kaca sesuai Permen LH No. 12 Tahun 2012. Hasil penghitungan dinyatakan dalam tCO_2eq menggunakan tahun dasar (*baseline*) 2021 dengan total emisi sebesar 416.129,14 tCO_2eq. Volume emisi GRK Cakupan 1 2025 mencapai 608.552,86 tCO_2eq, bertambah 46,24% dari tahun 2021.

Measurement parameters and calculation methodologies refer to the IPCC Guidelines 2006 and Pertamina Standard No. A04-005/S00000/2022-S9 concerning Guidelines for Measurement, Calculation, Reporting, and Verification of Greenhouse Gas Emissions in accordance with Minister of Environment Regulation No. 12 of 2012. The calculation results are expressed in tCO_2eq and using 2021 as baseline with total emission 416,129.14 tCO_2eq. Scope 1 GHG emissions for 2025 reached 608,552.86 tCO_2eq, representing an increase of 46.24% from the 2021.

Jumlah Emisi GRK Cakupan 1 Berdasarkan Sumber Emisi
Total GHG Emissions Scope 1 by Emission Sources

dalam tCO_2eq
in tCO_2eq

Sumber Emisi Emission Sources	2025	2024*	2023*
Stationary	423.316,81	464.909,40	633.134,79
Mobile	63.999,46	13.096,79	12.346,76
Flare	23.877,57	37.675,87	27.834,49
Gas Treatment	752,86	796,43	1.082,05
Loading	227,64	254,43	280,26
Storage	1,07	1,16	1,20
Non Routine	35.507,86	1.621,16	8.287,57
WWTP	6,35	2,38	0,07
Fugitive	60.862,93	111.779,19	50.985,70
AC/*Refrigeration*	0,30	-	0,26
Jumlah Total	**608.552,86**	**630.136,81**	**733.952,76**

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Jumlah Emisi GRK Cakupan 1 Berdasarkan Jenisnya
Total GHG Emissions Scope 1 by Emission Type

dalam tCO_2eq
in tCO_2eq

Jenis Emisi Emission Types	2025	2024*	2023*
Karbon Dioksida (CO_2)	504.163,31	514.736,95	668.300,20
Metana (CH_4)	103.826,54	115.094,22	64.970,87
Nitrous Oksida (N_2O)	562,71	305,64	681,43
Hidrofluorocarbon (HFCs)	0,30	0,00	0,26
Jumlah Total	**608.552,86**	**630.136,81**	**733.952,76**

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Emisi GRK Cakupan 2 [OJK F.11] [GRI 102-6, 305-2] [OG 11.1.6]

Emisi GRK Cakupan 2 dihitung menggunakan pendekatan berbasis lokasi (*location-based*) dan dilaporkan secara agregat yang berasal dari pemakaian listrik yang dibeli dari PT PLN (Persero). Metode pengukuran serta perhitungan mengacu pada GHG *Protocol for Corporate Inventories* dan dihitung berdasar data konsumsi listrik kWh dari tagihan PLN dikalikan dengan faktor emisi berdasarkan data Ditjen Ketenagalistrikan ESDM.

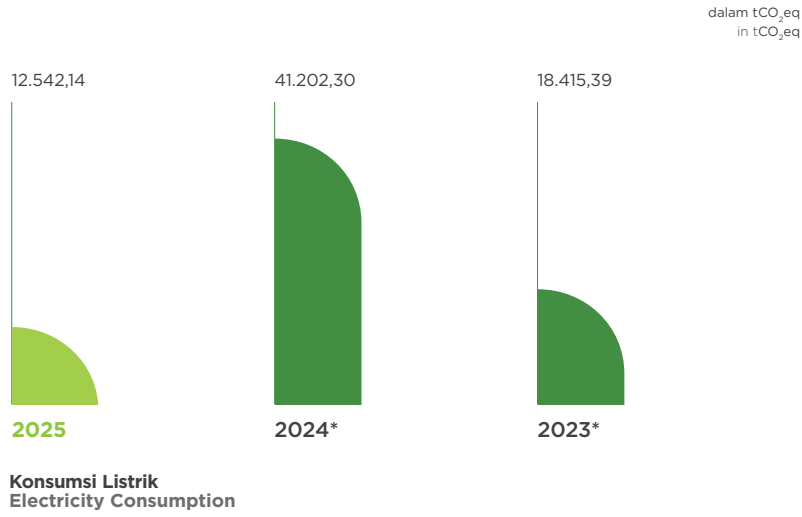
Hasil penghitungan dinyatakan dalam tCO_2eq, dengan tahun dasar (*baseline*) emisi GRK Cakupan 2 yang digunakan adalah 2021 sebesar 22.830,01 tCO_2eq. Volume emisi GRK 2025 untuk Cakupan 2 mencapai 12.542,14 tCO_2eq, berkurang 45,06% dari tahun 2021.

Scope 2 GHG Emissions [OJK F.11] [GRI 102-6, 305-2] [OG 11.1.6]

Scope 2 GHG emissions are calculated using a location based approach and reported in aggregate and arise from electricity purchased from PT PLN (Persero). The measurement and calculation methods refers to GHG Protocol for Corporate Inventories, and are based on electricity consumption data kWh derived from PLN billing statements multiplied by the emission factor issued by the Directorate General of Electricity, Ministry of Energy and Mineral Resources (ESDM).

The calculation results are expressed in tCO_2eq, with 2021 as the baseline emission amounting to 22,830.01 tCO_2eq. In 2021, Scope 2 GHG emissions totaled 12,542.14 tCO_2eq, representing a decrease of 45.06% compared to 2021.

Jumlah Emisi GRK Cakupan 2
Total GHG Emissions Scope 2



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Emisi GRK Cakupan 3 [OJK F.11] [GRI 102-7, 305-3] [OG 11.1.7]

Emisi GRK Cakupan 3 dihitung meliputi meliputi kategori 6, 10, dan 11. Metode pengukuran serta perhitungan mengacu pada GHG Protocol. Hasil penghitungan dinyatakan dalam tCO_2eq, dengan *base year emission* GRK Cakupan 3 yang digunakan adalah 2024 sebesar 20.467.958,79 tCO_2eq. Volume emisi GRK 2025 untuk Cakupan 3 mencapai 18.523.187,33 tCO_2eq, berkurang 9% dari 2024. Hal ini terjadi karena adanya penurunan emisi Cakupan scope 3 dan penurunan volume penjualan gas bumi PGN.

Scope 3 GHG Emissions [OJK F.11] [GRI 102-7, 305-3] [OG 11.1.7]

Scope 3 GHG emissions are calculated to include categories 6, 10, and 11. The measurement and calculation methods follow the GHG Protocol. The results are expressed in tCO_2eq, with the 2024 Scope 3 GHG emissions serving as the base year at 20,467,958.79 tCO_2eq. Scope 3 GHG emissions for 2025 totaled 18,523,187.33 metric tCO_2eq, a 9% decrease from 2024. This was due to a decrease in Scope 3 emissions and decrease in natural gas sales volume.

Jumlah Emisi GRK Cakupan 3 Berdasarkan Kategori
GHG Emissions by Category for Scope 3

dalam tCO_2eq
in tCO_2eq

Kategori Category	2025	2024*	2023
6: Perjalanan Bisnis (Penerbangan) 6: Business Travel (Flights)	745,32	630,34	54,59
10: Penjualan Produk yang Masih Perlu Diolah lebih Lanjut 10: Sales of Products That Still Need Further Processing	1.235.032,44	1.404.087,84	-
11: Penggunaan Produk yang Terjual 11: Use of Sold Products	17.287.409,57	19.063.240,61	-
Jumlah Emisi Cakupan 3 **Total Emissions Scope 3**	**18.523.187,33**	**20.467.958,79**	**54,59**

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Intensitas Emisi GRK Cakupan 1, 2, dan 3

[OJK F.11] [GRI 102-8, 305-4] [OG 11.1.8]

Penghitungan intensitas emisi GRK Cakupan 1, 2, dan 3 dilakukan menggunakan pendekatan total pendapatan. Intensitas emisi GRK Cakupan 1, 2, dan 3 pada 2025 masing-masing adalah sebesar 153,06 tCO_2eq/Juta USD; 3,15 tCO_2eq/Juta USD; dan 4.658,84 tCO_2eq/Juta USD, berkurang dari tahun 2024 yang disebabkan oleh peningkatan pendapatan serta penurunan total emisi yang dihasilkan dari seluruh kegiatan operasional PGN, baik yang langsung maupun tidak langsung.

GHG Emission Intensity for Scopes 1, 2, and 3

[OJK F.11] [GRI 102-8, 305-4] [OG 11.1.8]

GHG emission intensity calculations for Scopes 1, 2, and 3 were conducted using the total revenue approach. The GHG emission intensities for Scopes 1, 2, and 3 in 2025 were 153.06 tCO_2eq/million USD; 3.15 tCO_2eq/million USD; and 4,658.84 tCO_2eq/million USD, a decrease from 2024 due to increased revenue and a reduction in total emissions resulting from all of PGN's activities, both direct and indirect.

Intensitas Emisi GRK Cakupan 1, 2, dan 3
GHG Emission Intensity for Scopes 1, 2, and 3

Uraian Description	Satuan Unit	2025	2024*	2023
Total Emisi GRK Cakupan 1 Total GHG Emissions Scope 1	tCO_2eq tCO_2eq	608.552,86	630.136,81	733.952,76*
Total Emisi GRK Cakupan 2 Total GHG Emissions Scope 2		12.542,14	41.202,30	18.415,39*
Total Emisi GRK Cakupan 3 Total GHG Emissions Scope 3		18.523.187,33	20.467.958,79	54,59
Total Emisi GRK Total GHG Emissions		19.144.282,33	21.139.297,90	752.422,73*
Total Pendapatan Total Revenue	Juta USD Million USD	3.975,92	3.788,62	3.646,30
Intensitas Emisi Cakupan 1 Emissions Intensity Scope 1	tCO_2eq/ Juta USD tCO_2eq/ Million USD	153,06	166,32	201,29
Intensitas Emisi Cakupan 2 Emissions Intensity Scope 2		3,15	10,88	5,05
Intensitas Emisi Cakupan 3 Emissions Intensity Scope 3		4.658,84	5.402,48	0,01

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Upaya Reduksi Emisi GRK dan Non-GRK dan Pencapaian [OJK F.12] [GRI 102-4, 305-5] [OG 11.2.3]

PGN terus berupaya mengurangi emisi GRK dari kegiatan operasi sesuai kebijakan lingkungan yang telah ditetapkan, baik untuk Cakupan 1, 2 dan 3. Setiap tahun kami berusaha merealisasikan target reduksi emisi GRK untuk mendukung pencapaian NZE 2060. Target dan capaian reduksi emisi di 2025 disampaikan dalam tabulasi yang menampilkan emisi GRK secara keseluruhan. PGN belum melakukan analisis pengaruh target reduksi GRK yang ditetapkan, terhadap upaya mengendalikan pemanasan global.

Dalam mendukung target dan pencapaian tersebut PGN juga telah menerapkan berbagai langkah konkret untuk mengendalikan dan mengurangi emisi yang dihasilkan dari kegiatan operasional, antara lain kegiatan monitoring dan evaluasi dekarbonisasi bulanan. Uraian mengenai inisiatif reduksi emisi GRK pada masing-masing entitas anak, disampaikan dalam Laporan Keberlanjutan mereka.

PGN telah mencatatkan hasil realisasi reduksi emisi GRK (dekarbonisasi) sebesar 38.995,25 tCO_2eq hingga akhir Desember 2025. Nilai ini telah melampaui target reduksi emisi Perusahaan di 2025 sebesar 975% dari target reduksi emisi sebesar 4.000 tCO_2eq. Jika dibandingkan dengan realisasi tahun 2024, reduksi emisi 2025 meningkat sebesar 31,20%. Pencapaian reduksi emisi Perusahaan dicapai melalui 19 inisiatif dekarbonisasi yang merupakan kontribusi dari Fungsi serta Anak Perusahaan di bawah lingkup Subholding Gas.

GHG and Non-GHG Emissions Reduction Efforts and Achievements [OJK F.12] [GRI 102-4, 305-5] [OG 11.2.3]

PGN continues to strive to reduce GHG emissions from its operational activities in accordance with the established environmental policies, covering Scope 1, 2, and 3 emissions. Each year, the Company endeavors to achieve its GHG emission reduction targets in support of the NZE 2060 commitment. The 2025 emission reduction targets and achievements are presented in a table outlining total GHG emissions comprehensively. As of the reporting period, PGN has not yet conducted an analysis of the impact of its established GHG reduction targets on global warming mitigation efforts.

In support of these targets and achievements, PGN has also implemented various concrete measures to control and reduce emissions generated from its operational activities, including monthly decarbonization monitoring and evaluation activities. Details regarding GHG emission reduction initiatives implemented by each subsidiary are presented in their respective Sustainability Reports.

PGN has recorded a realized reduction in GHG emissions (decarbonization) of 38,995.25 tCO_2eq as of the end of December 2025. This figure has exceeded the Company's 2025 emissions reduction target by 975% of the 4,000 metric tCO_2eq reduction target. Compared to realization in 2024, the 2025 emission reduction increased by 31.20%. The Company's emission reduction achievement was realized through 19 decarbonization initiatives contributed by the Functional Units and Subsidiaries under the Gas Subholding.

Jumlah Inisiatif Dekarbonisasi, Target, dan Capaian Reduksi Emisi Berdasarkan Entitas
Number of Decarbonization Initiatives, Targets, and Emission Reduction Achievements by Entity

Entitas Entity	Jumlah Inisiatif Number of Initiatives	Reduksi Emisi GRK GHG Emission Reduction		
		Target Targets	Realisasi Realization	
		tCO_2eq	tCO_2eq	%
PT Perusahaan Gas Negara Tbk (PGN)	5	403,52	3.344,61	829
PT Gagas Energi Indonesia (GEI)	1	12,00	833,67	6.947
PT PGAS Solution Indonesia (PGASSOL)	1	3,50	8,43	241
PT PGN LNG Indonesia(PLI)	1	1,50	2,74	183
PT Saka Energi Indonesia (SEI)	5	1.186,33	5.919,59	499
PT PGAS Telekomunikasi Nusantara (PGASKOM)	0	4,20	-	-
PT Permata Graha Nusantara (PGNMAS)	2	4,00	26,04	651
PT Pertamina Gas (Pertagas)	4	2.384,95	28.860,16	1.210
Jumlah Total	**19**	**4.000,00**	**38.995,25**	**975**

Program reduksi emisi di PGN berfokus pada efisiensi dan pengoptimalan operasional Perusahaan untuk meningkatkan *value* melalui penghematan biaya serta potensi tambahan pendapatan bagi Perseroan tanpa beban investasi yang terlalu tinggi. Inisiatif reduksi emisi yang dilaksanakan adalah sebagai berikut:

1. Optimalisasi Pemakaian *Fuel Gas* dari 3 *Power Generator* menjadi 2 *Power Generator*
2. Optimalisasi Pola Operasi *Turbine Compressor* Stasiun Kompresor Gas (SKG) Cilamaya
3. Penggantian *Coil* di *Regeneration Gas Heater* di OPF
4. Efisiensi *Gas Venting Compressor*
5. *Recycle Pipeline* di *Liquid Petroleum Gas Facility* (LPGF)

PGN's emissions reduction program focuses on improving the Company's operational efficiency and optimization to enhance value through cost savings and potential additional revenue for the Company without incurring excessive investment costs. The emissions reduction initiatives implemented are as follows:

1. Optimization of Fuel Gas Usage by Reducing the Number of Power Generators from 3 to 2
2. Optimization of the Operating Pattern of the Turbine Compressor at the Cilamaya Gas Compressor Station (SKG)
3. Replacement of Coils in the Regeneration Gas Heater at the OPF
4. Gas Venting Compressor Efficiency
5. Recycle Pipeline at the Liquid Petroleum Gas Facility (LPGF)

Selain berfokus pada penurunan emisi GRK, PGN juga mengelola emisi non-GRK sebagai bagian dari komitmen menjaga kualitas udara dan lingkungan operasional. Emisi non-GRK terutama berasal dari proses pembakaran turbin dan mesin generator. Penggunaan gas bumi (metana) sebagai bahan bakar rendah karbon (*low-carbon fuel*) turut menjaga tingkat emisi tetap relatif rendah.

In addition to focusing on reducing GHG, PGN also manages non-GHG emissions as part of its commitment to maintaining air quality and the operational environment. Non-GHG emissions primarily originate from the combustion processes of turbines and generator engines. The use of natural gas (methane) as a low-carbon fuel helps keep emission levels relatively low.

PGN telah menetapkan target tahunan yang bertujuan menurunkan emisi udara non-GHG (SOx, NOx, dan *Particulate Matter*/PM) guna memastikan bahwa tingkat emisi senantiasa berada di bawah baku mutu yang berlaku. Target ini berfungsi sebagai tolok ukur operasional tahunan, yang mengharuskan setiap unit operasi terkait untuk mengendalikan dan meminimalisasi emisi yang dihasilkan dari turbin gas dan mesin. Adapun target batas emisi tahunan adalah sebagai berikut:

1. SOx: < 650 (Turbin Gas) / 160 (Mesin)
2. NOx: < 450 (Turbin Gas) / 1000 (Mesin)
3. PM: < 100 (Turbin Gas) / 90–95 (Mesin)

PGN has established annual targets aimed at reducing non-GHG air emissions (SOx, NOx, and Particulate Matter/PM) to ensure that emission levels remain below applicable quality standards. These targets serve as annual operational benchmarks, requiring each relevant operational unit to control and minimize emissions generated by gas turbines and engines. The annual emission limit targets are as follows:

1. SOx: < 650 (Gas Turbines) / 160 (Engines)
2. NOx: < 450 (Gas Turbines) / 1000 (Engines)
3. PM: < 100 (Gas Turbines) / 90–95 (Engines)

Adapun pengelolaan dilakukan melalui pengendalian operasional dan pemantauan berkala sesuai Peraturan Menteri Lingkungan Hidup No. 13 Tahun 2009 serta Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 11 Tahun 2021. Sepanjang periode 2022–2025, seluruh parameter emisi non-GRK tercatat berada di bawah ambang batas yang ditetapkan, mencerminkan kepatuhan regulasi dan komitmen PGN terhadap praktik operasional yang bertanggung jawab.

Management is carried out through operational control and periodic monitoring in accordance with Minister of Environment Regulation No. 13 of 2009 and Minister of Environment and Forestry Regulation No. 11 of 2021. Throughout the 2022–2025 period, all non-GHG emission parameters were recorded below the established thresholds, reflecting regulatory compliance and PGN commitment to responsible operational practices.

Sebagai bagian dari upaya PGN dalam mengelola dan menurunkan emisi non-GRK, kami melakukan perencanaan untuk pengembangan bisnis CCS di bidang transportasi CO_2 yang akan dimulai dengan tahap penyusunan kajian kelayakan bisnis. Selain itu, PGN telah menjalankan beberapa inisiatif di antaranya:

As part of PGN's efforts to manage and reduce non-GHG emissions, we are planning to develop a CCS business in the field of CO_2 transportation, starting with the preparation of a business feasibility study. Additionally, PGN has implemented several initiatives, including:

1. Optimasi Kinerja *Air Compressor* dengan Metode *Timer Water Drain* (TWIN);
2. Penurunan Emisi melalui Pemasangan *Orifice Blind Test* pada *Orifice Fitting System* (ORITEST);
3. Optimalisasi Efektivitas Penyaluran dengan Idling Offtake Kalisogo.

Rincian emisi signifikan periode 2022–2025 disajikan sebagai berikut:

1. Optimizing Air Compressor Performance using the TWIN (Timer Water Drain) Method;
2. Reducing Emissions through the Installation of Orifice Blind Tests on the Orifice Fitting System (ORITEST);
3. Optimizing Distribution Efficiency with Idling Offtake at Kalisogo.

Details of significant emissions for the 2022–2025 period are presented as follows:

Volume Emisi dan Reduksi GRK (tCO_2eq) [OG 11.1.5, 11.1.6, 11.1.7, 11.2.3, 11.3.2]
GHG Emissions and Reductions (tCO_2eq)



Penurunan Emisi GRK Cakupan 1 dan 2
Reduction of Scope 1 and 2 GHG Emissions

2025	2024	2023
38.995,25	29.722,54	598,39

Emisi GRK yang Dipindahkan [GRI 102-9]
Selama 2025, PGN tidak melakukan pemindahan karbon maupun emisi GRK yang lain.

Kredit Karbon [GRI 102-10]
PGN tidak memiliki proyek yang termasuk dalam kredit karbon, sehingga di 2025 tidak ada karbon kredit yang ditunda karena pembatalan proyek dan penyebab pembatalan proyek dimaksud.

Emisi Non-GRK dan Emisi Lainnya [OJK F.11] [GRI 305-6, 305-7] [OG 11.3.2]
Operasional PGN juga menimbulkan emisi non-GRK yang berasal dari proses pembakaran bahan bakar pada turbin dan mesin generator. Kami melakukan pemantauan dan pengukuran emisi non-GRK disertai pengelolaan, untuk memastikan emisi yang dilepaskan tidak berdampak terhadap penurunan kualitas udara. Parameter pengukuran emisi non-GRK dan batasan yang digunakan mengacu pada Peraturan Menteri Negara Lingkungan Hidup No.13 Tahun 2009 tentang Standar Emisi Sumber Tidak Bergerak untuk Usaha dan/atau Kegiatan Minyak dan Gas Bumi, serta Peraturan Menteri Lingkungan Hidup dan Kehutanan No.11 Tahun 2021 tentang Standar Emisi Mesin dengan Pembakaran Dalam. Hasil pengukuran 2025 menunjukkan bahwa parameter emisi non-GRK yang meliputi nitrogen oksida (NOx), sulfur oksida (SOx), *Volatile Organic Compounds* (VOC), *Particulate Matter* (PM), dan *Total Organic Carbon* (TOC), masih berada dalam batas yang telah ditetapkan.

Emissions Transferred [GRI 102-9]
During 2025, PGN did not carry out any carbon offsets or other GHG emission transfers.

Carbon Credits [GRI 102-10]
PGN does not have any projects registered under carbon credits schemes; therefore, in 2025 there were no carbon credits deferred due to project cancellations, nor any related causes of cancellations.

Non-GHG Emissions and Other Emissions [OJK F.11] [GRI 305-6, 305-7] [OG 11.3.2]
PGN's operations also generate non-GHG emissions arising from fuel combustion processes in turbines and generator engines. The Company conducts regular monitoring and measurement of non-GHG emissions, accompanied by appropriate management measures, to ensure that emissions released do not adversely affect air quality. The parameters and thresholds applied for non-GHG emission refer to Minister of Environment Regulation No. 13 of 2009 concerning Emission Standards for Stationary Sources for Oil and Gas Businesses and/or Activities, as well as Minister of Environment and Forestry Regulation No. 11 of 2021 concerning Emission Standards for Internal Combustion Engines. The 2025 measurement results indicate that non-GHG emission parameters, including nitrogen oxides (NOx), sulfur oxides (SOx), Volatile Organic Compounds (VOC), Particulate Matter (PM), and Total Organic Carbon (TOC), remained within the established regulatory limits.

Kami juga menggunakan produk refrigeran untuk proses pendinginan udara dalam ruangan. Produk refrigeran yang digunakan adalah Breezon yang diproduksi Pertamina Grup dan memiliki nilai *Ozone-Depleting Substance* (ODS) = 0. Dengan demikian selama periode pelaporan, emisi ODS yang dilepaskan adalah nol (dalam metrik ton setara CFC-11).

The Company also utilizes refrigerant products for indoor air cooling processes. The refrigerant used is Breezon, produced by the Pertamina Group, which has an Ozone-Depleting Substance (ODS) value of 0. Accordingly, during the reporting period, ODS emissions released amounted to zero (in metric tons of CFC-11 equivalent).

Emisi Gas Non-GRK (Emisi Konvensional)
Non-GHG Emissions (Conventional Emissions)

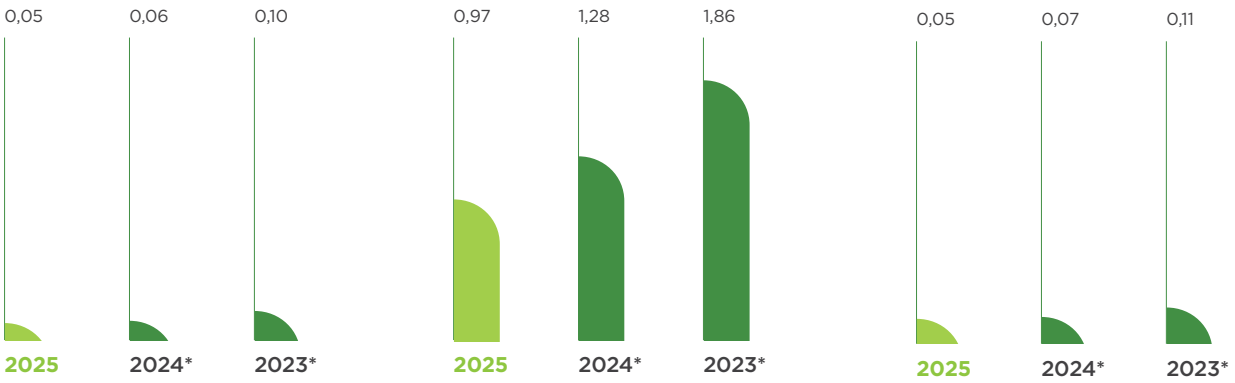
dalam Ton
in Tons

Jenis Emisi Type of Emissions	2025	2024*	2023*
SOx (Sulfur oksida)	196,89	239,96	361,85
NOx (Nitrogen oksida)	3.850,02	4.833,79	6.774,85
PM (Particulate matter)	215,40	264,59	396,17

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Intensitas Emisi non-GRK
Non-GHG Emission Intensity

dalam Ton/juta USD
in Ton/juta USD



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

PERLINDUNGAN KEANEKARAGAMAN HAYATI [OJK F.9]
BIODIVERSITY PROTECTION

Kesungguhan PGN mereduksi emisi GRK juga dilaksanakan melalui pendekatan solusi berbasis alam (*nature-based solutions*), yang diwujudkan dengan perlindungan keanekaragaman hayati.

PGN's commitment to reducing GHG emissions is also implemented through a nature-based solutions approach, realized through the protection of biodiversity.

KEBIJAKAN MENGHENTIKAN DAN MENGEMBALIKAN KEANEKARAGAMAN HAYATI HILANG [GRI 101-1]

Upaya PGN untuk melindungi keanekaragaman hayati dinyatakan dalam Kebijakan Mutu, HSSE dan Anti Penyuapan Nomor P-002/15.03. Melalui perlindungan hayati, kami turut mendukung Pemerintah dalam pelaksanaan Kerangka Kerja Keanekaragaman Hayati Global Kunming-Montreal untuk mengembalikan hilangnya keanekaragaman hayati pada 2030 serta mencapai visi hidup harmonis dengan alam pada 2050.

Langkah strategis yang dijalankan PGN melindungi keanekaragaman hayati adalah menyusun *Biodiversity Action Plan* (BAP) dan pencapaian *Net Positive Impact* (NPI) melalui penerapan *no net loss* dan *net gain* terhadap nilai keanekaragaman hayati yang terdampak aktivitas PGN. *No net loss* diartikan sebagai titik dimana dampak terhadap keanekaragaman hayati telah diseimbangkan melalui mitigasi/konservasi, sedangkan *net gain* diartikan manfaat positif terhadap keanekaragaman hayati setelah tercapai *no net loss*.

POLICY TO HALT AND REVERSE BIODIVERSITY LOSS [GRI 101-1]

PGN's commitment to biodiversity protection is articulated in the Quality, HSSE, and Anti-Bribery Policy No. P-002/15.03. Through biodiversity conservation efforts, the Company also supports the Government in implementing the Kunming-Montreal Global Biodiversity Framework, which aims to halt and reverse biodiversity loss by 2030 and achieve the vision of living in harmony with nature by 2050.

As part of its strategic measures to protect biodiversity, PGN has developed a Biodiversity Action Plan (BAP) and is committed to achieving a Net Positive Impact (NPI) through the application of the no net loss and net gain principles to biodiversity values affected by PGN's activities. No net loss is defined as the point at which impacts on biodiversity have been balanced through mitigation and/or conservation measures, while net gain refers to achieving positive outcomes beyond the no net loss threshold.

IDENTIFIKASI DAN PENGELOLAAN DAMPAK TERHADAP KEANEKARAGAMAN HAYATI
[OJK F.10] [GRI 101-2, 101-4]

PGN bergerak di sektor *midstream* dan di sektor hulu melalui anak perusahaan, yakni SAKA. Sejak awal kegiatan dilaksanakan, kami melakukan identifikasi dampak terhadap keanekaragaman hayati yang diikuti pengelolaannya, dan menjadi bagian dari dokumen Analisis Mengenai Dampak Lingkungan (AMDAL). Identifikasi ini dilakukan secara berkala untuk ditinjau dan diperbaharui. Melalui pengelolaan yang dilakukan, kami memastikan tidak ada keanekaragaman hayati dalam keadaan rusak parah karena terdampak kegiatan operasi yang dijalankan PGN. Pengelolaan dampak keanekaragaman hayati dilakukan melalui pendekatan mitigasi, dan tidak hanya ditujukan untuk perlindungan keanekaragaman hayati tapi juga memberi manfaat untuk masyarakat, serta mendukung reduksi emisi GRK melalui penerapan *nature-based solutions*.

IDENTIFICATION AND MANAGEMENT OF IMPACTS ON BIODIVERSITY [OJK F.10] [GRI 101-2, 101-4]

PGN operates in the midstream sector and in the upstream sector through its subsidiary, SAKA. From the outset of its operations, the Company conducts biodiversity impact identification followed by appropriate management measures, which form an integral part of the Environmental Impact Assessment (AMDAL) documentation. This identification is conducted on a regular basis for review and updating. Through these management efforts, PGN ensures that no biodiversity is severely damaged as a result of its operational activities. Biodiversity impact management is carried out through a mitigation approach, aimed not only at protecting biodiversity protection but also at providing benefits for surrounding communities, as well as supporting GHG emission reductions through the implementation of nature-based solutions.

Upaya mitigasi dalam pengelolaan dampak operasi PGN terhadap keanekaragaman hayati, meliputi:
Mitigation hierarchy efforts in managing the impacts of PGN's operations on biodiversity include:

1. Upaya menghindari terjadinya dampak negatif terhadap keanekaragaman hayati sejak tahap awal perencanaan proyek seperti memilih lokasi proyek yang tidak sensitif secara ekologis atau mengubah desain proyek agar tidak mengganggu habitat penting.
   Efforts to prevent negative impacts on biodiversity from the early stages of project planning, such as selecting ecologically non-sensitive project sites or modifying project designs to avoid disturbing critical habitats.
2. Upaya meminimalisasi dampak negatif dengan menerapkan praktik terbaik, menggunakan teknologi ramah lingkungan, atau penyesuaian operasional guna mengurangi skala dan durasi gangguan terhadap keanekaragaman hayati.
   Efforts to minimize negative impacts by implementing best practices, using environmentally friendly technologies, or making operational adjustments to reduce the scale and duration of disturbances to biodiversity.
3. Upaya restorasi dan rehabilitasi ekosistem terdampak dengan menanam kembali vegetasi yang rusak, memulihkan badan air, atau merehabilitasi habitat satwa liar agar dapat kembali digunakan.
   Efforts to restore and rehabilitate impacted ecosystems by replanting damaged vegetation, restoring water bodies, or rehabilitating wildlife habitats so they can be used again.
4. Upaya menindaklanjuti residu dampak negatif dengan menciptakan atau melindungi habitat lain yang setara atau lebih tinggi nilainya, sebagai bentuk penggantian atas kerugian keanekaragaman hayati yang tidak dapat dipulihkan.
   Efforts to address residual negative impacts by creating or protecting alternative habitats of equal or greater value, as a form of compensation for irreparable biodiversity loss.

LOKASI DENGAN KEANEKARAGAMAN HAYATI TERDAMPAK DAN PENYEBABNYA [GRI 101-5, 101-6, 304-1, 304-2, 304-3][OG 11.4.2, 11.4.3, 11.4.4]

PGN tidak beroperasi di kawasan dengan nilai konservasi tinggi, termasuk situs Warisan Dunia dan area bernilai budaya penting, yang diterapkan melalui proses identifikasi dan penilaian awal sebelum pelaksanaan proyek. Saat ini tidak ada wilayah operasi eksisting PGN yang berdampak signifikan terhadap keanekaragaman hayati, termasuk dari pencemaran udara. Berdasarkan hasil pemantauan dan pengukuran yang dilakukan diketahui kualitas udara ambien di setiap unit operasi/unit bisnis telah memenuhi ambang batas yang ditetapkan pemerintah, sehingga tidak ada cemaran udara yang berdampak terhadap keanekaragaman hayati.

Sesuai dengan ESG *Roadmap* Subholding Gas 2025-2034, perusahaan telah menetapkan target konservasi keanekaragaman hayati secara terukur dan terstruktur.

Hingga dengan akhir 2025, kami tidak menerima laporan perihal temuan/keberadaan spesies invasif di wilayah operasi PGN. Kami juga tidak pernah menerima laporan perihal keberadaan spesies dari luar wilayah operasi yang diketahui terbawa dan/atau terangkut dalam proses rantai pasok, termasuk dari luar negeri karena PGN tidak memiliki wilayah operasi di luar Indonesia.

LOCATIONS WITH AFFECTED BIODIVERSITY AND THEIR CAUSES [GRI 101-5, 101-6, 304-1, 304-2, 304-3][OG 11.4.2, 11.4.3, 11.4.4]

PGN does not operate in areas with high conservation value, including World Heritage Sites and areas of significant cultural value. This is ensured through identification and preliminary assessment processes conducted prior to project implementation. Currently, none of PGN's existing operational areas have significant impacts on biodiversity, including impacts arising from air pollution. Based on monitoring and measurement results, ambient air quality at each operating unit/business unit has complied with the government established thresholds, indicating that there is no air pollution affecting biodiversity.

Based on ESG Roadmap Subholding Gas 2025-2034, the Company has set measurable and structured targets relating to biodiversity conservation.

As of the end of 2025, the Company has not received any reports regarding the discovery/presence of invasive species within PGN's operational areas. The Company has also not received any reports regarding the introduction of species from outside its operational areas that may have been transported or carried through supply chain processes, including from overseas, as PGN does not operate outside Indonesia.

TARGET DAN PENCAPAIAN KONSERVASI KEANEKARAGAMAN HAYATI
Biodiversity Conservation Targets and Achievements



Indeks keanekaragaman hayati pada area operasional yang mengikuti PROPER
Biodiversity index in operational areas that comply with PROPER

Wilayah Kerja PGN dengan Keanekaragaman Hayati Terdampak
PGN's Operational Area and Its Affected Biodiversity

dalam ha
in ha



SUMATRA	JAWA | JAVA	KALIMANTAN
2,03	2,21	1,10

PERUBAHAN KEADAAN KEANEKARAGAMAN HAYATI [GRI 101-7]

Dampak terhadap keanekaragaman hayati ditandai dengan adanya perubahan fisik di wilayah operasi PGN. Perubahan yang terjadi dapat ditandai, antara lain dari perbandingan antara kondisi awal (2023) dengan kondisi di 2025. Informasi dan data mengenai perubahan dimaksud diperoleh dari Fungsi HSSE.

CHANGES IN BIODIVERSITY CONDITIONS [GRI 101-7]

Impacts on biodiversity are indicated by physical changes within PGN's operational areas. Such changes can be identified, among others, through comparisons between baseline conditions and conditions as of 2025. Information and data regarding these changes were obtained from the HSSE Function.

Perubahan Keadaan Keanekaragaman Hayati
Changes in Biodiversity Status

dalam ha
in ha

Wilayah Kerja Working Area	Kondisi 2025 Conditions in 2025	Kondisi 2023 Awal Initial Conditions 2023
Sumatra		
PGN SSWJ	154	84
PGN Region I	365	164
Jawa | Java		
PGN Region II	370	156
PGN Region III	406	322
Pertamina Gas West Java Area	1.657	367
Pertamina Gas East Java Area	33.238	47.857
Kalimantan		
Pertamina Gas Kalimantan Area	260	194

AKSES DAN PEMANFAATAN BERSAMA DAN LAYANAN EKOSISTEM [GRI 304-4, 101-3, 101-8][OG 11.4.5]

Pengelolaan dampak terhadap keanekaragaman hayati disertai langkah PGN dengan membuka akses dan pemanfaatan bersama kepada pihak-pihak yang berkepentingan, termasuk masyarakat adat/penduduk asli sesuai kearifan lokal mereka. Hal tersebut sejalan dengan penerapan Undang-Undang Nomor 11 Tahun 2013 Tentang Pengesahan Protokol Nagoya Tentang Akses Pada Sumber Daya Genetik dan Pembagian Keuntungan yang Adil dan Seimbang yang Timbul Dari Pemanfaatannya Atas Konvensi Keanekaragaman Hayati. Selama 2025 kami tidak pernah menerima laporan/pengaduan dari pihak-pihak yang berkepentingan maupun masyarakat adat/penduduk asli, mengenai kesulitan mereka mengakses dan memanfaatkan bersama atas keanekaragaman hayati yang ada di wilayah operasi PGN.

Sejalan dengan keterbukaan akses dan pemanfaatan bersama terhadap keanekaragaman hayati, selama 2025 PGN telah secara sukarela melakukan beberapa upaya konservasi guna membantu perlindungan atau konservasi akibat kerusakan yang disebabkan masyarakat, di antaranya:

a. Destinasi wisata Rusa Totol yang merupakan upaya konservasi *ex situ* untuk jenis satwa Rusa Totol (*Axis axis*) seluas 2 ha, yang hingga saat ini terdapat 25 ekor Rusa Totol.
b. Kampung Agrowisata Edukasi Sungai Jawi untuk mengelola budidaya Tanaman Obat Keluarga (TOGA) seluas 20 ha. Melalui inisiatif ini, terdapat peningkatan Indeks Keanekaragaman Hayati (*Shannon-Wiener*) mencapai 2,06 untuk flora dan 3,57 untuk fauna pada 2022.
c. Taman Kehati dan konservasi satwa langka, yang merupakan upaya konservasi pengembangan Taman Keanekaragaman Hayati seluas 13.000 m^2 yang mencakup pelestarian 1.283 individu pohon serta 99.151 individu satwa, hingga akhir 2023. Di antaranya berupa mahoni (*Swietenia macrophylla*) dan kera ekor panjang (*Macaca fascicularis*) yang terdaftar dalam kategori rentan punah (*endangered*) oleh International Union Conservation of Nature (IUCN).

Pengelolaan dampak terhadap keanekaragaman hayati juga dijalankan dengan tetap memperhatikan ekosistem sosial di wilayah operasi, yang diwujudkan dengan pelibatan masyarakat setempat, termasuk masyarakat adat/penduduk asli. Beberapa program pengelolaan dampak keanekaragaman hayati dijalankan dengan melibatkan masyarakat, di antaranya Gerbang Biru Ciliwung yang bekerja sama dengan masyarakat dan komunitas di antaranya Saung Citayam, Yayasan Sahabat Ciliwung, Komunitas Anak Ciliwung (Kancil), dan Sahabat Sungai Indonesia (SSI) serta solusi berbasis alam untuk rehabilitasi pesisir dan inovasi efisiensi air bersama masyarakat.

ACCESS AND BENEFIT SHARING AND ECOSYSTEM SERVICES [GRI 304-4, 101-3, 101-8][OG 11.4.5]

The management of biodiversity impacts is accompanied by PGN's efforts to provide access and shared utilization opportunities to relevant stakeholders, including indigenous peoples/local communities in accordance with their local wisdom. This is aligned with the implementation of Law No. 11 of 2013 concerning the Ratification of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization under the Convention on Biological Diversity. Throughout 2025, the Company did not receive any reports/complaints from stakeholders or indigenous peoples/local communities regarding difficulties in accessing and or sharing the utilization of biodiversity within PGN's operational areas.

In line with open access to and the shared use of biodiversity, throughout 2025 PGN undertook several conservation efforts beyond the Company's business activities are undertaken to help protect or restore areas damaged by local threats, such as:

a. The Spotted Deer Tourism Destination, an ex situ conservation effort for the Spotted Deer (Axis axis) species covering 2 hectares, which currently houses 25 spotted deer.
b. The Jawi River Educational Agro-Tourism Village, which manages the cultivation of family medicinal plants (TOGA) across 20 hectares. Through this initiative, the biodiversity index (*Shannon-Wiener*) increased to 2.06 for flora and 3.57 for fauna in 2022.
c. The Biodiversity Park and Rare Species Conservation Area, which is a conservation effort to develop a 13,000 m^2 Biodiversity Park encompassing the preservation of 1,283 individual trees and 99,151 individual animals, by the end of 2023. Among them are the mahogany (*Swietenia macrophylla*) and the long-tailed macaque (*Macaca fascicularis*), which are listed as endangered by the International Union Conservation of Nature (IUCN).

The management of biodiversity impacts is also carried out with due consideration to the social ecosystem within the operational areas, as reflected through the involvement of local communities, including indigenous peoples/local communities. Several biodiversity impact management programs are implemented with community participation, including Gerbang Biru Ciliwung collaborates with local communities and organizations, including Saung Citayam, Yayasan Sahabat Ciliwung, Komunitas Anak Ciliwung (Kancil), and Sahabat Sungai Indonesia (SSI), to implement nature-based solutions for riverbank rehabilitation and water efficiency innovations in partnership with local communities.

PENGGUNAAN MATERIAL RAMAH LINGKUNGAN [OJK F.5] [GRI 301-1, 301-2, 301-3]

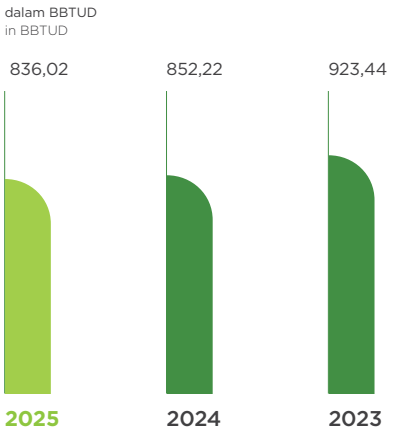
USE OF ENVIRONMENTALLY FRIENDLY MATERIALS

Kegiatan utama PGN adalah mendistribusikan dan mentransmisikan gas bumi ke pelanggan. Dengan demikian material utama yang digunakan adalah gas bumi yang termasuk material ramah lingkungan. Material ramah lingkungan lain adalah listrik dari panel surya yang merupakan EBT. Material lain yang digunakan adalah pipa sebagai komponen utama infrastruktur jaringan distribusi dan transmisi gas, yang termasuk kategori material tidak ramah lingkungan karena dapat bersifat limbah setelah tidak lagi digunakan dan harus dikelola dengan baik agar tidak mencemari lingkungan, termasuk digunakan kembali dan daur ulang.

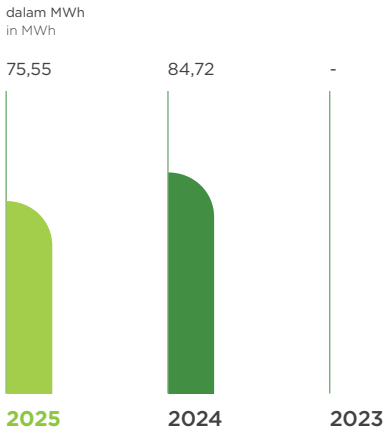
PGN's core business activity is the distribution and transmission of natural gas to customers. Accordingly, the primary material used is natural gas, which is categorized as an environmentally friendly material. Another environmentally friendly material utilized is electricity generated from solar panels, representing NRE. Other materials used include pipeslines, which serve as the main components of gas distribution and transmission network infrastructure. Pipelines are categorized as non-environmentally friendly materials, as they may become waste at the end of their useful life and must be properly managed to prevent environmental pollution, including through reuse and recycling practices.

Material Ramah Lingkungan yang Digunakan
Environmentally Friendly Materials

Gas Bumi (Volume Penjualan)
Natural Gas (Sales Volume)



Panel Surya (Listrik EBT)
Solar Panels (Renewable Energy Electricity)



PENGELOLAAN AIR DAN EFLUEN [OJK F.8]

WATER AND EFFLUENT MANAGEMENT

Pengelolaan air dilakukan dengan mengedepankan efisiensi pengambilan dan pemakaian air, serta pengolahan air limbah (efluen). Melalui pengolahan efluen, kami juga berupaya mereduksi emisi GRK dan menjaga ketersediaan sumber daya air.

Water management is carried out by prioritizing the efficient withdrawal and use of water, as well as the treatment of wastewater (effluent). Through effluent treatment, the Company also strives to reduce GHG emissions and maintain the availability of water resources.

Air digunakan untuk pemeliharaan, seperti membersihkan pipa, peralatan, dan infrastruktur lainnya, serta pemakaian domestik. Kebutuhan air dipenuhi dari beberapa sumber, yakni air tanah dan pembelian dari perusahaan air bersih. Tidak ada pemanfaatan air berasal dari sumber yang digunakan bersama dengan masyarakat maupun pemangku kepentingan lain. Kami melakukan pemantauan dan pengawasan ketat dalam pengambilan dan pemakaian air, terutama dari sumber air tanah. Pada beberapa entitas anak, seperti PERTAGAS dan GAGAS dilakukan monitoring berdasarkan matriks Rencana Pengelolaan Lingkungan (RKL)/ Upaya Pemantauan Lingkungan (UPL) per 6 bulan sekali. Selama 2025 PGN tidak pernah menerima laporan/ pengaduan dari masyarakat maupun pihak lain perihal terganggunya sumber air akibat pengambilan air oleh unit operasional/unit bisnis. [GRI 303-1] [OG 11.6.2]

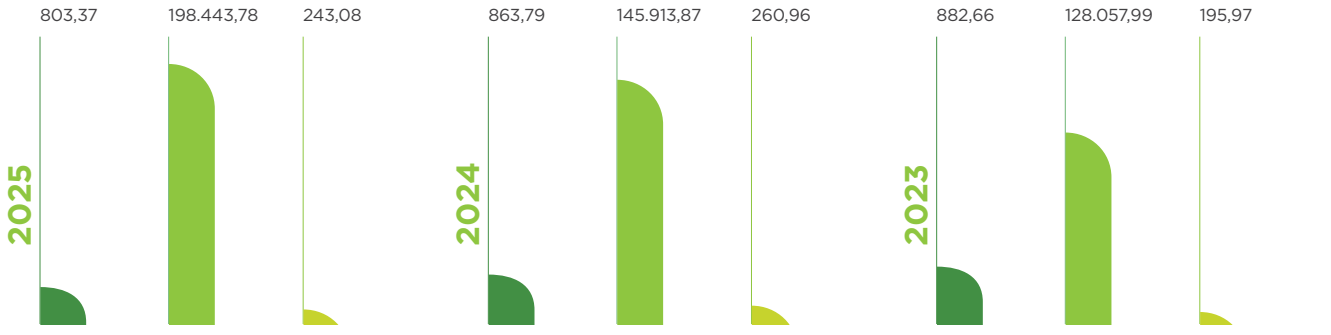
Water is utilized for maintenance purposes, such as cleaning pipelines, equipment, and other infrastructure, as well as for domestic use. Water needs are sourced from groundwater and purchases from clean water supply companies. There is no utilization of water from sources shared with communities or other stakeholders. The Company conducts strict monitoring and supervision through in water withdrawal and usage, particularly from groundwater sources. For some subsidiaries, such as PERTAGAS and GAGAS, monitoring is conducted based on the Environmental Management Plan (RKL)/Environmental Monitoring Efforts (UPL) matrix every six months. Throughout 2025, PGN did not receive any reports/complaints from communities or other parties regarding disruptions to water sources due to water withdrawal by operational units/business units. [GRI 303-1] [OG 11.6.2]

Seluruh atau 100% air yang diambil dari sumber air tanah maupun yang dibeli merupakan air tawar. Total volume air yang diambil di 2025 mencapai 199.490,23 Megaliter (ML), bertambah dari 2024 sebanyak 147.038,61 ML. Penambahan jumlah volume air yang diambil oleh PGN disebabkan oleh penambahan fasilitas dan pola operasi pada 2025. [GRI 303-3] [OG 11.6.4]

All, or 100% of the water withdrawn from groundwater sources and purchased from external suppliers is freshwater. The total volume of water withdrawn in 2025 reached 199,490.23 Megaliters (ML), representing an increase from 2024 by 147,038.61 ML. The increase in the volume of water withdrawn by PGN is due to the expansion of facilities and changes in operating procedures by 2025. [GRI 303-3] [OG 11.6.4]

Volume Pengambilan Air Berdasarkan Sumber
Water Extraction Volume by Source

dalam Megaliter
in Megaliters



	Air Tanah Groundwater	Air Laut Seawater	Air Pembelian dari Pihak Ketiga Water Purchased from Third Parties	Total
2025	803,37	198.443,78	243,08	199.490,23
2024	863,79	145.913,87	260,96	147.038,61
2023	882,66	128.057,99	195,97	129.136,62

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Wilayah operasi PGN meliputi seluruh wilayah Indonesia. Beberapa di antaranya berada di pulau-pulau besar yang memiliki risiko terhadap air. Kami melakukan beberapa upaya untuk memastikan kegiatan pengambilan dan pemanfaatan air, tidak merugikan masyarakat maupun pemangku kepentingan lain, serta tetap mampu menjaga ketersediaan air maupun sumber daya air. [GRI 303-3]

PGN's operational areas cover regions across Indonesia, some of which are located on major islands that are exposed to water-related risks. The Company undertakes various measures to ensure that water withdrawal and utilization activities do not adversely affect communities or other stakeholders, while maintaining the availability and sustainability of water resources. [GRI 303-3]

Berdasarkan ESG *Roadmap* Subholding Gas 2025-2034, Perusahaan telah menetapkan target terukur dan terstruktur atas pengelolaan air dan efluen, khususnya yang di *recycle* dan di *reuse* pada *significant impacted areas* (*Water Stress* dan *High Risk*). Pada 2025, PGN tidak beroperasi pada wilayah yang termasuk dalam *significant impacted areas* (*Water Stress* dan *High Risk).* Namun, Perusahaan tetap berusaha untuk melaksanakan upaya konservasi air di wilayah operasional dengan capaian sebesar 0,42% air dan efluen yang berhasil di *reuse* dan *recycle*.

Based on Subholding Gas' ESG Roadmap for 2025-2034, the Company has set measurable and structured targets relating to water and effluent management, especially for recycle and reuse at significant impacted areas (Water Stress and High Risk). In 2025, PGN does not operate in regions classified as significant impacted areas (Water Stress dan High Risk). Nevertheless, the Company remains committed to implementing water conservation efforts across its operational areas, successfully achieving a 0.42% reuse and recycle rate for water and effluent.

Target dan Pencapaian Penggunaan Air dan Efluen
Water Usage and Effluent Targets and Achievements



Keterangan / Notes:
* Pada tahun 2025, PGN tidak beroperasi pada wilayah yang termasuk dalam *significant impacted areas* (*Water Stress and High Risk*) yang di *recycle* dan *reuse*.
In 2025, PGN does not operate in regions classified as significant impacted areas (Water Stress and High Risk).

VOLUME PEMAKAIAN AIR DAN INTENSITAS KONSUMSI AIR [GRI 303-5] [OG 11.6.6]

Seluruh air yang diambil tidak ada yang disimpan di tempat penampungan dan langsung digunakan, tetapi terdapat air laut yang digunakan sebagai sarana pendinginan atau regasifikasi LNG dan tidak digunakan dalam proses sehingga sifatnya *pass through*. Air yang digunakan untuk kebutuhan domestik di perkantoran sebanyak 188,23 ML atau 17% dari pemakaian air keseluruhan, sementara 888,14 ML atau 83% pemakaian air untuk kegiatan operasional.

WATER CONSUMPTION VOLUME AND WATER CONSUMPTION INTENSITY [GRI 303-5] [OG 11.6.6]

None of the water extracted is stored in a reservoir; it is used immediately. However, seawater is used for cooling or LNG regasification and is not used in the process itself, so it is considered a pass trough. The majority of water withdrawn was used for domestic purposes in office operations, amounting to 188.23 ML or 17% of total water usage, while 888.14 ML or 83% was used for operational activities.

Volume Konsumsi Air Berdasarkan Tujuan Pemakaian
Water Consumption Volume Based on Purpose of Use

dalam Megaliter
in Megaliters

	2025	2024*	2023*
Perkantoran Offices	188,23	216,46	157,40
Unit Operasional Operational Units	888,14	914,45	924,41
Jumlah Total	1.076,36	1.130,91	1.081,81

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Nilai intensitas konsumsi air dihitung sebagai kebutuhan per megaliter air terhadap juta USD dari pendapatan usaha PGN. Nilai intensitas konsumsi air di 2025 mencapai 0,27 ML/juta USD, berkurang 10% dari 2024 sebesar 0,30 ML/juta USD.

Water consumption intensity is calculated as the volume of water required in megaliters per USD million of PGN's operating revenue. Water consumption intensity in 2025 is projected to reach 0.27 million liters per million USD, a 10% decrease from the 2024 figure of 0.30 million liters per million USD.

Nilai Intensitas Konsumsi Air
Water Consumption Intensity Value

Uraian Description	Satuan Unit	2025	2024*	2023*
Total Pemakaian Air Total Water Usage	Megaliter	1.076,36	1.130,91	1.081,81
Pendapatan Usaha Business Revenue	Juta USD Million USD	3.975,92	3.788,62	3.646,30
Nilai Intensitas Konsumsi Air Water Consumption Intensity Value	ML/Juta USD ML/Million USD	0,27	0,30	0,30

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

PENGELOLAAN AIR BEKAS PAKAI

Kami memastikan olahan efluen sepanjang 2025 telah memenuhi ambang batas yang ditentukan regulasi, dengan melakukan pemantauan dan peninjauan berkala pada setiap unit operasi yang menimbulkan efluen sehingga aman untuk dilepaskan kembali ke badan air. Pelepasan olahan air limbah ke badan air dilengkapi perizinan dari pihak berwenang dan dilakukan pada lokasi maupun waktu tertentu yang telah ditetapkan sesuai perizinan.

Sepanjang 2025, PGN tidak mendapatkan sanksi dari pihak berwenang terkait sangkaan pelanggaran pelepasan olahan air limbah ke badan air termasuk badan air yang digunakan masyarakat. Total volume air yang dilepaskan kembali ke badan air di 2025 mencapai 198.413,87 ML, bertambah sebanyak 35,99% dari 2024 (145.907,71 ML). Kami belum membedakan pelepasan kembali olahan air limbah di wilayah operasi yang termasuk daerah langka air dan wilayah operasi yang tidak termasuk daerah langka air.
[GRI 303-2, 303-4][OG 11.6.3, 11.6.5]

WASTEWATER MANAGEMENT

The Company ensured that throughout 2025, treated effluent complied with the regulatory by conducting regular monitoring and inspections of each operational unit that generates effluent to ensure it is safe for discharge back into water bodies. The discharge of treated wastewater into water bodies is conducted under necessary permits issued from the relevant authorities and at specific locations and times as stipulated in such permits.

During 2025, PGN did not receive any sanctions from the authorities in relation to alleged violations concerning the discharge of treated wastewater into water bodies, including those utilized by communities. The total volume of water discharged back into water bodies in 2025 reached 198,413.87 ML, representing an increase of 35.99% from the year 2024 (145,907.71 ML). The Company has not yet distinguished the discharge of treated wastewater in operational areas classified as water crisis/water-stressed and those not classified as water crisis/water-stressed.
[GRI 303-2, 303-4][OG 11.6.3, 11.6.5]

Volume Pelepasan Air Berdasarkan Tujuan [OG 11.1.5, 11.1.6, 11.1.7, 11.2.3, 11.3.2]
Water Release Volume Based on Purpose



Badan Air
Water Body

dalam Megaliter
in Megaliters

2025	2024	2023
198.413,87	145.907,71	128.054,81

PENGELOLAAN LIMBAH DAN DAMPAK SIGNIFIKAN YANG DITIMBULKAN [OJK F.14]

WASTE MANAGEMENT AND SIGNIFICANT IMPACTS ARISING

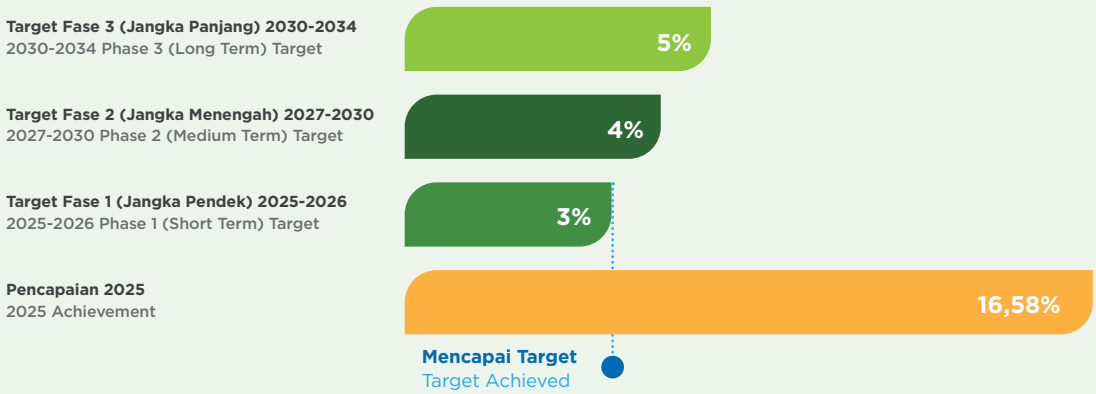
Timbulan limbah dari kegiatan operasional PGN terdiri atas limbah mengandung Bahan Beracun dan Berbahaya (B3) maupun limbah non-B3. Langkah pengelolaan limbah B3 meliputi pengemasan dan pewadahan, pelabelan, penyimpanan, dan pengangkutan oleh pihak ketiga berizin. Pengelolaan dampak signifikan dari timbulan limbah menjadi bagian dari tanggung jawab Fungsi HSSE. Pengelolaan dilaksanakan melalui pengelolaan sumber timbulan limbah dengan pendekatan prinsip 4R yakni *Reduce* (mengurangi), *Reuse* (menggunakan kembali), *Recycle* (daur ulang), *dan Replace* (penggantian). [GRI 306-1, 306-2] [OG 11.5.2, 11.5.3]

Waste generated from PGN's operational activities consists of both hazardous and non-hazardous waste. Hazardous waste management measures include proper packaging and containment, labeling, storage, and transportation by licensed third parties. The management of significant impacts arising from waste generation falls under the responsibility of the HSSE Function. Waste management is carried out through source control measures applying the 4R principles namely Reduce, Reuse, Recycle, and Replace. [GRI 306-1, 306-2] [OG 11.5.2, 11.5.3]

Secara bertahap PGN menerapkan ekonomi sirkuler guna mengoptimalkan pengolahan limbah. Saat ini penerapan ekonomi sirkuler baru untuk limbah non-B3, sebagai bentuk dukungan pada target pengurangan limbah non-B3 sebesar 5% dari total timbulan limbah non-B3 pada 2034 di seluruh wilayah operasional Perseroan, sesuai dengan ESG *Roadmap* Subholding Gas 2025-2034. Kami juga mendorong penerapan ekonomi sirkuler untuk limbah non-B3 yang ada di lingkungan masyarakat di sekitar wilayah operasional, melalui program pemenuhan tanggung jawab sosial. [GRI 306-2]

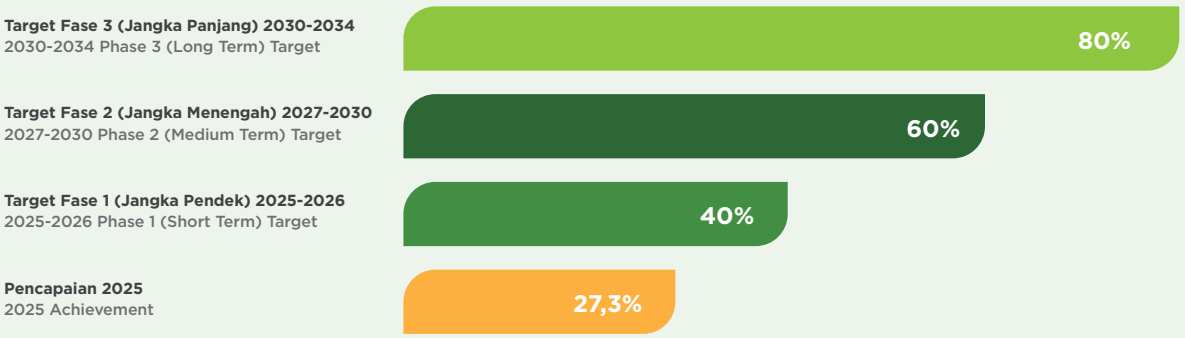
Gradually, PGN is implementing a circular economy approach to optimize waste management. Currently, circular economy practices are applied to only non-hazardous waste, as part of the Company's commitment to achieving a 5% reduction in total non-hazardous waste generation by 2034 across all operational areas as stated in ESG Roadmap Subholding Gas 2025-2034. The Company also encourages the application of circular economy practices for non-hazardous waste within surrounding communities through its social responsibility programs. [GRI 306-2]

Target dan Pencapaian Pengurangan Limbah Non-B3
Targets and Achievements in Reducing Non-Hazardous Waste



Keterangan / Note:
limbah non-B3 dikelola dengan *Reduce, Reuse, Recycle,* dan *Replace* (4R)
Non-hazardous waste is managed through Reduce, Reuse, Recycle, and Replace (4R)

Target dan Pencapaian Pengurangan Limbah B3
Targets and Achievements in Reducing Hazardous



Keterangan / Note:
Lokasi yang beroperasi di area dengan dampak lingkungan signifikan mengembangkan strategi dan peta jalan efisiensi pengelolaan limbah padat (B3 dan non B3)
Operating sites in areas with significant environmental impacts have developed strategies and roadmaps for efficient solid waste management (hazardous and non-hazardous waste)

VOLUME TIMBULAN LIMBAH DAN TUMPAHAN [OJK F.13, F.15]

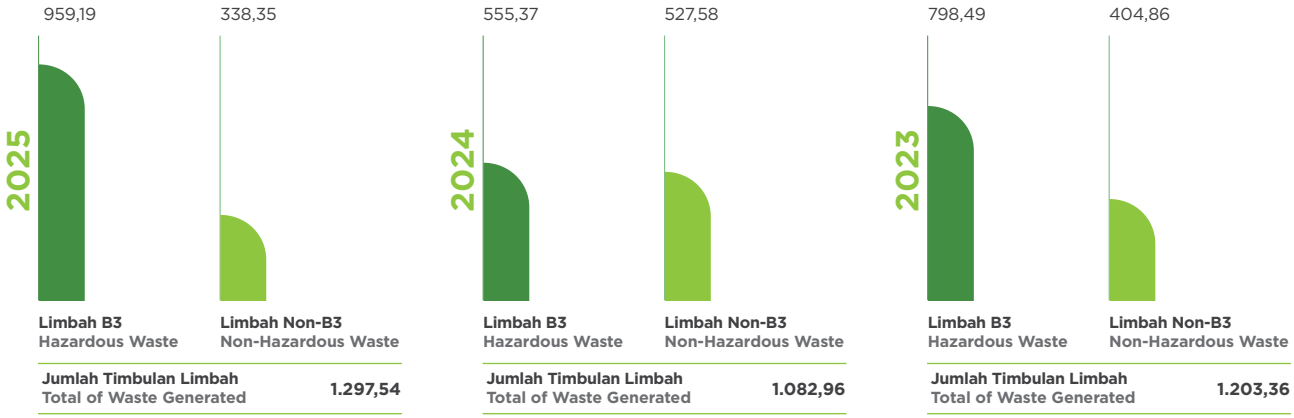
Volume timbulan limbah B3 selama 2025 mencapai 959,19 ton, meningkat 403,82 ton atau 72,71% dari 2024 sebesar 555,37 ton, dikarenakan adanya peningkatan operasi. Adapun volume timbulan limbah non-B3 2025 mencapai 338,35 ton, berkurang 189,23 ton atau 35,87% dari 2024 sebesar 527,58 ton, sebab PGN menjalankan program 4R (*Reduce, Reuse, Recycle, Recover*) terhadap timbulan limbah non-B3. [GRI 306-3] [OG 11.5.4]

WASTE GENERATION AND SPILL VOLUME
[OJK F.13, F.15]

The volume of hazardous waste generated in 2025 reached 959.19 tons, an increase of 403.82 tons or 72.71% compared to 2024, which amounted to 555.37 tons, driven by increased operational activities. Meanwhile, the volume of non-hazardous waste generated in 2025 reached 338.35 tons, a decrease of 189.23 tons or 35.87% compared to 2024, which amounted to 527.58 tons. This reduction was attributed to PGN's implementation of the 4R (Reduce, Reuse, Recycle, Recover) program in managing non-hazardous waste. [GRI 306-3] [OG 11.5.4]

Volume Timbulan Limbah Berdasarkan Jenis
Volume of Waste Generated by Type

dalam Ton
in Tons



Sebagian dari timbulan limbah dikelola sendiri, di antaranya untuk penggunaan kembali dan proses daur ulang. Selain itu ada timbulan limbah yang diserahkan kepada pihak ketiga guna pengelolaan lebih lanjut. Proses penyerahan dan pengangkutan limbah B3 oleh pihak ketiga tersebut dilakukan dalam kemasan/wadah antibocor dan dilakukan dengan pengawasan ketat. Selama 5 tahun terakhir, tidak ada tumpahan maupun kebocoran limbah B3 yang membahayakan lingkungan maupun makhluk hidup.

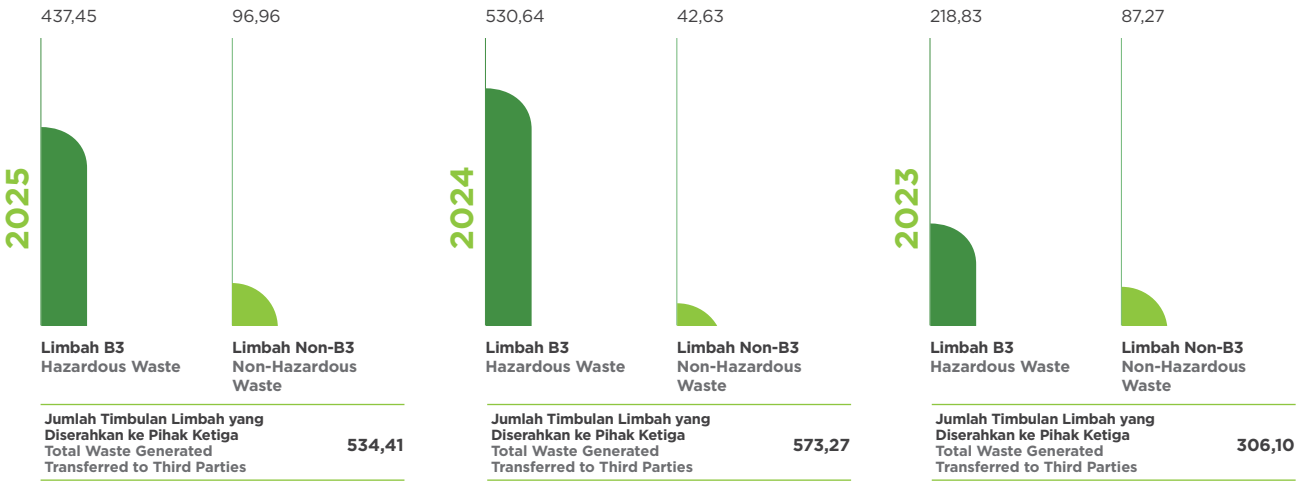
Seluruh pengolahan limbah B3 telah diserahkan kepada PT Prasadha Pamunah Limbah Industri (PPLI) yang telah mendapatkan izin dari Kementerian Lingkungan Hidup. Adapun seluruh pengolahan limbah non-B3 dikirimkan ke Dinas Kebersihan guna dibawa ke Tempat Pembuangan Akhir (TPA). [GRI 306-4, 306-5] [OG 11.5.5, 11.5.6]

A portion of the waste generated is managed internally, including for reuse and recycling processes. In addition, certain waste streams are handed over to licensed third parties for further treatment and management. The transfer and transportation of hazardous (B3) waste by third parties are carried out using leak-proof packaging/containers and under strict supervision. Throughout 2025, there were no incidents of spills or leakages of hazardous (B3) waste that endangered the environment or living organisms.

All hazardous waste treatment has been entrusted to PT Prasadha Pamunah Limbah Industri (PPLI), which has obtained a permit from the Ministry of the Environment. All non-hazardous waste is sent to the Sanitation Department to be transported to the landfill. [GRI 306-4, 306-5] [OG 11.5.5, 11.5.6]

Jumlah Limbah B3 dan Non-B3 yang Diserahkan ke Pihak Ketiga
Total of Hazardous Waste and Non-Hazardous Waste Transferred to Third Parties

dalam Ton
in Tons



	Limbah B3 Hazardous Waste	Limbah Non-B3 Non-Hazardous Waste	Jumlah Timbulan Limbah yang Diserahkan ke Pihak Ketiga Total Waste Generated Transferred to Third Parties
2025	437,45	96,96	534,41
2024	530,64	42,63	573,27
2023	218,83	87,27	306,10

Untuk mengurangi limbah B3, PGN mengimplementasikan beberapa inisiatif di antaranya optimalisasi pola operasi dan pemeliharaan gas turbin, *gas engine*, dan peralatan pendukung, penggunaan adsorben menggantikan kain majun, serta optimalisasi efektivitas penyaluran gas bumi PGN di *Offtake* Kalisogo.

To reduce hazardous waste, PGN has implemented several initiatives, including optimizing the operation and maintenance of gas turbines, gas engines, and supporting equipment using adsorbents instead of absorbent cloth; and optimizing natural gas distribution efficiency in Offtake Kalisogo.



BIAYA PENGELOLAAN LINGKUNGAN [OJK F.4]
ENVIRONMENTAL MANAGEMENT EXPENDITURES



Sebagai dukungan pada pengelolaan dan pelestarian lingkungan, PGN mengalokasikan anggaran khusus untuk inisiatif lingkungan setiap tahunnya. Pada 2025, realisasi biaya pengelolaan dan pelestarian lingkungan mencapai Rp20,21 miliar, menurun Rp1.336,26 juta atau 6,20% dari realisasi 2024 sebesar Rp21,55 miliar.

As part of its commitment to environmental management and preservation efforts, PGN allocates a dedicated budget for environmental initiatives each year. In 2025, the realization of environmental management and preservation expenditures reached Rp20.21 billion, declined by Rp1,336.26 million or 6.20% compared to the 2024 realization of Rp21.55 billion.

Biaya Pengelolaan Lingkungan
Environmental Management Expenditures



dalam Rp Juta
in Rp Million

2025
20.211,34

2024	2023*
21.547,60	20.173,70

Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

PENGADUAN PENGELOLAAN LINGKUNGAN
[OJK F.16]

Selama 2025, kami tidak menerima pengaduan yang disampaikan masyarakat maupun pemangku kepentingan lain terkait pengelolaan lingkungan. Perseroan tidak menerima sanksi dari pihak-pihak berwenang, terkait sangkaan ketidakpatuhan dalam pengelolaan lingkungan. Selain itu, tidak ada proyek PGN yang mengalami penundaan akibat faktor non-teknis, termasuk penolakan dari masyarakat.

ENVIRONMENTAL GRIEVANCE [OJK F.16]

During 2025, the Company did not received complaints submitted by communities and other stakeholders related to environmental management. The Company did not receive any sanctions from authorities related to alleged non-compliance in environmental management. Furthermore, no PGN projects experienced delays due to non-technical factors, including community opposition.

GAS BUMI UNTUK KESEJAHTERAAN BERSAMA

NATURAL GAS FOR COLLECTIVE PROSPERITY



05

Sebagai Subholding Gas Pertamina, PT Perusahaan Gas Negara Tbk menjalankan bisnis gas bumi secara bertanggung jawab, dan membangun hubungan harmonis dengan seluruh pemangku kepentingan, termasuk pekerja dan masyarakat.

As Pertamina's Gas Subholding, PT Perusahaan Gas Negara Tbk conducts its natural gas business responsibly and builds harmonious relationships with all stakeholders, including employees and communities.

LINGKUNGAN BEKERJA YANG LAYAK DAN AMAN [OJK F.21] [OG 11.9.1]
DECENT AND SAFE WORKING ENVIRONMENT

PGN beroperasi dalam lingkungan bisnis dengan tingkat risiko tinggi yang dikelola secara profesional melalui penerapan sistem manajemen HSSE yang unggul. Maka dari itu, kami terus berupaya menciptakan lingkungan kerja aman dan layak, dengan menjalankan program program Keselamatan dan Kesehatan Kerja (K3) disertai pengamanan di seluruh wilayah operasi, guna mencegah atau mengurangi risiko kecelakaan kerja serta penyakit terkait pekerjaan.

Perseroan telah menyusun target terkait Kesehatan, Keselamatan, Keamanan dan Lingkungan dalam ESG *Roadmap* Subholding Gas 2025-2034 yang di bagi dalam 3 fase.

PGN operates in a high-risk business environment that is managed professionally through the implementation of an excellent Health, Safety, Security, and Environment (HSSE) management system. Therefore, we continuously strive to create a safe and decent working environment by implementing occupational health and safety (OHS) programs, accompanied by security measures across all operational areas, to prevent or reduce workplace accidents and occupational diseases.

The Company has set targets related to Health, Safety, Security and Environment aspects in ESG Roadmap Gas Subholding 2025-2034 into 3 phases.

Target dan Pencapaian Kesehatan, Keselamatan, Keamanan dan Lingkungan (HSSE)
Health, Safety, Security, and Environment (HSSE) Targets and Achievements

2025 **Pencapaian** Achievement	**2025-2026** **Fase 1 (Jangka Pendek)** Phase 1 (Short Term)	**2027-2030** **Fase 2 (Jangka Menengah)** Phase 2 (Medium Term)	**2030-2034** **Fase 3 (Jangka Panjang)** Phase 3 (Long Term)
• **0** *Number of Accident* (NoA) • ≤ **0,09** *Total Recordable Injury Rate* (TRIR) • **0** *Process Safety Event Level 1* • **0** *Illness Fatality* dan PAK • **0** *Total Recordable Incident Security* (TRIS) dengan kategori *Significant* dan/atau *Catastrophic* Total Recordable Security Incidents (TRIS) classified as Significant and/or Catastrophic	• **0** *Number of Accident* (NoA) • ≤ **0,19** *Total Recordable Injury Rate* (TRIR) • **0** *Process Safety Event Level 1* • **0** *Illness Fatality* dan PAK • **0** *Total Recordable Incident Security* (TRIS) dengan kategori *Significant* dan/atau *Catastrophic* Total Recordable Security Incidents (TRIS) classified as Significant and/or Catastrophic	• **0** *Number of Accident* (NoA) • ≤ **0,18** *Total Recordable Injury Rate* (TRIR) • **0** *Process Safety Event Level 1* • **0** *Illness Fatality* dan PAK • **0** *Total Recordable Incident Security* (TRIS) dengan kategori *Significant* dan/atau *Catastrophic* Total Recordable Security Incidents (TRIS) classified as Significant and/or Catastrophic	• **0** *Number of Accident* (NoA) • ≤ **0,17** *Total Recordable Injury Rate* (TRIR) • **0** *Process Safety Event Level 1* • **0** *Illness Fatality* dan PAK • **0** *Total Recordable Incident Security* (TRIS) dengan kategori *Significant* dan/atau *Catastrophic* Total Recordable Security Incidents (TRIS) classified as Significant and/or Catastrophic

Keterangan:
- NoA = Kejadian fatalitas, tumpahan skala mayor (>=15bbl), kerusakan property (kerugian langsung >=USD 1 juta)
- Target berlaku untuk seluruh karyawan dan kontaktor

Notes:
- NoA = Fatalities, major spills (>=15 barrels), property damage (direct losses >=USD 1 million)
- The target is applicable to all employees and contractors.

SISTEM PENGELOLAAN HEALTH, SAFETY, SECURITY, AND ENVIRONMENT (HSSE)

[GRI 403-1, 403-8] [OG 11.9.2, 11.9.8, 11.9.9]

PGN mengimplementasikan Sistem Manajemen HSSE berbasis Risiko guna mencegah atau mengurangi risiko kecelakaan kerja serta penyakit terkait pekerjaan. Sistem Manajemen HSSE PGN dikembangkan sesuai peraturan nasional dan standar internasional (ISO), antara lain Sistem Manajemen ISO 45001:2018 tentang Sistem Manajemen K3 dan ISO 14001:2015 tentang Sistem Manajemen Lingkungan. Seluruh fasilitas Perseroan telah memperoleh sertifikasi terkait sistem manajemen K3 serta sistem manajemen lingkungan, termasuk sertifikat SMK3 dan Audit Sistem Manajemen Pengamanan.

Selaras dengan penerapan Sistem Manajemen HSSE kami secara konsisten mengelola risiko operasional melalui pendekatan *risk-based management* dengan mengedepankan prinsip *As Low as Reasonably Practicable* (ALARP), khususnya dalam pengendalian potensi Bahaya Kecelakaan Besar (*Major Accident Hazard* / MAH), guna memastikan keberlangsungan bisnis yang aman, andal, dan berkelanjutan.

Ruang lingkup Sistem Manajemen HSSE meliputi seluruh kegiatan operasional Perusahaan, termasuk semua aktivitas terkait, dan berlaku untuk seluruh pekerja (100%), baik perwira Subholding Gas, mitra kerja, maupun kontraktor yang terlibat dalam aktivitas di area operasional. PGN tidak memberikan toleransi terhadap ketidakpatuhan dalam pelaksanaan K3.

Perseroan serta secara aktif melaksanakan audit Sistem Manajemen HSSE secara berkala yang menjadi bagian dalam Sistem Manajemen Terintegrasi, meliputi audit internal oleh Fungsi Internal Audit dan Fungsi HSSE, serta audit eksternal oleh pihak independen minimal satu kali dalam setahun. Setiap temuan hasil audit atau evaluasi yang menunjukkan adanya ketidaksesuaian atau area yang perlu diperbaiki ditindaklanjuti melalui penetapan langkah perbaikan yang jelas, dipantau secara berkala, dan diverifikasi hingga dinyatakan tuntas. Berdasarkan hasil audit 2025, Perseroan memperoleh hasil yang sangat baik, ditunjukkan dengan keberhasilan mempertahankan pencapaian SMK3 peringkat *Gold*, dan keberhasilan mempertahankan sertifikasi ISO 14001:2015 dan ISO 45001:2018.

Seluruh pelaksanaan kinerja K3 menjadi tanggung jawab semua fungsi yang diawasi oleh Fungsi HSSE, dan dilaporkan secara berkala kepada Direktur Utama, mencakup indikator keselamatan utama, insiden signifikan, serta tindak lanjut perbaikan. Direktur Utama melakukan peninjauan dan evaluasi atas kinerja K3 serta memberikan arahan strategis untuk memastikan integrasi aspek K3 dalam pengambilan keputusan dan pengelolaan kinerja Perusahaan.

HEALTH, SAFETY, SECURITY, AND ENVIRONMENT (HSSE) MANAGEMENT SYSTEM [GRI 403-1, 403-8] [OG 11.9.2, 11.9.8, 11.9.9]

PGN implements a risk-based HSSE Management System to prevent or reduce occupational accidents and work-related illnesses. PGN's HSSE Management System was developed in accordance with national regulations and international standards (ISO), including ISO 45001:2018 for Occupational Health and Safety (OHS) Management Systems and ISO 14001:2015 for Environmental Management Systems. All of the Company's facilities have obtained certifications related to OHS and environmental management systems, including the SMK3 certificate and the Security Management System Audit.

In line with the implementation of the HSSE Management System, we consistently manage operational risks through a risk-based management approach, prioritizing the As Low as Reasonably Practicable (ALARP) principle, particularly in controlling potential Major Accident Hazards (MAH) to ensure safe, reliable, and sustainable business continuity.

The scope of the HSSE Management System covers all of the Company's operational activities, including all related activities, and applies to 100% of workers, including Gas Subholding employees (Perwira), partners, and contractors involved in activities within operational areas. PGN maintains a zero-tolerance policy toward non-compliance in OHS implementation.

The Company actively conducts periodic HSSE Management System audits as part of the Integrated Management System. This includes Internal audits performed by the Internal Audit and HSSE functions, and External audits conducted by independent parties at least once a year. Every audit finding or evaluation indicating a non-conformity or an area for improvement is followed up by establishing clear corrective actions, which are monitored regularly and verified until resolved. Based on the 2025 Audit Results, The Company achieved excellent results, successfully maintaining its Gold rank for SMK3 and retaining its ISO 14001:2015 and ISO 45001:2018 certifications.

All OHS performance implementation is the responsibility of all functions and overseen by the HSSE Function, and reported periodically to the Chief Executive Officer, covering key safety indicators, significant incidents, and corrective follow-up actions. The Chief Executive Officer reviews and evaluates OHS performance and provides strategic direction to ensure the integration of OHS aspects into decision-making processes and overall corporate performance management.

IDENTIFIKASI BAHAYA, ASESMEN RISIKO, DAN INVESTIGASI INSIDEN [GRI 403-2] [OG 11.9.3]

PGN mengadopsi berbagai metode identifikasi bahaya dan pengelolaan risiko secara berkelanjutan sebagai bagian dari upaya mitigasi risiko di seluruh proses bisnis. Metode tersebut meliputi Identifikasi Bahaya dan Penilaian Risiko (IBAPR) untuk mengidentifikasi dan menganalisis bahaya serta menentukan profil risiko pada aktivitas rutin; *Job Safety Analysis* (JSA) untuk kegiatan non-rutin, seperti proyek serta *Process Safety* and *Asset Integrity Management System* (PSAIMS) guna memastikan pengendalian risiko keselamatan proses dan integritas aset melalui penerapan metode P*rocess Hazard Analysis* (PHA). Melalui penerapan metode-metode tersebut, PGN merancang program pengendalian yang sesuai berdasarkan tingkat risiko dan peluang yang telah diidentifikasi.

Berdasarkan hasil identifikasi terdapat beberapa risiko keadaan darurat di antaranya risiko keadaan darurat mencakup insiden keselamatan dan kesehatan (fatalitas, cedera serius, pandemi), kebocoran gas, kebakaran atau ledakan, kecelakaan transportasi, tumpahan B3 dan pencemaran lingkungan, bencana alam dan nonalam, kegagalan sistem dan peralatan operasi, gangguan keamanan seperti sabotase atau demonstrasi, konflik wilayah, serta kondisi abnormal lain yang dapat mengganggu dan membahayakan operasional Perusahaan.

PGN memiliki mekanisme pelaporan atas temuan kondisi tidak aman, tindakan tidak aman, dan insiden yang dapat diakses oleh semua Perwira Subholding Gas melalui sistem HSSE *Online System* and *Indicator Performance Center* (HOLISTIC). PGN menetapkan pelaporan kondisi dan tindakan aman maupun tidak aman yang dilaksanakan oleh seluruh pekerja, mitra kerja, dan kontraktor minimal sekali dalam setiap bulan. Pelaporan mencakup berbagai kategori insiden, mulai dari *near miss* (hampir kejadian), kasus pertolongan pertama, kasus perawatan medis, kasus kerja terbatas, kecelakaan yang mengakibatkan kerugian waktu, hingga fatalitas.

Selain mekanisme pelaporan internal, PGN juga menyediakan jalur pelaporan bagi pihak eksternal dalam hal terjadi keadaan darurat yang berkaitan dengan proses bisnis Perusahaan. Masyarakat dapat menyampaikan informasi melalui berbagai kanal, seperti media sosial, internet, televisi, radio, maupun sarana komunikasi lainnya sesuai dengan Pedoman Penanggulangan Keadaan Darurat No. P-002/12.00/2024. Secara khusus, apabila terjadi kondisi

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION [GRI 403-2] [OG 11.9.3]

PGN adopts several hazard identification and risk management methodologies on a continuous basis to mitigate risks across all business processes. These methodologies include Hazard Identification and Risk Assessment (IBAPR) to identify hazards, analyze them, and determine the risk profile of routine activities; Job Safety Analysis (JSA) for non-routine activities, such as projects and the Process Safety and Asset Integrity Management System (PSAIMS) to ensure that process safety and asset integrity risks are properly controlled through the application of the Process Hazard Analysis (PHA). Based on the implementation of these methodologies, PGN designs appropriate and implements approporiate control programs in accordance with the identified risk levels and opportunities.

Based on the results of the assessment, several emergency risks have been identified, including safety and health incidents (fatalities, serious injuries, pandemics), gas leaks, fires or explosions, transportation accidents, hazardous material spills and environmental contamination, natural and man-made disasters, failures of operational systems and equipment, security disruptions such as sabotage or demonstrations, territorial conflicts, and other abnormal conditions that could disrupt and endanger the Company's operations.

PGN has established a reporting mechanism for unsafe conditions, unsafe acts, and incidents that can be accessed by Subholding Gas employees through the HSSE Online System and Indicator Performance Center (HOLISTIC), PGN has required the reporting of safe and unsafe conditions and behaviours for all employees, business partners, and contractors at least once every month. The reporting covers various categories of incidents, ranging from near misses, first aid cases, and medical treatment cases, to restricted work cases, lost time injuries, and fatalities.

In addition to internal reporting mechanisms, PGN also provides reporting channels for external parties in the event of an emergency related to the Company's business processes. The public may submit information through various channels, such as social media, the internet, television, radio, or other means of communication in accordance with the Emergency Response Guidelines No. P-002/12.00/2024. Specifically, in the event of an

gawat darurat pada jaringan pipa dan fasilitasnya, saksi atau pelapor dapat segera menghubungi *Contact Center* PGN atau pihak terkait untuk melaporkan kejadian tersebut sesuai dengan Prosedur Operasi Penanganan Keadaan Gawat Darurat pada Jaringan Pipa dan Fasilitasnya.

Sesuai Panduan Pengelolaan Insiden Kesehatan Keselamatan Kerja, Pengamanan dan Pengelolaan Lingkungan No. G-001/12.02/2024, setiap pekerja dapat melaporkan kondisi bahaya terkait pekerjaan maupun situasi lain yang membahayakan keselamatan. Mekanisme pelaporan disampaikan berjenjang hingga kepada pejabat yang berwenang mengambil keputusan penghentian pekerjaan serta evakuasi pekerja.

Setiap pelaporan ditindaklanjuti dengan investigasi dan perbaikan, disertai perlindungan terhadap pekerja yang menyampaikan laporan dari kemungkinan pembalasan. Selama 2025, PGN berhasil mempertahankan *zero incident Number of Accident* (NoA) yang mencakup *fatality* dan jumlah kejadian *safety process incident* yang parah, termasuk korban meninggal dunia dari pihak ketiga, *major oil spill* (≥10.000 L), dan *major property damage* (*direct loss* ≥USD5 juta).

Pelaksanaan investigasi insiden diatur dalam Panduan Pengelolaan Insiden Kesehatan Keselamatan Kerja, Pengamanan dan Pengelolaan Lingkungan No. G-001/12.02/2024. Investigasi dilaksanakan oleh tim yang dibentuk Perseroan, dengan ketentuan salah satu anggota memiliki kompetensi untuk menyelidiki insiden kecelakaan. Hasil investigasi disampaikan kepada manajemen dan pemangku kepentingan terkait. Berdasarkan hasil investigasi atas insiden terkait K3 yang terjadi di 2025, kami telah melaksanakan rekomendasi perbaikan fundamental, di antaranya:

1. Pelaksanaan Management on Duty (MOD) sebagai bentuk monitoring rencana kerja berisiko tinggi yang dilaksanakan oleh seluruh manajemen Subholding Gas.
2. Implementasi *full-cycle* CSMS kepada seluruh kontraktor dan vendor yang digunakan di Subholding Gas. Implementasi CSMS melalui tahapan *Pre-Job Analysis, Work in Progress*, dan *Final Evaluation* yang dilaksanakan sesuai dengan *timeline* masing-masing kontrak.
3. Pelaksanaan Penerapan prinsip *Human Factor Performance* (HFP) melalui pembekalan kepada manajemen sampai dengan *frontliner*/pekerja guna memperkuat budaya keselamatan dan meminimalisir potensi kesalahan manusia (*human error*) dalam setiap aktivitas pekerjaan.

emergency involving the pipeline network and its facilities, witnesses or reporters may immediately contact the PGN Contact Center or relevant parties to report the incident in accordance with the Emergency Response Procedures for the Pipeline Network and Its Facilities.

In accordance with the Occupational Health and Safety, Security and Environmental Management Incident Guidelines No. G-001/12.02/2024, every worker is entitled to report hazardous conditions related to work activities or other situations that may endanger safety. The reporting mechanism is conducted through a tiered process up to authorized officials who have the authority to decide on work stoppages and worker evacuation.

Each report is followed up with investigation and corrective actions, accompanied by protection for reporting workers against any potential retaliation. Throughout 2025, PGN successfully maintained zero accident (Number of Accident (NoA) = 0), covering fatalities and severe process safety incidents, including third-party fatalities, major oil spills (≥10,000 L), and major property damage (direct loss ≥USD5 million).

Conducting incident investigation are regulated under the Occupational Health and Safety, Security and Environmental Management Incident Guidelines No. G-001/12.02/2024. Investigations are conducted by a team established by the Company, with the requirement that at least one member possesses the competency to investigate accident incidents. Investigation results are reported to management and relevant stakeholders. Based on the investigation results of OHS-related incidents that occurred in 2025, the Company has implemented fundamental corrective actions, including:

1. Implementation of Management on Duty (MOD) as a form of monitoring high-risk work plans, carried out by all Subholding Gas management.
2. Implementation of a full-cycle CSMS for all contractors and vendors engaged within Subholding Gas. The CSMS implementation is conducted through the stages of Pre-Job Analysis, Work in Progress monitoring, and Final Evaluation in accordance with the respective contract timelines.
3. Implementation of Human Factor Performance (HFP) principles through training for management through to frontline staff/workers to strengthen the safety culture and minimize the potential for human error in all work activities.

LAYANAN KESEHATAN KERJA DAN PENINGKATAN KUALITAS KESEHATAN PEKERJA [GRI 403-3, 403-6] [OG 11.9.4, 11.9.7]

Layanan kesehatan kerja dilaksanakan dengan mengacu pada Peraturan Pemerintah (PP) Nomor 88 Tahun 2019 tentang Kesehatan Kerja. Tujuan dari penerapan layanan kesehatan adalah mengidentifikasi bahaya kesehatan di semua bidang untuk perbaikan terus menerus dan mengurangi risiko, sehingga akan memaksimalkan produktivitas kerja dan mengoptimalkan fungsi sistem manajemen kesehatan kerja di PGN. Pengelolaan layanan kesehatan kerja pada Subholding Gas menjadi tanggung jawab Fungsi HSSE, dengan didukung dokter Perusahaan berlisensi dan bersertifikat Higiene Perusahaan dan Kesehatan Kerja (Hiperkes). Sesuai PP tentang Kesehatan Kerja, penyelenggaraan kesehatan kerja untuk seluruh pekerja, meliputi pencegahan penyakit, peningkatan kesehatan, penanganan penyakit, dan pemulihan kesehatan.

Layanan kesehatan kerja untuk pencegahan atau preventif yang dijalankan PGN selama 2025, meliputi identifikasi aspek dan dampak faktor lingkungan kerja, penilaian risiko kesehatan atau *Health Risk Assessment* (HRA), pelaksanaan *Wellness Program & Fit Program*, *Smoking Cessation Program*, *Communicable Diseases Prevention* Program, pemeriksaan kesehatan (*Medical Check-Up* atau MCU) berkala, dan pelaksanaan pemeriksaan kesehatan harian (*Daily Check-Up* atau DCU) kepada pekerja dengan pekerjaan risiko tinggi. Perseroan juga melakukan penentuan status derajat kesehatan dan kelaikan kerja, pengelolaan kebersihan dan sanitasi lingkungan kerja, pelaksanaan imunisasi dan vaksinasi, serta program kebugaran.

Upaya peningkatan kesehatan kerja dilaksanakan dengan langkah-langkah promotif kesehatan pekerja. Langkah yang dilakukan 2025 antara lain menyelenggarakan Seminar *Health Education* dan sosialisasi melalui *Health Bulletin* Program memberikan layanan konsultasi kesehatan kerja 24 jam secara daring kepada pekerja, serta melakukan beberapa kegiatan sukarela untuk meningkatkan kepedulian pekerja terhadap penyakit-penyakit tertentu selama berkegiatan di tempat kerja, yakni sosialisasi Pencegahan dan Pengendalian HIV/AIDS (P2HIV), serta Pencegahan dan Pengendalian Tuberkulosis (P2TB).

PGN mengimplementasikan program kuratif dan rehabilitatif melalui layanan kesehatan kerja untuk penanganan penyakit serta pemulihan kondisi kesehatan pekerja. Upaya ini diwujudkan melalui penyediaan layanan kesehatan di fasilitas kesehatan umum maupun di lingkungan kerja, termasuk layanan rujukan serta penanganan kondisi darurat medis.

OCCUPATIONAL HEALTH SERVICES AND PROMOTION OF WORKER HEALTH [GRI 403-3, 403-6] [OG 11.9.4, 11.9.7]

Occupational health services are implemented in accordance with Government Regulation (PP) No. 88 of 2019 concerning Occupational Health. The objective of these health services is to identify health hazards across all areas for continuous improvement and risk reduction, thereby maximizing work productivity and optimizing the effectiveness of PGN's occupational health management system. The management of occupational health services within the Gas Subholding is the responsibility of the Group HSSE Function, supported by licensed Company doctors certified in Occupational Health (Hiperkes). In accordance with the Government Regulation on Occupational Health, the provision of occupational health services for all workers includes disease prevention, health promotion, medical treatment, and health rehabilitation.

The preventive occupational health services implemented by PGN during 2025 included the identification of environmental aspects and impacts in the workplace, health risk assessments (HRA), implementation of the Wellness Program & Fit Program, Smoking Cessation Program, Communicable Diseases Prevention Program, periodic Medical Check-Ups (MCU), and Daily Check-Ups (DCU) for workers in high-risk occupations. The Company also conducted health status and fitness for work assessments, managed workplace hygiene and sanitation, implemented immunization and vaccination programs, as well as carried out fitness programs.

Efforts to enhance occupational health are carried out through promotive health initiatives for employees. In 2025, these initiatives included organizing Health Education Seminars and awareness campaigns through the Health Bulletin Program, the provision of 24-hour online occupational health consultation services for employees, and various voluntary activities aimed to increase employee awareness of specific diseases in the workplace, including the Prevention and Control of HIV/AIDS (P2HIV) and the Prevention and Control of Tuberculosis (P2TB).

PGN implements curative and rehabilitative programs through occupational health services to treat illnesses and restore workers' health. These efforts are carried out by providing health services at public healthcare facilities and in the workplace, including referral services and the management of medical emergencies. In addition, PGN

Selain itu, PGN juga memberikan dukungan terhadap program rehabilitasi serta program kembali bekerja (*return to work*) bagi pekerja yang menjalani masa pemulihan akibat sakit berkepanjangan.

Selain terhadap Penyakit Akibat Kerja (PAK), Perseroan juga membantu pekerja dan keluarga mereka dalam penanganan penyakit bukan PAK. Kami memfasilitasi layanan kesehatan bagi pekerja dan anggota keluarganya yang mengalami gangguan maupun masalah kesehatan bukan PAK, melalui kerja sama dengan provider Admedika, Indonesia Healthcare Corporation (IHC), dan penyelenggara jasa layanan kesehatan lainnya sesuai area operasi PGN, guna memudahkan dan mempercepat penanganan medis.

PARTISIPASI, KONSULTASI, DAN KOMUNIKASI KEPADA PEKERJA TERKAIT K3

[GRI 403-4] [OG 11.9.5]

PGN mendorong partisipasi aktif pekerja dalam pengelolaan K3, termasuk melalui konsultasi dan komunikasi dengan mereka. Beberapa kegiatan di 2025, antara lain:

1. Pelaporan Insiden, *Risk Containment Audit*, dan Observasi secara berkala untuk seluruh pekerja.
2. Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), yang beranggotakan perwakilan manajemen dan perwakilan pekerja. Melalui P2K3, perwakilan pekerja menyampaikan berbagai hal kepada Perseroan untuk peningkatan pengelolaan K3.
3. Dalam memastikan komitmen terhadap keberlanjutan, perusahaan mengimplementasikan *Stop Work Authority* (SWA) sebagai langkah preventif mencegah kecelakaan kerja. Evaluasi dilakukan secara berkala terhadap efektivitas intervensi dan ketepatan tindakan korektif guna menjamin lingkungan kerja yang aman dan produktif.
4. Pelaksanaan Bulan K3 Nasional. Kegiatan ini ditujukan untuk memperkuat kesadaran, kepedulian, serta partisipasi aktif seluruh pekerja, vendor dalam menerapkan prinsip-prinsip K3 secara konsisten dan berkelanjutan.

PELATIHAN PEKERJA TERKAIT K3 [GRI 403-5]

[OG 11.9.6]

PGN mendorong pemasok, termasuk kontraktor untuk mengikuti pelatihan HSSE. Beberapa pelatihan yang diselenggarakan PGN selama 2025 untuk kontraktor, di antaranya HSSE *Demo Room* dan *Corporate Life Saving Rules* (CLSR), penyusunan *Job Safety Analysis* dan *Permit to Work*, pengelolaan Lingkungan dan Limbah B3, pengelolaan Alat Pelindung Diri (APD), kesehatan dan sanitasi di proyek, serta *Contractor Safety Management System* (CSMS).

also supports rehabilitation programs and return-to-work programs for workers undergoing recovery from long-term illness.

In addition to addressing occupational diseases, the Company also assists employees and their families in managing non-occupational illnesses. We facilitates healthcare services for employees and their family members experiencing non-occupational health conditions through collaboration with provider Admedika, Indonesia Healthcare Corporation (IHC), and a healthcare service provider operating across PGN's operational areas, to ensure easier access and timely medical treatment.

WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OHS [GRI 403-4]

[OG 11.9.5]

PGN encourage the active participation of employees in OHS management, including through consultation and communication mechanisms. Several initiatives undertaken in 2025 included:

1. Incident reporting, risk containment audits, and regular health checkups for all employees.
2. Establishment of the Occupational Health and Safety Committee (P2K3), comprising management representatives and employees. Through the P2K3, employee representatives convey various matters to the Company to enhance OHS management practices.
3. To ensure its commitment to sustainability, the Company has implemented Stop Work Authority (SWA) as a preventive measure against workplace accidents. Periodic evaluations are conducted to assess the effectiveness of interventions and the accuracy of corrective actions to guarantee a safe and productive work environment.
4. Implementation of National OHS Month. The program aimed to strengthen awareness, commitment, and active participation of all employees, business partners/vendors in consistently and sustainably applying OHS principles.

OHS TRAINING FOR WORKERS [GRI 403-5]

[OG 11.9.6]

PGN encourage business suppliers, including contractors, to participate in HSSE training. Several training sessions organized by PGN in 2025 for contractors included HSSE Demo Room and Corporate Life Saving Rules (CLSR), preparation of Job Safety Analysis and Permit to Work, Environmental and Hazardous Waste Management, Personal Protective Equipment (PPE) management, health and sanitation in project sites, as well as the Contractor Safety Management System (CSMS).

Perseroan juga terus mengembangkan kapabilitas Perwira Subholding Gas maupun pekerja kontraktor dalam pengelolaan K3, dengan menyertakan mereka pada berbagai pelatihan terkait Sistem Manajemen Health, Safety, Security, and Environment (HSSE). Proses penyusunan pelatihan didasarkan pada analisis kebutuhan pelatihan atau Learning Need Analysis (LNA), yang disesuaikan dengan kebutuhan Perusahaan. Pada 2025, ada 30 pelatihan terkait K3 yang diselenggarakan dengan jumlah peserta 329 pekerja PGN dan 62 pekerja kontraktor.

PGN continues to enhance the capabilities of Subholding Gas personnel as well as contractor workers in OHS management by involving them in various trainings programs related to the Health, Safety, Security, and Environment (HSSE) Management System. The development of training programs is based on a Learning Need Analysis (LNA), tailored to the Company's operational requirements. In 2025, a total of 30 OHS related training sessions were conducted, attended by 329 PGN employees and 62 contractor employees.

Pelatihan terkait K3 Bersifat Umum **General OHS Training**
Pelatihan Awareness PSAIMS PSAIMS Awareness Training
Pelatihan dan Sertifikasi Ahli K3 Umum General OHS Expert Training and Certification
Pelatihan Basic Sea Survival Basic Sea Survival Training
Sertifikasi Gada Utama Gada Utama Certification
HSSE Passport
Basic Process Safety Management
Pelatihan Advance CSMS Advance CSMS Training
Pelatihan Auditor PSAIM PSAIM Auditor Training
Asset Register Development Based On ISO 14224

Pelatihan K3 terkait Bahaya Terkait Pekerjaan Tertentu, Aktivitas Berbahaya, atau Situasi Berbahaya **OHS Training Related to Hazards Associated with Specific Jobs, Hazardous Activities, or Hazardous Situations**
Pelatihan Pengawas Utama K3 Migas (KATEK WAKATEK) Primary Oil and Gas K3 Supervisor Training (KATEK WAKATEK)
Pelatihan dan Sertifikasi Ahli K3 Kimia Chemical OHS Expert Training and Certification
Pelatihan Gas Safety Inspector (GSI) Gas Safety Inspector (GSI) Training
Sertifikasi BNSP Hazop Leader BNSP Hazop Leader Certification
Pelatihan dan Sertifikasi Auditor SMK3 SMK3 Auditor Training and Certification
Incident Investigation
Pelatihan Inspeksi Housekeeping dan Safety Barrier Housekeeping and Safety Barrier Inspection Training
Pelatihan JSA dan PTW JSA and PTW Training

PENCEGAHAN DAN MITIGASI DAMPAK K3 TERKAIT HUBUNGAN BISNIS [GRI 403-7] [OG 11.9.8]

Penerapan K3 sebagai bagian dari pengelolaan Sistem Manajemen HSSE meliputi seluruh proses bisnis yang berlangsung di PGN, sehingga diharapkan dapat mencegah atau mengurangi dampak terhadap K3 pada aspek yang terkait operasi, produk, dan layanan PGN. Salah satunya adalah memastikan pentingnya kepatuhan penerapan K3 pada rantai nilai dengan menerapkan CSMS. Vendor terutama kontraktor diwajibkan mematuhi CSMS pada seluruh tahapan pekerjaan, mulai dari sebelum, selama, hingga setelah pekerjaan selesai, sebagaimana diatur dalam kontrak kerja yang telah disepakati bersama.

Dalam CSMS, pihak-pihak yang bekerja di wilayah operasi PGN, khususnya kontraktor, harus memenuhi persyaratan minimum HSSE berdasarkan tingkat risiko pekerjaan, sebagai syarat mengikuti proses lelang. Kontraktor harus melalui tahapan prakualifikasi/penyaringan awal dan kualifikasi dengan 3 klasifikasi tingkat risiko pekerjaan: kontraktor untuk pekerjaan berisiko tinggi, pekerjaan berisiko menengah, dan pekerjaan berisiko rendah. Hanya kontraktor yang memenuhi persyaratan CSMS yang diizinkan bekerja di lokasi Perusahaan.

PREVENTION AND MITIGATION OF OHS IMPACTS RELATED TO BUSINESS RELATIONSHIPS [GRI 403-7] [OG 11.9.8]

The implementation of OHS as part of HSSE management covers all business processes within PGN, with the aim of preventing or reducing OHS-related impacts across operational activities, products, and services. One key measure is ensuring compliance with OHS requirements throughout the value chain through the application of the CSMS. Business vendors, especially contractors, are required to comply with CSMS at every stage of work prior to commencement, during execution, and upon completion, as stipulated in the mutually agreed contractual provisions.

Under the CSMS, parties operating within PGN's operational areas, particularly contractors, must meet minimum HSSE requirements based on the level of work risk as a prerequisite for participating in the tender process. Contractors must undergo prequalification/prescreeening and qualification stages categorized into 3 work risk classifications: high-risk, medium-risk, and low-risk contractors. Only contractors that meet the CSMS requirements are permitted to work at Company sites.

Pada 2025, terdapat 56 kontraktor yang sudah menjalani proses evaluasi implementasi CSMS, dengan pelaksanaan 142 kontrak, dengan 94% telah dilaksanakan *Pre Job Analysis* (PJA), 82% telah selesai dilaksanakan fase *Work In Progress* (WIP), serta 75% telah dilaksanakan proses *Final Evaluation* (FE). Pelaksanaan PJA, WIP, dan FE dilaksanakan sesuai dengan *timeline* pekerjaan pada masing-masing kontrak.

HSSE *Demo Room*

Pengelolaan K3 didukung dengan keberadaan HSSE *Demo Room*, salah satu HSSE *Demo Room* yang dibangun di 2025 adalah HSSE *Demo Room* di Batam, Kepulauan Riau. Selain di Batam, PGN juga mengoperasikan HSSE *Demo Room* yang berlokasi di Bandung, Jawa Barat dan Kantor PGN Medan, Sumatra Utara. HSSE *Demo Room* bernilai penting dalam meningkatkan internalisasi budaya penerapan HSSE di lingkungan kerja, serta mengelola tingkat risiko dalam aspek keselamatan kerja dalam bisnis yang dijalankan PGN.

HSSE *Demo Room* Medan menjadi salah satu sarana induksi bagi para pekerja dan mitra kerja terkait 10 elemen *Corporate Life Saving R*ules (CLSR) yaitu, *Tools and Equipment*, *Line of Fire, Hot Work, Confined Space, Powered System, Lifting Operation, Working at Height, Ground-Disturbance Work, Water-Based Work Activities,* dan *Land Transportatio*n.

HSSE *Demo Room* merupakan salah satu wadah implementasi CLSR Pertamina untuk pengendalian risiko agar seluruh aktivitas operasi hulu sampai hilir migas Pertamina Group dapat dilakukan secara aman. Aspek keamanan yang optimal akan mendukung realisasi ketersediaan gas bumi dengan baik, sehingga dapat menyediakan tanpa henti energi bagi masyarakat.

Pencegahan Insiden Skala Besar dan Penanganan Kondisi Darurat

PGN memiliki Panduan Penanggulangan Keadaan Darurat No.P-002/12.00/2024 yang dirancang untuk mengurangi dampak situasi darurat melalui penanganan yang cepat, efektif, dan optimal dengan menggunakan sistem *Incident Command System* yang terintegrasi dengan sistem Penanggulangan Keadaan Darurat di Pertamina Group. Panduan ini berlaku untuk seluruh lini operasi bisnis dan proyek di lingkup Subholding Gas.

Identifikasi keadaan darurat dilakukan berdasarkan risiko terburuk (*worst-case scenario*) yang berpotensi terjadi berdasarkan Dokumen Pengelolaan Risiko dan Peluang Keselamatan dan Kesehatan Kerja (K3) dengan risiko ekstrem dan tinggi; Identifikasi Risiko Ancaman Pengamanan dengan risiko ekstrem dan tinggi; *Process Hazard Analysis* (PHA) dengan *Risk Ranking* I; *Major Accident Hazard*; Keadaaan darurat dalam Identifikasi Aspek Dampak Lingkungan (IADL); *Job Safety Analysis* (JSA) dengan risiko tinggi; Peta Kawasan Rawan Bencana yang dikeluarkan instansi Pemerintah; serta kajian risiko lainnya.

By 2025, 56 contractors had undergone the CSMS implementation evaluation process, covering 142 contracts, with 94% having completed the Pre-Job Analysis (PJA), 82% having completed the Work In Progress (WIP) phase, and 75% having completed the Final Evaluation (FE) process. The PJA, WIP, and FE were carried out in accordance with the work timelines for each contract.

HSSE Demo Room

OHS management is supported by the presence of HSSE Demo Room. One of the HSSE Demo Rooms established in 2025 is located in Batam, Riau Islands. In addition to Batam, PGN also operates HSSE Demo Rooms in Bandung, West Java and at the PGN Office in Medan, North Sumatra. The HSSE Demo Room plays an important role in enhancing the internalization of HSSE culture within the workplace, as well as managing safety risk levels across PGN's business activities.

The HSSE Demo Room in Medan serves as one of the induction facilities for employees and vendor regarding the 10 elements of Corporate Life Saving Rules (CLSR), namely Tools and Equipment, Line of Fire, Hot Work, Confined Space, Powered System, Lifting Operation, Working at Height, Ground-Disturbance Work, Water-Based Work Activities, and Land Transportation.

The HSSE Demo Room serves as one of the platforms for implementing Pertamina's CLSR to control risk, ensuring that all upstream to downstream oil and gas operations within the Pertamina Group can be carried out safely. Optimal safety performance supports the reliable delivery of natural gas, thereby ensuring uninterrupted energy supply to the community.

Prevention of Major Incidents and Emergency Response

PGN has established Emergency Response Guidelines No. P-002/12.00/2024, designed to reduce the impact of emergency situations through prompt, effective, and optimal response measures using an Incident Command System integrated with the Pertamina Group's Emergency Response system. These guidelines apply to all business operations and projects lines within the Gas Subholding.

Emergency identification is conducted based on worst-case scenario risks that may potentially occur, as identified through the Occupational Health and Safety (OHS) Risk and Opportunity Management Document with extreme and high risk levels; Security Threat Risk Identification with extreme and high risk levels; Process Hazard Analysis (PHA) with Risk Ranking I; Major Accident Hazard; Emergency situations identified in the Environmental Aspect Impact Identification (IADL); Job Safety Analysis (JSA) with high risk levels; Disaster-Prone Area Maps issued by Government agencies; as well as other relevant risk assessments.

PGN mengembangkan sistem penanggulangan keadaan darurat, dengan mengadopsi Standar Internasional berbasis standar *Federal Emergency Management Agency* (FEMA): *Incident Command System* (ICS). Sistem ini mengatur penanggulangan eskalasi keadaan darurat secara berjenjang:
PGN has developed an emergency response system by adopting International Standards based on the Federal Emergency Management Agency (FEMA) framework, namely the Incident Command System (ICS). This system regulates the escalation of emergency response in a tiered manner:

1. *Site Emergency Response Team* (SERT), terdiri dari pekerja dari area tempat terjadinya keadaan darurat yang ditunjuk manajemen untuk menanggulangi keadaan darurat Tingkat 1 di wilayah kerja, area, maupun proyek;
   Site Emergency Response Team (SERT), consisting of personnel from the area where the emergency occurs, appointed by management to respond to Level 1 emergencies within the work area, site, or project;
2. *Incident Management Team* (IMT) yang terdiri dari pekerja dari area tempat terjadinya keadaan darurat yang ditunjuk manajemen untuk menanggulangi keadaan darurat Tingkat 1 di tingkat regional;
   Incident Management Team (IMT), consisting of personnel from the affected area, appointed by management to handle Level 1 emergencies at the regional level;
3. *Business Support Team* (BST) yang merupakan tim yang ditunjuk oleh manajemen untuk dapat melakukan penanganan dan mengatasi keadaan darurat pada Tingkat 2/tingkat Anak Perusahaan (AP) yang idealnya sesuai dengan pengalaman dan kompetensi di bidangnya;
   Business Support Team (BST), a team appointed by management to handle and manage Level 2 emergencies at the Subsidiary level, ideally composed of individuals with relevant experience and expertise in their respective fields;
4. *Crisis Management Team* (CMT) terdiri dari manajemen perusahaan yang dipimpin oleh pimpinan tertinggi perusahaan yang bertugas untuk menanggulangi keadaan darurat Tingkat 2, yang juga diharapkan memiliki pengalaman dan kompetensi yang sesuai.
   Crisis Management Team (CMT), consisting of the Company's management led by the highest-ranking executive, responsible for handling Level 2 emergencies, and expected to possess appropriate experience and competencies.

PGN terus meningkatkan kompetensi seluruh anggota tim penanggulangan darurat melalui berbagai program peningkatan kapasitas yang terstruktur. Upaya tersebut dilakukan melalui pelatihan teknis penanggulangan keadaan darurat, termasuk pelatihan *incident commander* untuk pemimpin penanggulangan keadaan darurat, pemadam kebakaran, penanganan kebocoran gas, pertolongan pertama pada kecelakaan (P3K), serta koordinasi lintas fungsi dalam situasi darurat. Seluruh tim yang bertugas secara berkala mengikuti simulasi dan evaluasi dengan skenario yang disesuaikan dengan potensi bahaya yang telah diidentifikasi sebelumnya, guna memastikan efektivitas respons darurat serta kecepatan dan ketepatan tindakan di lapangan.

PGN continuously enhance the competencies of all emergency response team members through structured capacity building programs. These efforts include technical emergency response training, such as incident commander training for emergency response leaders, firefighting training, gas leak response, first aid (P3K), as well as cross-functional coordination in emergency situations. All designated teams regularly participate in simulations and evaluations based on scenarios tailored to previously identified potential hazards, to ensure the effectiveness of emergency response as well as the timeliness and accuracy of actions in the field.

Sebagai bagian dari pendekatan kolaboratif, simulasi keadaan darurat juga melibatkan masyarakat di sekitar wilayah operasional PGN melalui pelatihan kesiapsiagaan bencana dan sosialisasi prosedur tanggap darurat. Selama 2025, Perseroan telah melaksanakan 205 kegiatan simulasi penanggulangan keadaan darurat (*emergency drill*), yang mencakup partisipasi tim internal dan pemangku kepentingan eksternal terkait. Selain itu, Perseroan secara rutin melakukan pengujian dan peninjauan terhadap rencana tanggap darurat (*Emergency Response Plan*) untuk seluruh lokasi di PGN, untuk memastikan kesiapan organisasi dan relevansi prosedur yang diterapkan.

As part of a collaborative approach, emergency simulations also involve communities surrounding PGN's operational areas through disaster preparedness training and the socialization of emergency response procedures. During 2025, the Company conducted 205 emergency response simulation activities (emergency drills), involving both internal teams and relevant external stakeholders. In addition, the Company routinely tests and reviews the Emergency Response Plan for all PGN locations to ensure organizational readiness and the continued relevance of the procedures implemented.

Dalam aspek komunikasi dan koordinasi eksternal, PGN memiliki mekanisme komunikasi yang jelas dengan para pemangku kepentingan terkait selama keadaan darurat. Perseroan juga menyiapkan mekanisme komunikasi dengan masyarakat atau komunitas sekitar wilayah operasional melalui jalur komunikasi yang telah ditetapkan, termasuk pemberitahuan langsung, koordinasi dengan tokoh masyarakat, dan penyampaian informasi keselamatan, untuk memastikan perlindungan dan keselamatan masyarakat terdampak.

In terms of external communication and coordination, PGN has established clear communication mechanisms with relevant stakeholders during emergency situations. In addition, the Company has prepared communication mechanisms with communities surrounding its operational areas through established communication channels, including direct notifications, coordination with community leaders, and the dissemination of safety information, to ensure the protection and safety of affected communities.

PGN secara rutin memantau *Process Safety Event* (PSE) atau potensi terlepasnya material secara tidak terkendali, baik material berbahaya maupun material tidak beracun dan material tidak mudah terbakar dari sebuah fasilitas produksi, distribusi, penyimpanan, dan utilitas. Berdasarkan standar International Association of Oil & Gas Producers (IOGP) dan Panduan Pengelolaan Insiden Kesehatan Keselamatan Kerja, Pengamanan, dan Pengelolaan Lingkungan PT Perusahaan Gas Negara Tbk No. G-001/12.02/2024, PSE dibagi menjadi beberapa kategori, yaitu:

1. Level 1: PSE yang memiliki dampak negatif paling besar;
2. Level 2: PSE yang memiliki dampak lebih rendah;
3. Level 3: Permasalahan pada sistem instrumentasi keselamatan proses, namun tidak sampai menimbulkan PSE Level 1 dan 2;
4. Level 4: Kinerja sistem manajemen untuk mencegah insiden keselamatan proses.

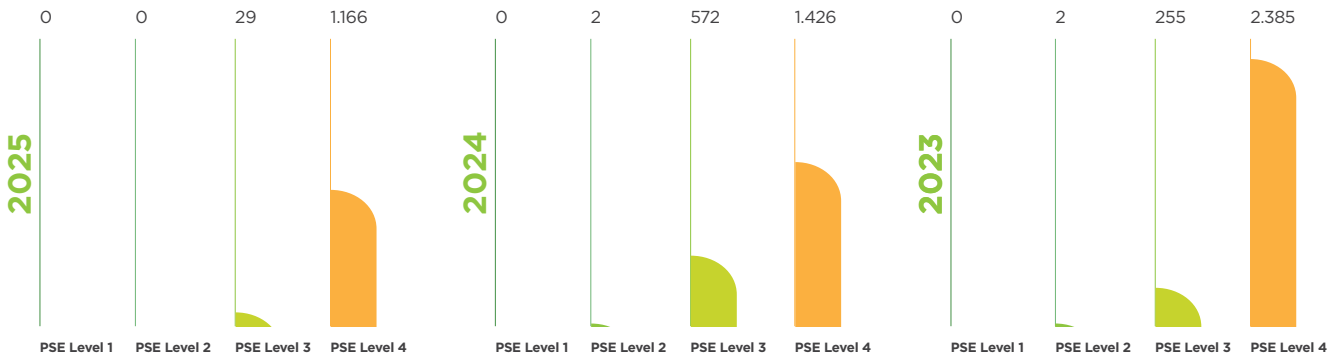
Sepanjang 2025, PGN tidak menerima laporan peristiwa yang masuk dalam PSE Level 1 dan Level 2. Adapun untuk PSE Level 3 terdapat 29 *event* dan PSE Level 4 terdapat 1.166 *event*.

PGN routinely monitor Process Safety Events (PSE), defined as the potential uncontrolled release of materials, whether hazardous, or non-toxic, or non-flammable, from production, distribution, storage, and utility facilities. In accordance with the standards of the International Association of Oil & Gas Producers (IOGP) and the HSSE Incident Management Guideline of PT Perusahaan Gas Negara Tbk No. G-001/12.02/2024, PSE are divided into several categories, namely:

1. Level 1: PSE with the most significant negative impact;
2. Level 2: PSE with a lower level of impact;
3. Level 3: Issues related to process safety instrumentation systems, that do not result in Level 1 and Level 2 PSE;
4. Level 4: Performance indicators of the management system in preventing process safety incidents.

Throughout 2025, PGN did not receive any reports of incidents classified as PSE Level 1 and Level 2. As for PSE Level 3, a total of 29 events were recorded, and for Level 4 PSE, there were 1,166 events.

Jumlah Kejadian Keselamatan Proses
Number of Process Safety Events



Tingkatan *Process Safety Event* (PSE)
Process Safety Event (PSE) Levels

Tingkatan *Process Safety Event* (PSE)
Process Safety Event (PSE) Levels

Tingkatan *Process Safety Event* (PSE)
Process Safety Event (PSE) Levels

EVALUASI DAN KINERJA PENGELOLAAN K3

[GRI 403-9, 403-10] [OG 11.9.10, 11.9.11]

Melalui pengelolaan Sistem Manajemen HSSE, PGN bertekad menciptakan lingkungan kerja yang sehat, selamat, aman, dan ramah lingkungan di seluruh wilayah pengelolaan usaha Perusahaan, termasuk Anak Perusahaan/ Afiliasi, dan pemasok yang bekerja atas nama PGN.

Kami mengevaluasi kinerja K3 sepanjang 2025, dengan menerapkan mekanisme *safety metric* sebagai indikator kinerja K3 di kantor pusat, unit bisnis, dan berbagai proyek yang dikelola. Sistem dirancang untuk melakukan evaluasi kinerja K3 secara bulanan dengan tujuan mendorong peningkatan berkesinambungan di seluruh lini organisasi. Pada 2025 pelaksanaan program K3 di Subholding Gas berhasil mencatat pencapaian signifikan, yaitu 518.307.557 kumulatif jam kerja aman.

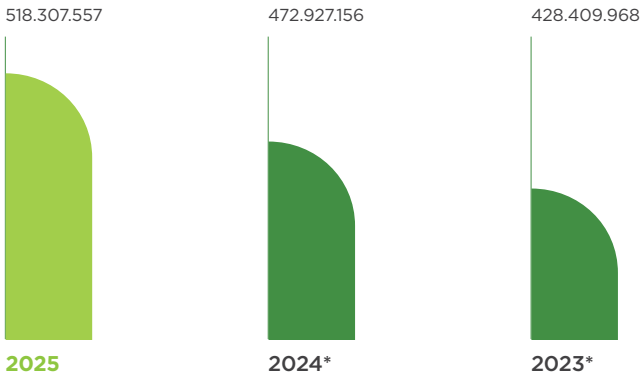
EVALUATION AND PERFORMANCE OF OHS MANAGEMENT [GRI 403-9, 403-10] [OG 11.9.10, 11.9.11]

Through the implementation of the HSSE Management System, PGN is committed to creating a healthy, safe, secure, and environmentally responsible working environment across all its operational areas, including Subsidiaries/ Affiliates, as well as supplier working on behalf of PGN.

We evaluated OHS performance throughout 2025 by implementing a safety metric mechanism as a key performance indicator for OHS at the head office, business units, and various managed projects. The system is designed to conduct monthly OHS performance evaluations with the aim of driving continuous improvement across all organizational lines. In 2025, the implementation of OHS programs within the Gas Subholding achieved a significant milestone, recording a cumulative total of 518,307,557 safe man-hours.

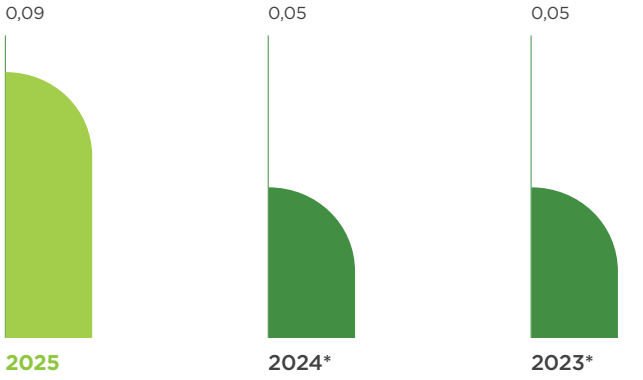
Jam Kerja Aman Kumulatif Subholding Gas
Cumulative Safe Man-Hours for Gas Subholding

dalam Jam
in Hours



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.

Total Recordable Injury Rate (TRIR) Subholding Gas**
Total Recordable Injury Rate (TRIR) Gas Subholding



Keterangan / Note:
* Penyajian kembali informasi dikarenakan adanya penyesuaian entitas atas penyajian data. [GRI 2-4]
The restatement of information was undertaken due to adjustments to the reporting entity for data presentation purposes.
** Penghitungan rerata dilakukan berdasar 1.000.000 jam kerja.
Average calculated based on 1,000,000 working hours.

Lost Time Injury Rate (LTIR) Subholding Gas*
Lost Time Injury Rate (LTIR) Gas Subholding



Pekerja Employees			Kontraktor Contractor		
2025	2024	2023	2025	2024	2023
0	0	0	0	0	0

Jumlah Total	2025	2024	2023
	0	0	0

Keterangan / Note:
* Penghitungan rerata dilakukan berdasar 1.000.000 jam kerja.
Average calculated based on 1,000,000 working hours.

Peristiwa Kecelakaan Kerja Subholding Gas
Gas Subholding Work Accident

Uraian Description	2025		2024		2023	
	PGN	Kontraktor Contractor	PGN	Kontraktor Contractor	PGN	Kontraktor Contractor
Fatalitas Fatality	0	0	0	0	0	0
LWDC	0	0	0	0	0	0
RWDC	0	1	0	0	0	0
MTC	0	3	0	2	0	2
FAC	0	2	0	7	0	5
Near Miss	0	21	0	19	0	6
Total	**0**	**27**	**0**	**28**	**0**	**13**
	27		**28**		**13**	

Keterangan | Notes:
- *Near Miss* adalah kejadian yang berpotensi menimbulkan cedera dan/atau kerusakan (kehilangan) pada aset, lingkungan atau pihak ketiga.
Near Miss is an incident that has the potential to cause injury and/or damage (loss) to assets, the environment, or third parties.
- FAC adalah cedera yang tidak memerlukan perawatan lanjutan (sebatas pemberian pertolongan pertama) dan tidak menimbulkan hari kerja hilang atau hari kerja dengan keterbatasan kemampuan kerja.
FAC refers to an injury that does not require further medical treatment (limited to first aid) and does not result in lost workdays or restricted workdays.
- MTC adalah cedera yang memerlukan perawatan lanjutan di bawah pengawasan dari tenaga medis tetapi tidak menimbulkan hari kerja hilang atau hari dengan keterbatasan kemampuan kerja.
MTC refers to an injury that requires further medical treatment under the supervision of medical personnel but does not result in lost workdays or restricted workdays.
- RWDC adalah kecelakaan kerja yang mengakibatkan pekerja yang bersangkutan tetap dapat bekerja di hari setelah terjadinya insiden, namun tidak dapat melaksanakan semua pekerjaan tugas atau kewajiban rutinnya secara efektif.
RWDC is a work-related accident that results in the worker being able to return to work on the day following the incident but unable to effectively perform all routine duties or obligations.
- LWDC adalah kecelakaan kerja yang mengakibatkan pekerja untuk sementara tidak mampu bekerja kembali pada hari atau shift berikutnya sesuai jadwal kerja.
LWDC is a work accident that results in the worker being temporarily unable to return to work on the next scheduled day or shift.
- *Fatality* adalah kecelakaan kerja yang menimbulkan kematian tanpa memperhitungkan tenggat waktu antara terjadinya kecelakaan dengan meninggalnya korban.
Fatality is a work-related accident resulting in death, regardless of the time interval between the occurrence of the accident and the death of the victim.

Selama 2025 tidak ada Penyakit Akibat Kerja (PAK) yang diderita karyawan PGN maupun pemasok (kontraktor), sesuai Peraturan Presiden No.7 Tahun 2019 tentang Penyakit Akibat Kerja. Data tersebut diperoleh dari analisis berdasarkan hasil MCU, DCU, dan kunjungan ke fasilitas kesehatan yang ada di Perseroan. Kami juga telah menindaklanjuti kondisi kerja berbahaya yang dapat menimbulkan risiko terhadap kesehatan para pekerja.

Throughout 2025, there were no reported cases of Occupational Diseases (PAK) among PGN employees or suppliers (contractors), in accordance with Presidential Regulation No. 7 of 2019 concerning Occupational Diseases. The data were obtained from analysis based on the results of periodic MCU, DCU, and visits to the Company's healthcare facilities. The Company has also followed up on hazardous working conditions that may pose health risks to employees.

SEJAHTERA BERSAMA MASYARAKAT
PROSPEROUS TOGETHER WITH THE COMMUNITY

Kami mengelola infrastruktur gas bumi dengan merangkul masyarakat melalui program-program pemberdayaan yang tepat sasaran yang diwujudkan dengan pemenuhan Tanggung Jawab Sosial Dan Lingkungan (TJSL) dan dilandasi penghormatan pada Hak Asasi Manusia (HAM).

We manage natural gas infrastructure by engaging communities through targeted empowerment programs implemented through the fulfillment of Corporate Social Responsibility (CSR) and grounded in respect for human rights (HAM).

DAMPAK OPERASI TERHADAP MASYARAKAT DAN PENGADUAN MASYARAKAT [OJK F.23, F.24]
[GRI 413-1]

Kami menyadari bahwa kegiatan operasi yang dijalankan PGN tidak hanya menghadirkan manfaat bagi masyarakat di sekitar wilayah operasi, tapi juga dampak negatif terhadap mereka. Perusahaan terus berupaya mengelola dampak tersebut melalui melalui pendekatan pelibatan masyarakat yang dilakukan di seluruh wilayah operasi dan di setiap tahapan proyek. Di mulai dari pengumuman publik, konsultasi hingga penanganan potensi permasalahan sosial yang mungkin timbul. PGN menjalankan proses konsultasi publik termasuk dalam proses penyusunan Analisis Mengenai Dampak Lingkungan (AMDAL) dan memberikan akses kepada masyarakat guna menyampaikan pengaduan maupun keluhan.

Seluruh pelibatan masyarakat dilaksanakan dengan mengacu pada regulasi dan pedoman internal yang berlaku, antara lain Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Perlindungan dan Pengelolaan Lingkungan Hidup, yang mengatur mekanisme partisipasi dan konsultasi/Persetujuan Diawal Tanpa Paksaan (PADIATAPA) masyarakat dalam proses penyusunan dokumen AMDAL; Prosedur Operasi (PO) Pengelolaan Aktivitas Regulatory and Project Liaison (O-002/10.01/2024); dan Pedoman Pengelolaan Community Involvement and Development (P-001/11.03/2024).

Kami memastikan proses yang berlangsung menyertakan pula kelompok masyarakat rentan, yakni kaum perempuan terutama ibu hamil, anak-anak, warga lanjut usia, dan penyandang disabilitas. Adapun kelompok rentan lain yakni penduduk asli/masyarakat adat, tidak dilibatkan karena di sekitar wilayah operasional PGN tidak terdapat penduduk asli/masyarakat adat.

OPERATIONAL IMPACTS ON COMMUNITIES AND COMMUNITY GRIEVANCES [OJK F.23, F.24]
[GRI 413-1]

We recognize that PGN's operational activities not only generate benefits for communities surrounding our operational areas, but may also create negative impacts. The Company continuously strives to manage such impacts through community engagement approaches implemented across all operational areas and at every stage of the project development. This begins with public announcements and consultations, through to the handling of potential social issues that may arise. PGN consistently conducts public consultation processes, including during the preparation of the Environmental Impact Analysis (AMDAL), and provides accessible channels for communities to submit complaints or grievances.

All community engagement activities are carried out in accordance with applicable regulations and internal guidelines, including Government Regulation No. 22 of 2021 concerning Environmental Protection and Management, which regulates community participation mechanisms in the preparation and Free, Prior, and Informed Consent (FPIC) of AMDAL documents; the Standard Operating Procedure (SOP) on Regulatory and Project Liaison Activity Management (O-002/10.01/2024); and the Community Involvement and Development Management Guideline (P-001/11.03/2024).

We ensure that these processes also includes vulnerable groups, including women especially pregnant women, children, the elderly, and persons with disabilities. As for other vulnerable groups such as indigenous peoples/local communities, they are not involved because there are no indigenous peoples/local communities residing in the areas surrounding PGN's operational areas.

Pelibatan masyarakat dilakukan melalui implementasi TJSL, yang disusun melalui proses konsultatif bertahap:
Community engagement is carried out through the implementation of CSR, which are prepared through a phased consultative process:

1. Fase perencanaan untuk mengidentifikasi kebutuhan serta potensi pengembangan program yang sesuai dengan kondisi setempat;
   Planning phase, aimed to identify needs and potential program development aligned with local conditions;
2. Fase implementasi meliputi pelatihan, *workshop*, serta pendampingan intensif, untuk meningkatkan kapasitas penerima manfaat dalam mengelola dan memanfaatkan hasil program;
   Implementation phase, which include training sessions, workshops, and intensive mentoring to enhance the capacity of beneficiaries in managing and utilizing program outcomes;
3. Fase pemantauan dan evaluasi, untuk mengukur efektivitas program *Community Development Officer* melakukan kunjungan lapangan dan diskusi dengan penerima manfaat guna mengidentifikasi kendala serta menilai hasil yang telah dicapai, kajian Indeks Kepuasan Masyarakat (IKM) dan *Social Return on Investment* (SROI); dan
   Monitoring and evaluation phase, to assess the effectiveness of the program, the Community Development Officer conducts field visits and discussions with beneficiaries to identify challenges and evaluate the results achieved, conducted to measure program effectiveness through field visits, discussions with beneficiaries, assessment of the Community Satisfaction Index (CSI) and Social Return on Investment (SROI); and
4. Fase *exit strategy* yang merupakan tahap akhir dan diwujudkan dengan strategi agar program dapat berlanjut secara mandiri oleh penerima manfaat.
   Exit strategy phase, representing the final stage and implemented through strategies designed to ensure that programs sustainability and independent continuation by beneficiaries.

PGN memiliki mekanisme menangani pengaduan dan keluhan masyarakat, penanganan konflik, pengaduan tanggap darurat dan penanganan masalah sosial sesuai pedoman yang berlaku. Mekanisme mengacu pada Pedoman Penanganan Keluhan Masyarakat pada Program TJSL, Prosedur Operasi (PO) Pengelolaan Aktivitas Regulatory and Project Liaison, serta Prosedur Operasi Penanganan Keadaan Gawat Darurat pada Jaringan Pipa dan Fasilitasnya. Pada 2025, PGN telah melakukan konsultasi masyarakat terkait Kegiatan Pembangunan Jaringan Infrastruktur Gas Rumah Tangga (Jargas) di setiap proyek yang dikelola oleh PGN sesuai dengan ketentuan dalam penyusunan Dokumen Lingkungan (AMDAL/UKL-UPL/SPPL).

PGN has established mechanisms for handling community complaints, conflict resolution, emergency related complaints, and social issue management in accordance with the applicable guidelines. These mechanisms refer to the Guidelines for Handling Community Complaints in CSR Programs, the Standard Operating Procedure (SOP) for Regulatory and Project Liaison Management, and the SOP for Emergency Response Handling in Pipeline Networks and Related Facilities. By 2025, PGN had conducted public consultations regarding residential gas infrastructure network development activities (Jargas) for every project managed by PGN, in accordance with the requirements for the preparation of environmental impact assessment documents (AMDAL/UKL-UPL/SPPL).

Seluruh kinerja TJSL menjadi tanggung jawab Fungsi CSR di bawah pengawasan Direksi yang berwenang atas isu pelibatan masyarakat. Fungsi CSR bertanggung jawab atas perumusan kebijakan, pengawasan pelaksanaan program pengembangan masyarakat, serta pengelolaan dampak sosial di sekitar wilayah operasional, serta berkoordinasi dengan Fungsi CSR di wilayah operasi apabila dibutuhkan.

All CSR performance falls under the responsibility of the CSR Function, which operates under the supervision of the Board of Directors, which has authority over community engagement issues. The CSR Function is responsible for formulating policies, overseeing the implementation of community development programs, and managing social impacts in the areas surrounding our operations, as well as coordinating with the CSR Function in the operational regions as needed.

HAK PENDUDUK ASLI DAN KEPATUHAN HAM [GRI 411-1][OG 11.16.2, 11.17.2]

Sampai dengan akhir periode pelaporan, tidak ada wilayah operasi PGN yang berdekatan dengan wilayah yang ditinggali masyarakat adat. Namun demikian, secara prinsip kami tetap menghormati keberadaan dan hak-hak masyarakat adat, antara lain hak atas tanah, wilayah dan sumber daya, hak atas air, struktur organisasi, ekonomi dan sosial, serta hak konsultasi tanpa paksaan untuk memperoleh pemahaman dan membantu mencapai persetujuan sehubungan dengan tindakan mitigasi yang diusulkan.

Kami juga memastikan seluruh proses pelibatan masyarakat dijalankan dengan tetap menghormati HAM. Selama 2025 PGN tidak pernah dihadapkan pada laporan maupun sangkaan adanya pelanggaran HAM terhadap masyarakat adat di wilayah operasi. Selain itu, tidak ada wilayah operasi PGN yang mendapatkan pemeriksaan dari pihak berwenang, termasuk Komisi Nasional (Komnas) HAM karena laporan maupun sangkaan menerapkan praktik-praktik bisnis yang melanggar HAM.

Perseroan pun terus meningkatkan pemahaman mengenai HAM terhadap para pekerja, baik pekerja PGN dan pekerja vendor. Kegiatan yang dilakukan di 2025 antara lain sosialisasi terkait HAM melalui kegiatan sosialisasi Respectful Workplace yang diadakan melalui email *blast* yang ditujukan kepada seluruh pekerja dan *e-learning* RWP yang wajib diikuti oleh seluruh pekerja. Selain itu dalam PKB juga sudah terdapat pernyataan terkait HAM.

PGN belum menyertakan klausul mengenai HAM dalam perjanjian kerja sama investasi dengan investor, maupun kontrak kerja dengan pemasok. Namun sejalan dengan kesungguhan menghormati HAM, Perseroan memastikan seluruh investasi dan pekerjaan yang dilaksanakan, tidak mengabaikan segala aspek terkait HAM terhadap pekerja, masyarakat termasuk masyarakat adat dan kelompok rentan lain, maupun terhadap lingkungan.

IMPLEMENTASI PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL)

[OJK F.25][GRI 413-1, 413-2][OG 11.15.1, 11.15.2, 11.15.3]

Selama 2025, PGN melanjutkan sejumlah program unggulan pemberdayaan masyarakat sebagai implementasi TJSL. Program dan kegiatan yang dijalankan juga ditujukan untuk mendukung Perseroan menerapkan transisi energi dan adaptasi perubahan iklim, sehingga mendatangkan dampak positif bagi masyarakat, termasuk kemudahan mengakses energi bersih. [GRI 102-1]

INDIGENOUS PEOPLES' RIGHTS AND HUMAN RIGHTS COMPLIANCE [GRI 411-1][OG 11.16.2, 11.17.2]

As of the end of the reporting period, none of PGN's operational areas are located within or adjacent to areas inhabited by indigenous peoples. Nevertheless, as a matter of principle, we continue to respect the existence and rights of indigenous peoples, including rights to land, territories and resources, rights to water, organizational, economic and social structures, as well as the right to free consultation aimed at achieving mutual understanding and supporting agreement on proposed mitigation measures.

We also ensure that all community engagement processes are carried out with due respect for human rights. Throughout 2025, PGN was not subject to any reports or allegations of human rights violations involving indigenous peoples, within its operational areas. In addition, none of PGN's operational areas were subject to investigation by authorities, including the National Commission on Human Rights (Komnas HAM), in relation to reports or allegations of business practices that violate human rights.

The Company also continues to enhance human rights awareness among its workforce, including PGN personnel and vendors. Activities carried out in 2025 included the dissemination of human rights awareness through the Respectful Workplace campaign, delivered via email blast to all employees and RWP e-learning that is complusory for all employees. In addition, there is a statement relating to human rights in the Company's CBA.

PGN has not yet incorporated specific human rights clauses into investment cooperation agreements with investors or contractual agreements with suppliers. Nevertheless, in line with its commitment to respecting human rights, the Company ensures that all investments and work activities undertaken do not neglect any human rights aspects concerning workers, communities including indigenous peoples and other vulnerable groups, as well as the environment.

IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAMS

[OJK F.25][GRI 413-1, 413-2][OG 11.15.1, 11.15.2, 11.15.3]

Throughout 2025, PGN continued to implement a number of flagship community empowerment programs as part of its CSR implementation. The programs and activities carried out are also intended to support the Company's energy transition and climate change adaptation efforts, thereby generating positive impacts for communities, including improved access to clean energy. [GRI 102-1]

VISI MISI TJSL PGN
PGN CSR VISION AND MISSION



VISI
VISION

Mendukung Visi PGN melalui Program CID yang selaras dengan Tujuan Pembangunan Berkelanjutan.

Supporting PGN's Vision through the CID Program that is aligned with Sustainable Development Goals.



MISI
MISSION

1. **Melaksanakan Program CID yang bertujuan:**
   a. **Meningkatkan kinerja Perusahaan**
   b. **Meningkatkan kualitas hidup masyarakat,**
   c. **Berkontribusi secara aktif dalam menjaga pelestarian alam.**
2. **Meningkatkan kualitas Program CID melalui kerja sama yang sinergis di lingkungan Subholding Gas atau dengan pihak ketiga.**
3. **Menjaga keharmonisan hubungan Perusahaan dengan para *stakeholder* melalui Program CID.**

1. Implementation of the CID Program which aims to:
   b. Improve the Company's performance,
   c. Improve the quality of life of the community, and
   d. Actively contribute to the preservation of nature.
2. Enhancement of CID Program quality through synergistic cooperation within the Gas Subholding or with third parties.
3. Maintaining harmonious relationship with stakeholders through the implementation of CID Programs.



KOMITMEN POKOK
CORE COMMITMENT

- **Berkontribusi terhadap peningkatan KESEJAHTERAAN masyarakat.**
- **Menciptakan hubungan HARMONIS dengan *Stakeholder*.**
- **Program Kemitraan dan Program Bina Lingkungan yang berkelanjutan merupakan AMANAH.**
- **RESPONSIF terhadap masalah sosial masyarakat.**
- **EMPATI terhadap masalah sosial masyarakat.**

- Contributing to the improvement of the community's WELFARE.
- Fostering a HARMONIOUS relationships with Stakeholders.
- Ensuring that the Sustainable Partnership Program and Community Development Program are upheld as a MANDATE.
- Being RESPONSIVE to social issues within the community.
- Demonstrating EMPATHY toward social challenges faced by the community.

Pencapaian Program *Community Involvement and Development* (CID)
Community Involvement and Development (CID) Program Achievements

Pencapaian 2025
2025 Achievement

>120.000	**1,47**	**3,51**
orang penerima manfaat beneficiary	**rasio SROI program CID** CID program SROI ratio	**nilai IKM program CID** CID program IKM score

4 Pilar Utama Program TJSL BUMN [GRI 203-1, 203-2] [OG 11.4.4, 11.4.5]

Pemenuhan TJSL dilaksanakan berpedoman pada Peraturan Menteri BUMN Nomor PER-01/MBU/03/2023 tanggal 24 Maret 2023 tentang Penugasan Khusus dan Program TJSL BUMN, serta mengacu berbagai regulasi lain. Sesuai ketentuan tersebut, Program TJSL PGN terdiri atas 4 Pilar Utama, yang meliputi prinsip 5P, yaitu *People*, *Prosperity*, *Peace*, *Partnership*, dan *Planet*.

4 Main Pillars of the SOE CSR Program [GRI 203-1, 203-2] [OG 11.4.4, 11.4.5]

The implementation of CSR is carried out in accordance with Minister of SOEs Regulation No. PER-01/MBU/03/2023 dated 24 March 2023 concerning Special Assignments and SOE TJSL Programs, as well as other relevant regulations. In line with these provisions, PGN's CSR Program is structured around 4 Main Pillars, which incorporate the 5P principles: People, Prosperity, Peace, Partnership, and Planet.

4 Pilar Utama Program TJSL BUMN
4 Main Pillars of the SOE CSR Program

Sosial Social	Ekonomi Economy	Lingkungan Environment	Hukum dan Tata Kelola Law and Governance
Untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat. To achieve the fulfillment of quality basic human rights in a fair and equal manner to improve community welfare.	Untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan. To achieve quality economic growth through sustainability of employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy, and supported partnership.	Untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan. For sustainable management of natural resources and the environment as a support for all life.	Untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel, dan partisipatif guna menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum. For the realization of legal certainty and effective, transparent, accountable, and participatory governance to create security stability and achieve a state based on law.

PGN bekerja sama secara erat dengan seluruh entitas dalam Subholding Gas, dan berperan sebagai Penasihat Aktif sekaligus Pengelola Utama (*Key Manager*) bagi setiap Anak Perusahaan dan Afiliasi. Peran ini bertujuan memastikan seluruh program TJSL yang dilaksanakan entitas sejalan dengan visi, tujuan, dan anggaran PGN Grup, serta mematuhi ISO 26000. Dalam mengimplementasikan program-program tersebut, PGN melakukan konsultasi dan kolaborasi yang dilakukan dalam bentuk sosialisasi dan FGD dengan berbagai pihak, termasuk masyarakat dan instansi pemerintah setempat. Hal ini dilakukan guna memastikan bahwa program atau inisiatif yang dipilih benar-benar sesuai dengan kebutuhan penerima manfaat.

PGN works closely with all entities within the Gas Subholding and acts as an Active Advisor as well as the Key Manager for each Subsidiary and Affiliate. This role aims to ensure that all CSR programs implemented by entities are aligned with the vision, objectives, and budget of the PGN Group, and comply with ISO 26000 guidelines. In implementing these programs, PGN conducts consultations and collaborations in the form of socialization activities and FGD with various stakeholders, including local communities and government agencies. These efforts are undertaken to ensure that the selected programs and initiatives are fully aligned with the needs of the beneficiaries.

PGN memiliki panduan pengelolaan TJSL berupa Pedoman Pengelolaan *Community Involvement and Development*, Prosedur Operasi Penyediaan dan Penyaluran Program TJSL, Prosedur Operasi Penanganan Keluhan Masyarakat pada Program TJSL, dan Instruksi Kerja Sistem Monitoring dan Evaluasi Program *Community Development*. Selain itu, PGN terus mengoptimalkan manajemen dan distribusi dana program agar dapat disalurkan secara merata, sehingga tujuan pembangunan dan peningkatan kesejahteraan sosial dapat tercapai. Sepanjang 2025, PGN menginvestasikan dana TJSL sebesar Rp57.682.810.290.

PGN has established CSR management guidelines, including the Community Involvement and Development Management Guideline, Operating Procedure for the Provision and Distribution of CSR Programs, Operating Procedure for Handling Community Complaints in CSR Programs, and Work Instruction for the Monitoring and Evaluation System of Community Development Programs. In addition, PGN continues to optimize the management and distribution of CSR funds to ensure equitable allocation so that development objectives and social welfare improvement can be achieved. Throughout 2025, PGN has invested Rp57,682,810,290 in CSR funds.

Biaya Investasi Berdasarkan Pilar TJSL BUMN
CSR Investment Costs Based on Pillars CSR BUMN

dalam Rp
in Rp

Pilar Pillars	2025	2024	2023
Pilar Sosial Social Pillar	27.556.349.935	37.093.445.522	37.323.877.124
Pilar Ekonomi Economic Pillar	11.579.108.462	13.111.686.468	14.200.695.697
Pilar Lingkungan Environmental Pillar	18.547.351.893	14.984.154.714	15.042.534.636
Total Investasi TJSL Total CSR Investment	57.682.810.290	65.189.286.704	66.567.107.458
Pilar Hukum dan Tata Kelola Legal and Governance Pillar	57.652.498.213	47.599.771.341	36.640.510.451
Total	**115.335.308.503**	**112.789.058.045**	**103.207.617.909**

Selama 2025, PGN tidak pernah mendapatkan sanksi terkait pelanggaran sangkaan ketidakpatuhan regulasi yang mengatur pengelolaan di bidang sosial dan ekonomi. [GRI 419-1]

Throughout 2025, PGN has never received any sanctions related to alleged violations of regulations governing social and economic management.

Pilar Sosial

PGN terus berupaya menjadi Perusahaan yang peduli terhadap isu-isu sosial dengan tanggap merespons berbagai situasi yang terjadi di Indonesia. Di 2025, kami mengalokasikan dan menyalurkan dana TJSL untuk pilar sosial dalam beberapa kegiatan, yaitu meliputi:

1. Bantuan Korban Bencana
   Pemberian bantuan untuk korban bencana banjir bandang di Provinsi Aceh, Sumatra Utara dan Sumatra Barat, sebesar Rp2.674.973.550. Secara keseluruhan, PGN telah menyalurkan paket bantuan logistik, peralatan pendukung operasional posko dan dapur umum. Selain itu, PGN mendukung pemenuhan kebutuhan dasar masyarakat melalui penyediaan suplai air bersih 10.000 liter per hari ke beberapa posko, dapur umum dan ke RSUD Tamiang, serta menyediakan fasilitas mini *Water Treatment Plant* (WTP) di Pangkalan Brandan dengan kapasitas 2.000 liter/jam untuk kebutuhan air bersih masyarakat sekitar.

2. Bantuan Pendidikan dan Fasilitas Pendidikan
   Program Peningkatan Kapabilitas Generasi Muda memberikan dampak nyata dalam penguatan kapasitas kepemimpinan dan literasi keuangan bagi mahasiswa di berbagai perguruan tinggi di Indonesia. Melalui penyelenggaraan seminar kepemimpinan dan literasi keuangan, program ini telah menjangkau 1.155 mahasiswa dari lebih dari 100 universitas, dengan total 500 peserta aktif yang mengikuti 7 sesi seminar daring berskala nasional.

   Selain peningkatan kapasitas melalui edukasi, program ini juga diwujudkan melalui pemberian 242 beasiswa pendidikan sebagai bentuk dukungan terhadap pengembangan potensi generasi muda. Inisiatif ini tidak hanya membantu akses pendidikan, tetapi juga mendorong lahirnya talenta muda yang lebih siap menghadapi tantangan masa depan.

3. Program Kesehatan
   PGN melaksanakan program pemeriksaan kesehatan gratis yang diselenggarakan di SOR I, SOR II, dan SOR III sebagai bagian dari komitmen perusahaan dalam meningkatkan kualitas kesehatan masyarakat. Kegiatan ini mencakup penyuluhan kesehatan, pemeriksaan umum, pemeriksaan metabolik, serta pemberian Paket Makanan Tambahan (PMT) bagi anak dan balita guna mendukung pencegahan stunting dan peningkatan gizi masyarakat. Secara keseluruhan, program ini telah memberikan manfaat kepada lebih dari 1.500 penerima manfaat dari berbagai kelompok masyarakat. Selain itu, PGN juga menyalurkan bantuan alat kesehatan kepada 214 pensiunan PGN sebagai bentuk perhatian dan apresiasi atas kontribusi mereka.

Social Pillar

PGN continues to strive to be a socially responsible company by responding promptly to various situations occurring in Indonesia. In 2025, we allocated and distributed CSR funds under the social pillar for several activities, including:

1. Disaster Relief Assistance
   Aid totaling Rp2,674,973,550 was provided to victims of flash floods in the provinces of Aceh, North Sumatra, and West Sumatra. Overall, PGN has distributed logistics aid packages, as well as equipment to support the operations of command posts and community kitchens. In addition, PGN supports the fulfillment of the community's basic needs by providing 10,000 liters of clean water per day to several command posts, public kitchens, and Tamiang Regional General Hospital, as well as by providing a mini water treatment plant (WTP) in Pangkalan Brandan with a capacity of 2,000 liters per hour to meet the clean water needs of the surrounding community.

2. Education Assistance and Educational Facilities
   The Youth Capacity Building Program has had a tangible impact on strengthening leadership skills and financial literacy among students at various universities across Indonesia. Through the organization of leadership and financial literacy seminars, the program has reached 1,155 students from more than 100 universities, with a total of 500 active participants attending seven nationwide online seminar sessions.

   In addition to capacity building through education, the program has also provided 242 educational scholarships as a form of support for developing the potential of the younger generation. This initiative not only facilitates access to education but also fosters the emergence of young talent better prepared to face future challenges.

3. Health Program
   PGN conducted a free medical check-up program held at SOR I, SOR II, and SOR III as part of the Company's commitment to improving community health quality. The program included health education sessions, general medical examinations, metabolic screenings, and the distribution of Supplementary Feeding Packages (PMT) for children and toddlers to support stunting prevention and nutritional improvement community. Overall, the program benefited more than 1,500 beneficiaries from various community groups. In addition, PGN distributed medical equipment assistance to 214 PGN retirees as a form of appreciation for their contributions.

4. Program Pangan Sehat
   Sebagai bagian dari upaya Perusahaan dalam mendukung ketahanan pangan nasional serta sejalan dengan agenda prioritas Pemerintah melalui program Astacita, pada 2025 PGN melaksanakan inisiatif Pangan Sehat melalui Program Pengembangan Budidaya Padi Biosalin. Program ini dirancang untuk mengoptimalkan pemanfaatan lahan pesisir yang terdampak salinitas tinggi menjadi lahan produktif melalui penerapan praktik pertanian adaptif dan berkelanjutan. Selain optimalisasi lahan pertanian melalui pengembangan padi biosalin, PGN juga menyalurkan lebih dari 5.000 paket pangan sehat kepada masyarakat guna meningkatkan akses masyarakat terhadap pangan bergizi serta memperkuat ketahanan pangan pada tingkat komunitas.

   Implementasi program budidaya padi biosalin berhasil merevitalisasi 115 hektare lahan tidur di pesisir utara Jawa Tengah, yang mencakup wilayah Semarang dan Jepara. Inisiatif tersebut tidak hanya meningkatkan produktivitas lahan, tetapi juga memberikan dampak sosial dan ekonomi yang signifikan bagi masyarakat setempat. Program ini berkontribusi pada peningkatan pendapatan kelompok tani hingga Rp3,77 miliar, peningkatan harga serapan gabah dari Rp4.500/kg menjadi Rp6.500/kg, serta membuka peluang kerja bagi sekitar 20 tenaga kerja buruh tani pada setiap 20 hektare lahan yang dikelola.

5. Program Keagamaan
   Bagian dari komitmen CSR PGN dalam memperkuat nilai sosial dan spiritual masyarakat di wilayah operasi Perusahaan. Implementasi program ini diwujudkan melalui renovasi serta penyediaan perlengkapan bagi 13 rumah ibadah dan 11 panti asuhan guna meningkatkan kenyamanan dan kualitas layanan keagamaan maupun sosial. Selain itu, PGN menyalurkan 489 hewan qurban ke lebih dari 100 titik daerah sebagai bentuk kepedulian dan pemerataan manfaat bagi masyarakat. Dukungan juga diberikan melalui penyaluran bantuan dan santunan kepada 16.079 penerima manfaat yang disalurkan melalui 565 yayasan keagamaan.

4. Healthy Food Program
   As part of the Company's efforts to support national food security and in line with the Government's priority agenda through the Astacita program, in 2025 PGN is implementing the Healthy Food initiative through the Biosaline Rice Cultivation Development Program. This program is designed to optimize the use of coastal land affected by high salinity and transform it into productive land through the application of adaptive and sustainable agricultural practices. In addition to optimizing agricultural land through biosaline rice cultivation, PGN also distributed more than 5,000 healthy food packages to the community to improve access to nutritious food and strengthen food security at the community level.

   The implementation of the biosaline rice cultivation program successfully revitalized 115 hectares of fallow land on the northern coast of Central Java, covering the Semarang and Jepara regions. This initiative not only increased land productivity but also had significant social and economic impacts on the local community. The program contributed to an increase in farmers' group income of up to Rp3.77 billion, raised the purchase price of paddy from Rp4,500/kg to Rp6,500/kg, and created job opportunities for approximately 20 agricultural workers per 20 hectares of managed land.

5. Religious Program
   This is part of PGN's CSR commitment to strengthening the social and spiritual values of communities in the Company's operational areas. The program was implemented through the renovation and provision of equipment for 13 places of worship and 11 orphanages to enhance comfort and the quality of religious and social services. Additionally, PGN distributed 489 sacrificial animals to more than 100 locations across the region as a gesture of care and to ensure equitable distribution of benefits to the community. Support was also provided through the distribution of aid and assistance to 16,079 beneficiaries, channeled through 565 religious foundations.





Realisasi dan Capaian Pilar Sosial 2025
Realization and Achievement of Social Pillars 2025

Program PGN Peduli Bencana
PGN Disaster Relief Program

24.684 penerima manfaat
24.684 beneficiaries.

Program Pendidikan dan Fasilitas Pendidikan
Education Assistance and Educational Facilities

1.155 pelajar/mahasiswa mendapatkan akses pendidikan berupa beasiswa maupun pelatihan kepemimpinan dan literasi keuangan
1,155 students gained access to education in the form of scholarships and leadership and financial literacy training

Program Kesehatan
Health Program

≥1.500 penerima manfaat peningkatan akses kesehatan
≥1,500 beneficiaries of improved access to healthcare

Program Pangan Sehat
Healthy Food Program

5.000 paket pangan sehat kepada masyarakat
5,000 healthy food packages to the community

Program Keagamaan
Religious Program

- **565** yayasan sosial penerima bantuan
  565 social foundations receiving assistance
- **16.079** penerima manfaat
  16,079 beneficiaries
- **24** rumah ibadah dibangun
  24 houses of worship built
- **34 ekor sapi dan 455** ekor kambing, hewan qurban tersalurkan
  34 cows and **455 goats** distributed as qurbani animals

Pilar Ekonomi
Dalam pilar ekonomi, PGN telah meluncurkan berbagai inisiatif untuk membantu masyarakat meningkatkan produktivitas dan mencapai kemandirian ekonomi. Selama periode pelaporan, PGN telah menginvestasikan biaya untuk pemberdayaan ekonomi masyarakat yang diwujudkan dalam 4 Program Desa Binaan. PGN saat ini telah menetapkan 4 desa binaan, yakni:

Economic Pillar
Under the economic pillar, PGN has launched various initiatives to support communities in increasing productivity and achieving economic independence. During the reporting period, PGN invested funds in community economic empowerment implemented through 4 Fostered Village Programs (Program Desa Binaan). PGN has currently designated 4 fostered villages, namely:

1 Stasiun Gas Pagardewa
Pagardewa Gas Station

Desa Pagardewa, Muara Enim, Sumatra Selatan.
Pagardewa Village, Muara Enim, South Sumatra.

2 Stasiun Gas SOR III
SOR III Gas Station

Desa Tambak Kalisogo, Sidoarjo, Jawa Timur
Tambak Kalisogo Village, Sidoarjo, East Java.

3 Stasiun Gas Panaran
Panaran Gas Station

Desa Tembesi Tower, Pulau Lance, Kota Batam, Kepulauan Riau.
Tembesi Tower Village, Pulau Lance, Batam City, Riau Islands.

4 Stasiun Gas Cimanggis
Cimanggis Gas Station

Kelurahan Harja Mukti, Kecamatan Cimanggis, Kota Depok, Jawa Barat.
Harja Mukti Subdistrict, Cimanggis District, Depok City, West Java.

Realisasi dan Capaian Pilar Ekonomi 2025
Realization and Achievement of Economic Pillars 2025

Festival Suadesa Karangrejo	Program Pemberdayaan UMKM MSMEs empowerment	Pengembangan Ekowisata Danau Kemiri Pagerdewa, Sumatra Selatan Development of Kemiri Lake Ecotourism, Pagardewa, South Sumatra
• Melibatkan **40 UMKM** lokal yang didukung 40 unit C-CI untuk sektor kuliner. Involved **40 local MSMEs** supported by 40 C-CI units in the culinary sector. • Kegiatan ini menarik lebih dari **3.000 pengunjung** dan menciptakan perputaran ekonomi desa mencapai sekitar **Rp3 miliar**. The event attracted more than **3,000 visitors** and generated approximately **Rp3 billion** in economic activity for the village.	• **Rp4,5 miliar** pendapatan program PUMK. **Rp4.5 billion** in revenue from the PUMK program. • **648 UMK** penerima pendanaan program PUMK melalui BR. **648 SMEs** received funding from the PUMK program through BR. • **216 UMK** ikut serta pada 6 kegiatan pameran atau bazar. **216 SMEs** participated in 6 trade shows or fairs.	• **6.554 kunjungan wisata** sepanjang 2025 dengan pendapatan wisata **Rp92.486 juta/tahun**, meningkat **191%** dibandingkan periode sebelumnya. **6,554 tourist visits** throughout 2025, generating tourism revenue of **Rp92,486 million per year** a **191%** increase compared to the previous period. • PGN memberikan dukungan sarana wisata berupa 1 set fasilitas wisata edukatif dan kreatif serta 1 unit amphitheater untuk meningkatkan daya tarik kawasan. PGN provides tourism infrastructure support in the form of 1 set of educational and creative tourism facilities and 1 amphitheater to enhance the area's appeal. • Kawasan ekowisata dilengkapi 5 fasilitas publik dan berfungsi sebagai sumber air berkapasitas 22.500 m^3. The ecotourism area is equipped with 5 public facilities and serves as a water source with a capacity of 22,500 m^3.

Pilar Lingkungan

PGN juga terus mendukung perlindungan dan pelestarian alam sebagai bagian dari upaya pembangunan berkelanjutan yang mencakup edukasi untuk meningkatkan pelestarian lingkungan. Selama periode pelaporan, nilai yang disalurkan dalam pilar lingkungan diimplementasikan melalui berbagai inisiatif di antaranya:

1. Program Konversi Mobil Gas PGN untuk Mendukung Transisi Energi Bersih
2. Pengembangan Budidaya Padi Biosalin
3. Program Penghijauan

Environmental Pillar

PGN also continues to support environmental protection and conservation as part of its sustainable development efforts, including educational initiatives to enhance environmental awareness and stewardship. During the reporting period, the funds allocated under the environmental pillar were implemented through various initiatives, including:

1. PGN's Gas Vehicle Conversion Program to Support the Clean Energy Transition
2. Development of Biosaline Rice Cultivation
3. Reforestation Program

Realisasi dan Capaian Pilar Lingkungan 2025
Realization and Achievement of Environmental Pillars 2025

Program Penanaman Pohon
Tree Planting Programs

- **17.800** pohon ditanam di daratan dan lahan mangrove
  17,800 trees planted on land and mangrove areas
- **3.200** tanaman buah dalam wisata agro yang meningkatkan ekonomi masyarakat
  3,200 fruit plants in agro-tourism that boost the community's economy
- **201,2 tCO_2Eq/tahun** total penyerapan karbon
  201.2 tCO_2Eq/year total carbon absorption achieved

Pengembangan Budidaya Padi Biosalin
Development of Biosaline Rice Cultivation

- **Rp3,77 miliar** peningkatan pendapatan kelompok tani
  Rp3.77 billion increase in farmer group income
- **115 Ha l**ahan tidur di pesisir utara Jawa Tengah (100 Ha Semarang, 15 Ha Jepara) berhasil di revitalisasi
  115 hectares of idle land on the north coast of Central Java (100 hectares in Semarang, 15 hectares in Jepara) successfully revitalized
- **Rp6.500,-/kg** kenaikan harga serapan gabah dari Rp4.500,-/kg
  Rp6,500/kg increase in grain absorption price from Rp4,500/kg
- **20** tenaga kerja buruh tani per **20 Ha** berhasil diserap
  20 farm workers per **20 Ha** successfully absorbed

Program Eco Gasmove
Eco Gasmove Program

- **107 *driver*** transportasi umum (taksi *online*) melalui bantuan *converter kit* BBG
  107 public transportation drivers (online taxis) through the assistance of BBG converter kits
- **Rp3,44 miliar/tahun** peningkatan pendapatan *driver*
  Rp3.44 billion/year increase in driver income
- **764.640 Lsp/tahun** peningkatan penyerapan BBG
  764,640 Lsp/year increase in BBG absorption
- **Rp4,2 miliar/tahun** peningkatan pendapatan GAGAS
  Rp4.2 billion/year increase in GAGAS income

Selain itu, Subholding Gas melalui anak perusahaannya, PERTAGAS juga menjalankan Program Bumi Reang sebagai inisiatif pengembangan model Desa Pesisir Mandiri di Karangpandan, Juntinyuat, Indramayu. Program ini berfokus pada perbaikan kualitas lingkungan berbasis masyarakat serta penguatan kapasitas perempuan pesisir melalui pengembangan sistem tata kelola sampah rumah tangga, pembangunan ruang terbuka hijau, pelatihan diversifikasi hasil perikanan, penyediaan sarana produksi, dan penguatan kelembagaan kelompok pengelola sampah serta perempuan pesisir. Program ini telah menjangkau 250 rumah tangga nelayan dan melibatkan 15 perempuan pesisir yang tergabung dalam kelompok pengelola lingkungan dan UMKM. Melalui pemberdayaan masyarakat dalam pengelolaan sampah dan pelestarian lingkungan, program ini berkontribusi pada penurunan cemaran sampah ke laut, peningkatan vegetasi pelindung pantai melalui penanaman mangrove dan cemara laut, serta peningkatan produktivitas perempuan pesisir melalui diversifikasi produk hasil perikanan yang membuka peluang usaha dan pemasaran baru. Secara keseluruhan, program ini turut mendukung peningkatan pendapatan dan penguatan ekonomi rumah tangga masyarakat pesisir.

Pilar Hukum dan Tata Kelola

Inisiatif PGN di pilar hukum dan tata kelola dijalankan oleh Satuan Kerja Legal Counsel and Compliance. Tujuan dari inisiatif ini untuk menjadikan Perseroan sebagai organisasi yang memiliki kepastian hukum serta tata kelola yang efektif, transparan, akuntabel, dan partisipatif guna meningkatkan kepercayaan semua pihak yang berkepentingan dan mendukung kinerja. Informasi mengenai inisiatif yang dilaksanakan PGN selama 2025, disampaikan di Laporan ini pada bahasan Tata Kelola pada Laporan Keberlanjutan.

EVALUASI KINERJA

Untuk memastikan program-program berjalan sesuai tujuan, PGN melakukan evaluasi berkala melalui Penilaian Indeks Kepuasan Masyarakat (IKM). Berdasarkan hasil evaluasi 2025 diperoleh hasil, nilai IKM mencapai 3,51 dari skala 1-4 dengan kategori A dan predikat Sangat Puas.

PGN juga melakukan evaluasi dampak program TJSL menggunakan perhitungan *Social Return on Investment* (SROI) dengan hasil 1,47. Nilai tersebut menunjukkan bahwa dampak *social value* yang dihasilkan lebih besar dari nilai yang diinvestasikan Perusahaan, serta menunjukkan bahwa program yang dilaksanakan Perusahaan terbukti efektif dan memberikan dampak signifikan pada penerima manfaat program.

In addition, the Gas Subholding, through its subsidiary, PERTAGAS is implementing the Bumi Reang Program as an initiative to develop a model for self reliant coastal villages in Karangpandan, Juntinyuat, Indramayu. This program focuses on community based environmental quality improvement and capacity building for coastal women through the development of household waste management systems, the creation of green open spaces, training on fisheries product diversification, the provision of production facilities, and institutional strengthening of waste management groups and coastal women. The program has reached 250 fishing households and involves 15 coastal women who are members of environmental management groups and MSMEs. Through community empowerment in waste management and environmental conservation, this program contributes to reducing marine debris pollution, increasing coastal protective vegetation through the planting of mangroves and casuarinas, and boosting the productivity of coastal women through the diversification of fishery products, which opens up new business and marketing opportunities. Overall, this program supports increased income and economic strengthening for coastal households.

Legal and Governance Pillar

PGN's initiatives under the legal and governance pillar are carried out by the Legal Counsel and Compliance Work Unit. The objective of these initiatives is to position the Company as an organization with legal certainty and effective, transparent, accountable, and participatory governance, thereby enhancing stakeholder trust and supporting overall performance. Information regarding the initiatives implemented by PGN during 2025 is presented in this Report under the Governance section of this Sustainability Report.

PERFORMANCE EVALUATION

To ensure that programs are implemented in line with their objectives, PGN conducts periodic evaluations through the Community Satisfaction Index (CSI) Assessment. Based on the 2025 evaluation results, the IKM score reached 3.51 on a scale of 1–4, categorized as A with the predicate Very Satisfied.

PGN also evaluates the impact of its CSR programs using the Social Return on Investment (SROI) calculation, with results exceeding 1.47. This value indicates that the social value impact generated is greater than the amount invested by the Company, demonstrating that the programs implemented have proven to be effective and to deliver significant impact on the beneficiaries.

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VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN [OJK G.1][GRI 2-5]

WRITTEN VERIFICATION OF AN INDEPENDENT PARTY

SRAI Reaching Great

AA1000 Licensed Assurance Provider 000-758

Independent Assurance Statement

The 2025 Sustainability Report of PT Perusahaan Gas Negara Tbk

Number	: 07/000-758/III/2026/SRAI
Assurance Type	: Type 1 and Type 2 for the specific topic of Occupational Health and Safety
Assurance Level	: Moderate
Reporting Standards	: GRI Universal Standard, GRI 11: Oil and Gas Sector
Reporting Regulation	: Otoritas Jasa Keuangan Regulation (POJK) Number 51/POJK.03/2017 and SEOJK No. 16/SEOJK.04/2021

Dear stakeholders,

PT Sejahtera Rambah Asia or "SRAI" is issuing an **Independent Assurance Statement** ("the Statement") of **the 2025 Sustainability Report** ("the Report") of **PT Perusahaan Gas Negara Tbk** ("the Company"). The Company is operating in the energy sector, specifically in the oil and gas subsectors. The Report presents the commitment and efforts of the Company in managing its sustainability performance for the reporting period of **January 1st to December 31st, 2025**. As agreed with Management, SRAI's responsibility is to make an assessment based on the data and content of the Report for the year.

Intended User and Purpose

The purpose of the Statement is to present our opinion including the findings and recommendations based on the results of assurance work to the Company's stakeholders. The assuror team in accordance with specific procedures and a specific scope of work carried out the assessment. Except for the areas covered in the scope of the assurance, we encourage all NOT to solely interpret the Statement as the basis to conclude the Company's overall sustainability performance.

Responsibilities

Our obligations to the Management involve assessing the Report's content, generating findings, and recommendations, and issuing a Statement. Additionally, we are tasked with establishing conclusions and recommendations according to agreed-upon standards, methods, and approaches. Consequently, SRAI's evaluation is solely based on the most recent editorial and data received as of March 26th, 2026, regarding the final draft. SRAI's responsibility lies solely in providing assurance work, distinct from an audit, in accordance with the Non-Disclosure Agreement, the Assurance Engagement Agreement, Representation Letter, and Subsequent Event Testing. Management bears the sole responsibility for presenting data, information, and disclosures within the Report. Therefore, any parties relying on the Report and Statement must assume and manage their own risk.

Independence, Impartiality, and Competency

SRAI confirms NO relationships between the assuror team and the clients that can influence their independence and impartiality to conduct the assessment and generate the Statements. The assuror team is mandated to follow a particular assurance protocol and professional ethical code of conduct to ensure their objectivity and integrity. We carried out a pre-engagement assessment before the assurance work was taken to verify the risks of engagement as well as the independence and impartiality of the team. The assuror team members have knowledge of ISO 26000, AA1000 AccountAbility standards and principles, and also have experience in sustainability report assessment based on various reporting regulations.

SRAI Reaching Great

AA1000 Licensed Assurance Provider 000-758

Type and Level of Assurance Service

1. **Type 1 assurance** on the Report content.
2. **Type 2** on Occupational Health and Safety
3. **A moderate level of assurance** to the procedure on the Report content and evidence, where the risks of information and conclusions of the Report being error is reduced, but not to very low, but not zero.

Scope and Limitation of Assurance Service

1. Data and information in the Report for the period of **January 1st to December 31st, 2025.**
2. Material topics presented in the Report: **Energy Security, Occupational Health and Safety (OHS), Low-Carbon Emissions, Asset Integrity, Business Ethics and Governance, Innovation and Digitalization,** and **Local Community.**
3. Evaluation of publicly disclosed information, system, and process of the Company to ensure adherence of the Report content to the reporting principles.
4. SRAI does NOT include financial data, information, and figures in the Report content. We assumed that the Company, independent parties, or other parties associated with the Company have verified and/or audited financial statements, data, and information.
5. Adherence to the following reporting principles, standards, and regulations:
   a) Regulation of Otoritas Jasa Keuangan (OJK) No.51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Service Institution, Listed, and Public Companies (POJK 51) with reference to OJK Circular Letter (SEOJK) 2022 No.16/SEOJK.04/2021
   b) GRI Sustainability Reporting Standards (GRI Universal Standards).
   c) Global Reporting Initiative (GRI) 11: Oil and Gas Sector.

Exclusion

1. The expression of opinion, belief, expectation, advertisement, and also forward-looking statements, including future planning of the Company as specified in the Report content.
2. Analysis or assessment against regulations, principles, standards, guidelines, and indicators other than those indicated in the Statement.
3. Topics, data, and information outside the reporting period, or in the public domain not covered in the reporting period.
4. Financial performance data and information as presented in the Company's financial statements and documents, other than those mentioned in the Report.

Methodology and Source Disclosure

1. Form an Assuror Team whose members are capable in sustainability report development and assurance.
2. Perform the pre-engagement phase to ensure the independence and impartiality of the Assuror Team.
3. Hold a kick-off meeting and initial analysis of the Report draft based on the SRAI Protocol on Assurance Analysis refers to the standards, principles, and indicators of AA1000AS v3, AA1000APS (2018), and standards/regulations used in the Report.
4. Discuss online the results of the analysis with the Management and data contributors.
5. Verify evidence and trace data and information as covered in the Report.
6. Conducted the On-Site Engagement (OSE) through direct interviews with both internal and external stakeholders.
7. The Company incorporated our recommendations in the draft Report and released the final Report content.

8. Prepare the Statement and send it to AA1000 AccountAbility for review to get approval before submitting it to the Company.
9. Prepare a Management Letter detailing all aspects seen, recorded, and observed during the assurance work to the Management of the Company for further improvement of sustainability processes.

Adherence to AA1000AP (2018) and GRI Universal Standards

Inclusivity – The Company has systematically engaged internal and external stakeholders by mapping issues raised by external stakeholders, which the Company has identified to inform the determination of material topics through internal focus group discussion (FGD), thereby ensuring that stakeholder issues are a priority for the Company. In determining material topics, the Company also evaluates the effectiveness of stakeholder engagement by involving every work unit and directorate. Furthermore, through stakeholder mapping, the Company has also fairly involved marginalized or underrepresented stakeholders.

Materiality – In determining materiality, the Company has adopted a Double Materiality Approach that takes into account both environmental and financial materiality, as well as risk responses. The Company has considered short-term, medium-term, and long-term perspectives in its materiality assessment.

Responsiveness – In response to the needs, issues, concerns, and expectations of stakeholders, the Company conducts discussions through board meetings, the results of which are then communicated to all work units for follow-up or response. To support this, the Company maintains feedback channels accessible to all internal and external stakeholders. As part of its complaint monitoring process, the Company utilizes the SIT UPS application, accessible to internal staff, as well as the 135 hotline and a dedicated complaint email.

Impact – The Company has effectively measured, assessed, and managed its impacts in accordance with materiality. This is supported by assessments of the level of impact materiality (positive and negative) and the level of financial materiality (risk and opportunity). In addressing each topic, the Company has identified the impacts arising from the performance of each material topic.

Statement of Use: "In Accordance to the GRI Standards" – We evaluated the Report content in adherence to the GRI Universal Standards principles, disclosures, and requirements for reporting. The Company has referred to the nine requirements: apply the reporting principles, report the disclosures in GRI 2: General Disclosures 2021, determine material topics, report the disclosures in GRI 3: Material Topics 2021, report disclosures from the GRI Topic Standards for each material topic, provide reasons for omission for disclosures and requirements that the organization cannot comply with, publish a GRI content index, provide a statement of use, and notify GRI.

On Site Engagement: On-Site Engagement (OSE) constitutes one of our procedures performed to assess the Company's adherence to the AA1000 Principles (Inclusivity, Materiality, Responsiveness, and Impact), based on a sample of material topics and significant stakeholders. Based on the OSE performed, we conclude that the Company has implemented the process in a generally sufficient and appropriate manner, covering the aspects of Inclusivity, Materiality, Responsiveness, and Impact as identified, mapped, and applied in its engagement with stakeholders.

GRI Standards Principles – As the assurance work was taken, the report content sufficiently indicates its adherence to the Reporting principles (accuracy, balance, clarity, comparability, completeness,

sustainability context, timeliness, and verifiability). The Management provided sufficient support during the assurance work by submitting evidence/documents as requested.

Type 2 Assurance – SRAI verifies the topic of **Occupational Health and Safety,** The Company has established an Occupational Safety And Health (OHS) management system supported by a dedicated HSSE Division, which is responsible for policy development, regulatory compliance, monitoring of OHS implementation, and reporting of OHS-related activities to stakeholders at both headquarters and regional levels. In supporting risk mitigation, the Company utilizes the HOLISTIC application as a reporting channel for workers to identify and report potential risks in the field. Reported risks are recorded in a risk register that is updated in real time and used by the HSSE team for monitoring purposes. Workers are required to submit reports through the HOLISTIC application on a monthly basis to support ongoing risk identification. The Company has also conducted both internal and external audits of its OHS management system.

Recommendation

1. The Company may consider conducting Greenhouse Gas (GHG) emissions verification to enhance the credibility of its emissions results.
2. To enhance oversight of suppliers, the Company may develop a monitoring mechanism for the environmental and social requirements of suppliers.

The assurance provider,

Jakarta, March 26th 2026



Dr. Lim Hendra, LCSAP
Assurance Director
PT Sejahtera Rambah Asia
(SRAI)

PERATURAN OTORITAS JASA KEUANGAN (POJK) NOMOR 51/POJK.03/2017 DAN SURAT EDARAN OTORITAS JASA KEUANGAN (SEOJK) NOMOR 16/SEOJK.04/2021 [OJK G.4]

FINANCIAL SERVICES AUTHORITY REGULATION (POJK) NUMBER 51/POJK.03/2017 AND FINANCIAL SERVICES AUTHORITY CIRCULAR LETTER (SEOJK) NUMBER 16/SEOJK.04/2021

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INDEKS ISI STANDAR GLOBAL REPORTING INITIATIVE (GRI) 2021

GLOBAL REPORTING INITIATIVE (GRI) STANDARDS 2021

Pernyataan Penggunaan **Statement of use**	PT Perusahaan Gas Negara Tbk telah melaporkan informasi yang terdapat dalam indeks konten GRI ini untuk periode 1 Januari sampai dengan 31 Desember 2025 dengan mengacu pada Standar GRI. PT Perusahaan Gas Negara Tbk has reported the information cited in this GRI content index for the period January 1 to December 31, 2025 with reference to the GRI Standards.
GRI 1 yang digunakan **GRI 1 used**	GRI 1: Fondasi 2021 GRI 1: Foundation 2021

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				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
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GRI Indeks Index GRI	Pengungkapan Disclosure		Lokasi (Halaman) Location (Pages)	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI Oil & Gas No. GRI Sector Standards Reference Oil & Gas
				Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
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LEMBAR UMPAN BALIK [OJK G.2]
FEEDBACK FORM

Laporan Keberlanjutan 2025 PT Perusahaan Gas Negara Tbk telah memberikan gambaran mengenai kinerja keberlanjutan Perusahaan. Kami mengharapkan masukan dari Bapak/Ibu/Saudara sekalian atas Laporan Keberlanjutan ini, baik melalui e-mail atau formulir ini.

The 2025 Sustainability Report of PT Perusahaan Gas Negara Tbk has provided an overview of the Company's sustainability performance. We look forward to receiving inputs from you on this Sustainability Report either by email or on this form.

Profil Anda | Your Profile :

Nama (bila berkenan) | Name (if you please) :

Institusi/Perusahaan | Institution/Company :

E-mail :

Golongan Pemangku Kepentingan | Stakeholders Group

- ☐ Pemerintah dan Regulator / Government and Shareholders
- ☐ Pekerja / Employees
- ☐ Lembaga Keuangan / Financial Institutions
- ☐ Pemasok Barang dan Jasa Lainnya / Other Goods and Services Suppliers
- ☐ Media
- ☐ Pelanggan / Customer
- ☐ Pemegang saham / Shareholder
- ☐ Pemasok Gas / Gas Suppliers
- ☐ Anak Perusahaan dan Perusahaan Afiliasi / Subsidiaries and Affiliated Companies
- ☐ Masyarakat / Community

Mohon pilih jawaban yang paling sesuai: | Please choose the most appropriate answer:

Laporan ini mudah dimengerti: | This report was easy to understand:

☐ Tidak Setuju | Disagree ☐ Netral | Neutral ☐ Setuju | Agree

Laporan ini sudah menggambarkan informasi aspek material yang sesuai dengan kegiatan usaha Perseroan:
The report describes the Company's relevant material topics according to its business:

☐ Tidak Setuju | Disagree ☐ Netral | Neutral ☐ Setuju | Agree

Mohon berikan penilaian untuk topik material yang paling penting menurut anda (nilai 1 = paling tidak penting s/d 5 = paling penting)
Please score the material topics you consider as important (score 1 = least important to 5 = most important)

Ketahanan Energi I Energy Security	☐
Keselamatan dan Kesehatan Kerja (K3)	Occupational Health and Safety (OHS)	☐
Emisi Rendah Karbon	Low-Carbon Emission	☐
Integritas Aset	Asset Integrity	☐
Etika Bisnis dan Tata Kelola I Business Ethics and Governance	☐
Inovasi dan Digitalisasi I Innovation and Digitalization	☐
Komunitas Lokal	Local Community	☐

Saran atau informasi terkait Laporan: | Other suggestions or information related to the Report:

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Terima kasih atas masukan anda. Mohon lembar umpan balik dapat dikirim kepada kontak yang tertera di laporan ini, atau langsung ke:
Thank you for your feedback. Please kindly send this feedback form to the contact mentioned in this report, or directly send to:

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2025

LAPORAN KEBERLANJUTAN
SUSTAINABILITY REPORT



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