Andal dalam Pelayanan, Unggul dalam Kinerja

Reliable in Services, Excellent in Performance

2025

Laporan Tahunan
Annual Report

PT Jasa Marga (Persero) Tbk



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Laporan tahunan ini memuat kata “Jasa Marga”, dan “Perseroan” yang didefinisikan sebagai PT Jasa Marga (Persero) Tbk yang menjalankan kegiatan usaha di bidang pengusahaan jalan tol. Penyebutan satuan mata uang “Rupiah”, “Rp” atau IDR merujuk pada mata uang resmi Republik Indonesia, sedangkan “Dolar AS” atau USD merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah. Laporan Tahunan ini (termasuk Laporan Keuangan Konsolidasian) disampaikan dan dipublikasikan secara tepat waktu sesuai dengan aturan dan ketentuan yang berlaku.

This Annual Report may contain statements that are projections and forward-looking statements describing the Company's views on future events and financial performance, as well as financial conditions, operating and business results, economic conditions, sector conditions, traffic conditions, and related plans and objectives. The historical performance illustrating the Company's future risks, opportunities, and sustainability prospects is detailed in the Sustainability Report, which is a separate book, but it remains an integral part of this Annual Report.

These views are based on current estimates and assumptions that are subject to change due to uncertainties, contingencies, and various business, economic, and competitive risks that may change at any time; may cause actual results, performance, and events to differ materially from those predicted or projected; and are beyond the control of the Company and its Board of Directors. These statements are not related either directly or exclusively to historical facts and do not reflect the Company's intentions, plans, expectations, assumptions, and beliefs regarding future events. There is no guarantee that future events will occur, projections will be achieved, or the Company's assumptions will prove correct. These statements are not and cannot be considered as representations of the Company's future performance.

This annual report contains the terms “Jasa Marga” and “the Company,” which are defined as PT Jasa Marga (Persero) Tbk, which conducts business activities in the toll road sector. The currency units “Rupiah,” “Rp,” or IDR refer to the official currency of the Republic of Indonesia. In contrast, “US Dollar” or USD refers to the official currency of the United States. All financial information is presented in Rupiah. This Annual Report (including the Consolidated Financial Statements) is submitted and published promptly following the applicable rules and regulations.

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Tabel dan grafik pada Laporan Tahunan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah Bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah Bahasa Indonesia dan Bahasa Inggris sesuai konteks.

The tables and charts in this Annual Report present numerical data written following Indonesian language standards. Numerical presentations in the text use Indonesian and English language standards as appropriate to the context.



Tema dan Arti Tema

Theme and Its Meaning

2025

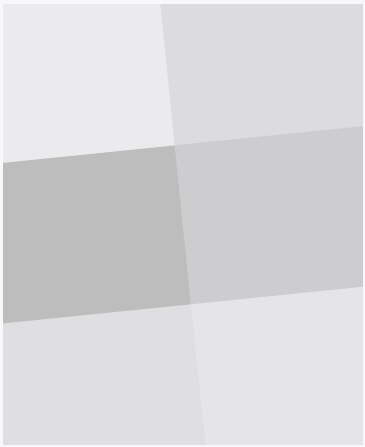
Andal dalam Pelayanan, Unggul dalam Kinerja

Reliable in Services, Excellent in Performance

Jasa Marga untuk terus memperkuat posisinya sebagai pemimpin industri jalan tol di Indonesia melalui pelayanan prima dan pencapaian kinerja yang berkelanjutan. Andal dalam pelayanan merupakan dedikasi Perseroan dalam memberikan layanan terbaik bagi seluruh pengguna jalan tol. Keandalan ini diwujudkan melalui pemenuhan Standar Pelayanan Minimal (SPM), penerapan inovasi teknologi, peningkatan kualitas infrastruktur, serta pengembangan layanan pendukung di *rest area.* Tujuannya adalah menciptakan pengalaman berkendara yang aman, nyaman, dan efisien. Di sisi lain, unggul dalam kinerja menunjukkan tekad Perseroan untuk menjaga dan meningkatkan kinerja keuangan, operasional, dan non-keuangan secara konsisten. Keunggulan kinerja ini dicapai melalui optimalisasi portofolio jalan tol, efisiensi operasional, penguatan pendanaan yang inovatif dan berkelanjutan, serta diversifikasi bisnis non-tol. Selain itu, komitmen pada aspek ESG (*Environmental, Social, and Governance*) juga menjadi pilar penting untuk memastikan pertumbuhan yang tidak hanya berfokus pada profitabilitas, tetapi juga keberlanjutan. Jasa Marga menegaskan bahwa keberhasilan Perseroan tidak hanya diukur dari skala bisnis dan capaian finansial, melainkan juga dari kualitas layanan yang dapat diandalkan serta kontribusi positif terhadap pembangunan konektivitas nasional dan kesejahteraan masyarakat.

Jasa Marga continues to strengthen its position as the leader in Indonesia's toll road industry through excellent service and sustainable performance. Reliability in service is the Company's dedication to providing the best service for all toll road users. This reliability is realized through the fulfillment of Minimum Service Standards (SPM), the application of technological innovations, improvements in infrastructure quality, and the development of support services in rest areas. The goal is to create a safe, comfortable, and efficient driving experience. On the other hand, performance excellence demonstrates the Company's determination to consistently maintain and improve its financial, operational, and non-financial performance. This performance excellence is achieved through the optimization of the toll road portfolio, operational efficiency, strengthening of innovative and sustainable funding, and diversification of non-toll businesses. In addition, commitment to ESG (Environmental, Social, and Governance) aspects is an important pillar for ensuring growth that focuses not only on profitability but also on sustainability. Jasa Marga emphasizes that the Company's success is not only measured by the scale of its business and financial achievements but also by the quality of its reliable services and positive contributions to national connectivity development and community welfare.

Kesinambungan Tema
Theme Continuity

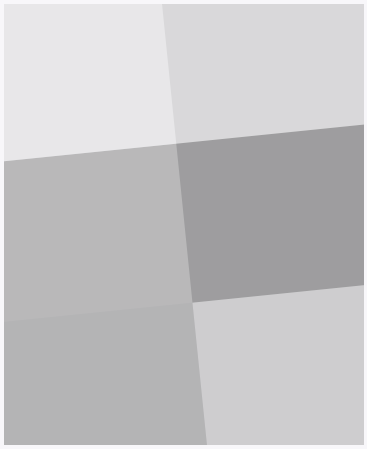


2024

Membuka Jalan Menuju Masa Depan Berkelanjutan
Paving the Pathway Towards Sustainable Future

Perseroan di tahun 2024 berupaya meraih pencapaian target kinerja secara berkesinambungan dan mempersiapkan landasan yang kuat bagi masa depan keberlangsungan bisnis. Peningkatan teknologi inovatif dilakukan guna mendorong efisiensi operasi yang tetap memenuhi Standar Pelayanan Minimal (SPM). Pengelolaan risiko yang efektif di seluruh rantai nilai usaha, salah satunya ditunjukkan oleh keberhasilan atas eksekusi aksi korporasi dalam rangka menjaga kesehatan finansial Perseroan secara jangka panjang. Penerapan digitalisasi dalam pembelajaran diharapkan mampu meningkatkan kapasitas modal insani. Penerapan tata kelola yang baik serta pelaksanaan praktik berkelanjutan sebagai bentuk komitmen transparansi. Melalui berbagai pendekatan ini, Perseroan tidak hanya berfokus pada kinerja jangka pendek, tetapi juga menciptakan nilai untuk memberikan dampak jangka panjang dan berkelanjutan bagi seluruh pemangku kepentingan. Melalui pendekatan yang menyeluruh dan berfokus pada keberlanjutan tersebut, Perseroan berupaya untuk membuka jalan menuju masa depan yang lebih baik bagi seluruh pemangku kepentingan.

In 2024, the Company strives to sustainably achieve its performance targets while laying a strong foundation for the future continuity of its business. Innovative technological advancements are implemented to drive operational efficiency while maintaining compliance with Minimum Service Standards (MSS). Effective risk management across the entire business value chain is exemplified by the successful execution of corporate actions aimed at ensuring the Company's long-term financial health. The integration of digitalization in learning is expected to enhance human capital capacity. The implementation of good governance and sustainable practices demonstrates the Company's commitment to transparency. Through these various approaches, the Company is focused not only on short-term performance but also on creating value that delivers long-term, sustainable impact for all stakeholders. With a comprehensive and sustainability-focused approach, the Company is committed to paving the way toward a better future for all its stakeholders.

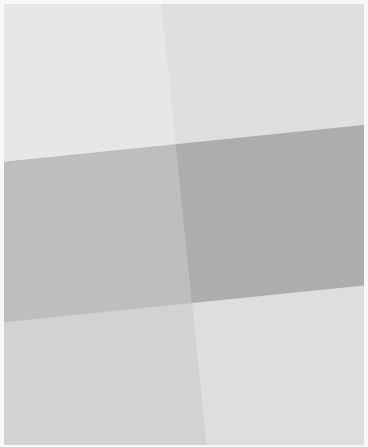


2023

Mengedepankan Keberlanjutan Bisnis, Meningkatkan Daya Saing
Emphasizing Business Continuity, Increasing Competitiveness

Memastikan keberlanjutan bisnis merupakan prioritas utama Perseroan dalam menjalankan kegiatan usahanya. Kontribusi pendorong terbesar dari solidnya kinerja Perseroan di tahun 2023 merupakan manifestasi dari langkah strategis dan upaya Perseroan untuk terus meningkatkan daya saingnya. Perseroan melakukan optimalisasi portofolio atas ruas tol yang dimiliki, sebagai salah satu strategi yang memberikan dampak positif untuk mendorong peningkatan nilai dan kinerja Perseroan. Perseroan juga adaptif dan inovatif dalam menerapkan dan mengembangkan teknologi digital secara berkesinambungan, baik pada bisnis inti maupun bisnis pendukung. Dengan demikian, Perseroan dapat membangun bisnis yang tangguh, andal, dan berorientasi pada pelanggan. Perseroan turut membangun lingkungan kerja yang harmoni dan melanjutkan regenerasi human capital sebagai wujud dari peningkatan daya saing untuk bergerak maju meningkatkan produktivitas serta kelincahan organisasi. Dalam hal pengelolaan bisnis, Perseroan juga berpegang pada prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan mendorong transformasi secara berkelanjutan. Seluruh aspek tersebut menjadi landasan bagi Perseroan dalam membangun keunggulan bersaingnya sehingga tercipta kesinambungan bisnis demi memantapkan posisi Perseroan sebagai pemimpin industri jalan tol Indonesia, sekarang dan di masa yang akan datang.

Ensuring business sustainability is the Company's top priority in conducting its operations. The most significant factor contributing to the Company's solid performance in 2023 was its strategic measures and continuous efforts to improve competitiveness. The Company optimized its toll road portfolio as part of the strategy, yielding positive impacts on value creation and performance improvement. The Company also remained adaptive and innovative in continuously implementing and developing digital technology in both the core and supporting businesses. This enabled the Company to build a resilient, reliable, and customer-oriented business. Additionally, the Company fostered a harmonious work environment and continued human capital regeneration to enhance competitiveness, productivity, and organizational agility. In business management, the Company adhered to Good Corporate Governance (GCG) principles while driving sustainable transformation. These efforts served as a foundation for building competitive advantages and ensuring business continuity, solidifying the Company's position as a leader in Indonesia's toll road industry, now and in the future.



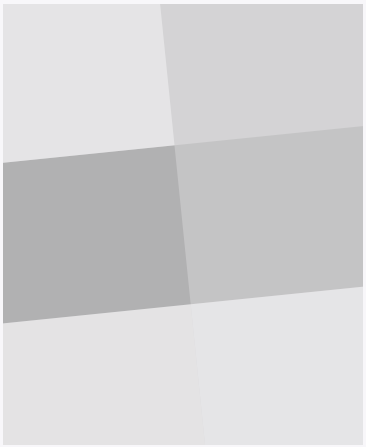
2022

Tumbuh Semakin Tangguh dengan Memperkuat Fundamental untuk Menyambut Masa Depan yang Lebih Baik

Growing Stronger by Strengthening Fundamentals to Welcome a Better Future

Pada tahun 2022, Perseroan berhasil menorehkan pertumbuhan kinerja yang terus menguat dan semakin tangguh yang merupakan hasil dari penerapan strategi yang berfokus pada upaya menyeimbangkan pertumbuhan dan kesinambungan finansial untuk membangun ketahanan Perseroan. Perseroan juga terus memperkuat fundamentalnya melalui serangkaian upaya pengembangan bisnis, optimalisasi biaya, penguatan pendanaan, peningkatan kapabilitas *human capital* serta pengembangan teknologi. Berbekal keunggulan kompetitif saat ini ditambah kinerja yang tumbuh berkelanjutan dan fundamental yang semakin kuat, Perseroan optimis dapat menyambut masa depan yang lebih baik dengan perannya untuk menghubungkan Indonesia.

In 2022, the Company achieved steady and strengthening performance growth due to strategies that focused on balancing growth and financial sustainability to build resilience. The Company fortified its fundamentals through various efforts, including business development, cost optimization, funding reinforcement, human capital capability enhancement, and technological advancement. Armed with current competitive advantages, sustainable performance growth, and strengthened fundamentals, the Company remained optimistic about its role in connecting Indonesia and welcoming a brighter future.



2021

Adaptif dan Inovatif Mengatasi Tantangan untuk Wujudkan Jalan Tol Berkelanjutan

Adaptive and Innovative, Overcoming Challenges Towards More Sustainable Toll Roads

Jasa Marga senantiasa memanfaatkan peluang dari perkembangan teknologi digital yang begitu pesat untuk terus berinovasi dalam meningkatkan pelayanan di tengah tantangan pandemi COVID-19. Pada tahun 2021, Jasa Marga berhasil meningkatkan kinerja positif dengan adanya pertumbuhan pendapatan tol, implementasi *asset recycling* dan penetapan prioritas program kerja dalam rangka efisiensi beban usaha. Seluruh upaya Perseroan dalam menjalankan bisnisnya dilakukan dengan asas keberlanjutan dengan memperhatikan keselarasan antara ekonomi, sosial, dan lingkungan.

Jasa Marga consistently leveraged the rapid advancements in digital technology to innovate and improve services amid the challenges of the COVID-19 pandemic. In 2021, the Company achieved positive performance growth through toll revenue increases, asset recycling implementation, and prioritization of work programs aimed at operational cost efficiency. All the Company's business activities were conducted with a sustainability principle, emphasizing harmony among economic, social, and environmental factors.

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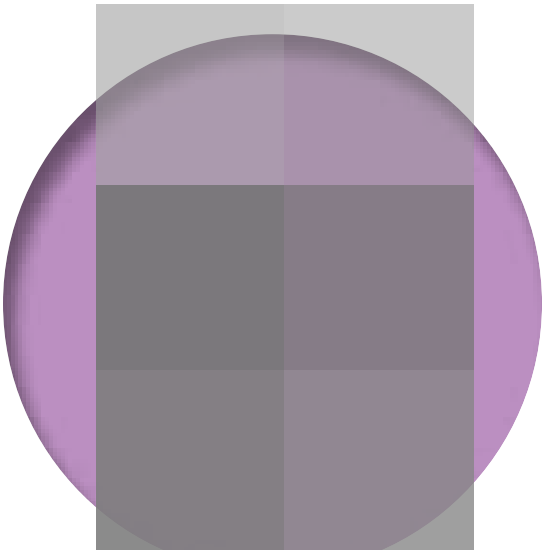
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PT Jasa Marga (Persero) Tbk and Its Subsidiaries

Keunggulan Utama Jasa Marga Membangun Kinerja Unggul

The Main Advantages of Jasa Marga Building Excellent Performance

Dukungan Keuangan yang Solid
Solid Financial Support

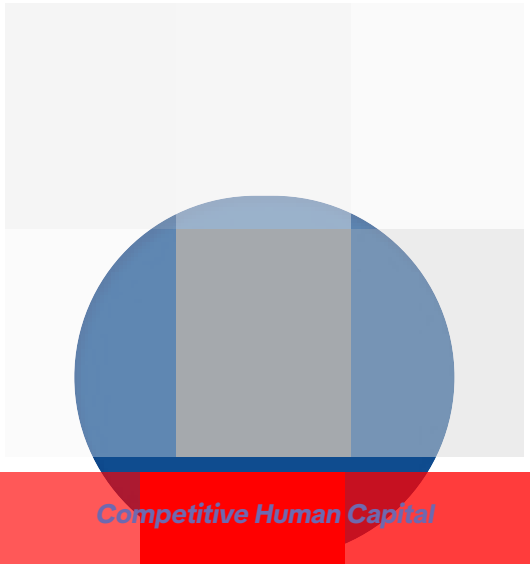
- Didukung 13 ruas jalan tol *mature* yang optimal dan produktif.
- Kinerja semakin kuat dari kontribusi jalan tol baru.
- Rasio keuangan terjaga melalui manajemen portofolio efektif.
- Relasi strategis membuka akses pendanaan kompetitif.

- Supported by 13 mature toll roads that are optimal and productive.
- Stronger performance from the contribution of new toll roads.
- Financial ratios maintained through effective portfolio management.
- Strategic relationships open up access to competitive funding.

Pengoperasian Jalan Tol Terpanjang, Inovatif dan Berkelanjutan
Operation of the Longest, Most Innovative, and Sustainable Toll Roads

- Lebih dari 48 tahun memimpin industri jalan tol Indonesia.
- 1.294 km jalan tol yang menghubungkan negeri, dari barat hingga timur.
- Pelayanan prima: menghadirkan perjalanan yang aman, nyaman, dan andal.

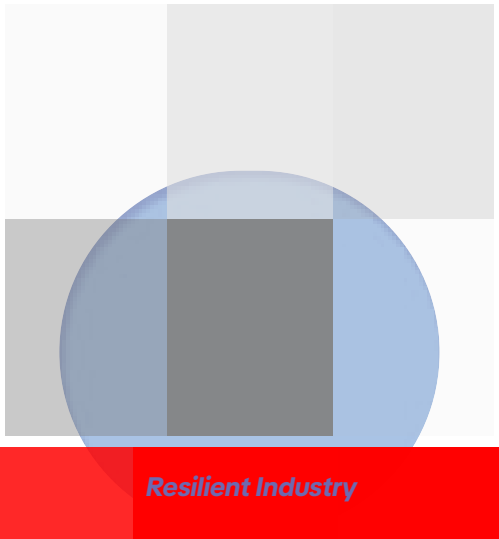
- More than 48 years of leadership in the Indonesian toll road industry.
- 1,294 km of toll roads connecting the country, from west to east.
- Excellent service: providing safe, comfortable, and reliable travel.



Competitive Human Capital

- ***Human capital*** **berpengalaman & kompeten di industri jalan tol.**
- **Produktivitas terjaga lewat peran strategis Jasa Marga Grup.**
- **Teknologi terintegrasi: Jasa Marga *Performance Development (JMPD) dan Human Capital Information System* (HCIS).**
- **Regenerasi kepemimpinan Perseroan ditopang oleh 78,9% milenial di level BOD-1 dan 47,3% perempuan dalam *Nominated Talent*, serta diperkuat melalui program sertifikasi, pengembangan *digital talent*, dan JM-Click *e-learning*.**
- **Mendukung terciptanya lingkungan kerja yang sehat, aman, dan nyaman untuk mendukung peningkatan kinerja melalui penyediaan program konseling dan *daycare*.**

- Experienced and competent human capital in the toll road industry.
- Productivity is maintained through the strategic role of the Jasa Marga Group.
- Integrated technology: Jasa Marga Performance Development (JMPD) and Human Capital Information System (HCIS).
- The Company's leadership regeneration is supported by 78.9% millennials at the BOD-1 level and 47.3% women in Nominated Talent, and is strengthened through certification programs, digital talent development, and JM-Click e-learning.
- Supporting the creation of a healthy, safe, and comfortable working environment to enhance performance through the provision of counselling and daycare programmes.



Resilient Industry

- **Kinerja bisnis dan operasional pulih dengan cepat meski menghadapi perubahan eksternal.**
- **Tren positif ditopang oleh peningkatan pendapatan non-konstruksi dan EBITDA yang konsisten tumbuh dalam 5 tahun terakhir.**
- **Dukungan pemerintah dalam menciptakan iklim investasi yang kondusif melalui Undang-Undang Pembebasan Lahan, penerapan teknologi untuk efisiensi, serta komitmen pemenuhan Perjanjian Pengusahaan Jalan Tol (PPJT).**

- Business and operational performance recovered quickly despite external changes.
- Positive trends are supported by an increase in non-construction revenue and consistent EBITDA growth over the past five years.
- A conducive investment climate through land acquisition laws, the application of technology for efficiency, and a commitment to fulfill the Toll Road Concession Agreement (PPJT).

Sasaran Strategis dan Kinerja 2025

2025 Strategic Targets and Performance

Strategi Komersial, Bisnis & Operasi
Commercial, Business & Operational Strategies

Bisnis Konsesi
Concession Business

Berfokus pada optimalisasi kinerja portofolio jalan tol melalui standardisasi biaya operasi dan preservasi untuk meningkatkan efisiensi, serta pelaksanaan inisiatif penyehatan dan *asset recycling* guna meningkatkan nilai dan kontribusi aset terhadap portofolio.

Focusing on optimizing toll road portfolio performance through standardization of operating and preservation costs to improve efficiency, as well as implementing revitalization and asset recycling initiatives to increase the value and contribution of assets to the portfolio.

Kinerja 2025
2025 Performance

Pendapatan tol konsolidasi
Consolidated toll revenue

Rp18,15
triliun | trillion

yaitu meningkat sebesar
which increased by

5,41%

Volume lalu lintas
Trafic Volume

1,31
miliar transaksi | **billion** transactions

yaitu meningkat sebesar
which increased by

0,35%

Bisnis Pendukung Jalan Tol (Pengoperasian dan Preservasi)
Toll Road Support Business (Operation and Preservation)

Berfokus pada ekspansi pasar dengan memanfaatkan keunggulan sebagai penyedia layanan pengoperasian dan preservasi jalan tol, melalui peralihan dari operasi berbasis tenaga kerja ke teknologi melalui digitalisasi, pengembangan solusi teknologi seperti *Electronic Toll Collection* (ETC), peningkatan kualitas material dan standar pekerjaan preservasi, serta peningkatan integrasi operasi melalui penguatan kapabilitas personel dan penyatuan sistem komunikasi.

Focusing on market expansion by leveraging our strengths as a provider of toll road operation and preservation services, through the transition from labor-based operations to technology through digitalization, the development of technological solutions such as Electronic Toll Collection (ETC), improvements in material quality and preservation work standards, and increased operational integration through strengthening personnel capabilities and unifying communication systems.

Kinerja 2025: Bisnis Pengoperasian
2025 Performance: Operation Business

Pendapatan Usaha
Operating Revenue

Rp2,33
triliun | trillion

Layanan pengoperasian jalan tol untuk:
Toll road operation services for:

36 Ruas Tol
Toll Roads

1.452 km

Kinerja 2025: Bisnis Preservasi
2025 Performance: Preservation Business

Pendapatan Usaha
Operating Revenue

Rp3,34
triliun | trillion

Kontrak Preservasi Jalan Tol
Toll Road Preservation Contract

30 Ruas Tol
Toll Roads

1.187 km

Bisnis Prospektif
Prospective Business

Berfokus pada peningkatan utilisasi aset non-tol guna mendorong pertumbuhan pendapatan non-tol sekaligus memperkuat *brand image* Jasa Marga.

Focusing on increasing the utilization of non-toll assets to drive non-toll revenue growth while strengthening Jasa Marga's brand image.

Kinerja 2025: Bisnis Prospektif
2025 Performance: Prospective Business

Pendapatan Usaha
Operating Revenue

Rp1,04
triliun | trillion

SPKLU
172

Peresmian Travoy Hub Taman Mini
Inauguration of Taman Mini Travoy Hub

27
Travoy Rest

Strategi Inovasi & *Customer Experience*
Innovation & Customer Experience Strategy

Berfokus pada pengembangan dan komersialisasi produk serta layanan yang berorientasi pada pelanggan melalui inovasi dan kolaborasi, dengan inisiatif untuk meningkatkan pengalaman dan keterlibatan pelanggan melalui pemanfaatan Travoy serta berbagai inovasi layanan berbasis teknologi. Selain itu, Jasa Marga memperluas kerja sama dengan mitra strategis dan pemangku kepentingan guna mempercepat pengembangan serta komersialisasi layanan inovatif, termasuk layanan digital yang dikelola Anak Perusahaan dan pengembangan solusi baru yang mendukung ekosistem jalan tol.

Focusing on the development and commercialization of customer-oriented products and services through innovation management and collaboration, with initiatives to enhance customer experience and engagement through the use of Travoy and various technology-based service innovations. In addition, Jasa Marga is expanding its cooperation with strategic partners and stakeholders to accelerate the development and commercialization of innovative services, including digital services managed by its subsidiaries and the development of new solutions that support the toll road ecosystem.

Kinerja 2025
2025 Performance

- Peningkatan *downloader* aplikasi Travoy sebesar 48,2% dan *monthly active user* sebesar 37,1% terhadap tahun 2024.
- Aplikasi Travoy dilengkapi Fitur '*Digital Receipt*' memungkinkan pengguna mengunduh histori transaksi di jalan tol, Fitur '*Towing*' di ruas Jagorawi, Cawang-Tomang-Pluit dan Sedyatmo, serta mengintegrasikan layanan Travoy Go dalam aplikasi Travoy.
- Travoy Pay berekspansi sebagai solusi pembayaran digital terintegrasi *payment gateway*, mendukung *Point of Sales* (POS), *Payment Point Online Banking* (PPOB), dan "*Take n Go*" untuk mendukung transaksi yang lebih cepat pada bazar makanan, UMKM, dan ritel di Jabodetabek.
- Layanan parkir digital Travoy Park berbasis RFID sudah digunakan di berbagai lokasi penting, seperti RS Brawijaya Duren Tiga, Universitas Katolik Parahyangan, Kantor Pusat Jasa Marga, Travoy Hub, Stasiun LRT TMII, BP BUMN, dan RS Pertamina Jaya Jakarta.

- A 48.2% increase in Travoy app downloads and a 37.1% increase in monthly active users compared to 2024.
- The Travoy application is equipped with a "Digital Receipt" feature that allows users to download their toll road transaction history, a "Towing" feature on the Jagorawi, Cawang-Tomang-Pluit and Sedyatmo sections, and integrates the Travoy Go service into the Travoy application.
- Travoy Pay is expanding as an integrated digital payment solution and payment gateway, supporting Point of Sales (POS), Payment Point Online Banking (PPOB), and 'Take n Go' to enable faster transactions at food bazaars, MSMEs, and retail outlets across the Greater Jakarta area (Jabodetabek).
- Travoy Park's RFID-based digital parking service has been implemented at various key locations, including Brawijaya Duren Tiga Hospital, Parahyangan Catholic University, Jasa Marga Head Office, Travoy Hub, TMII LRT Station, BP BUMN, and Pertamina Jaya Hospital Jakarta.

Strategi Pengembangan Bisnis
Business Development Strategy

Diarahkan pada transisi menuju model investasi *brownfield* dan perluasan pasar internasional, dengan fokus pada pemutakhiran pedoman investasi melalui peningkatan kriteria kelayakan dan fungsi *monitoring* evaluasi, ekspansi ke pasar regional, serta penerapan model bisnis berbasis investasi untuk pengembangan aset *brownfield*.

Directed towards the transition to a brownfield investment model and international market expansion, with a focus on updating investment guidelines by improving eligibility criteria and monitoring and evaluation functions, expanding into regional markets, and implementing investment-based business models for brownfield asset development.

Kinerja 2025
2025 Performance

- Pengoperasian Tol Solo–Yogyakarta–NYIA Kulon Progo Paket 1.2A (Klaten–Prambanan) sepanjang 7,85 km menambah total panjang tol beroperasi menjadi 1.294 km.
- Penandatanganan Perjanjian Pengusahaan Jalan Tol (PPJT) ruas Bogor - Serpong.

- The operation of the Solo–Yogyakarta–NYIA Kulon Progo Toll Road Package 1.2A (Klaten–Prambanan) with a length of 7.85 km brings the total length of operational toll roads to 1,294 km.
- Signing of the Toll Road Concession Agreement (PPJT) for the Bogor - Serpong section.

Strategi Teknologi
Technology Strategy

Berfokus pada pengembangan kapasitas dan infrastruktur teknologi untuk mendukung pengambilan keputusan berbasis data (*data-driven*), dengan mengimplementasikan *data warehouse* dan *platform business intelligence*, peningkatkan evolusi *data analytics* dari fase deskriptif menuju preskriptif, dan penyempurnaan *Masterplan IT*.

Focusing on developing technological capacity and infrastructure to support data-driven decision making, by implementing data warehouses and business intelligence platforms, advancing data analytics from the descriptive to the prescriptive phase, and refining the IT Master Plan.

Kinerja 2025
2025 Performance

iRAP Star Rating	***Early Warning System***
5 Ruas Jalan Tol / Toll Roads	23 Titik / Point

***Smart* Penerangan Jalan Umum (PJU)**
Smart Street Lighting
956 Tiang / Poles

Strategi Finansial
Financial Strategy

Berfokus pada efisiensi biaya keuangan melalui pendanaan alternatif dan meningkatkan pengelolaan portofolio Perseroan melalui *integrated asset management*.
Focusing on financial cost efficiency through alternative funding and improving corporate portfolio management through integrated asset management.

Kinerja 2025
2025 Performance

***Weighted Average Cost of Debt* (WACD) Jasa Marga Grup**

Turun sebesar 0,04% dibandingkan tahun sebelumnya menjadi
Decreased by 0.04% compared to the previous year to

6,73%

EBITDA Margin

67,00%

Penerbitan PUB Obligasi Berkelanjutan III Tahap II Tahun 2025 sebesar
The Issuance of Shelf-Registration Bonds III Phase II in 2025 amounting to

Rp1 Triliun Trillion

Strategi Organisasi dan SDM
Organizational and Human Capital (HC) Strategy

Berfokus pada restrukturisasi organisasi, peningkatan kompetensi, dan pembentukan layanan bersama melalui restrukturisasi fungsi dan manajemen SDM *end-to-end*, penguatan *shared service center* (SSC), program *upskilling* berbasis kompetensi, serta internalisasi budaya kerja berlandaskan nilai JSMR MOVE.
Focusing on organizational restructuring, competency improvement, and the establishment of shared services through the restructuring of end-to-end HR functions and management, the strengthening of shared service centers (SSCs), competency-based upskilling programs, and the internalization of a work culture based on JSMR MOVE values.

Kinerja 2025
2025 Performance

Biaya Pengembangan Kompetensi
Competency Development Costs

Rp24,02 Miliar Billion

Jumlah Peserta Pelatihan
Total Training Participants

16.810 Orang People

Strategi *Enviromental, Social and Governance* (ESG)
Environmental, Social, and Governance (ESG) Strategy

Berfokus pada pada peningkatan penerapan inisiatif hijau dalam operasional utama, seperti penghijauan koridor dan penggunaan energi surya, sekaligus membuka peluang penerbitan pendanaan hijau.
Focusing on increasing the implementation of green initiatives in key operations, such as greening corridors and using solar energy, while opening up opportunities for green financing.

Kinerja 2025
2025 Performance

- Perseroan mengintegrasikan ESG ke dalam strategi korporasi melalui *Road Map* ESG 2025–2029 dan Pilar Keberlanjutan (Lingkungan, Sosial, dan Tata Kelola) sebagai dasar pengelolaan risiko, peluang bisnis, dan penciptaan nilai jangka panjang.
- Jasa Marga memperoleh *ESG Risk Rating Sustainalytics* sebesar 10,7 (*Low Risk*), mencerminkan pengelolaan risiko ESG yang baik dan melampaui rata-rata BUMN.
- The company integrates ESG into its corporate strategy through the 2025–2029 ESG Road Map and Sustainability Pillars (Environmental, Social, and Governance) as the basis for managing risk, business opportunities, and long-term value creation.
- Jasa Marga obtained a Sustainalytics ESG Risk Rating of 10.7 (Low Risk), reflecting good ESG risk management and exceeding the average for state-owned enterprises.

01 Ikhtisar Kinerja Utama
Main Performance Highlights

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Financial Highlights

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Operational Highlights

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Stock Price Information

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31 **Informasi Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Penghapusan Pencatatan Saham (*Delisting*)**
Information on Stocks Suspension and/or Delisting

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Information on Bonds, Sukuk and/or Converted Bonds and Other Financing

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Awards and Certifications

46 **Peristiwa Penting**
Highlight Events

Fondasi keuangan yang kuat, model bisnis yang *resilient*, serta fokus pada optimalisasi dan inovasi menjadi pendorong utama kinerja Jasa Marga dalam menciptakan nilai jangka panjang.

A strong financial foundation, a resilient business model, and a focus on optimization and innovation are the main drivers of Jasa Marga's performance in creating long-term value.



Ikhtisar Keuangan
Financial Highlights

Tabel Historis Ikhtisar Keuangan Periode 2021-2025
Table of Historical Financial Highlights for the 2021-2025 Period

(dalam miliar Rupiah, kecuali dinyatakan lain)
(in billion Rupiah, unless stated otherwise)

Uraian Description	2025	2024*	2023	2022	2021
Laporan Laba Rugi dan Penghasilan Komprehensif Lainnya Konsolidasian Consolidated Statement of Profit or Loss and Other Comprehensive Income					
Pendapatan Usaha Operating Revenues	**19.811**	18.734	15.566	13.783	11.776
Pendapatan Tol Toll Operating Revenues	**18.153**	17.222	13.948	12.444	10.786
Pendapatan Usaha Lain Other Operating Revenues	**1.658**	1.512	1.618	1.339	990
Pendapatan Konstruksi Construction Revenues	**10.079**	13.022	5.753	2.800	3.393
Beban Pendapatan Cost of Revenues	**(18.104)**	(20.445)	(12.360)	(9.165)	(8.695)
Laba Usaha Profit from Operations	**9.646**	9.508	11.322	7.383	6.720
EBITDA EBITDA	**13.274**	12.615	9.912	8.680	7.676
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	**6.354**	5.763	7.926	3.726	2.072
Beban Pajak Penghasilan Income Tax Expense	**(1.547)**	(158)	(1.177)	(1.402)	(1.201)
Laba Tahun Berjalan yang Dapat Diatribusikan kepada: Profit for the Year Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	**3.660**	4.533	6.794	2.747	1.615
Kepentingan Non Pengendali Non-controlling Interest	**1.147**	1.073	(44)	(423)	(744)
Total Laba (Rugi) Tahun Berjalan Total Profit (Loss) for the Year	**4.807**	5.606	6.749	2.324	871
Total Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada: Total Comprehensive Income for the Year Attributable to:					
Pemilik Entitas Induk Owners of the parent entity	**3.456**	4.415	6.620	1.239	1.532
Kepentingan Non Pengendali Non-controlling Interest	**1.147**	1.053	(33)	(422)	(744)
Total Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	**4.603**	5.468	6.587	818	788
Laba per Saham (Rupiah Penuh) Earnings per Share (Full Rupiah)	**504**	625	936	378	222

*) Disajikan kembali (lihat Catatan 51) dan Direklasifikasi (lihat Catatan 52) pada Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk 31 Desember 2025.
*) Restated (see Note 51) and reclassified (see Note 52) in the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk as at December 31, 2025.

Tabel Historis Ikhtisar Keuangan Periode 2021-2025
Table of Historical Financial Highlight for the Period of 2021-2025

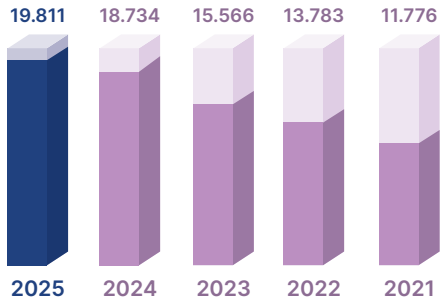
(dalam miliar Rupiah, kecuali dinyatakan lain)
(in billion Rupiah, unless stated otherwise)

Uraian Description	**2025**	**2024***	**2023***	**2022**	**2021**
Posisi Keuangan Konsolidasian Consolidated Statements of Financial Position					
Total Aset Total Assets	**159.995**	148.717	134.732	91.139	101.243
Total Liabilitas Total Liabilities	**97.634**	89.883	95.004	65.518	75.743
Total Ekuitas Total Equity	**62.362**	58.833	39.728	25.621	25.500
Belanja Modal Capital Expenditure	**13.582**	15.093	12.128	7.915	5.836
Investasi pada Entitas Asosiasi dan Ventura Bersama Investment in Associates and Joint Ventures	**5.924**	5.609	6.156	8.974	6.537
Modal Kerja Bersih Net Working Capital	**(11.197)**	(13.506)	(14.846)	344	(1.653)
Arus Kas Konsolidasian Consolidated Cash Flows					
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	**5.661**	5.904	4.166	4.022	2.765
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	**(13.224)**	(13.401)	(8.324)	(1.640)	(3.906)
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	**9.191**	7.924	168	(62)	2.992
Kenaikan Neto Kas dan Setara Kas Net Increase of Cash and Cash Equivalents	**1.628**	427	(3.990)	2.320	1.851
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at Beginning of the Year	**5.123**	4.696	8.429	6.279	4.597
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Flows at End of Year	**6.751**	5.123	4.439	8.429	6.279
Rasio Keuangan Utama (%) Main Financial Ratios (%)					
Rasio Laba (Rugi) terhadap Aset Return on Asset Ratio	**2,3**	3,1	5,0	3,0	1,6
Rasio Laba (Rugi) terhadap Ekuitas Return on Equity Ratio	**5,9**	7,7	17,1	10,7	6,3
Marjin Laba (Rugi) terhadap Pendapatan Usaha Gross Margin Ratio	**18,5**	24,2	43,6	19,9	13,7
Rasio Lancar Current Ratio	**57,9**	33,4	33,3	102,8	86,2
Rasio Liabilitas terhadap Jumlah Ekuitas Debt to Equity Ratio	**156,6**	152,8	239,1	255,7	297,0
Rasio Liabilitas terhadap Jumlah Aset Debt to Asset Ratio	**61,0**	60,4	70,5	71,9	74,8
EBITDA Margin	**67,0**	67,3	63,7	63,0	65,2

*) Disajikan kembali (lihat Catatan 51) dan Direklasifikasi (lihat Catatan 52) pada Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk 31 Desember 2025.
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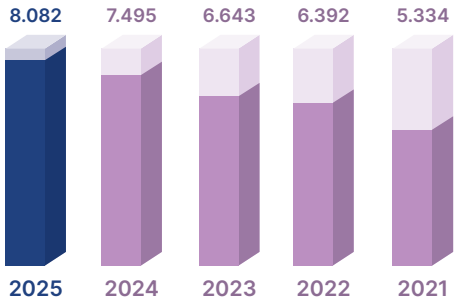
Grafik Pendapatan Usaha di Luar Pendapatan Konstruksi 2021-2025
Chart of Non-Construction Operating Revenue in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



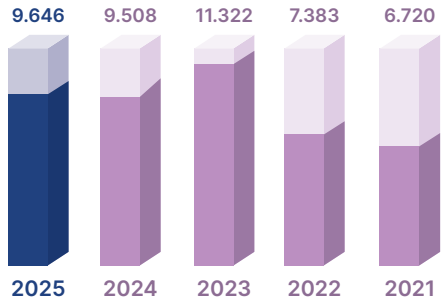
Grafik Beban Pendapatan di Luar Beban Konstruksi 2021-2025
Chart of Non-Construction Operating Cost in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



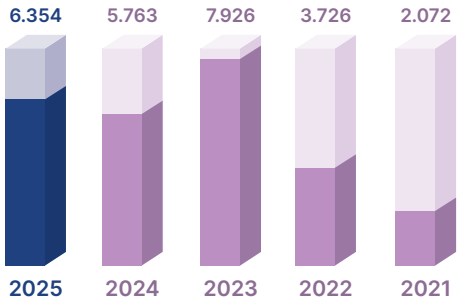
Grafik Laba Usaha 2021-2025
Chart of Profit from Operations in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



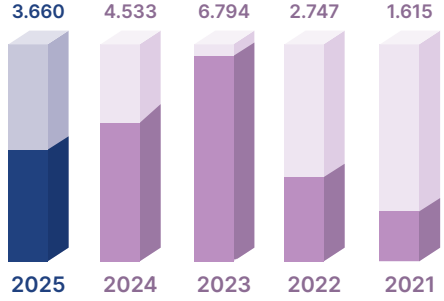
Grafik Laba Sebelum Pajak Penghasilan 2021-2025
Chart of Profit Before Income Tax in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



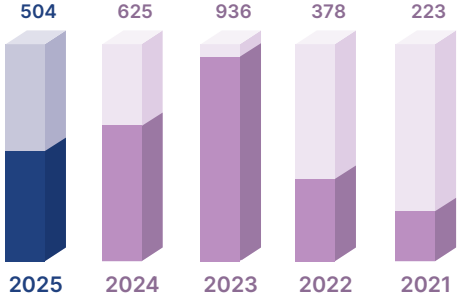
Grafik Laba Tahun Berjalan yang dapat Diatribusikan kepada Pemilik Entitas Induk 2021-2025
Chart of Profit for the Year Attributable to Owners of the Parent Entity in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



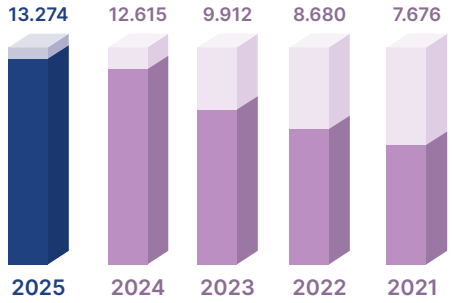
Grafik Laba Bersih per Saham 2021-2025
Chart of Earnings per Share in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



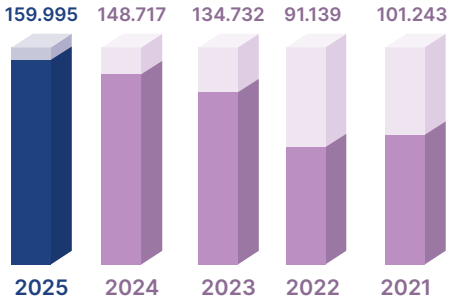
Grafik EBITDA 2021-2025
Chart of EBITDA 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



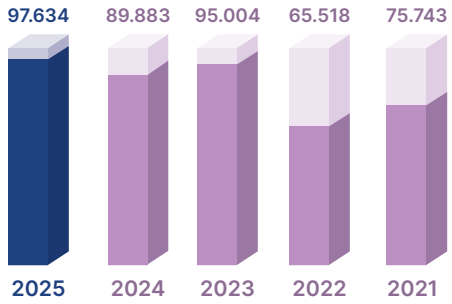
Grafik Total Aset 2021-2025
Chart of Total Assets in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



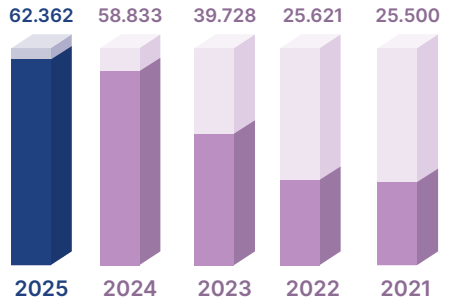
Grafik Total Liabilitas 2021-2025
Chart of Total Liabilities in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



Grafik Total Ekuitas 2021-2025
Chart of Total Equity in 2021-2025

(dalam miliar Rupiah)
(in billion Rupiah)



Pendapatan Usaha di Luar Pendapatan Konstruksi Tahun 2025
Non-Construction Operating Revenue 2025

5,75%

Rp19,81 triliun | **trillion**

EBITDA

5,22%

Rp13,27 triliun | **trillion**

Ikhtisar Operasional
Operational Highlights

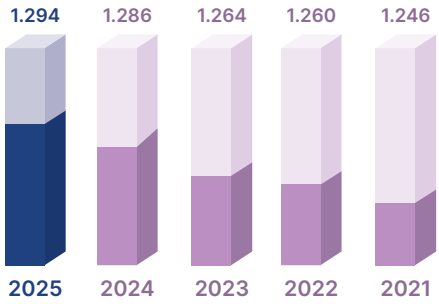
Tabel Historis Ikhtisar Operasional Periode 2021-2025
Table of Historical Operational Highlights for the 2021-2025 Period

(dalam miliar Rupiah, kecuali dinyatakan lain)
(in billion Rupiah, unless stated otherwise)

Uraian Description	2025	2024	2023	2022	2021
Panjang Jalan Tol Beroperasi (km) Total Length of Operated Toll Roads (km)	**1.294**	1.286	1.264	1.260	1.246
Hak Konsesi Jalan Tol (km) Toll Roads Concession Rights (km)	**1.736**	1.736	1.736	1.906	1.603
Volume Lalu Lintas Transaksi (Jutaan Kendaraan) Transaction Traffic Volume (million vehicles)	**1.306**	1.302	1.292	1.230	1.066
Volume Lalu Lintas Transaksi Harian Rata-rata (Ribuan Kendaraan) Average Daily Traffic Transactions Volume (thousand vehicles)	**3.579**	3.567	3.538	3.370	2.922
Pendapatan Tol Harian Rata-rata (Jutaan Rupiah) Average Daily Toll Road Revenue (million Rupiah)	**57.930**	46.956	37.723	34.093	29.552
Jumlah Karyawan Konsolidasi (Orang) Number of Employees (People)	**7.833**	7.919	7.949	7.990	8.160
Jumlah Petugas *Customer Service* (Orang) Number of Customer Service Officers (People)	**2.768**	2.356	2.776	2.726	3.490
Pemenuhan Standar Pelayanan Minimal (SPM) Minimum Standard of Services (SPM) Compliance	**100%**	100%	100%	100%	100%

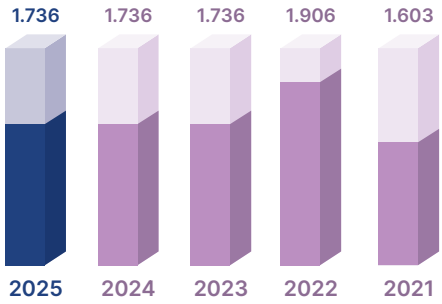
Panjang Jalan Tol Operasi 2021-2025
Total Length of Operated Toll Roads in 2021-2025

(dalam km)
(in km)



Hak Konsesi Jalan Tol 2021-2025
Total Roads Concession Rights in 2021-2025

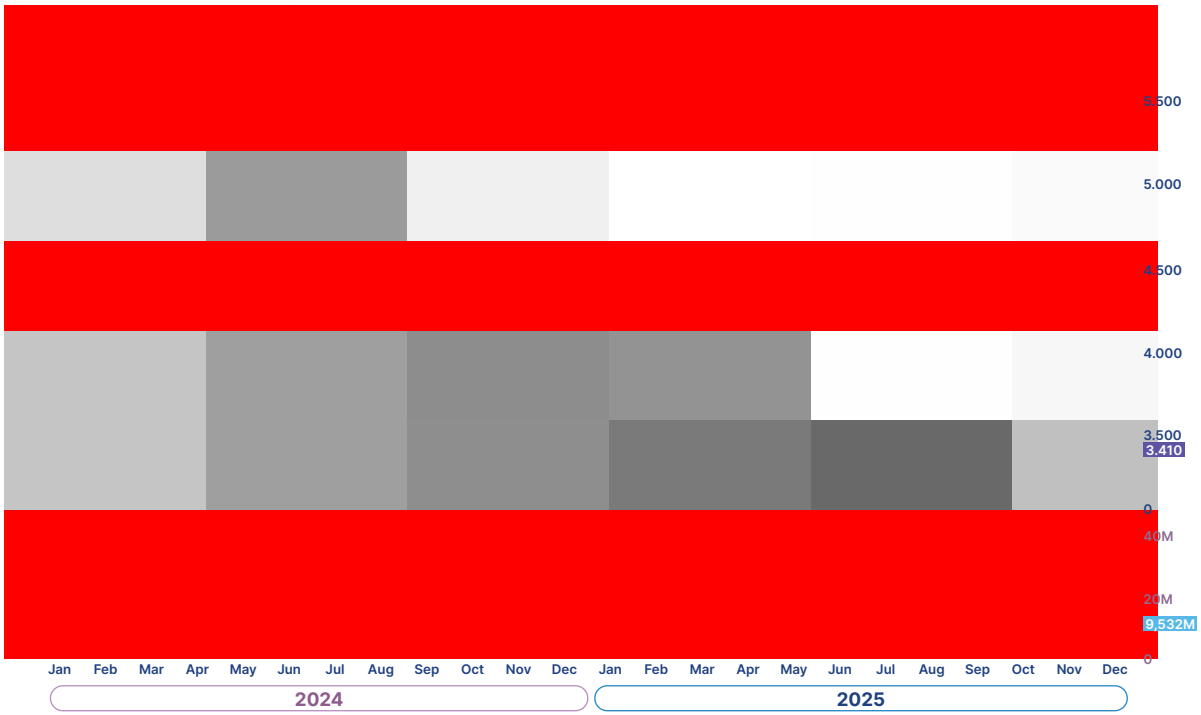
(dalam km)
(in km)



Informasi Harga Saham
Stock Price Information

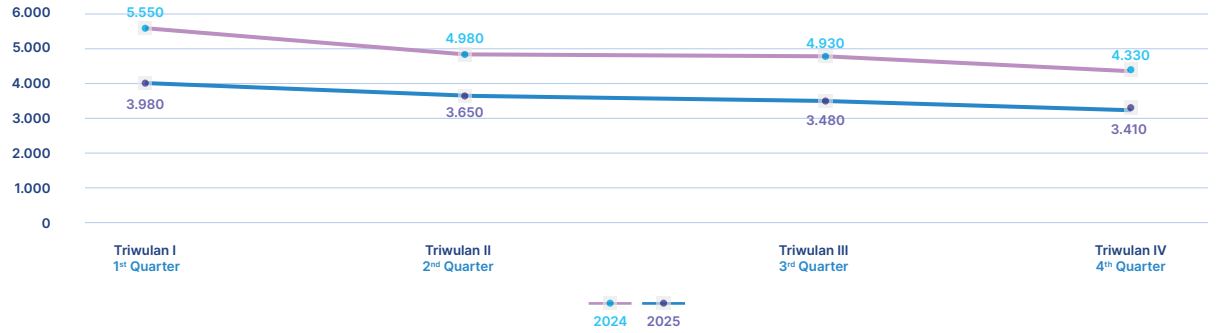
Tabel Harga, Volume, dan Kapitalisasi Saham JSMR 2024-2025
Table of JSMR Stocks Price, Volume, and Market Capitalization in 2024-2025

Periode Periode	**Harga per Saham (Rupiah Penuh)** Price per Share (Full Rupiah)				**Jumlah Saham Beredar (lembar)** Total Shares Outstanding (Shares)	**Volume Transaksi (lembar)** Transaction Volume (Shares)	**Kapitalisasi Pasar (Rp triliun)** Market Capitalization (Rp trillion)
	Pembukaan Opening	**Tertinggi** Highest	**Terendah** Lowest	**Penutupan** Closing			
2025							
Triwulan I 1st Quarter	4.340	4.590	3.560	3.980	7.257.871.200	223.468.800	28,9
Triwulan II 2nd Quarter	3.590	4.630	3.480	3.650	7.257.871.200	311.292.100	26,5
Triwulan III 3rd Quarter	3.620	3.750	3.200	3.480	7.257.871.200	381.654.600	25,3
Triwulan IV 4th Quarter	3.450	4.180	3.330	3.410	7.257.871.200	420.529.000	24,7
2024							
Triwulan I 1st Quarter	4.870	5.700	4.610	5.550	7.257.871.200	442.460.000	40,3
Triwulan II 2nd Quarter	5.600	5.700	4.630	4.980	7.257.871.200	289.853.400	36,1
Triwulan III 3rd Quarter	4.980	5.600	4.770	4.930	7.257.871.200	459.895.900	35,8
Triwulan IV 4th Quarter	4.960	4.990	3.940	4.330	7.257.871.200	260.305.900	31,4



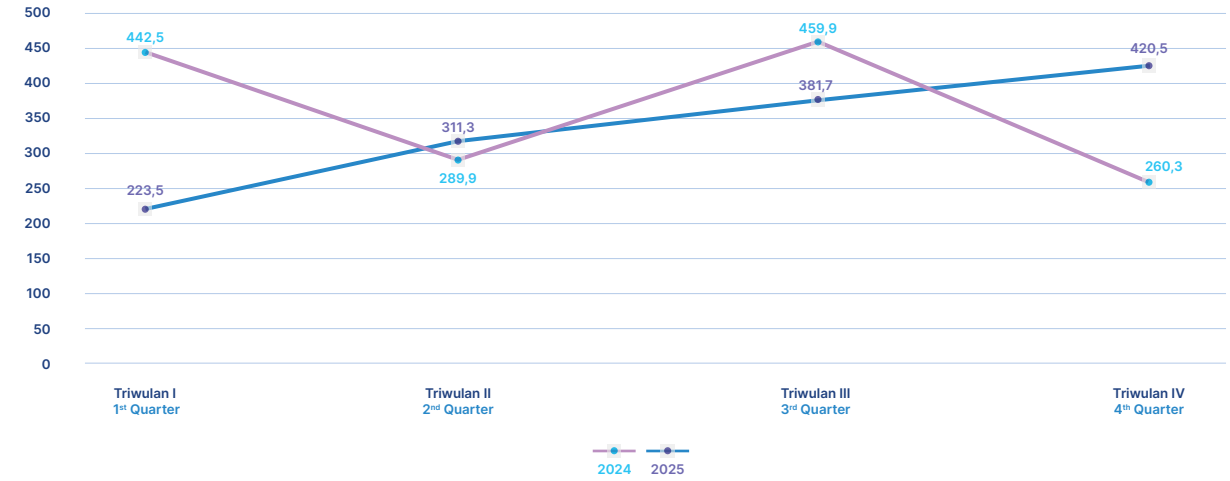
Pergerakan Harga Penutupan Saham Triwulanan Tahun 2024-2025
Quarterly Closing Stock Price Movements in 2024-2025

(dalam Rp Penuh)
(in Full Amount Rupiah)



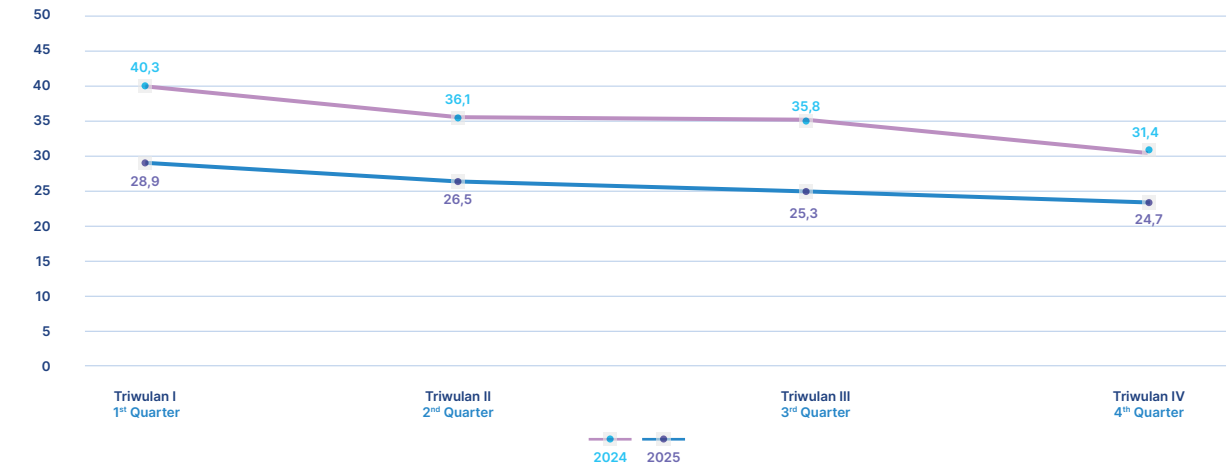
Pergerakan Volume Saham Triwulanan Tahun 2024-2025
Quarterly Stock Volume Movement in 2024-2025

(dalam jutaan transaksi)
(in millions of transaction)



Kapitalisasi Pasar Saham Tahun 2024-2025
Quarterly Stock Market Capitalization in 2024-2025

(dalam Rp triliun)
(in trillion Rupiah)



Laporan Analis Perseroan
Company Analyst Report

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2025
Table of Analyst Report Results for the Company in 2025

No.	Tanggal Date	Sekuritas - Analis Security - Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
1.	5 Maret 2025 March 5, 2025	UBS - Joshua Tanja	*Buy*	6.450	Jasa Marga mencatat laba inti 4Q24 yang lebih tinggi sebesar +36%, didorong oleh pertumbuhan pendapatan tol sebesar +23% YoY, meskipun pertumbuhan lalu lintas secara keseluruhan relatif stagnan dengan +0,8% YoY. Kontribusi pendapatan dari ruas tol baru menunjukkan peningkatan terhadap total pendapatan tol, yaitu sebesar 48,95% pada tahun 2024 dibandingkan tahun 2023 sebesar 46,88%. Dari sisi biaya utang, tercatat kenaikan sebesar 8 basis poin YoY, namun Perseroan berhasil menurunkan beban keuangan sebesar -13,4% QoQ. Perseroan juga meningkatkan *Interest Coverage Ratio* secara YoY menjadi 3,13% yang mana pencapaian ini didukung oleh *equity financing* dari PT Jasamarga Transjawa Tol (JTT). Jasa Marga recorded a higher core profit of +36% in 4Q24, driven by toll revenue growth of +23% YoY, despite relatively stagnant overall traffic growth of +0.8% YoY. The contribution of revenue from new toll road sections increased total toll revenue by 48.95% in 2024, compared to 46.88% in 2023. In terms of debt costs, there was an increase of 8 basis points YoY, but the Company managed to reduce its financial expenses by -13.4% QoQ. The Company also improved its Interest Coverage Ratio YoY to 3.13%, supported by equity financing from PT Jasamarga Transjawa Tol (JTT).
2.	6 Maret 2025 March 6, 2025	Macquarie Sekuritas – Indra Cahya	*Buy*	5.500	Perseroan mencatatkan kinerja solid pada FY24, dengan pertumbuhan pendapatan dan EBITDA masing-masing sebesar +26% dan +36% YoY. Pertumbuhan pendapatan didorong oleh penyesuaian tarif pada ruas tol baru serta rekonsolidasi tiga ruas tol di tengah pertumbuhan lalu lintas yang relatif moderat. Perseroan juga menunjukkan struktur keuangan yang secara signifikan lebih baik, dengan rasio *Net Debt to Equity* dan *Net Debt to EBITDA* turun menjadi 0,9x dan 4,3x di FY24 dari puncaknya pada di masa COVID-19. Hal ini di dukung oleh aksi korporasi seperti divestasi ~30% saham JTT yang menghasilkan dana sebesar Rp15 triliun. The Company posted solid performance in FY24, with revenue and EBITDA growth of +26% and +36% YoY, respectively. Revenue growth was driven by tariff adjustments on new toll roads and the reconsolidation of three toll roads amid relatively moderate traffic growth. The Company also showed a significantly improved financial structure, with Net Debt to Equity and Net Debt to EBITDA ratios falling to 0.9x and 4.3x, respectively, in FY24, from their COVID-19 peak levels. This was supported by corporate actions, including the divestment of ~30% of JTT shares, which raised Rp15 trillion in funds.

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2025
Table of Analyst Report Results for the Company in 2025

No.	Tanggal Date	Sekuritas - Analis Security - Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
3.	11 Maret 2025 March 11, 2025	Sucor Sekuritas – Christofer Kojongian	*Buy*	7.000	Sepanjang tahun 2024 laba inti Jasa Marga tumbuh 36% YoY, didorong oleh kenaikan tarif dan efisiensi biaya operasional. Pendapatan tol meningkat stabil seiring penyesuaian tarif rata-rata 9,6% per tahun. Perseroan juga tengah mengembangkan lima proyek tol baru di pulau Jawa sepanjang 443 km untuk memperkuat sumber pertumbuhan jangka panjang. Laba inti 2025 diproyeksikan naik 5%, dengan potensi percepatan pada 2026 seiring kontribusi proyek baru dan penurunan biaya bunga. Throughout 2024, Jasa Marga's core profit grew 36% YoY, driven by tariff increases and operational cost efficiencies. Toll revenue increased steadily in line with an average tariff adjustment of 9.6% per annum. The Company is also developing five new toll road projects in Java spanning 443 km to strengthen its long-term growth sources. Core profit in 2025 is projected to increase by 5%, with the potential for acceleration in 2026 as new projects contribute and interest costs decline.
4.	24 April 2025 April 24, 2025	Maybank Sekuritas – Etta Rusdiana Putra	*Buy*	6.000	Jasa Marga menunjukkan kinerja kuat dengan estimasi laba bersih 1Q25 sebesar Rp919 miliar, naik +57% YoY, didukung oleh peningkatan volume lalu lintas, pendapatan tol stabil, dan penurunan biaya operasional yang mendorong EBITDA diproyeksikan mencapai Rp3,4 triliun. Perseroan fokus untuk menyelesaikan lima proyek jalan tol utama dengan capex sebesar Rp10 triliun per tahun. Dengan capex yang stabil dan suku bunga yang terkendali, kami mengekspektasikan peningkatan pembayaran dividen untuk FY25/26E. Jasa Marga showed strong performance with estimated net profit of Rp919 billion in 1Q25, up +57% YoY, supported by increased traffic volume, stable toll revenue, and lower operating costs, which boosted EBITDA to a projected Rp3.4 trillion with an EBITDA margin of 70%. The company is focused on completing five major toll road projects with fixed capital expenditure of IDR 10 trillion per year. With aggressive expansion and controlled interest rates, we expect an increase in dividend payments.
5.	2 Mei 2025 May 2, 2025	Ciptadana Sekuritas - Richard Jonathan Halim	*Buy*	5.300	Laba bersih Jasa Marga pada 1Q25 menunjukkan hasil yang sejalan dengan ekspektasi yaitu Rp927,5 miliar (+49,5% YoY, -32,9% QoQ), didukung oleh peningkatan pendapatan tol seiring penyesuaian tarif dan rekonsolidasi ruas tol Gempol-Pandaan. Penurunan QoQ mencerminkan efek musiman dari basis tinggi di 4Q24. Meskipun *cost of revenue* naik karena kenaikan gaji dan tunjangan Lebaran, efisiensi biaya umum dan administrasi (BUA) serta penurunan beban keuangan serta pajak mendorong profitabilitas. Pertumbuhan pendapatan tol diperkirakan tetap kuat melalui pengoperasian ruas tol baru serta penyesuaian tarif tambahan. Laba bersih tahun penuh diperkirakan mencapai Rp3,5 triliun di 2025 dan Rp3,8 triliun di 2026, dengan potensi tambahan dari strategi *asset recycling* meski belum dimasukkan ke dalam proyeksi saat ini. Jasa Marga's net profit in 1Q25 was in line with expectations at IDR 927.5 billion (+49.5% YoY, -32.9% QoQ), supported by increased toll revenue following tariff adjustments and the reconsolidation of the Gempol-Pandaan toll road section. The QoQ decline reflects seasonal effects from a high base in 4Q24. Although revenue costs rose due to salary increases and Lebaran allowances, G&A cost efficiency and lower financial expenses and taxes drove profitability. Toll revenue growth is expected to remain strong through the operation of new toll road sections and additional tariff adjustments. Full-year net profit is projected to reach Rp3.5 trillion in 2025 and Rp3.8 trillion in 2026, with additional potential from the asset recycling strategy, although this has not been included in the current projections.

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2025
Table of Analyst Report Results for the Company in 2025

No.	Tanggal Date	Sekuritas - Analis Security - Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
6.	7 Juli 2025 July 7, 2025	Yuanta Sekuritas – Chandra Pasaribu	*Buy*	5.330	Jasa Marga mencatat kinerja stabil pada 2Q25, dengan pendapatan yang stabil secara kuartalan meskipun diberlakukannya diskon tarif 20% di 12 ruas tol selama periode libur panjang Juni-Juli. Dampak diskon tarif terhadap pendapatan bersifat netral, didukung oleh pergeseran volume lalu lintas dari tol dalam kota ke tol antar daerah. Ke depan, prospek kinerja Perseroan tetap positif seiring dengan berjalannya program penyesuaian tarif pada 16 ruas tol di tahun 2025. Hingga 2Q25, lima ruas telah mengalami kenaikan tarif, termasuk ruas Pandaan-Malang dengan kenaikan +7% yang melampaui inflasi kumulatif wilayah terkait. Penyesuaian tarif untuk ruas Cipularang dan Padaleunyi dijadwalkan pada 3Q25, sementara delapan ruas lainnya akan disesuaikan pada 4Q25. Seluruh penyesuaian diperkirakan berjalan sesuai jadwal, mendukung pertumbuhan pendapatan berkelanjutan ke depan. Jasa Marga recorded stable performance in 2Q25, with quarterly revenue remaining stable despite the implementation of a 20% toll discount on 12 toll roads during the long holiday period in June-July. The impact of the toll discount on revenue was neutral, supported by a shift in traffic volume from inner-city toll roads to inter-regional toll roads. Looking ahead, the Company's performance outlook remains positive as the toll rate adjustment program on 16 toll roads in 2025 progresses. As of 2Q25, five toll roads have experienced rate increases, including the Pandaan-Malang toll road with a +7% increase that exceeded the cumulative inflation of the relevant region. Tariff adjustments for the Cipularang and Padaleunyi sections are scheduled for 3Q25, while the other eight sections will be adjusted in 4Q25. All adjustments are expected to proceed as scheduled, supporting sustainable revenue growth going forward.
7.	29 Juli 2025 July 29, 2025	CGS International – Bob Setiadi	*Buy*	4.900	Jasa Marga membukukan laba bersih sebesar Rp1,9 triliun pada periode 1H25, sejalan dengan konsensus Bloomberg, didukung oleh efisiensi beban bunga dan peningkatan EBITDA margin menjadi 68,4%. Perseroan menurunkan *guidance* pertumbuhan pendapatan tol dan EBITDA FY25F masing-masing menjadi 4-6%, seiring dengan pelemahan kondisi makro. Jasa Marga juga akan mengkonsolidasikan ruas tol Jogja–Solo setelah mencapai kesepakatan dengan Adhi Karya pada Juli 2025. Rekomendasi *buy* tetap dipertahankan berkat valuasi yang menarik di 0,7x P/BV dan prospek arus kas yang kuat. Jasa Marga posted a net profit of IDR 1.9 trillion in 1H25, in line with Bloomberg consensus, supported by interest expense efficiency and an increase in EBITDA margin to 68.4%. The company lowered its toll revenue and EBITDA FY25F will each be 4-6%, in line with weakening macro conditions. Jasa Marga will also consolidate the Jogja–Solo toll road section after reaching an agreement with Adhi Karya in July 2025. The buy recommendation is maintained due to attractive valuation at 0.7x P/BV and strong cash flow prospects.

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2025
Table of Analyst Report Results for the Company in 2025

No.	Tanggal Date	Sekuritas - Analis Security - Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
8.	5 Agustus 2025 August 5, 2025	Kiwoom Sekuritas – Sukarno Alattas	*Buy*	5.500	Pada semester pertama tahun 2025, Jasa Marga mencatat kinerja operasional yang solid dengan total pendapatan sebesar Rp12,9 triliun, sedikit menurun 1% secara tahunan. Pendapatan dari segmen jalan tol tumbuh 5% YoY, didorong oleh peningkatan volume lalu lintas dan ekspansi jaringan. Meskipun laba bersih turun 19% YoY akibat tekanan non-operasional, efisiensi Perseroan meningkat tercermin dari peningkatan *operational margin*. *Interest coverage ratio* juga membaik, meskipun *leverage* menunjukkan peningkatan yang perlu diantisipasi. In the first half of 2025, Jasa Marga posted solid operating performance with total revenue of Rp12.9 trillion, down slightly by 1% year-on-year. Revenue from the toll road segment grew 5% YoY, driven by increased traffic volume and network expansion. Although net profit fell 19% YoY due to non-operating pressures, the company's efficiency improved, as reflected in an increase in operational margin. The interest coverage ratio also improved, although leverage showed an increase that needs to be anticipated.
9.	22 Oktober 2025 October 22, 2025	BCA Sekuritas – Ryan Santoso	*Buy*	5.700	Pendapatan Jasa Marga FY25F diperkirakan tumbuh sebesar 4–6% dengan total lalu lintas konsolidasian cenderung stabil (+0,1% YoY), didukung oleh peningkatan pada ruas tol baru sebesar +2,8% YoY. Kami memproyeksikan pertumbuhan pendapatan Jasa Marga sebesar 6,5% YoY atau lebih optimis dibandingkan *guidance* Perseroan. Hal ini didorong oleh pertumbuhan di ruas Transjawa serta dampak penuh dari penyesuaian tarif tol tahun sebelumnya. Sebagai catatan, beberapa di antaranya merupakan penyesuaian tarif khusus seperti ruas Jakarta-Cikampek pada Maret 2024 sebesar 35%. Hingga 2027, Perseroan menargetkan penyelesaian 4 ruas tol utama dengan total capex sekitar Rp28 triliun, sehingga kebutuhan capex tahunan Rp8–10 triliun masih dapat dipenuhi dari EBITDA internal sebesar Rp13,8 triliun. Jasa Marga's FY25F revenue is expected to grow by 4–6% with total consolidated traffic remaining flat (+0.1% YoY), supported by a +2.8% YoY increase in new toll road sections. We project Jasa Marga's revenue to grow by 6.5% YoY, which is more optimistic than the Company's guidance. This is driven by growth in the Transjawa section and the full impact of the previous year's toll rate adjustments. For the record, some of these are special tariff adjustments, such as the Jakarta-Cikampek section in March 2024 by 35%. Until 2027, the Company targets the completion of 4 major toll road sections with a total capex of around Rp28 trillion, so that the annual capex requirement of IDR 8–10 trillion can still be met from internal EBITDA of Rp13.8 trillion.

Tabel Hasil Laporan Analis terhadap Perseroan Tahun 2025
Table of Analyst Report Results for the Company in 2025

No.	Tanggal Date	Sekuritas - Analis Security - Analyst	Rekomendasi Recommendation	Target Harga (Rp) Target Price (Rp)	Ringkasan Summary
10.	17 November 2025 November 17, 2025	J.P.Morgan Sekuritas Indonesia - Arnanto Januri	*Buy*	5.175	Saham JSMR mencatatkan kinerja lebih rendah 30% dibandingkan IHSG secara *year-to-date*, seiring terjadinya penurunan valuasi (*de-rating*) akibat kekhawatiran pasar terhadap potensi pengalihan aset jalan tol dari BUMN karya di bawah pengelolaan Danantara. Saat ini, saham JSMR diperdagangkan pada valuasi historis rendah, yang mana nilai ini menawarkan profil *risk/reward* yang menarik. Kami menilai ekspektasi pasar terhadap probabilitas transfer aset (>50%) cenderung berlebihan. Analisis ini didukung oleh tren *re-rating* BUMN serta fokus manajemen Danantara pada peningkatan ROE di seluruh portofolio BUMN. JSMR shares have underperformed the IDX Composite (IHSG) by 30% year-to-date, following a decline in valuation (de-rating) due to market concerns over the potential transfer of toll road assets from state-owned construction companies (BUMN Karya) under Danantara's management. Currently, JSMR shares are trading at historically low valuations, which present an attractive risk/reward profile. We believe the market's expectations regarding the probability of asset transfer (>50%) are likely overstated. This view is supported by the re-rating trend among BUMNs and Danantara management's focus on improving ROE across the entire BUMN portfolio.

Aksi Korporasi
Corporate Action

Sampai dengan 31 Desember 2025, Perseroan tidak melakukan aksi korporasi yang mengakibatkan terjadinya perubahan rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), pembagian dividen saham dan saham bonus, penambahan jumlah dan harga saham beredar, serta perubahan nilai nominal saham Perseroan.

Until December 31, 2025, the Company did not conduct any corporate actions that resulted in changes to the stock split ratio, reverse stock, stock dividend, bonus stock distribution, increase in the number or price of outstanding shares, or changes to the nominal value of the Company's shares.

Informasi Penghentian Sementara Perdagangan Saham (*Suspension*) dan/atau Penghapusan Pencatatan Saham (*Delisting*)
Information on Stocks Suspension and/or Delisting

Selama tahun 2025, PT Jasa Marga (Persero) Tbk tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

In 2025, PT Jasa Marga (Persero) Tbk was never subject to sanctions, including a temporary suspension of stock trading and/or delisting.

Informasi Obligasi, Sukuk, dan/atau Obligasi Konversi serta Pendanaan Lainnya

Information on Bonds, Sukuk, and/or Converted Bonds, and other Financing

Informasi Obligasi
Information on Bonds

Tabel Obligasi PT Jasa Marga (Persero) Tbk Tahun 2025
Table of Bonds of PT Jasa Marga (Persero) Tbk in 2025

No.	Uraian Description	Tanggal Penerbitan Issuance Data	Tenor (Tahun) Tenor (Year)	Mata Uang Currecny	Jumlah Obligasi/ Sukuk (Juta) Total Bonds/ Sukuk (Million)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga (%) Interest Rate(%)	Status Pembayaran Payment Status	Peringkat Rating 2025	Peringkat Rating 2024	Wali Amanat Trustee
1.	Obligasi I Marga Lingkar Jakarta Tahun 2017 Bonds I Marga Lingkar Jakarta Year 2017	8 November 2017 November 8, 2017	Seri A: 3 Series A: 3 Seri B: 5 Series B: 5 Seri C: 7 Series C: 7 Seri D: 10 Series D: 10 Seri E: 12 Series E : 12	Rp	Seri A: Series A: 200.000 Seri B: Series B: 217.000 Seri C: Series C: 299.000 Seri D: Series D: 320.000 Seri E: Series E: 464.000	Seri A: Series A: 8 November | November 8, 2020 Seri B: Series B: 8 November | November 8, 2022 Seri C: Series C: 8 November | November 8, 2024 Seri D: Series D: 8 November | November 8, 2027 Seri E: Series E: 8 November | November 8, 2029	Seri A: Series A: 7,45% Seri B: Series B: 7,75% Seri C: Series C: 8,30% Seri D: Series D: 8,70% Seri E: Series E: 8,85%	Seri A, B, C: A, B, C Series: Lunas Paid Off Seri D, E: D, E Series: Belum Lunas Not Paid Off	idAAA (sf) oleh | by Pefindo	idAAA (sf) oleh | by Pefindo	PT Bank Mega Tbk
2.	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Shelf-Registration Bonds II Jasa Marga Phase I Year 2020	8 September 2020 September 8, 2020	Seri A: 3 Series A: 3 Seri B: 5 Series B: 5 Seri C: 7 Series C: 7 Seri D: 10 Series D: 10	Rp	Seri A: Series A: 1.100.350 Seri B: Series B: 286.000 Seri C: Series C: 90.050 Seri D: Series D: 523.600	Seri A: Series A: 8 September | September 8, 2023 Seri B: Series B: 8 September | September 8, 2025 Seri C: Series C: 8 September | September 8, 2027 Seri D: Series D: 8 September | September 8, 2030	Seri A: Series A: 7,90% Seri B: Series B: 8,25% Seri C: Series C: 8,60% Seri D: Series D: 9,00%	Seri A, B: A, B Series: Lunas Paid Off Seri C, D : C, D Series: Belum Lunas Not Paid Off	idAAA (sf) oleh | by Pefindo	idAAA (sf) oleh | by Pefindo	PT Bank Mega Tbk

Tabel Obligasi PT Jasa Marga (Persero) Tbk Tahun 2025
Table of Bonds of PT Jasa Marga (Persero) Tbk in 2025

No.	Uraian Description	Tanggal Penerbitan Issuance Data	Tenor (Tahun) Tenor (Year)	Mata Uang Currecny	Jumlah Obligasi/ Sukuk (Juta) Total Bonds/ Sukuk (Million)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga (%) Interest Rate(%)	Status Pembayaran Payment Status	Peringkat Rating		Wali Amanat Trustee
									2025	2024	
3.	Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Shelf-Registration Bonds III Jasa Marga Phase I Year 2024	5 Juli 2024 July 5, 2024	Seri A: 3 Series A: 3 Seri B: 5 Series B: 5 Seri C: 10 Series C: 10	Rp	Seri A: Series A: 90.155 Seri B: Series B: 241.055 Seri C: Series C: 601.140	Seri A: Series A: 5 Juli | July 5, 2027 Seri B: Series B: 5 Juli | July 5, 2029 Seri C: Series C: 5 Juli | July 5, 2034	Seri A: Series A: 6,90% Seri B: Series B: 7,00% Seri C: Series C: 7,20%	Seri A, B, C: A, B, C Series: Belum Lunas Not Paid Off	idAA oleh | by Pefindo	idAA oleh | by Pefindo	PT Bank Mega Tbk
4.	Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Shelf-Registration Bonds III Jasa Marga Phase II Year 2025	4 September 2025 September 4, 2025	Seri A: 3 Series A: 3 Seri B: 5 Series B: 5 Seri C: 10 Series C: 10	Rp	Seri A: Series A: 120.000 Seri B: Series B: 100.000 Seri C: Series C: 780.000	Seri A: Series A: 4 September | September 4, 2028 Seri B: Series B: 4 September | September 4, 2030 Seri C: Series C: 4 September | September 4, 2035	Seri A: Series A: 6,40% Seri B: Series B: 6,60% Seri C: Series C: 7,15%	Seri A, B, C: A, B, C Series: Belum Lunas Not Paid Off	idAA oleh | by Pefindo	-	PT Bank Mega Tbk

Informasi Sukuk

Sampai dengan 31 Desember 2025, Jasa Marga tidak menerbitkan sukuk. Dengan demikian, Perseroan tidak memiliki informasi mengenai sukuk.

Information on Sukuk

Until December 31, 2025, Jasa Marga has not issued any Sukuk. Therefore, the Company has no information regarding Sukuk.

Informasi Obligasi Konversi

Sampai dengan 31 Desember 2025, Jasa Marga tidak menerbitkan obligasi konversi. Dengan demikian, Perseroan tidak memiliki informasi mengenai obligasi konversi.

Information on Converted Bonds

Until December 31, 2025, Jasa Marga has not issued any convertible bonds. Therefore, the Company has no information regarding convertible bonds.

Informasi Sumber Pendanaan Lainnya

Sampai dengan 31 Desember 2025, Jasa Marga tidak menerbitkan instrumen pendanaan lainnya. Dengan demikian, Perseroan tidak memiliki informasi mengenai sumber pendanaan lainnya.

Information on Other Sources of Financing

Until December 31, 2025, Jasa Marga has not issued any other funding instruments. Therefore, the Company has no information regarding other funding sources.

Penghargaan dan Sertifikasi
Awards and Certifications

Penghargaan
Awards

1

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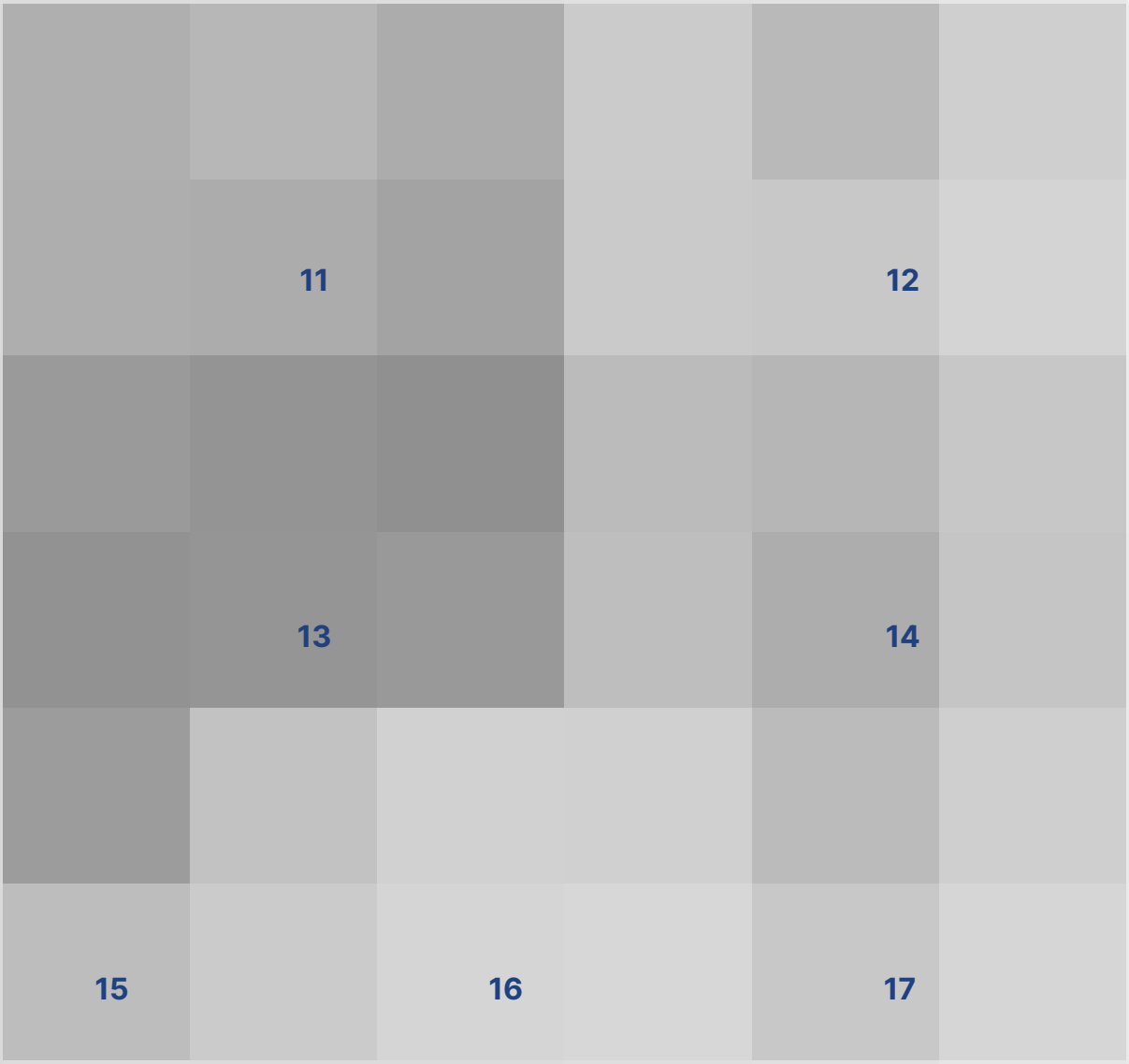
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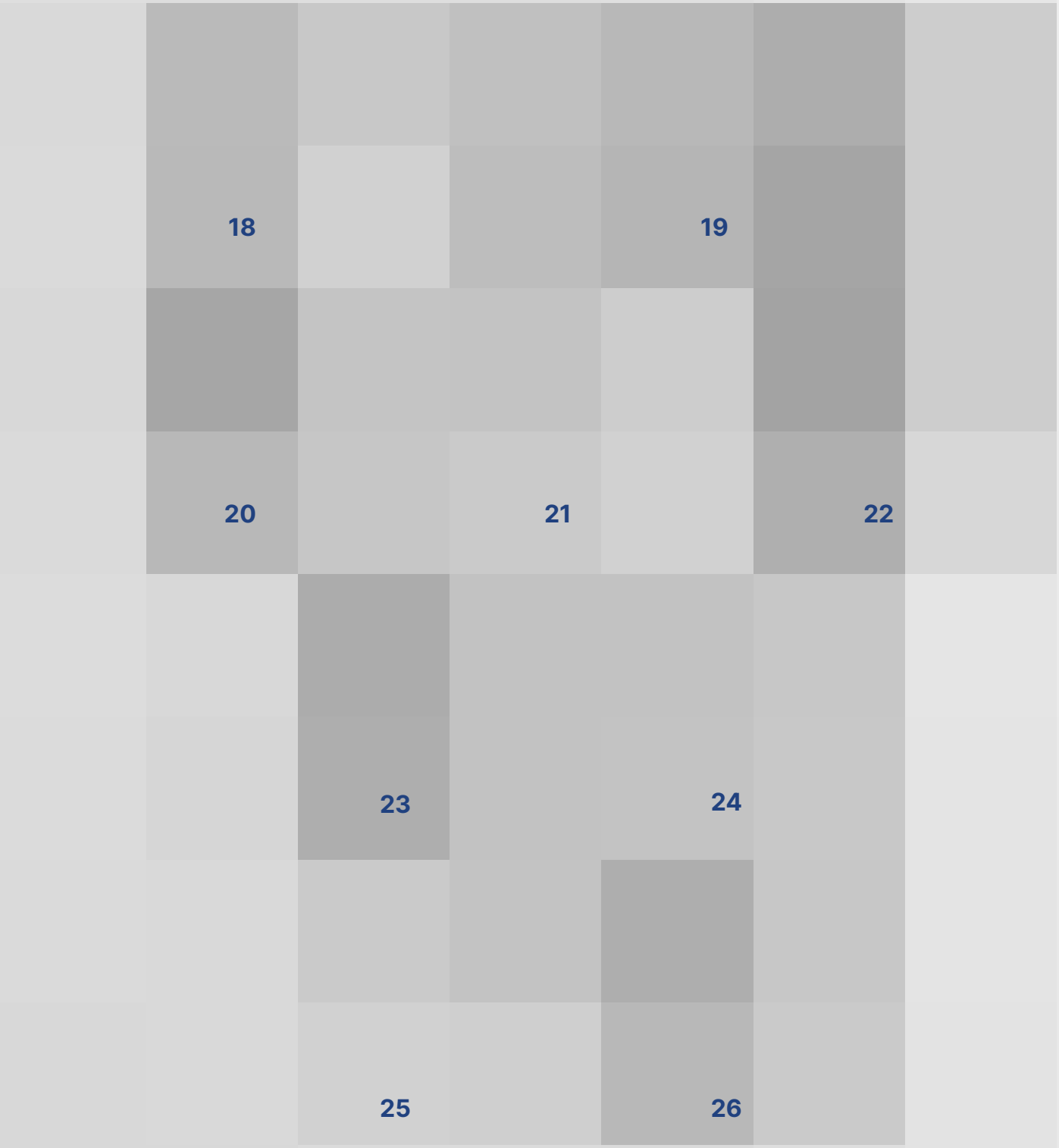
Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2025
Table of List of Awards Received by the Company in 2025

No.	Nama Acara Event Name	Penghargaan/Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
1.	*Indonesia Green Award* (IGA) *2025*	Pengorganisasian Tanggung Jawab Sosial Perusahaan Corporate Social Responsibility Organization	La Tofi School of Social Responsibility	Nasional National	15 Januari 2025 January 15, 2025
2.	*Elshinta Award 2025*	Kategori *Outstanding Bussiness Colaboration* Outstanding Bussiness Colaboration Category	Radio Elshinta	Nasional National	5 Februari 2025 February 5, 2025
3.	*Indonesia Top PR 2025*	Kategori *Top Digital PR* 2025 Top Digital PR 2025 Category	Infobrand.id dan Tras N Co	Nasional National	11 Februari 2025 February 11, 2025
4.	*Digital Forum-6th Anniversary Awarding Session Indonesia Digital Awards 2025*	*Indonesia Top Digital Innovation Award 2025*	The Iconomics	Nasional National	14 Februari 2025 February 14, 2025
5.	*18th Annual Transaction Banking Awards 2024*	*Best Cross Border M&A Deal of The Year 2024*	Alpha Southeast Asia	Internasional International	15 Februari 2025 February 15, 2025
6.	*Best Stock Award*	1. Kategori *Sectoral* Sektor Infrastruktur *Middle Cap* Seetoral Category, Middle Cap Infrastructure Sector 2. Kategori BUMN & Anak Usaha BUMN Sektor Infrastruktur *Middle Cap* SOE & Subsidianes of SOE Category, Middle Cap Infrastructure Secto	Investortrust dan Infovesta Utama	Nasional National	25 Februari 2025 February 25, 2025
7.	*Contact Center Service Excellent Award* 2025	*JMTC Call Center Public Service for achieving "Exceptional" Service Performance*	Carre Center	Nasional National	26 Februari 2025 February 26, 2025
8.	*6th Anniversary Indonesia Best 50 CEO Awards 2025*	*Best CEO* Direktur Utama Jasa Marga Subakti Syukur	The Iconomics	Nasional National	18 Maret 2025 March 18, 2025
9.	*Indonesia Sales Marketing Award ke-8 2025*	*The Best Indonesia Sales Marketing Award-VIII-2025 Gold Award (B) Excellent (4 Star) Category Public Company - State Owned Enterprises Company - Asset > Rp. 50T*	Economic Review	Nasional National	30 April 2025 April 30, 2025
10.	Anugerah & Sertifikasi TJSL UMKM-Pariwisata-Kebudayaan 2025 TJSL Awards & Certification for UMKM-Tourism-Culture 2025	1. Kategori: Pelestarian Kebudayaan melalui UMKM kepada PT Jasa Marga (Persero) Tbk (Perusahaan) Category: Cultural Preservation through MSMEs to PT Jasa Marga (Persero) Tbk (Company) 2. Kategori: Pelestarian Kebudayaan melalui UMKM kepada Oleh-oleh Khas Jakarta Hj. Maemune (UMKM Binaan Perusahaan) Category: Cultural Preservation through MSMEs to Jakarta's Hj. Maemune Signature Souvenirs (Company-Supported MSME)	La Tofi School of Social Responsibility	Nasional National	21 Mei 2025 May 21, 2025


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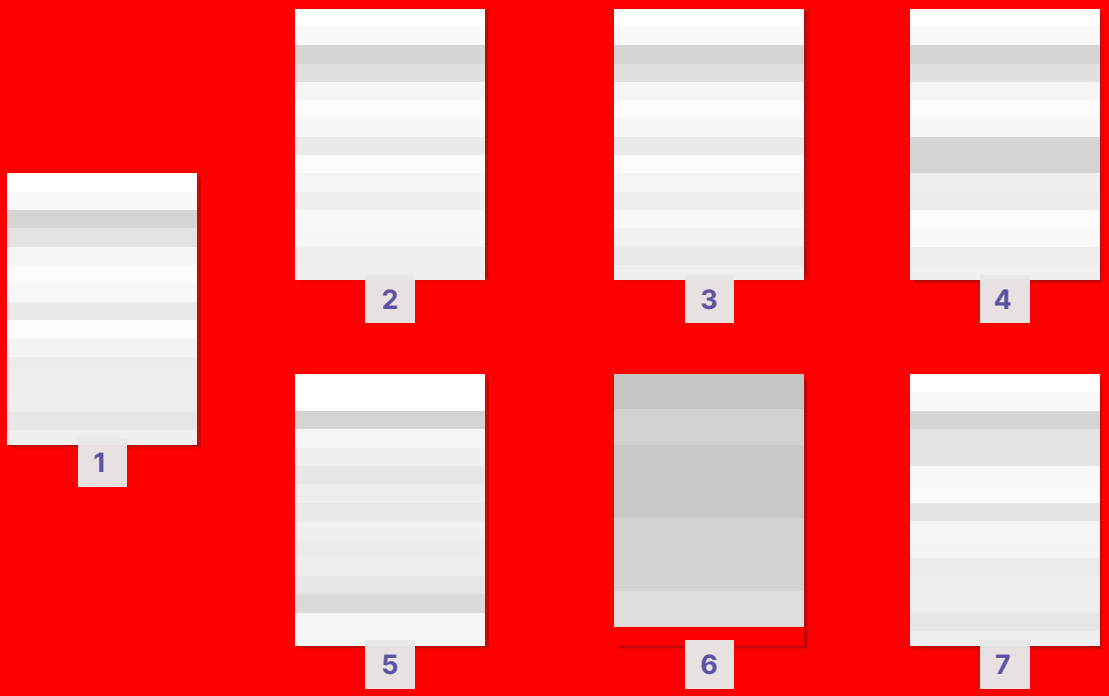
Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2025
Table of List of Awards Received by the Company in 2025

No.	Nama Acara Event Name	Penghargaan/Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
11.	*TOP CSR Awards 2025*	1. *TOP CSR Awards 2025 on Star 5* Predikat *Excellent* untuk kategori Perusahaan TOP CSR Awards 2025 on Star 5 Excellent Rating for the Company category 2. *TOP Leader on CSR Commitment 2025* untuk Direktur Human Capital & Transformasi Jasa Marga Yoga Tri Anggoro TOP Leader on CSR Commitment 2025 for Jasa Marga Director of Human Capital & Transformation, Yoga Tri Anggoro	Majalah Top Business	Nasional National	11 Juni 2025 June 11, 2025
12.	Rakernis Korlantas Polri 2025 National Police Traffic Corps Meeting 2025	Piagam Penghargaan Atas Partisipasi dalam Mendukung Terwujudnya Keamanan, Keselamatan, Ketertiban, dan Kelancaran Lalu Lintas dalam Kegiatan Operasi Ketupat Tahun 2025 Certificate of Appreciation for Participation in Supporting the Realization of Security, Safety, Order, and Smooth Traffic Flow in the 2025 Ketupat Operation Activities	Korlantas/Mabes Polri National Police Traffic Corps/ Headquarters	Nasional National	12 Juni 2025 June 12, 2025
1 13.	1st UMKM BUMN *Award* 2025	1. *The Most Committed BUMN Pembina UMKM on All Sector* The Most Committed SOE in Supporting UMKM Across All Sectors 2. *Best Performance Food & Beverage Sector Gold Winner* Best Performance in the Food & Beverage Sector Gold Winner 3. *Best Performance Fashion Sector Gold Winner* Best Performance in the Fashion Sector Gold Winner 4. *Best Performance Fashion Sector Gold Winner* Best Performance in the Fashion Sector Gold Winner 5. *Best Performance Craft Sector Silver Winner* Best Performance in the Craft Sector Silver Winner	BUMN Track	Nasional National	25 Juni 2025 June 25, 2025
14.	*IDX Channel Anugerah ESG 2025*	Anugerah Utama Sektor Infrastruktur dengan Program ESG: Pengelolaan Sampah Terpadu *Rest Area* Main Award for the infrastructure Sector with ESG Program: Integrated Waste Management at Rest Areas	IDX Channel	Nasional National	4 Juli 2025 July 4, 2025
15.	*Industry Award 2025*	Kategori: *Best Infrastructure Services for Maintaining Business Growth Stability through Strategy Implementation* Category: Best Infrastructure Services for Maintaining Business Growth Stability through Strategy Implementation	Warta Ekonomi/ Industry.co.id	Nasional National	24 Juli 2025 July 24, 2025
16.	*Investortrust BUMN Award 2025*	Kategori: *BUMN Corporate Excellence 2025 Award Holding Asset Class Rp 100-500 Trilion* Category: BUMN Corporate Excellence 2025 Award Holding Asset Class Rp100-500 Trillion	Investortrust	Nasional National	31 Juli 2025 July 31, 2025
17.	*6th Indonesia Public Relations Summit 2025*	1. *6th Indonesia Corporate Reputation Awards 2025* untuk kategori *Toll Operator* (Perusahaan) 6th Indonesia Corporate Reputation Awards 2025 for the Toll Operator (Company) category 2. *6th Indonesia 50 Popular PR Person Awards 2025* untuk Corporate Communication & Community Development Group Head Jasa Marga Lisye Octaviana 6th Indonesia 50 Popular PR Person Awards 2025 for Jasa Marga Corporate Communication & Community Development Group Head, Lisye Octaviana	The Iconomics	Nasional National	8 Agustus 2025 August 8, 2025


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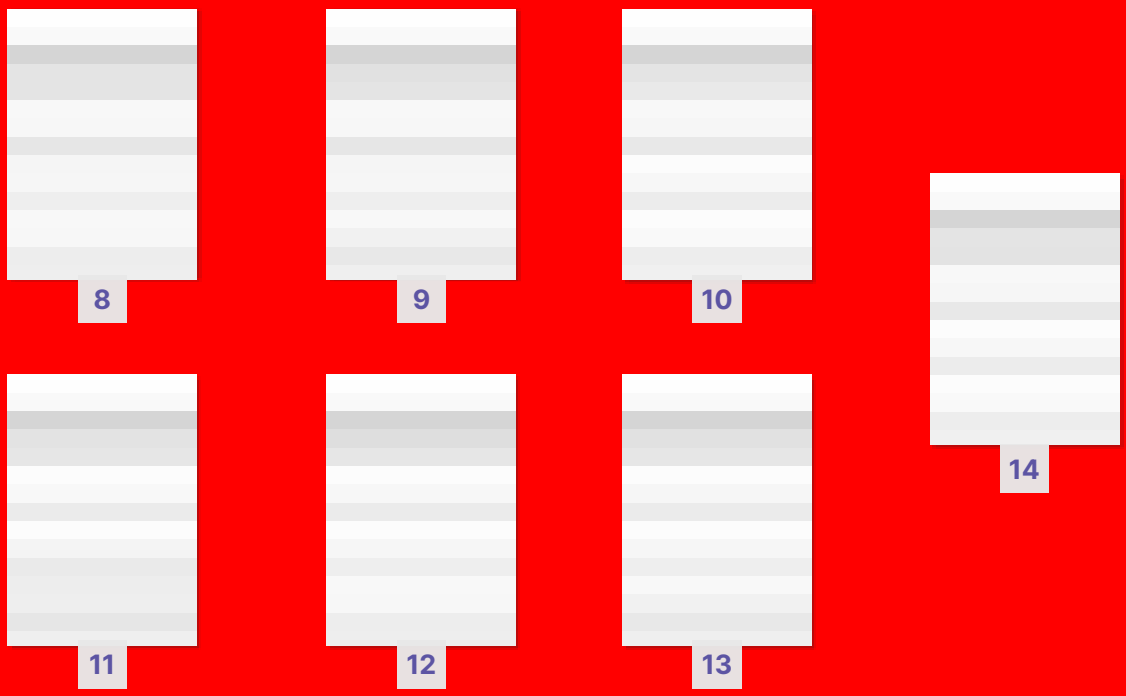
Tabel Daftar Penghargaan yang Diperoleh Perseroan pada Tahun 2025
Table of List of Awards Received by the Company in 2025

No.	Nama Acara Event Name	Penghargaan/Kategori Award Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
18.	Museum Rekor Dunia-Indonesia (MURI) Indonesian Museum of Records (MURI)	"Pemrakarsa dan Pemilik Pohon Turbin Angin Terintegrasi dengan Panel Surya (*Hybrid Wind Tree*) Pertama" dan "Pemasangan Turbin Angin Terintegrasi dengan Panel Surya Pertama di Gerbang Jalan Bebas Hambatan" "Initiator and Owner of the First Integrated Wind Turbine Tree with Solar Panels (Hybrid Wind Tree)" and "Installation of the First Integrated Wind Turbine with Solar Panels at the Toll Road Gate"	MURI Indonesia	Nasional National	25 Agustus 2025 August 25, 2025
19.	*TOP GRC Awards 2025*	*Golden Trophy TOP GRC Award 2025*, predikat *TOP GRC Award 2025* #5 Star, serta penghargaan *The Most Committed* GRC *Leader* 2025 yang dianugerahkan kepada Direktur Human Capital & Transformasi Jasa Marga, Yoga Tri Anggoro Golden Trophy TOP GRC Award 2025, TOP GRC Award 2025 #5 Star title, and The Most Committed GRC Leader 2025 award presented to Jasa Marga Director of Human Capital & Transformation, Yoga Tri Anggoro	Majalah TopBusiness	Nasional National	8 September 2025 September 8, 2025
20.	*The 16th IICD Corporate Governance Conference and Award 2025*	Top 50 Emiten pada kategori Kapitalisasi Pasar Terbesar (*Big Cap PLCs*) Top 50 Issuers in the Largest Market Capitalization Category (Big Cap PLCs)	Indonesian Institute for Corporate Directorship	Nasional National	15 September 2025 September 15, 2025
21.	Fortune Indonesia 100 Tahun 2025	100 perusahaan terbesar di Indonesia versi Fortune Indonesia The 100 largest companies in Indonesia, according to Fortune Indonesia	IDN	Nasional National	17 September 2025 September 17, 2025
22.	*Next Award Indonesia 2025*	*Most Innovative Mobile Marketing Campaign* dengan peringkat *Gold* Most Innovative Mobile Marketing Campaign with Gold rating	MARTECH APAC	Nasional National	18 September 2025 September 18, 2025
23.	*The Best Indonesia CSR-SDG-ESG 2025*	*The Best Indonesia* CSR-SDG-ESG 2025	Economic Review	Nasional National	26 September 2025 September 26, 2025
24.	*Excellence Performance State Owned Enterprise 2025*	*Excellence Performance State Owned Enterprise 2025*	Asian Post	Asian Post	2 Oktober 2025 October 2, 2025
25.	*ASRRAT Award 2025*	Kategori *Gold Rank in Accordance* Gold Rank in Accordance Category	NCCR	Nasional National	28 November 2025 November 28, 2025
26.	Anugerah Keterbukaan Informasi Publik Public Information Disclosure Award	Badan Publik dengan Kualifikasi Informatif Public Agencies with Informative Qualifications	Komisi Informasi Pusat RI	Nasional National	15 Desember 2025 December 15, 2025



Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2025
Table of the Company's Valid Certifications until December 31, 2025

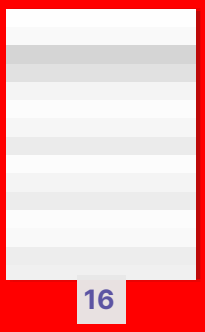
No.	Lingkup Sertifikasi Certification Scope	ISO/OHSAS	Masa Berlaku | Valid Period		Lembaga Sertifikasi yang Memberikan Certification Issuer
			Mulai From	Berakhir To	
1.	Kantor Pusat | Head Office PT Jasa Marga (Persero) Tbk	*Quality Management System* – ISO 9001:2015	27 Desember 2025 December 27, 2025	26 Desember 2028 December 26, 2028	PT BSI Group Indonesia
2.	Kantor Pusat | Head Office PT Jasa Marga (Persero) Tbk	*Occupational Health & Safety Management System* – ISO 45001:2018	27 Desember 2025 December 27, 2025	26 Desember 2028 December 26, 2028	PT BSI Group Indonesia
3.	Kantor Pusat | Head Office PT Jasa Marga (Persero) Tbk	*Environmental Management System* – ISO 14001:2015	27 Desember 2025 December 27, 2025	26 Desember 2028 December 26, 2028	PT BSI Group Indonesia
4.	Kantor Pusat | Head Office PT Jasa Marga (Persero) Tbk	*Anti-Bribery Management System* - ISO 37001:2016	16 Desember 2023 December 16, 2023	5 Desember 2026 December 5, 2026	PT BSI Group Indonesia
5.	*Data Center* Kantor Pusat | Head Office Data Center PT Jasa Marga (Persero) Tbk	*Information Security Management System* - ISO/IEC 27001:2013	4 Juni 2024 June 4, 2024	3 Juni 2027 June 3, 2027	PT TÜV SÜD Indonesia
6 .	Kantor Pusat | Head Office PT Jasa Marga (Persero) Tbk	Sistem Manajemen Keselamatan dan Kesehatan Kerja Kategori Tingkat Lanjutan (166 Kriteria) Occupational Safety and Health Management System, Advanced Level Category (166 Criteria)	6 Agustus 2024 August 6, 2024	5 Agustus 2027 August 5, 2027	Kementerian Ketenagakerjaan Ministry of Manpower
7.	Kantor Pusat | Head Office Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Quality Management System* – ISO 9001:2015	24 Oktober 2025 October 24, 2025	31 Agustus 2028 August 31, 2028	PT BSI Group Indonesia



Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2025
Table of the Company's Valid Certifications until December 31, 2025

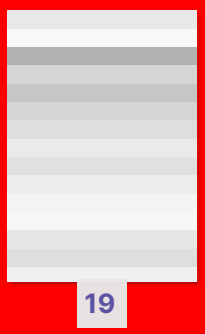
No.	Lingkup Sertifikasi Certification Scope	ISO/OHSAS	Masa Berlaku | Valid Period		Lembaga Sertifikasi yang Memberikan Certification Issuer
			Mulai From	Berakhir To	
8.	Kantor Pusat | Head Office Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Occupational Health & Safety Management System* – ISO 45001:2018	24 Oktober 2025 October 24, 2025	31 Agustus 2028 August 31, 2028	PT BSI Group Indonesia
9.	Kantor Pusat | Head Office Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Environmental Management System* – ISO 14001:2015	24 Oktober 2025 October 24, 2025	31 Agustus 2028 August 31, 2028	PT BSI Group Indonesia
10.	Kantor Pusat | Head Office Jasamarga Nusantara Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Anti-Bribery Management System* - ISO 37001:2016	27 Januari 2023 January 27, 2023	26 Januari 2026 January 26, 2026	PT BSI Group Indonesia
11.	Kantor Pusat | Head Office Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Quality Management System* – ISO 9001:2015	1 November 2025 November 1, 2025	31 Oktober 2028 October 31, 2028	PT BSI Group Indonesia
12.	Kantor Pusat | Head Office Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Occupational Health & Safety Management System* – ISO 45001:2018	1 November 2025 November 1, 2025	31 Oktober 2028 October 31, 2028	PT BSI Group Indonesia
13.	Kantor Pusat | Head Office Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Environmental Management System* – ISO 14001:2015	1 November 2025 November 1, 2025	31 Oktober 2028 October 31, 2028	PT BSI Group Indonesia
14.	Kantor Pusat | Head Office Jasamarga Metropolitan Tollroad Regional Division PT Jasa Marga (Persero) Tbk	*Anti-Bribery Management System* - ISO 37001:2016	27 Januari 2023 January 27, 2023	26 Januari 2026 January 26, 2026	PT BSI Group Indonesia











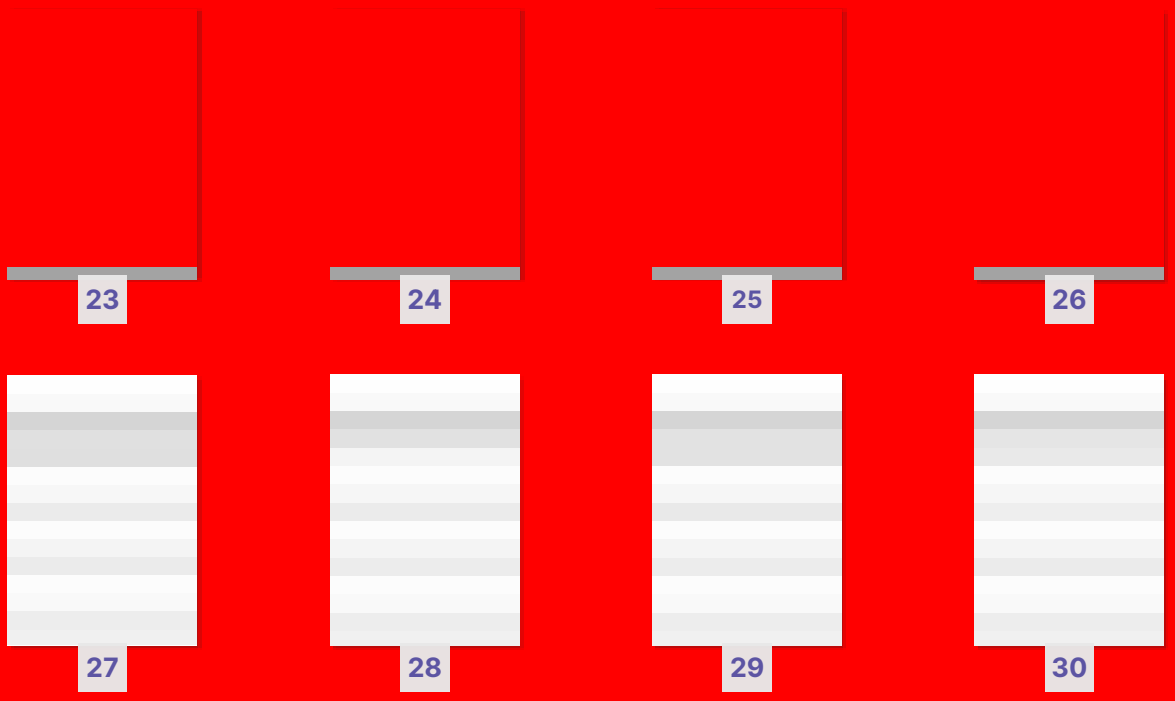






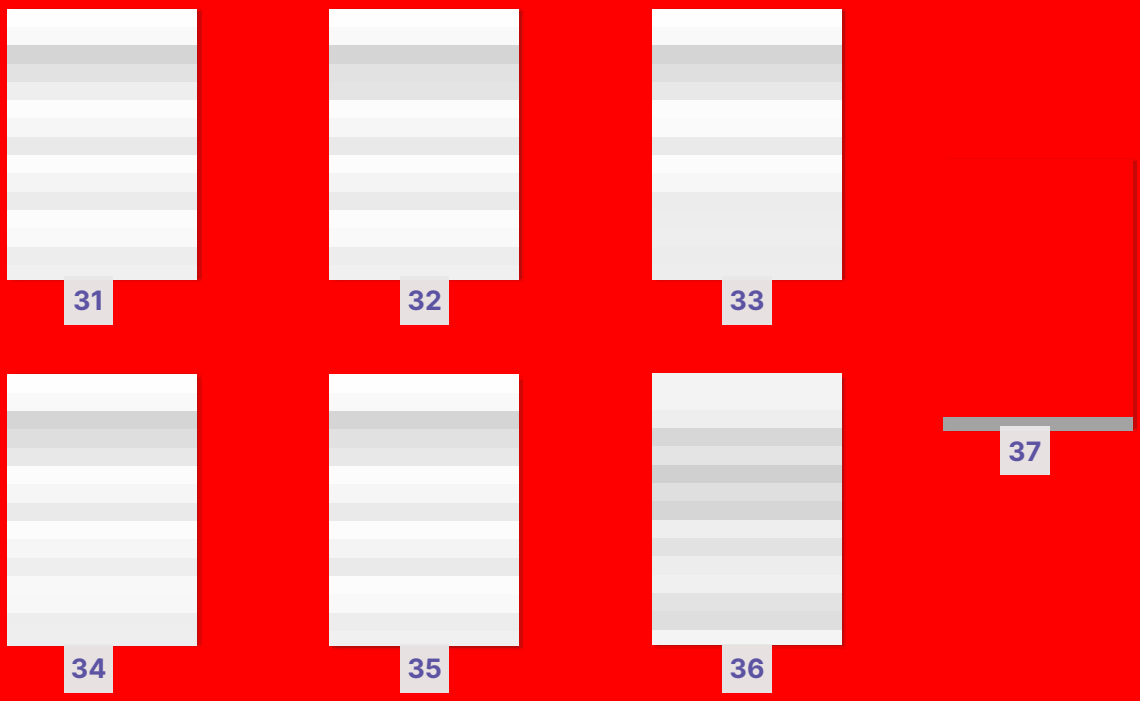
Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2025
Table of the Company's Valid Certifications until December 31, 2025

No.	Lingkup Sertifikasi Certification Scope	ISO/OHSAS	Masa Berlaku | Valid Period		Lembaga Sertifikasi yang Memberikan Certification Issuer
			Mulai From	Berakhir To	
15.	Kantor Pusat | Head Office & Representative Offices PT Jasamarga Transjawa Tol	*Quality Management System* – ISO 9001:2015	30 Desember 2025 December 30, 2025	29 Desember 2028 December 29, 2028	PT BSI Group Indonesia
16.	Kantor Pusat | Head Office & Representative Offices PT Jasamarga Transjawa Tol	*Occupational Health & Safety Management System* – ISO 45001:2018	30 Desember 2025 December 30, 2025	29 Desember 2028 December 29, 2028	PT BSI Group Indonesia
17.	Kantor Pusat | Head Office & Representative Offices PT Jasamarga Transjawa Tol	*Environmental Management System* – ISO 14001:2015	30 Desember 2025 December 30, 2025	29 Desember 2028 December 29, 2028	PT BSI Group Indonesia
18.	Kantor Pusat | Head Office & Representative Offices PT Jasamarga Transjawa Tol	*Anti-Bribery Management System* - ISO 37001:2016	1 Februari 2024 February 1, 2024	31 Januari 2027 January 31, 2027	PT BSI Group Indonesia
19.	PT Jasamarga Bali Tol	*Quality Management System* – ISO 9001:2015	24 Agustus 2023 August 24, 2023	23 Agustus 2026 August 23, 2026	PT Garuda Sertifikasi Indonesia
20.	PT Jasamarga Bali Tol	*Occupational Health & Safety Management System* – ISO 45001:2018	24 Agustus 2023 August 24, 2023	23 Agustus 2026 August 23, 2026	PT Garuda Sertifikasi Indonesia
21.	PT Jasamarga Bali Tol	*Environmental Management System* – ISO 14001:2015	24 Agustus 2023 August 24, 2023	23 Agustus 2026 August 23, 2026	PT Garuda Sertifikasi Indonesia
22.	PT Marga Lingkar Jakarta	*Anti-Bribery Management System* – ISO 37001:2016	29 Juli 2024 July 29, 2024	28 Juli 2027 July 28, 2027	PT BSI Group Indonesia



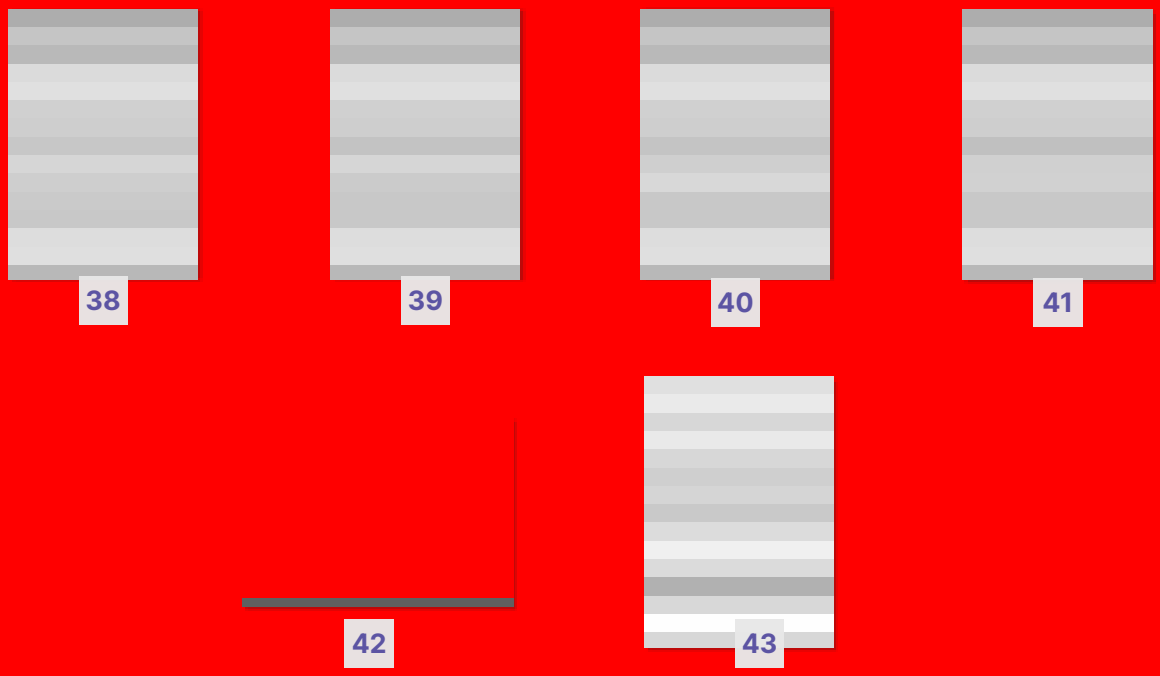
Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2025
Table of the Company's Valid Certifications until December 31, 2025

No.	Lingkup Sertifikasi Certification Scope	ISO/OHSAS	Masa Berlaku | Valid Period		Lembaga Sertifikasi yang Memberikan Certification Issuer
			Mulai From	Berakhir To	
23.	Kantor Pusat | Head Office PT Cinere Serpong Jaya	*Anti-Bribery Management System* – ISO 37001:2016	4 September 2024 September 4, 2024	3 September 2027 September 3, 2027	PT Evodia Global Sertifikasi
24.	Kantor Pusat | Head Office PT Marga Trans Nusantara	*Anti-Bribery Management System* – ISO 37001:2016	5 November 2024 November 5, 2024	4 November 2027 November 4, 2027	PT Evodia Global Sertifikasi
25.	Kantor Pusat | Head Office PT Marga Sarana Jabar	*Anti-Bribery Management System* – ISO 37001:2016	13 November 2024 November 13, 2024	12 November 2027 November 12, 2027	PT Evodia Global Sertifikasi
26.	PT Jasamarga Kunciran Cengkareng	*Anti-Bribery Management System* – ISO 37001:2016	4 Juni 2025 June 4, 2025	3 Juni 2028 June 3, 2028	PT Evodia Global Sertifikasi
27.	Kantor Pusat | Head Office PT Jasamarga Ngawi Kertosono	*Anti-Bribery Management System* – ISO 37001:2016	29 Januari 2024 January 29, 2024	28 Januari 2027 January 28, 2027	PT BSI Group Indonesia
28.	Kantor Pusat | Head Office PT Jasamarga Surabaya Mojokerto	*Anti-Bribery Management System* - ISO 37001:2016	19 Februari 2024 February 19, 2024	18 Februari 2027 February 18, 2027	PT BSI Group Indonesia
29.	Kantor Pusat | Head Office PT Jasamarga Solo Ngawi	*Anti-Bribery Management System* – ISO 37001:2016	21 Agustus 2024 August 21, 2024	20 Agustus 2027 August 20, 2027	PT BSI Group Indonesia
30.	Kantor Pusat | Head Office PT Jasamarga Gempol Pasuruan	*Anti-Bribery Management System* – ISO 37001:2016	7 April 2025 April 7, 2025	6 April 2028 April 6, 2028	PT BSI Group Indonesia



Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2025
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			Mulai From	Berakhir To	
31	Kantor Pusat | Head Office PT Jasamarga Pandaan Tol	*Anti-Bribery Management System* – ISO 37001:2016	20 Agustus 2025 August 20, 2025	19 Agustus 2028 August 19, 2028	PT BSI Group Indonesia
32	Kantor Pusat | Head Office PT Jasamarga Pandaan Malang	*Anti-Bribery Management System* – ISO 37001:2016	9 Oktober 2025 October 9, 2025	8 Oktober 2028 October 8, 2028	PT BSI Group Indonesia
33	Kantor Pusat | Head Office PT Jasamarga Tollroad Operator	*Quality Management System* – ISO 9001:2015	10 Februari 2023 February 10, 2023	9 Februari 2026 February 9, 2026	PT BSI Group Indonesia
34	Kantor Pusat | Head Office PT Jasamarga Tollroad Operator	*Occupational Health & Safety Management System* – ISO 45001:2018	10 Februari 2023 February 10, 2023	9 Februari 2026 February 9, 2026	PT BSI Group Indonesia
35	Kantor Pusat dan *Command Center* | Head Office and Command Center PT Jasamarga Tollroad Operator	*Anti-Bribery Management System* – ISO 37001:2016	25 Desember 2024 December 25, 2024	24 Desember 2027 December 24, 2027	PT BSI Group Indonesia
36	Manajemen Proyek Preservasi | Preservation Project Management PT Jasamarga Tollroad Maintenance	*Anti-Bribery Management System* - ISO 37001:2016	27 Mei 2025 May 27, 2025	26 Mei 2028 May 26, 2028	SIS Certifications Pvt. Ltd.
37	Direktorat Finance & Human Capital | Finance & Human Capital Directorate PT Jasamarga Related Business	*Anti-Bribery Management System* - ISO 37001:2016	27 Desember 2023 December 27, 2023	26 Desember 2026 December 26, 2026	PT Evodia Global Sertifikasi



Tabel Daftar Sertifikasi Perseroan yang Masih Berlaku s.d. 31 Desember 2025
Table of the Company's Valid Certifications until December 31, 2025

No.	Lingkup Sertifikasi Certification Scope	ISO/OHSAS	Masa Berlaku | Valid Period		Lembaga Sertifikasi yang Memberikan Certification Issuer
			Mulai From	Berakhir To	
38	Ruas Jalan Tol Gempol – Pandaan | Gempol – Pandaan Toll Road Section PT Jasamarga Pandaan Tol	*Green Toll Road* Indonesia Kategori Eksisting V.1.2 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.1 Gold Predicate	30 Desember 2025 December 30, 2025	30 Desember 2027 December 30, 2027	Green Product Council Indonesia
39	Ruas Jalan Tol Pandaan – Malang | Pandaan – Malang Toll Road Section PT Jasamarga Pandaan Malang	*Green Toll Road* Indonesia Kategori Eksisting V.1.2 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.1 Gold Predicate	30 Desember 2025 December 30, 2025	30 Desember 2027 December 30, 2027	Green Product Council Indonesia
40	Ruas Jalan Tol Ngurah Rai – Nusa Dua – Benoa | Ngurah Rai – Nusa Dua – Benoa Toll Road Section PT Jasamarga Bali Tol	*Green Toll Road* Indonesia Kategori Eksisting V.1.2 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.2 Gold Predicate	6 Oktober 2024 October 6, 2024	6 Oktober 2026 October 6, 2026	Green Product Council Indonesia
41	Ruas Jalan Tol Kunciran – Serpong | Kunciran – Serpong Toll Road Section PT Marga Trans Nusantara	*Green Toll Road* Indonesia Kategori Eksisting V.1.2 Predikat *Gold* Green Toll Road Indonesia Existing Category V.1.2 Gold Predicate	5 Februari 2025 February 5, 2025	5 Februari 2027 February 5, 2027	Green Product Council Indonesia
42	Kantor Pusat | Head Office PT Jasamarga Ngawi Kertosono Kediri	*Greenship New Building* V.1.2 Predikat *Silver* Greenship New Building V.1.2 Silver Rating	15 Maret 2023 March 15, 2023	15 Maret 2026 March 15, 2026	Green Building Council Indonesia
43	Manajemen Proyek dan Manajemen Traffik Jalan Tol | Project Management and Traffic Management Toll Roads PT Jasamarga Jogja Solo	*Anti-Bribery Management System* – ISO 37001:2016	29 Desember 2023 December 29, 2023	29 Desember 2026 Desember 29, 2026	QAI Indonesia Sertification

Peristiwa Penting 2025

Event Highlights 2025

16 Januari | January, 16

Dorong Penerapan SMK3 yang Produktif, Jasa Marga Gelar Apel Peringatan Bulan K3 Nasional 2025.
To Promote the Implementation of Productive SMK3, Jasa Marga Holds a Ceremony to Mark National OHS Month 2025.

26 Januari | January, 26

Jasa Marga Salurkan Bantuan untuk Korban Banjir dan Longsor di Kendal dan Pekalongan.
Jasa Marga Distributes Aid to Flood and Landslide Victims in Kendal and Pekalongan.

6 Februari | February, 6

Jasa Marga Perkuat Kolaborasi Lintas Sektor untuk Tekan Dampak Negatif Kendaraan ODOL (*Over Dimension Over Load*) pada Infrastruktur dan Keselamatan Jalan Tol Nasional.
Jasa Marga Strengthens Cross-Sector Collaboration to Mitigate the Negative Impact of ODOL (Over Dimension Over Load) Vehicles on National Toll Road Infrastructure and Safety.

11 Februari | February, 11

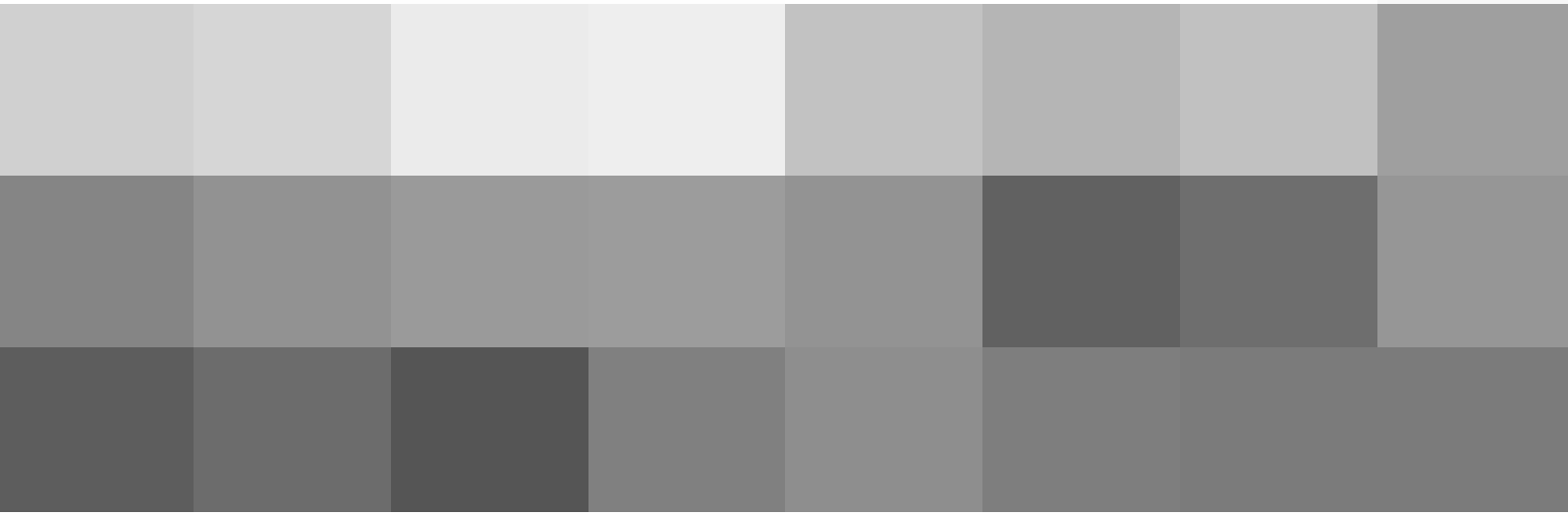
Jasa Marga Dukung UMKM Naik Kelas Lewat Pameran Inacraft 2025.
Jasa Marga Supports MSME to Upgrade Through the Inacraft 2025 Exhibition.

26 Maret | March, 26

Perkuat ESG Perseroan, Jasa Marga dan Kementerian Lingkungan Hidup Tandatangani Nota Kesepahaman Pengelolaan Sampah di *Rest Area*.
Strengthening Corporate ESG, Jasa Marga and the Ministry of Environment Sign a Memorandum of Understanding on Waste Management at Rest Areas.

27 Maret | March, 27

Hantarkan Kembali ke Kampung Halaman dengan Aman dan Nyaman: Komitmen Sosial Jasa Marga Lewat Program Mudik Gratis.
Return to Your Hometown Safely and Comfortably: Jasa Marga's Social Commitment Through the Free Homecoming Programme.





1 April | April, 1

Jasa Marga Optimalkan Pelayanan Arus Balik Libur Lebaran 2025 dengan Siapkan Jalur Fungsional Jalan Tol Jakarta-Cikampek II Selatan.
Jasa Marga Optimizes Services for the 2025 Eid Holiday Return Traffic by Preparing a Functional Lane on the Jakarta-Cikampek II South Toll Road.



17 April | April, 17

Dorong Pertumbuhan Ekonomi Petani dan Pelestarian Lingkungan, Jasa Marga Tanam 1.500 Bibit Durian di Pati.
To Boost Farmers' Economic Growth and Environmental Conservation, Jasa Marga Plants 1,500 Durian Saplings in Pati.



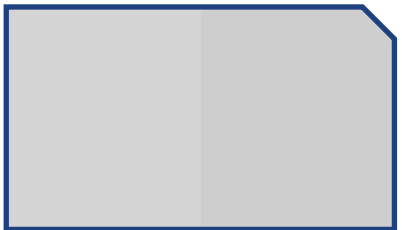
7 Mei | May, 7

Laporkan Kinerja Positif, RUPST 2025 Jasa Marga Bagi Dividen Rp 1,13 Triliun.
Reporting Positive Performance, Jasa Marga's 2025 AGMS Distributes Dividends of Rp1.13 Trillion.



15 Mei | May, 15

Jasa Marga Bersama Lembaga Pengkajian Pangan, Obat-obatan dan Kosmetika (LPPOM) Majelis Ulama Indonesia (MUI) Dorong UMKM Naik Kelas Lewat Bimbingan Teknis Sertifikasi Halal di *Rest Area* Travoy KM 379A.
Jasa Marga, in collaboration with the Indonesian Ulema Council's Food, Drug and Cosmetics Assessment Agency (LPPOM MUI), encourages MSMEs to upgrade through technical guidance on halal certification at the Travoy KM 379A Rest Area.



3 Juni | June, 3

Memperingati Hari Lingkungan Hidup Sedunia, Jasa Marga dan Kementerian Lingkungan Hidup Sinergi Wujudkan Jalan Tol Ramah Lingkungan Melalui Penanaman Pohon dan Uji Emisi Kendaraan Bermotor.
Celebrating World Environment Day, Jasa Marga and the Ministry of Environment Collaborate to Create an Environmentally Friendly Toll Road Through Tree Planting and Vehicle Emission Testing.



9 Juni | June, 9

Jasa Marga Salurkan 344 Hewan Kurban, Wujud Kontribusi Nyata Bagi Mayarakat di Sekitar Jalan Tol.
Jasa Marga Distributes 344 Sacrificial Animals, Demonstrating Tangible Contribution to Communities Around Toll Roads.



4 Juli | July, 4

Memperkuat Ekosistem Sumber Daya Manusia (SDM) Badan Usaha Milik Negara (BUMN) Menuju Kepemimpinan Adaptif, Jasa Marga & Jasa Raharja Tandatangani *Memorandum of Understanding* (MoU) *Talent Mobility*.
Strengthening the Human Resource (HR) Ecosystem of State-Owned Enterprises (SOEs) toward Adaptive Leadership, Jasa Marga & Jasa Raharja Sign a Memorandum of Understanding (MoU) on Talent Mobility.



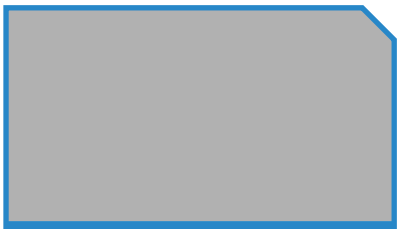
11 Juli | July, 11

Jasa Marga Pastikan Pembangunan Jalan Tol Solo–Yogyakarta–NYIA Kulonprogo Segmen Prambanan-Purwomartani Sesuai Rencana.
Jasa Marga Ensures Construction of Solo–Yogyakarta–NYIA Kulonprogo Toll Road Segment Prambanan-Purwomartani Proceeds as Planned.



24 Juli | July, 24

Perkuat Konektivitas Pulau Jawa, Jasa Marga Mengendalikan Penuh PT Jasamarga Jogja Solo.
Strengthening Java Island Connectivity, Jasa Marga Fully Controls PT Jasamarga Jogja Solo.



25 Agustus | August, 25

Wujudkan Komitmen *Sustainability Green Toll Road*, Jasa Marga Raih Penghargaan MURI atas Inovasi *Hybrid Wind Tree*.
Demonstrating Commitment to Sustainable Green Toll Roads, Jasa Marga Receives MURI Award for Hybrid Wind Tree Innovation.



25 Agustus | August, 25

Jasa Marga dan Pemkot Bandung Jajaki Kolaborasi Wujudkan Ikon Kota Bandung di Ruas Tol Cipularang.
Jasa Marga and Bandung City Government Explore Collaboration to Create Bandung City Icon on Cipularang Toll Road Section.



4 September | September, 4

Jasa Marga Hadirkan Inovasi Pelayanan yang Berkelanjutan Kepada Pengguna Jalan Tol dalam Hari Pelanggan Nasional 2025.
Jasa Marga Introduces Sustainable Service Innovations for Toll Road Users on National Customer Day 2025.



12 September | September, 12

Jasa Marga Sampaikan Peningkatan Kinerja Positif hingga Semester I Tahun 2025 dalam *Public Expose* Live 2025.
Jasa Marga Reports Positive Performance Improvement in the First Half of 2025 in the 2025 Public Expose Live.



25 September | September, 25

Menko Infrawil AHY Resmikan Tempat Istirahat (TI) Pengembangan KM 05 Jagorawi Travoy Hub, *Rest Area* Generasi Baru dengan Konsep *Toll Corridor Development*.
Coordinating Minister for Infrastructure AHY Officially Inaugurates the Jagorawi Travoy Hub Rest Area Development at KM 05, a New Generation Rest Area with a Toll Corridor Development Concept.



3 Oktober | October, 3

Jasa Marga Perkuat Konektivitas Kawasan Jabodetabek melalui Penandatanganan Perjanjian Pengusahaan Jalan Tol Ruas Bogor-Serpong.
Jasa Marga Strengthens Connectivity in Jabodetabek Area through the Signing of a Toll Road Concession Agreement for the Bogor-Serpong Section.



17 Oktober | October, 17

Dukung UMKM Naik Kelas, Jasa Marga Fasilitasi Mitra Binaan pada Trade Expo Indonesia 2025.
Supporting MSMEs to Move Up the Value Chain, Jasa Marga Facilitates Fostered Partners at the Indonesia Trade Expo 2025.



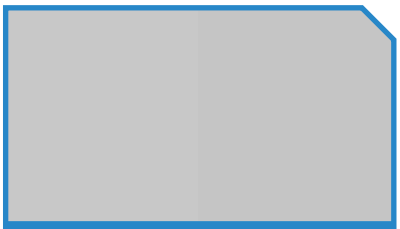
28 Oktober | October, 28

RS Brawijaya Travoy Hub Taman Mini Diresmikan, Jasa Marga Perkuat Ekosistem Layanan untuk Mobilitas, Ruang Publik, dan Kesehatan.
RS Brawijaya Travoy Hub Taman Mini Officially Inaugurated, Jasa Marga Strengthens the Service Ecosystem for Mobility, Public Spaces, and Healthcare.



1 November | November, 1

Jasa Marga Perkuat Pemulihan Pasca Bencana Masyarakat Terdampak Banjir dan Longsor di Sukabumi.
Jasa Marga Strengthens Post-Disaster Recovery for Communities Affected by Floods and Landslides in Sukabumi.



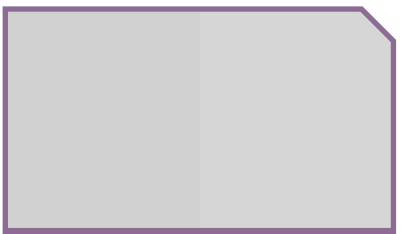
20 November | November, 20

Jasa Marga Luncurkan JSMR MOVE, Budaya Kerja untuk Percepatan Transformasi Pelayanan Jalan Tol.
Jasa Marga Launches JSMR MOVE, a Work Culture to Accelerate Toll Road Service Transformation.



8 Desember | December, 8

Jasa Marga Raih Juara 2 Annual Report Award (ARA) 2024 Kategori BUMN Go Publik Non Keuangan.
Jasa Marga Wins 2nd Place at the 2024 Annual Report Award 2024 in the Non-Financial Listed State-Owned Enterprises Category.



9 Desember | December, 9

Travoy Kids Milik Jasa Marga Raih Sertifikasi dengan Predikat TARA Utama dari Kementerian PPPA.
Jasa Marga's Travoy Kids Receives TARA Utama Certification from the Ministry of Women's Empowerment and Child Protection.



15 Desember | December, 15

***Kick Off* Satgas Jasa Marga Siaga Operasional Natal 2025 dan Tahun Baru 2026.**
Kick-Off of the Jasa Marga Task Force for the 2025 Christmas and 2026 New Year Operational Readiness.



15 Desember | December, 15

Bukti Komitmen pada Transparansi dan Tata Kelola Informasi Kepada Publik, Jasa Marga Raih Peringkat Tiga Besar BUMN dengan Predikat Informatif.
As a demonstration of its commitment to transparency and public information management, Jasa Marga has been ranked among the top three state-owned enterprises with an 'Informative' rating.



17 Desember | December, 17

Jasa Marga Menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa Tahun 2025.
Jasa Marga Holds an Extraordinary General Meeting of Shareholders for 2025.

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Management Report

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58	**Pandangan atas Penerapan Tata Kelola** Perspective on Corporate Governance Implementation
59	**Capaian Program Kerja dan Pelaksanaan Tugas Dewan Komisaris** Achievements of the Board of Commissioners' Work Program and Implementation of Duties
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63	**Penilaian Kinerja Komite yang Berada di bawah Dewan Komisaris** Performance Assessment of Committees under the Board of Commissioners
64	**Perubahan Komposisi Dewan Komisaris** Changes in Board of Commissioners' Composition
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80	**Penerapan Tata Kelola Perusahaan** Corporate Governance Implementation
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86	**Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan PT Jasa Marga (Persero) Tbk Tahun Buku 2025** Statement of Members of The Board of Directors and Board of Commissioners on Responsibility for the Annual Report of PT Jasa Marga (Persero) Tbk for the 2025 Fiscal Year

Melalui kolaborasi yang selaras antara Dewan Komisaris dan Direksi, Perseroan memastikan pengawasan yang efektif dan pengambilan keputusan yang tepat, sehingga mampu menjaga kinerja yang unggul dan mendukung pertumbuhan berkelanjutan.

Through the well-aligned collaboration between the Board of Commissioners and the Board of Directors, the Company secures effective oversight and prudent decision-making, which in turn supports excellent performance and long-term sustainable growth.



Laporan Dewan Komisaris
Board of Commissioners' Report

Juri Ardiantoro
Komisaris Utama
President Commissioner

Dewan Komisaris meyakini bahwa efektivitas pengawasan dan kebijakan strategis yang adaptif menjadi fondasi utama bagi keberlanjutan pertumbuhan dan penguatan posisi Perseroan.

The Board of Commissioners believes that effective supervision and adaptive strategic policies are the main foundations for the Company's continued growth and strengthening of its position.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Atas rahmat dan perlindungan Allah SWT, PT Jasa Marga (Persero) Tbk berhasil mengakhiri tahun 2025 dengan kinerja yang solid dan pencapaian positif. Melalui kesempatan ini, izinkan saya atas nama Dewan Komisaris menyampaikan laporan pelaksanaan fungsi pengawasan yang dijalankan secara independen, objektif, dan berlandaskan prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) terhadap pengelolaan Perseroan oleh Direksi sepanjang tahun 2025. Pengawasan ini difokuskan untuk memastikan pencapaian sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 yang selaras dengan arah strategis Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029. Laporan ini menjadi wujud akuntabilitas Dewan Komisaris dalam memperkuat tata kelola dan daya saing Perseroan guna mendukung keberlanjutan usaha.

Dewan Komisaris berperan sebagai pengawas dan penasihat strategis yang memberikan pandangan objektif dalam proses pengambilan keputusan Direksi. Dalam menjalankan fungsi tersebut, Dewan senantiasa menyeimbangkan antara kepentingan komersial dan pertumbuhan bisnis jangka panjang, dengan memastikan penerapan prinsip GCG sebagai landasan utama dalam setiap kebijakan dan keputusan strategis Perseroan.

Penilaian terhadap Kinerja Direksi Mengenai Pengelolaan Perseroan

Sepanjang tahun 2025, Dewan Komisaris mencermati dinamika bisnis yang semakin kompleks dan menuntut adaptasi berkelanjutan dari Perseroan. Perubahan lanskap regulasi, intensitas persaingan, serta pergeseran kebutuhan dan preferensi masyarakat menjadi faktor utama yang mendorong perlunya penyesuaian strategi agar Perseroan tetap relevan dan kompetitif. Dewan Komisaris meyakini bahwa kemampuan Manajemen Perseroan dalam merespons dinamika tersebut akan menjadi kunci untuk memperkuat posisi pasar sekaligus mendorong pertumbuhan berkelanjutan dalam jangka panjang.

Dalam menghadapi situasi tersebut, maka model bisnis pengelolaan usaha jalan tol yang tangguh, adaptif, inovatif serta responsif terhadap perubahan situasi ekonomi global maupun domestik menjadi suatu keharusan. Hal ini penting

Esteemed Shareholders and Stakeholders,

By the grace and protection of Allah SWT, PT Jasa Marga (Persero) Tbk successfully ended 2025 with solid performance and positive achievements. On this occasion, allow me, on behalf of the Board of Commissioners, to present a report on the implementation of supervisory functions carried out independently, objectively, and based on the principles of Good Corporate Governance (GCG) in the management of the Company by the Board of Directors throughout 2025. This supervision focused on ensuring the achievement of the 2025 Company Work Plan and Budget (RKAP) targets in line with the strategic direction of the 2025–2029 Company Long-Term Plan (RJPP). This report is a manifestation of the Board of Commissioners' accountability in strengthening the Company's governance and competitiveness to support business sustainability.

The Board of Commissioners acts as a supervisory and strategic advisory body, providing objective views in the Board of Directors' decision-making process. In carrying out this function, the Board constantly balances commercial interests and long-term business growth by ensuring that GCG principles serve as the primary foundation for the Company's strategic policies and decisions.

Assessment of the Board of Directors' Performance in Company Management

Throughout 2025, the Board of Commissioners observed increasingly complex business dynamics that required continuous adaptation from the Company. Changes in the regulatory landscape, the intensity of competition, and shifts in public needs and preferences were the main factors driving the need to adjust strategies so that the Company remains relevant and competitive. The Board of Commissioners believes that the Company's ability to respond to these dynamics will be key to strengthening its market position and driving sustainable long-term growth.

In addressing this situation, a resilient, adaptive, innovative, and responsive toll road management business model is essential. This is important considering that toll roads have become the backbone of national connectivity. The Board

mengingat jalan tol saat ini sudah menjadi tulang punggung konektivitas nasional. Dewan Komisaris meyakini bahwa keberhasilan Perseroan dalam merespons tantangan tersebut tidak hanya akan mengamankan posisi pasar dan memperkuat kapasitas internal Perseroan, tetapi juga mendukung pertumbuhan berkelanjutan dalam jangka panjang.

of Commissioners believes that the Company's success in responding to these challenges will not only secure its market position and strengthen its internal capacity but also support sustainable long-term growth.

Selaras dengan hal tersebut, Dewan Komisaris memberikan apresiasi yang tinggi atas langkah-langkah strategis yang dilakukan oleh Direksi melalui realisasi sejumlah program strategis Perseroan yang tercantum dalam RKAP 2025 di antaranya di bidang bisnis konsesi jalan tol, pengoperasian jalan tol, optimalisasi bisnis prospektif, serta penguatan kapasitas internal Perseroan. Dewan Komisaris juga memberikan apresiasi atas langkah strategis Direksi dalam menyesuaikan arah bisnis, termasuk perumusan kembali Visi dan Misi Perseroan guna memastikan keselarasan dengan kondisi pasar dan arah Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029. Langkah ini diyakini menjadi fondasi penting bagi pertumbuhan yang lebih tangguh dan adaptif, memungkinkan Perseroan tidak hanya bertahan, tetapi juga memanfaatkan peluang baru untuk menciptakan nilai tambah yang berkelanjutan.

In line with this, the Board of Commissioners highly appreciates the strategic steps taken by the Board of Directors through the realization of a number of the Company's strategic programs listed in the 2025 RKAP, including in the areas of toll road concession business, toll road operation, optimization of prospective business, and strengthening the Company's internal capacity. The Board of Commissioners also appreciates the Board of Directors' strategic steps to realign the business, including reformulating the Company's Vision and Mission to ensure alignment with market conditions and the 2025-2029 Long-Term Plan (RJPP). This step is believed to be an important foundation for more resilient and adaptive growth, enabling the Company not only to survive but also to take advantage of new opportunities to create sustainable added value.

Dalam hal penilaian kinerja Direksi, Dewan Komisaris melakukan evaluasi secara berkala atas Laporan Manajemen Triwulanan. Evaluasi tersebut mencakup penilaian terhadap kepatuhan seluruh Anggota Direksi dalam menjalankan pengelolaan Perseroan sesuai dengan RKAP dan RJPP yang telah ditetapkan. Selain itu, Dewan Komisaris juga menilai kemampuan masing-masing Direksi dalam menindaklanjuti keputusan-keputusan yang dihasilkan dari rapat Dewan Komisaris, serta rapat koordinasi antara Dewan Komisaris dan Direksi. Tindak lanjut atas saran dan rekomendasi yang diberikan oleh auditor eksternal juga menjadi bagian penting dalam evaluasi tersebut, guna memastikan bahwa setiap langkah yang diambil selaras dengan regulasi dan ketentuan yang berlaku.

To assess the Board of Directors' performance, the Board of Commissioners conducts periodic evaluations of the Quarterly Management Reports. These evaluations include an assessment of all Members of the Board of Directors compliance with the established RKAP and RJPP in managing the Company. In addition, The Board of Commissioners also assesses the capabilities of each member of the Board of Directors ability to follow up on decisions made at Board of Commissioners meetings and to coordinate with the Board of Commissioners at coordination meetings between the Board of Commissioners and the Board of Directors. Follow-up on external auditors' suggestions and recommendations is also an important part of the evaluation, to ensure that every step taken is in line with applicable regulations and provisions.

Dewan Komisaris berkomitmen untuk melaksanakan penilaian kinerja para Anggota Direksi secara objektif, transparan, dan berimbang dengan mengacu pada indikator kinerja utama Perseroan. Salah satu ukuran penting dalam menilai efektivitas kinerja Direksi adalah tingkat pencapaian *Key Performance Indicators* (KPI) yang telah ditetapkan. Pada tahun 2025, keberhasilan pencapaian realisasi KPI Direksi, termasuk Direktur Utama, adalah sebesar 101,36%, yang menunjukkan target utama Perseroan telah tercapai dengan baik. Capaian tersebut merefleksikan konsistensi langkah strategis Direksi dalam mengoptimalkan kinerja bisnis dan operasional Perseroan secara berkelanjutan, di tengah dinamika dan tantangan lingkungan usaha yang dihadapi. Proses evaluasi dilakukan secara menyeluruh terhadap setiap Anggota Direksi, dengan mempertimbangkan berbagai aspek kinerja, mulai dari pencapaian hasil bisnis, efektivitas operasional, hingga penerapan prinsip tata kelola yang baik. Hasil penilaian

The Board of Commissioners is committed to conducting an objective, transparent, and balanced assessment of all Members of the Board of Directors performance, using the Company's key performance indicators. One important measure in assessing the effectiveness of the Board of Directors' performance is the achievement of the set Key Performance Indicators (KPIs). In 2025, the Board of Directors, including the President Director, successfully achieved a KPI realisation of 101.36%, indicating that the Company's main targets had been successfully met. This achievement reflects the consistency of the Board of Directors' strategic steps in optimising the Company's business and operational performance in a sustainable manner, amid the dynamics and challenges of the business environment. The evaluation process was conducted comprehensively for each member of the Board of Directors, taking into account various aspects of performance, including business results and operational

tersebut kemudian dilaporkan kepada Pemegang Saham Seri A Dwiwarna sebagai bentuk komitmen Perseroan terhadap transparansi dan akuntabilitas dalam setiap tahapan pengelolaan.

Bagi Dewan Komisaris, evaluasi kinerja tidak hanya berfungsi sebagai alat ukur keberhasilan, tetapi juga menjadi sarana untuk memperkuat dialog strategis dan kolaborasi yang produktif dengan Direksi. Dengan hasil yang positif ini, Dewan Komisaris memberikan apresiasi atas kinerja Direksi serta meyakini bahwa sinergi yang telah terbangun akan menjadi modal penting bagi Perseroan untuk terus berinovasi, beradaptasi, dan tumbuh berkelanjutan di tengah dinamika industri yang terus berkembang.

Pengawasan Dewan Komisaris dalam Perumusan dan Implementasi Strategi Perseroan

Dewan Komisaris memiliki peran penting dalam memastikan strategi Perseroan dirumuskan dan dijalankan secara efektif. Berdasarkan Surat Keputusan Dewan Komisaris No. KEP-079/VI/2025 tanggal 4 Juni 2025, bidang tugas Anggota Dewan Komisaris dibagi dalam 6 (enam) bidang tugas pengawasan dan pemberian nasihat kepada Direksi, meliputi:

1. Bidang Kebijakan dan Strategi Pengelolaan Pengusahaan Jalan Tol dengan Sarana Penunjangnya;
2. Bidang Pengelolaan *Human Capital* dan Transformasi;
3. Bidang Pengelolaan Pengembangan Usaha;
4. Bidang Pengelolaan Operasi & Pemeliharaan;
5. BIdang Pengelolaan Bisnis; dan
6. Bidang Pengelolaan Keuangan dan Manajemen Risiko.

Sehubungan dengan adanya penambahan direktorat baru yang diputuskan dalam Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) tanggal 17 Desember 2025, sampai dengan akhir tahun buku 2025 Dewan Komisaris tengah melakukan finalisasi atas Keputusan Dewan Komisaris mengenai penyesuaian pembagian tugas dan wewenang tersebut. Keputusan dimaksud direncanakan diterbitkan pada periode awal tahun 2026 sebagai bentuk penyelarasan struktur pengawasan dengan dinamika organisasi Perseroan.

Dewan Komisaris memiliki tanggung jawab dalam memastikan bahwa strategi Perseroan dirumuskan dan diimplementasikan dengan baik. Sesuai dengan Keputusan Dewan Komisaris No. KEP 015/I/2025 tanggal 30 Januari 2025, Dewan Komisaris telah menetapkan program kerja yang jelas dan rinci, serta membagi tugas dan tanggung jawab masing-masing anggota. Hal ini bertujuan untuk memastikan bahwa setiap Anggota Dewan Komisaris dapat berkontribusi secara maksimal dalam pengawasan dan pengambilan keputusan yang berhubungan dengan arah strategis Perseroan. Dengan struktur yang terorganisir, Dewan Komisaris berkomitmen untuk melaksanakan fungsinya secara efektif dalam mendukung keberlanjutan dan pertumbuhan Perseroan.

effectiveness, as well as the implementation of good governance principles. The assessment results were then reported to the Series A Dwiwarna Shareholders as part of the Company's commitment to transparency and accountability at every stage of management.

For the Board of Commissioners, performance evaluation serves not only as a measure of success but also as a means to strengthen strategic dialogue and productive collaboration with the Board of Directors. With these positive results, the Board of Commissioners expresses its appreciation for the Board of Directors' performance and believes that the synergy built will be an important asset for the Company to continue innovating, adapting, and growing sustainably amid the ever-evolving dynamics of the industry.

Board of Commissioners Supervision in the Formulation and Implementation of the Company's Strategy

The Board of Commissioners plays an important role in ensuring that the Company's strategy is formulated and implemented effectively. Per the Board of Commissioners' Decree No. KEP-079/VI/2025 dated June 4, 2025, the duties of the Board of Commissioners are divided into 6 (six) areas of supervision and advisory services to the Board of Directors, including:

1. Toll Road Management Policy and Strategy with Supporting Facilities;
2. Human Capital Management and Transformation;
3. Business Development Management;
4. Operations & Maintenance Management;
5. Business Management; and
6. Financial Management and Risk Management.

In connection with the addition of a new directorate decided at the Extraordinary General Meeting of Shareholders (EGMS) on December 17, 2025, until the end of the 2025 financial year, the Board of Commissioners is finalising the Board of Commissioners' Decision regarding the adjustment of the division of duties and authorities. The decision is planned to be issued in early 2026 as a form of aligning the supervisory structure with the dynamics of the Company's organisation.

The Board of Commissioners is responsible for ensuring that the Company's strategies are properly formulated and implemented. Per the Board of Commissioners Decree No. KEP 015/I/2025 dated January 30, 2025, the Board of Commissioners has established a clear and detailed work program and divided the duties and responsibilities of each member. This aims to ensure that each member of the Board of Commissioners can contribute maximally to the supervision and decision-making related to the Company's strategic direction. With an organized structure, the Board of Commissioners is committed to performing its functions effectively in supporting the Company's sustainability and growth.

Sebagai bagian dari fungsi pengawasan, Dewan Komisaris secara rutin mengadakan rapat untuk memantau kinerja dan membahas isu-isu strategis yang memerlukan perhatian khusus. Forum tersebut menjadi sarana penting dalam proses pengambilan keputusan yang bersifat kolegial dan berbasis pada data serta analisis yang komprehensif. Apabila diperlukan, Dewan Komisaris juga menggelar rapat bersama Direksi untuk memperoleh penjelasan mendalam terkait agenda tertentu yang membutuhkan rekomendasi atau persetujuan Dewan Komisaris. Pendekatan kolaboratif ini mencerminkan semangat keterbukaan dan sinergi antara Dewan Komisaris dan Direksi dalam memastikan setiap keputusan strategis didasarkan pada pemahaman yang utuh terhadap tantangan dan peluang yang dihadapi Perseroan.

As part of its supervisory function, the Board of Commissioners regularly holds meetings to monitor performance and discuss strategic issues that require special attention. This forum is an important means of collegial decision-making based on comprehensive data and analysis. When necessary, the Board also holds joint meetings with the Board of Directors to obtain in-depth explanations on specific agendas that require the Board of Commissioners' recommendations or approval. This collaborative approach reflects the spirit of openness and synergy between the Board of Commissioners and the Board of Directors, ensuring that every strategic decision is based on a thorough understanding of the Company's challenges and opportunities.

Selama periode tahun 2025, Dewan Komisaris telah menyelenggarakan 17 (tujuh belas) Rapat Dewan Komisaris, dengan tingkat kehadiran Anggota Dewan Komisaris mencapai 95%. Tingkat rata-rata kehadiran yang tinggi menunjukkan komitmen Anggota Dewan Komisaris, termasuk Komisaris Utama, terhadap tanggung jawabnya dan keseriusan dalam menjalankan fungsi pengawasan. Selain itu, Dewan Komisaris juga melaksanakan 11 (sebelas) Rapat Gabungan sebagai forum koordinasi rutin dengan Direksi, yang juga memiliki tingkat kehadiran rata-rata Anggota Dewan Komisaris dan Direksi yang sangat baik, yaitu 98%.

During the 2025 period, the Board of Commissioners held 17 (seventeen) Board of Commissioners Meetings, with an attendance rate of 95% among Board of Commissioners members. This high average attendance rate demonstrates the commitment of Board of Commissioners members, including the President Commissioner, to their responsibilities and seriousness in carrying out their supervisory functions. In addition, the Board of Commissioners also held 11 (eleven) Joint Meetings as a regular coordination forum with the Board of Directors, which also had a very good average attendance rate of Board of Commissioners and Board of Directors members, namely 98%.

Seluruh keputusan Rapat Dewan Komisaris diambil melalui prinsip musyawarah untuk mufakat, dan seluruh hasil keputusan telah ditindaklanjuti secara konsisten. Mekanisme ini memastikan setiap pandangan Anggota Dewan Komisaris diperhitungkan secara seimbang, sehingga keputusan yang dihasilkan benar-benar mencerminkan kepentingan terbaik bagi Perseroan. Melalui forum-forum tersebut, Dewan Komisaris secara aktif memberikan arahan dan pandangan strategis kepada Direksi, termasuk dalam proses perumusan kebijakan jangka pendek maupun jangka panjang, serta penyusunan Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029. Peran aktif ini menjadi wujud nyata kontribusi Dewan Komisaris dalam mendukung terwujudnya Visi dan Misi Perseroan.

All decisions at Board of Commissioners Meetings were reached through deliberation to reach consensus, and all decisions were consistently followed up on. This mechanism ensures that each member's views are considered in a balanced manner, so that the decisions made truly reflect the Company's best interests. Through these forums, the Board of Commissioners actively provides strategic direction and insight to the Board of Directors, including in the formulation of short- and long-term policies and in preparing the Company's Long-Term Plan (RJPP) for 2025-2029. This active role is a tangible manifestation of the Board's support for the Company's Vision and Mission.

Sebagai bagian dari tanggung jawab pengawasan, Dewan Komisaris secara berkelanjutan melakukan *monitoring* dan evaluasi atas implementasi strategi dan kinerja Perseroan. Melalui analisis yang komprehensif, Dewan memberikan rekomendasi yang relevan untuk memastikan setiap langkah strategis senantiasa selaras dengan dinamika pasar dan kondisi internal Perseroan. Pendekatan ini tidak hanya meningkatkan efektivitas operasional, tetapi juga memperkuat ketahanan Perseroan dalam mencapai sasaran jangka panjangnya.

As part of its supervisory responsibilities, the Board of Commissioners continuously monitors and evaluates the implementation of the Company's strategies and performance. Through comprehensive analysis, the Board provides recommendations to ensure that every strategic step aligns with market dynamics and internal company conditions. This approach not only improves operational effectiveness but also strengthens the Company's resilience in achieving its long-term goals.

Dalam rangka memperkuat pemantauan terhadap proses bisnis, Dewan Komisaris juga melakukan kunjungan kerja baik ke Regional maupun ke Anak Perusahaan. Kunjungan ini bertujuan untuk meninjau perkembangan proyek

To strengthen monitoring of business processes, the Board of Commissioners also conducted working visits to various regions and subsidiaries. These visits aimed to review the progress of toll road construction projects, as well

pembangunan jalan tol, serta mengevaluasi pengembangan bisnis operasional dan potensi bisnis baru. Di tahun 2025, Dewan Komisaris melakukan 6 (enam) kunjungan kerja ke proyek-proyek jalan tol, baik yang masih dalam tahap konstruksi maupun yang sudah beroperasi. Kunjungan ini memberikan wawasan langsung tentang tantangan dan peluang yang dihadapi, serta memungkinkan Dewan Komisaris untuk memberikan arahan yang lebih tepat sasaran berdasarkan informasi lapangan.

as evaluate operational business development and new business potential. In 2025, the Board of Commissioners conducted 6 (six) working visits to toll road projects, both those still under construction and those already in operation. These visits provided direct insight into the challenges and opportunities, enabling the Board of Commissioners to provide more targeted guidance based on field information.

Pengawasan yang dilakukan Dewan Komisaris atas perumusan dan pelaksanaan strategi Perseroan merupakan wujud nyata penerapan prinsip GCG. Melalui koordinasi yang sinergis dengan Direksi, Dewan Komisaris memastikan setiap kebijakan strategis dijalankan secara konsisten, transparan, dan berorientasi pada penciptaan nilai jangka panjang. Secara keseluruhan, komitmen ini memperkuat peran Dewan Komisaris dalam mendorong pertumbuhan berkelanjutan, menjaga ketahanan bisnis, dan memastikan Perseroan tetap kompetitif di tengah dinamika lingkungan usaha yang terus berkembang.

The Board of Commissioners' supervision of the formulation and implementation of the Company's strategy is a tangible manifestation of the application of GCG principles. Through synergistic coordination with the Board of Directors, the Board of Commissioners ensures that every strategic policy is implemented consistently, transparently, and with a focus on creating long-term value. Overall, this commitment strengthens the Board of Commissioners' role in driving sustainable growth, maintaining business resilience, and ensuring the Company remains competitive amid the ever-evolving business environment.

Pandangan atas Prospek Usaha Perseroan

Outlook On the Company's Business Prospects

Dewan Komisaris memandang tahun 2026 sebagai periode dengan peluang pertumbuhan yang solid, didukung oleh iklim industri yang kondusif, stabilitas makroekonomi nasional yang terjaga, serta berlanjutnya agenda pembangunan infrastruktur strategis Pemerintah. Proyeksi pertumbuhan ekonomi Indonesia yang prospektif, selaras dengan kebijakan fiskal yang tetap pro-investasi, menjadi fondasi yang memperkuat permintaan terhadap layanan transportasi dan konektivitas jalan tol.

The Board of Commissioners views 2026 as a period of solid growth opportunities, supported by a conducive industrial climate, maintained national macroeconomic stability, and the continuation of the Government's strategic infrastructure development agenda. Indonesia's prospective economic growth projections, in line with fiscal policies that remain pro-investment, form a foundation that strengthens demand for transportation services and toll road connectivity.

Sejalan dengan dinamika industri dan arah kebijakan strategis, Perseroan memandang bahwa strategi penguatan portofolio yang telah dijalankan akan semakin relevan pada tahun 2026. Optimalisasi aset yang sudah beroperasi, peningkatan kinerja operasi dan pemeliharaan, serta perluasan bisnis non-tol diharapkan memberikan kontribusi yang semakin stabil terhadap pendapatan Perseroan. Langkah ini merupakan bagian dari strategi jangka panjang Jasa Marga untuk menciptakan keseimbangan antara ekspansi dan profitabilitas.

In line with industry dynamics and strategic policy directions, the Company believes that its portfolio strengthening strategy will become increasingly relevant in 2026. The optimization of existing assets, improvement of operational and maintenance performance, and expansion of non-toll road businesses are expected to contribute more steadily to the Company's revenue. This step is part of Jasa Marga's long-term strategy to create a balance between expansion and profitability.

Selain itu, Dewan Komisaris meyakini bahwa transformasi digital akan menjadi keunggulan kompetitif Perseroan dalam mengelola pertumbuhan di tahun 2026. Implementasi teknologi cerdas serta sistem manajemen operasi digital terintegrasi akan semakin meningkatkan kualitas layanan, efisiensi operasional, dan ketepatan pengambilan keputusan berbasis data. Pemanfaatan teknologi juga memungkinkan Perseroan memperkuat pengalaman pengguna jalan tol secara menyeluruh, mendukung keselamatan, kelancaran, dan kenyamanan dalam berkendara.

In addition, the Board of Commissioners believes that digital transformation will be the Company's competitive advantage in managing growth in 2026. The implementation of smart technology and an integrated digital operations management system will further improve service quality, operational efficiency, and the accuracy of data-driven decision making. The use of technology also enables the Company to strengthen the overall experience of toll road users, supporting safety, smoothness, and comfort while driving.

Dari perspektif pendanaan, stabilitas perekonomian dan kondisi pasar keuangan nasional yang kondusif memberikan ruang bagi Jasa Marga untuk menjalankan strategi pembiayaan yang *prudent* dan berkelanjutan. Optimalisasi skema *asset recycling* dan diversifikasi sumber pendanaan menjadi salah satu pilar penting dalam menjaga struktur permodalan yang sehat dan mendukung ekspansi usaha secara terukur.

From a funding perspective, economic stability and favorable national financial market conditions provide room for Jasa Marga to implement a prudent and sustainable financing strategy. Optimizing the asset recycling scheme and diversifying funding sources are important pillars in maintaining a healthy capital structure and supporting measured business expansion.

Dengan mempertimbangkan keseluruhan faktor tersebut, Dewan Komisaris memandang prospek usaha Perseroan pada tahun 2026 berada pada jalur pertumbuhan yang tepat dan berkelanjutan. Melalui fokus pada penguatan portofolio, inovasi layanan, transformasi digital, serta kolaborasi strategis dengan berbagai pemangku kepentingan, Dewan Komisaris optimistis bahwa Perseroan dapat terus berperan sebagai penggerak utama konektivitas nasional dan memberikan nilai tambah bagi perekonomian Indonesia.

Considering all these factors, the Board of Commissioners views the Company's business prospects in 2026 as being on the right track for sustainable growth. Through a focus on strengthening the portfolio, service innovation, digital transformation, and strategic collaboration with various stakeholders, the Board of Commissioners is optimistic that the Company can continue to play a leading role in national connectivity and provide added value to the Indonesian economy.

Pandangan atas Penerapan Tata Kelola

Dewan Komisaris menegaskan bahwa Perseroan tetap memegang teguh komitmen dalam menjunjung tinggi penerapan Tata Kelola Perusahaan yang Baik (GCG), serta secara konsisten melaksanakan asesmen GCG, selain sebagai amanat Peraturan Menteri BUMN, juga sebagai salah satu upaya dalam menilai efektivitas implementasi GCG di Perseroan. Dalam melakukan penilaian, Perseroan menggunakan kriteria/parameter Otoritas Jasa Keuangan (OJK), Pedoman Umum Governansi Korporat Indonesia (PUGKI), dan ASEAN *Corporate Governance Scorecard* (ACGS), yang kami laksanakan pada tahun 2025 baik secara mandiri (*self-assessment*) maupun oleh pihak independen. Pada kriteria OJK dan PUGKI, Perseroan telah dominan dalam menerapkan dan mematuhi rekomendasi yang ada. Lebih lanjut, berdasarkan parameter ACGS, Perseroan berhasil memperoleh skor sebesar 103,46 dengan predikat "*Leadership in Corporate Governance*", suatu pencapaian yang menempatkan skor total kami di atas rata-rata perusahaan publik kategori *Big Cap*, sekaligus membuktikan bahwa praktik GCG kami telah mengadopsi sebagian besar standar internasional.

Perspective on Corporate Governance Implementation

The Board of Commissioners emphasizes that the Company remains firmly committed to upholding the implementation of Good Corporate Governance (GCG) and consistently conducts GCG assessments. This is carried out not only as a mandate of the Regulation of the Minister of State-Owned Enterprises, but also as one of the efforts to evaluate the effectiveness of GCG implementation within the Company. In conducting the assessment, the Company applies the criteria/parameters of the Financial Services Authority (OJK), the Indonesian General Guidelines on Corporate Governance (PUGKI), and the ASEAN Corporate Governance Scorecard (ACGS), which were implemented in 2025 both through self-assessment and assessments by independent parties. Under the OJK and PUGKI criteria, the Company has predominantly implemented and complied with the existing recommendations. Furthermore, based on the ACGS parameters, the Company successfully achieved a score of 103.46 with the designation "Leadership in Corporate Governance," an achievement that places our total score above the average of Big Cap public companies and demonstrates that our GCG practices have adopted most international standards.

Di sisi lain, Dewan Komisaris menilai bahwa penerapan manajemen risiko dan pengendalian internal juga telah berjalan secara terintegrasi dengan tata kelola korporasi. Fungsi *Enterprise Risk Management* (ERM) diperkuat dengan pendekatan *risk-based decision making* yang memastikan setiap keputusan strategis mempertimbangkan aspek risiko, peluang, dan keberlanjutan usaha. Penerapan sistem digital seperti *Jasamarga Risk Management Information System* (JRMIS) serta pelaksanaan *risk awareness program* secara rutin menunjukkan bahwa manajemen risiko telah menjadi bagian dari budaya kerja yang melekat dalam organisasi.

On the other hand, the Board of Commissioners assessed that the implementation of risk management and internal control has also been integrated with corporate governance. The Enterprise Risk Management (ERM) function is strengthened by a risk-based decision-making approach that ensures every strategic decision considers aspects of risk, opportunity, and business sustainability. The implementation of digital systems such as the Jasamarga Risk Management Information System (JRMIS) and the routine implementation of risk awareness programs demonstrate that risk management has become an integral part of the organization's work culture.

Dari sisi budaya integritas dan pengendalian kecurangan, Dewan Komisaris mengapresiasi langkah Perseroan dalam memperluas sertifikasi Sistem Manajemen Anti Penyuapan (SMAP ISO 37001:2016) ke berbagai entitas anak, serta

In terms of integrity, culture, and fraud control, the Board appreciates the Company's steps to expand the Anti-Bribery Management System (SMAP ISO 37001:2016) certification to various subsidiaries and to strengthen the effectiveness

memperkuat efektivitas *Whistleblowing System (WBS)*. Sistem pelaporan pelanggaran tersebut telah dioptimalkan baik dari sisi keamanan, kerahasiaan, maupun tindak lanjut pengaduan, yang terbukti efektif dalam membangun iklim organisasi yang terbuka dan beretika. Di samping itu, kegiatan-kegiatan dalam rangka meningkatkan *awareness* terkait GCG yang dilaksanakan secara periodik turut memperkuat kesadaran etika dan tanggung jawab individu di seluruh jenjang organisasi.

of the Whistleblowing System (WBS). The whistleblowing system has been optimized for security, confidentiality, and complaint follow-up, thereby fostering an open and ethical organizational climate. In addition, periodic activities carried out to enhance awareness of Good Corporate Governance (GCG) have further strengthened ethical awareness and individual responsibility across all levels of the organization.

Dalam konteks pencapaian tata kelola, Dewan Komisaris memberikan apresiasi atas keberhasilan Perseroan dalam perolehan penghargaan di bidang *GRC (Governance, Risk, and Compliance)* yang menegaskan pengakuan eksternal atas kualitas penerapan GCG di Jasa Marga. Penerapan prinsip keberlanjutan (*Environmental, Social, and Governance* – ESG) juga semakin diperkuat melalui kebijakan *Green Financing*, efisiensi energi, pengelolaan emisi, serta pengembangan *rest area* hijau sebagai wujud tanggung jawab sosial dan lingkungan.

In the context of governance achievements, the Board of Commissioners extends its appreciation for the Company's success in receiving awards in the field of GRC (Governance, Risk, and Compliance), which affirms external recognition of the quality of GCG implementation at Jasa Marga. The application of sustainability principles (Environmental, Social, and Governance – ESG) has also been further strengthened through Green Financing policies, energy efficiency initiatives, emissions management, and the development of green rest areas as a manifestation of the Company's social and environmental responsibility.

Secara keseluruhan, Dewan Komisaris berpendapat bahwa Direksi telah menunjukkan komitmen yang kuat dalam membangun sistem tata kelola yang efektif, adaptif, dan berdaya saing. Dewan Komisaris mendorong agar Perseroan terus memperkuat sinergi antara GCG, manajemen risiko, dan ESG sebagai satu kesatuan yang tak terpisahkan dalam menciptakan nilai berkelanjutan (*sustainable value*). Dengan penguatan tata kelola yang holistik dan berintegritas, Jasa Marga diyakini mampu mempertahankan reputasi sebagai Perusahaan infrastruktur nasional yang terpercaya, tangguh, dan memberikan manfaat luas bagi seluruh pemangku kepentingan.

Overall, the Board of Commissioners believes that the Board of Directors has demonstrated a strong commitment to building an effective, adaptive, and competitive governance system. The Board encourages the Company to continue strengthening the synergy among GCG, risk management, and ESG as an inseparable whole to create sustainable value. With the strengthening of holistic, integrity-based governance, Jasa Marga is believed to be able to maintain its reputation as a trusted, resilient national infrastructure corporation that delivers broad benefits to all stakeholders.

Capaian Program Kerja dan Pelaksanaan Tugas Dewan Komisaris

Achievements of the Board of Commissioners' Work Program and Implementation of Duties

Dalam melaksanakan mandat pengawasan, Dewan Komisaris senantiasa menjunjung tinggi efektivitas, independensi, dan kepatuhan terhadap seluruh ketentuan perundang-undangan yang berlaku. Setiap arahan dan keputusan senantiasa didasarkan pada penerapan prinsip-prinsip GCG guna memastikan bahwa pengelolaan Perseroan berjalan dengan integritas, transparansi, serta akuntabilitas yang memadai. Melalui komitmen tersebut, Dewan Komisaris berupaya memperkuat kepercayaan investor dan para pemangku kepentingan atas keberlangsungan kinerja Perseroan.

In carrying out its supervisory mandate, the Board of Commissioners always upholds effectiveness, independence, and compliance with all applicable laws and regulations. Every directive and decision is always based on the application of GCG principles to ensure that the Company is managed with integrity, transparency, and adequate accountability. Through this commitment, the Board of Commissioners strives to strengthen investor and stakeholder confidence in the Company's performance.

Sebagai bagian dari mekanisme tata kelola, Dewan Komisaris menyusun program kerja tahunan yang pelaksanaannya dievaluasi secara berkala dan dituangkan

As part of the governance mechanism, the Board of Commissioners prepares an annual work program, the implementation of which is evaluated periodically and

dalam laporan pengawasan Dewan Komisaris. Laporan tersebut menjadi instrumen penting untuk menilai efektivitas fungsi pengawasan sekaligus bentuk pertanggungjawaban Dewan Komisaris kepada para pemegang saham melalui penyampaian Laporan Pengawasan Dewan Komisaris dalam Rapat Umum Pemegang Saham (RUPS) Tahunan. Proses evaluatif ini memastikan bahwa Dewan Komisaris terus meningkatkan kapasitas dan ketanggapan dalam menjalankan perannya.

Sepanjang tahun 2025, seluruh program kerja yang telah ditetapkan berhasil direalisasikan dengan baik oleh seluruh Anggota Dewan Komisaris. Capaian tersebut telah disampaikan dalam RUPS Tahunan sebagai bagian dari laporan pelaksanaan tugas pengawasan, termasuk langkah-langkah penguatan penerapan GCG di seluruh lini Perseroan. Keberhasilan ini mencerminkan dedikasi Anggota Dewan Komisaris dalam memastikan pengelolaan Perseroan berlangsung selaras dengan standar tata kelola yang tinggi. Dengan pencapaian tersebut, Dewan Komisaris menegaskan perannya sebagai pengawas yang aktif, efektif, dan berorientasi pada peningkatan kualitas serta keberlanjutan operasional Perseroan.

Sepanjang tahun 2025 Dewan Komisaris telah melaksanakan fungsi, tugas, dan tanggung jawabnya, yang tertuang dalam beberapa program kerja besar, meliputi:

- **Pengusulan Kantor Akuntan Publik (KAP) untuk Disetujui dan Ditetapkan oleh Rapat Umum Pemegang Saham (RUPS)**
  Dewan Komisaris memegang peran strategis dalam memastikan laporan keuangan Perseroan diaudit oleh auditor independen dan profesional. Sehubungan dengan itu, Dewan Komisaris menyetujui pengusulan Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) sebagai auditor laporan keuangan konsolidasian Perseroan serta laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) tahun 2025.

  Pengusulan tersebut dilakukan melalui proses evaluasi mendalam dengan mempertimbangkan rekam jejak, reputasi, serta kapabilitas KAP dalam memberikan layanan audit berkualitas tinggi. Setelah melalui penilaian yang komprehensif, rekomendasi ini diajukan kepada RUPS untuk memperoleh persetujuan, termasuk pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, potensi penambahan ruang lingkup, serta persyaratan lain yang dinilai wajar bagi KAP yang ditunjuk.

- **Pemberian Persetujuan dan Penetapan RKAP 2025**
  Dewan Komisaris memberikan persetujuan dan penetapan atas RKAP 2025 melalui Surat Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk nomor KEP-015/I/2025 tanggal 30 Januari 2025, sebagai bagian dari upaya memastikan Perseroan memiliki arah

documented in the Board of Commissioners' supervision report. This report is an important instrument for assessing the effectiveness of the supervisory function and a form of accountability of the Board of Commissioners to shareholders, as it is presented at the Annual General Meeting of Shareholders (GMS) Supervisory Board Report. This evaluative process ensures that the Board of Commissioners continues to improve its capacity and responsiveness in carrying out its role.

Throughout 2025, all of the established work programs were successfully implemented by all members of the Board of Commissioners. These achievements were presented at the Annual GMS as part of the supervisory report, including measures to strengthen the GCG implementation across all lines of the Company. This success reflects the dedication of the Board of Commissioners' to ensuring that the Company's management aligns with high governance standards. With these achievements, the Board of Commissioners affirms its role as an active, effective, and quality-oriented supervisor focused on the Company's operational sustainability.

Throughout 2025, the Board of Commissioners has carried out its functions, duties, and responsibilities, which are outlined in several major work programs, including:

- **Proposal of Public Accounting Firm (KAP) to be Approved and Appointed by the General Meeting of Shareholders (GMS)**
  The Board of Commissioners plays a strategic role in ensuring that the Company's financial statements are audited by independent and professional auditors. In this regard, the Board of Commissioners approved the proposal of Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Global Network) as the auditor of the Company's consolidated financial statements and the 2025 Micro and Small Business Funding Program (PUMK) report.

  The proposal was made through an in-depth evaluation process that took into account the track record, reputation, and capabilities of the public accounting firm in providing high-quality audit services. After a comprehensive assessment, this recommendation was submitted to the GMS for approval, including the delegation of authority to the Board of Commissioners to determine the amount of audit fees, potential additions to the scope, and other requirements deemed reasonable for the appointed Public Accounting Firm.

- **Approval and Determination of the 2025 RKAP**
  The Board of Commissioners approved and determined the 2025 RKAP through Decree of the Board of Commissioners of PT Jasa Marga (Persero) Tbk Number KEP-015/I/2025 dated January 30, 2025, as part of efforts to ensure that the Company has a clear strategic

strategis yang jelas untuk tahun mendatang. Penyusunan RKAP dilakukan melalui analisis komprehensif terhadap kinerja tahun sebelumnya, proyeksi pasar, serta rencana strategis yang selaras dengan tujuan jangka panjang Perseroan.

Dalam prosesnya, Dewan Komisaris berkoordinasi dengan Komite di bawah Dewan Komisaris dan Direksi untuk merumuskan RKAP yang mencakup sasaran utama, program kerja prioritas, dan alokasi anggaran yang diperlukan guna mencapai target yang telah ditetapkan.

RKAP yang ditetapkan tersebut menjadi pedoman utama dalam pengelolaan operasional Perseroan sepanjang tahun 2025. Dewan Komisaris menegaskan pentingnya pelaksanaan RKAP secara konsisten dan efektif agar setiap program berjalan sesuai rencana dan mampu memberikan kontribusi positif terhadap kinerja Perseroan.

direction for the coming year. The RKAP was prepared through a comprehensive analysis of the previous year's performance, market projections, and strategic plans in line with the Company's long-term objectives.

In the process, the Board of Commissioners coordinated with the Committees under the Board of Commissioners and the Board of Directors to formulate the RKAP, which includes key objectives, priority work programs, and the necessary budget allocations to achieve the set targets.

The approved RKAP serves as the main guideline for the Company's operational management throughout 2025. The Board of Commissioners emphasizes the importance of consistent and effective implementation of the RKAP so that each program runs according to plan and is able to contribute positively to the Company's performance.

- **Pengawasan terhadap Kebijakan dan Pelaksanaan Pengelolaan Anak Perusahaan**
  Salah satu fokus utama Dewan Komisaris adalah melakukan pengawasan atas kebijakan dan implementasi pengelolaan Anak Perusahaan. Mengingat peran strategis anak perusahaan dalam mendukung pertumbuhan dan keberlanjutan Perseroan, Dewan Komisaris memastikan bahwa kebijakan yang dijalankan selaras dengan visi, strategi, dan arah pengembangan Perseroan. Melalui pemantauan yang intensif, Dewan Komisaris berupaya mengidentifikasi tantangan yang dihadapi Anak Perusahaan serta memberikan dukungan yang diperlukan untuk penyelesaiannya.

  Melalui kunjungan kerja dan rapat koordinasi berkala, Dewan Komisaris memperoleh pemahaman langsung mengenai kondisi operasional Anak Perusahaan. Pendekatan ini memungkinkan Dewan Komisaris menilai kinerja secara objektif sekaligus memberikan arahan strategis yang relevan dalam proses pengambilan keputusan. Dengan pengawasan yang proaktif, Dewan Komisaris berkomitmen memastikan setiap Anak Perusahaan beroperasi secara optimal dan memberikan kontribusi signifikan terhadap pencapaian tujuan Perseroan.

- **Supervision of Policies and Implementation of Subsidiary Management**
  One of the main focuses of the Board of Commissioners is to supervise the policies and implementation of Subsidiary management. Given the strategic role of subsidiaries in supporting the Company's growth and sustainability, the Board of Commissioners ensures that the policies implemented are in line with the Company's vision, strategy, and development direction. Through intensive monitoring, the Board of Commissioners seeks to identify challenges faced by subsidiaries and provide the necessary support to resolve them.

  Through regular working visits and coordination meetings, the Board of Commissioners gains a direct understanding of the operational conditions of subsidiaries. This approach enables the Board of Commissioners to assess performance objectively while providing relevant strategic direction in the decision-making process. With proactive supervision, the Board of Commissioners is committed to ensuring that each Subsidiary operates optimally and contributes significantly to the achievement of the Company's objectives.

- **Arahan atas Implementasi Rencana dan Kebijakan Perseroan**
  Dewan Komisaris memberikan arahan yang jelas dan strategis terkait implementasi rencana dan kebijakan Perseroan. Arahan tersebut mencakup berbagai aspek yang disesuaikan dengan dinamika bisnis, tantangan yang dihadapi, serta aspirasi pemegang saham dan pemangku kepentingan lainnya. Dengan panduan ini, Dewan Komisaris memastikan bahwa setiap langkah yang diambil Direksi tetap selaras dengan tujuan jangka panjang Perseroan.

- **Direction on the Implementation of the Company's Plans and Policies**
  The Board of Commissioners provides clear and strategic guidance regarding the implementation of the Company's plans and policies. This guidance covers various aspects tailored to business dynamics, challenges faced, and the aspirations of shareholders and other stakeholders. With this guidance, the Board of Commissioners ensures that every step taken by the Board of Directors remains in line with the Company's long-term objectives.

Dalam pelaksanaannya, Dewan Komisaris memfokuskan pengawasan pada efektivitas implementasi rencana yang telah disetujui. Melalui rapat koordinasi dan diskusi intensif, Dewan Komisaris memberikan masukan konstruktif sekaligus mengidentifikasi potensi risiko yang perlu diantisipasi. Dengan pendekatan tersebut, Dewan Komisaris berperan aktif mendukung Direksi agar setiap kebijakan yang dijalankan mampu memberikan dampak positif terhadap kinerja Perseroan.

In its implementation, the Board of Commissioners focuses its supervision on the effectiveness of the implementation of approved plans. Through coordination meetings and intensive discussions, the Board of Commissioners provides constructive input while identifying potential risks that need to be anticipated. With this approach, the Board of Commissioners plays an active role in supporting the Board of Directors so that every policy implemented can have a positive impact on the Company's performance.

- **Arahan Terkait Keberlanjutan Bisnis dan Peningkatan Daya Saing**
  Dewan Komisaris memahami bahwa keberlanjutan berbasis *Environmental, Social, and Governance* (ESG) merupakan elemen penting dalam menjawab tantangan industri yang semakin kompetitif. Untuk itu, Dewan Komisaris memberikan arahan strategis terkait pengembangan kebijakan keberlanjutan yang selaras dengan tren pasar dan kebutuhan masyarakat. Dalam arahan tersebut, Dewan Komisaris mendorong Direksi untuk terus berinovasi dan meningkatkan kualitas layanan, sehingga Perseroan dapat mempertahankan daya saing dan memiliki fondasi yang kuat untuk bertumbuh secara berkelanjutan di tengah dinamika pasar.

  Penguatan fondasi kinerja tidak hanya ditopang oleh kualitas, tetapi juga oleh efisiensi operasional dan pengelolaan sumber daya yang berkelanjutan. Dewan Komisaris berkomitmen memastikan strategi keberlanjutan yang dijalankan mampu memberikan nilai jangka panjang bagi Perseroan sekaligus memberikan kontribusi positif bagi pembangunan sosial dan lingkungan.

- **Directions Related to Business Sustainability and Competitiveness Improvement**
  The Board of Commissioners understands that sustainability based on Environmental, Social, and Governance (ESG) is an important element in responding to increasingly competitive industry challenges. To that end, the Board of Commissioners provides strategic directions related to the development of sustainability policies that are in line with market trends and community needs. In these guidelines, the Board of Commissioners encourages the Board of Directors to continue innovating and improving service quality so that the Company can maintain its competitiveness and have a strong foundation for sustainable growth amid market dynamics.

  Strengthening the performance foundation is not only supported by quality, but also by operational efficiency and sustainable resource management. The Board of Commissioners is committed to ensuring that the sustainability strategy implemented is able to provide long-term value for the Company while making a positive contribution to social and environmental development.

- **Arahan Terkait Penguatan Sistem Pengendalian Internal**
  Penguatan sistem pengendalian internal terus menjadi perhatian utama Dewan Komisaris dalam pelaksanaan fungsi pengawasan. Dewan Komisaris memahami bahwa kualitas sistem ini sangat menentukan terjaganya integritas laporan keuangan serta kepatuhan operasional terhadap kebijakan yang berlaku. Untuk itu, Dewan Komisaris mendorong dilakukannya evaluasi menyeluruh dan peningkatan berkelanjutan guna mendeteksi potensi kelemahan sekaligus memperkuat mekanisme pengendalian yang ada.

  Selain itu, Dewan Komisaris mengarahkan Direksi untuk memastikan bahwa penerapan pengendalian internal melibatkan seluruh lini organisasi. Dengan pemahaman yang merata mengenai pentingnya tata kelola yang baik, setiap karyawan diharapkan dapat berperan aktif dalam menjaga disiplin, transparansi, dan kepatuhan operasional. Pendekatan ini diharapkan membentuk budaya Perseroan yang lebih kuat dan konsisten dalam menerapkan prinsip-prinsip pengendalian internal.

- **Directions Related to Strengthening the Internal Control System**
  Strengthening the internal control system continues to be a major concern for the Board of Commissioners in carrying out its supervisory function. The Board of Commissioners understands that the quality of this system is crucial in maintaining the integrity of financial reports and operational compliance with applicable policies. To that end, the Board of Commissioners encourages comprehensive evaluation and continuous improvement to detect potential weaknesses and strengthen existing control mechanisms.

  In addition, the Board of Commissioners directs the Board of Directors to ensure that the implementation of internal controls involves all lines of the organization. With a shared understanding of the importance of good governance, every employee is expected to play an active role in maintaining discipline, transparency, and operational compliance. This approach is expected to foster a stronger and more consistent corporate culture in applying internal control principles.

- **Arahan Terkait Efektivitas Sistem Manajemen Risiko Perseroan**
  Dewan Komisaris memandang penguatan sistem manajemen risiko sebagai elemen krusial dalam menjaga ketahanan Perseroan di tengah ketidakpastian. Seiring dengan meningkatnya potensi risiko dari berbagai aspek, Dewan Komisaris menekankan perlunya penerapan manajemen risiko yang terstruktur dan berkelanjutan. Fokus arahan ini mencakup pembangunan kerangka kerja yang mampu mengenali, menilai, dan mengendalikan risiko yang dapat memengaruhi operasional, kinerja keuangan, maupun reputasi Perseroan.

  Dalam pelaksanaannya, Dewan Komisaris memastikan Direksi terlibat aktif dalam proses pengelolaan risiko, sehingga setiap temuan dapat ditindaklanjuti melalui strategi yang responsif dan tepat sasaran. Dewan Komisaris juga mendorong penyajian laporan risiko yang transparan sebagai dasar bagi pengambilan keputusan strategis. Dengan pendekatan yang lebih menyeluruh dan sistematis, Perseroan diharapkan memiliki ketahanan yang kuat sekaligus kesiapan menghadapi berbagai tantangan di masa depan.

- **Directions Related to the Effectiveness of the Company's Risk Management System**
  The Board of Commissioners views the strengthening of the risk management system as a crucial element in maintaining the Company's resilience amid uncertainty. Along with the increasing potential for risk from various aspects, the Board of Commissioners emphasizes the need for structured and sustainable risk management. This directive focuses on developing a framework capable of identifying, assessing, and controlling risks that may affect the Company's operations, financial performance, and reputation.

  In its implementation, the Board of Commissioners ensures that the Board of Directors is actively involved in the risk management process, so that each finding can be followed up with responsive and targeted strategies. The Board of Commissioners also encourages the presentation of transparent risk reports as a basis for strategic decision making. With a more comprehensive and systematic approach, the Company is expected to have strong resilience and readiness to face various challenges in the future.

Penilaian Kinerja Dewan Komisaris Tahun 2025

Penilaian kinerja seluruh Anggota Dewan Komisaris, termasuk Komisaris Utama, dilakukan berdasarkan pedoman *self-assessment* kinerja Dewan Komisaris yang ditetapkan dalam Keputusan Dewan Komisaris No. 125/X/2019 tanggal 18 Oktober 2019 tentang Penetapan Revisi Sistem *Self-Assessment* Kinerja Dewan Komisaris PT Jasa Marga (Persero) Tbk. Penilaian kinerja dimaksud dilaksanakan setiap akhir Triwulan, termasuk setiap akhir Triwulan IV menjelang akhir tahun buku untuk penilaian 1 (satu) tahun buku secara keseluruhan. Hasil penilaian dimaksud disampaikan kepada Pemegang Saham Seri A Dwiwarna.

Sesuai dengan pedoman *self-assessment* kinerja Dewan Komisaris, hasil penilaian kinerja Dewan Komisaris tahun 2025 secara *self-assessment* adalah sebesar 5,0 atau 100% sesuai dengan target yang ditetapkan untuk tahun 2025. Skor tersebut dipertahankan dari tahun sebelumnya, dimana skor tahun lalu untuk aspek Dewan Komisaris adalah 5,0 atau 100%.

Performance Assessment of the Board of Commissioners in 2025

The performance assessment of the Board of Commissioners, including the President Commissioner, is conducted based on the guidelines for self-assessment of the Board of Commissioners' performance as stipulated in Board of Commissioners Decree No. 125/X/2019 dated October 18, 2019, on the Determination of Revisions to the Self-Assessment System for the Performance of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. The performance evaluation is conducted at the end of each quarter, including at the end of the fourth quarter prior to the close of the financial year for the assessment of the full one-year financial period. The results of the evaluation are submitted to the Series A Dwiwarna Shareholder.

In accordance with the Board of Commissioners' self-assessment guidelines, the results for 2025 are 5.0 or 100%, in line with the target set for 2025. This score is maintained from the previous year, when the Board of Commissioners aspect scored 5.0 or 100%.

Penilaian Kinerja Komite yang Berada di Bawah Dewan Komisaris

Dewan Komisaris membawahi komite-komite yang akan membantu pelaksanaan tugasnya. Setiap tahun Dewan Komisaris memberikan penilaian terhadap kinerja masing-masing Komite sesuai dengan tugas dan tanggung jawab yang diembannya berdasarkan piagam/*charter* masing-masing Komite. Prosedur penilaian kinerja Komite di bawah

Performance Assessment of Committees Under the Board of Commissioners

The Board of Commissioners oversees committees that assist in carrying out its duties. Each year, the Board of Commissioners assesses the performance of each Committee in accordance with its duties and responsibilities, as defined in each Committee's charter. The performance assessment procedure for Committees under the Board

Dewan Komisaris dilakukan dengan mengevaluasi rencana program kerja tahunan serta KPI masing-masing Komite yang telah disepakati bersama dengan Dewan Komisaris beserta realisasinya. Sementara itu, kriteria penilaian kinerja Komite di bawah Dewan Komisaris didasari oleh perbandingan pencapaian kinerja masing-masing Komite dengan target KPI sesuai rencana program kerja tahunan yang telah ditetapkan pada tahun buku berjalan.

Berdasarkan hasil evaluasi yang dilakukan oleh Dewan Komisaris pada tahun 2025, seluruh Komite dinilai telah menjalankan tugas dan tanggung jawabnya dengan secara optimal, intensif, efektif dan berkelanjutan sehingga menghasilkan kinerja yang sangat baik. Dewan Komisaris menyampaikan apresiasi atas kinerja tersebut serta menilai bahwa Komite-komite telah memberikan kontribusi yang berarti dalam membantu Dewan Komisaris meningkatkan kualitas pengawasan internal terhadap pengelolaan Perseroan. Untuk itu, Dewan Komisaris juga mendorong seluruh Komite untuk senantiasa memperkuat perannya secara berkelanjutan, agar fungsi pengawasan semakin optimal dalam menjaga integritas dan akuntabilitas operasional Perseroan di masa mendatang.

of Commissioners is carried out by evaluating the annual work program plans and KPIs for each Committee, as agreed with the Board of Commissioners, as well as their actual performance. Meanwhile, the criteria for assessing the performance of the Committees under the Board of Commissioners are based on comparisons of each Committee's performance against its KPI targets, in accordance with the annual work program for the current fiscal year.

Based on the evaluation conducted by the Board of Commissioners in 2025, all Committees were considered to have carried out their duties and responsibilities optimally, intensively, effectively, and on a sustainable basis, resulting in very strong performance. The Board of Commissioners expresses its appreciation for this achievement and acknowledges that the Committees have made significant contributions in assisting the Board of Commissioners in enhancing the quality of internal oversight over the Company's management. Accordingly, the Board of Commissioners encourages all Committees to continuously strengthen their roles on an ongoing basis, so that the supervisory function can be further optimized in maintaining the integrity and accountability of the Company's operations in the future.

Perubahan Komposisi Dewan Komisaris

Di tahun buku 2025, terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun buku 2024 pada tanggal 07 Mei 2025 dan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 17 Desember 2025, sehingga susunan Dewan Komisaris pada akhir tahun buku 2025 yaitu sebagai berikut:

Changes in Board of Commissioners' Composition

In the 2025 financial year, changes were made to the composition of the Company's Board of Commissioners and Board of Directors pursuant to the resolutions of the Annual General Meeting of Shareholders (AGMS) for the 2024 financial year held on May 7, 2025 and the Extraordinary General Meeting of Shareholders (EGMS) held on December 17, 2025. Accordingly, the composition of the Board of Commissioners as of the end of the 2025 financial year is as follows:

Komposisi Dewan Komisaris pada Akhir Tahun Buku 2025
Composition of the Board of Commissioners as of the End of the 2025 Financial Year

Nama Name	**Jabatan** Position	**Dasar Pengangkatan Pertama Kali** Basis of Initial Appointment
Dewan Komisaris Board of Commissioners		
Juri Ardiantoro	Komisaris Utama President Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Syamsul Bachri Yusuf	Komisaris Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Nachrowi Ramli	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Tedi Kurniawan	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025
Rudi Antariksawan	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Asrorun Ni'am Sholeh	Komisaris Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025

Seluruh Anggota Dewan Komisaris memiliki integritas, kompetensi, dan reputasi di bidangnya masing-masing yang memadai serta mampu menyediakan waktu yang cukup dalam menjalankan tugasnya, serta tidak memiliki benturan kepentingan dan tidak saling memiliki hubungan keluarga sampai dengan derajat kedua dengan sesama Anggota Dewan Komisaris dan/atau Direksi.

All members of the Board of Commissioners possess integrity, competence, and a sufficient reputation in their respective fields, can dedicate adequate time to perform their duties, and have no conflicts of interest or family relationships up to the second degree with other members of the Board of Commissioners and/or the Board of Directors.

Apresiasi

Atas nama Dewan Komisaris, izinkan saya menyampaikan apresiasi yang setinggi-tingginya kepada seluruh pemangku kepentingan, terutama para pemegang saham, Direksi, dan seluruh insan Jasa Marga atas dukungan, dedikasi, dan kerja sama yang solid sepanjang tahun 2025. Setiap pencapaian yang diraih Perseroan merupakan hasil dari komitmen, profesionalisme, dan semangat kebersamaan dalam menjalankan peran dan tanggung jawab masing-masing secara konsisten.

Dalam kaitan menatap masa depan yang lebih baik, Dewan Komisaris menegaskan komitmennya untuk terus memperkuat fungsi pengawasan strategis, mendukung pelaksanaan transformasi bisnis, dan memastikan keberlanjutan kinerja Perseroan di tengah dinamika industri yang terus berkembang. Kami meyakini bahwa dengan landasan tata kelola yang kokoh, sinergi yang harmonis antara Dewan Komisaris, Direksi, dan seluruh karyawan, serta semangat inovasi yang berkesinambungan, Jasa Marga akan terus tumbuh sebagai korporasi infrastruktur nasional yang tangguh, berdaya saing global, dan memberikan nilai tambah bagi seluruh pemangku kepentingan serta masyarakat Indonesia.

Appreciation

On behalf of the Board of Commissioners, allow me to express my highest appreciation to all stakeholders, especially the shareholders, the Board of Directors, and all Jasa Marga employees, for their support, dedication, and solid cooperation throughout 2025. Every achievement made by the Company is the result of commitment, professionalism, and a spirit of togetherness in consistently carrying out their respective roles and responsibilities.

In looking toward a better future, the Board of Commissioners reaffirms its commitment to continue strengthening its strategic oversight function, supporting the implementation of business transformation, and ensuring the Company's sustainable performance amid the ever-evolving dynamics of the industry. We believe that with a solid governance foundation, harmonious synergy between the Board of Commissioners, the Board of Directors, and all employees, as well as a spirit of continuous innovation, Jasa Marga will continue to grow as a resilient national infrastructure corporation with global competitiveness, delivering added value to all stakeholders and the Indonesian people.

Jakarta, 28 April 2026

Atas Nama Dewan Komisaris
On Behalf of the Board of Commissioners

Juri Ardiantoro
Komisaris Utama
President Commissioner

Profil Dewan Komisaris
Board of Board of Commissioners' Profile

Rudi Antariksawan
Komisaris Independen
Independent Commissioner

Juri Ardiantoro
Komisaris Utama
President Commissioner

Tedi Kurniawan
Komisaris Independen
Independent Commissioner

Asrorun Ni'am Sholeh
Komisaris
Commissioner

Nachrowi Ramli
Komisaris Independen
Independent Commissioner

Syamsul Bachri Yusuf
Komisaris
Commissioner

Laporan Direksi
Board of Directors' Report

Rivan A. Purwantono
Direktur Utama
President Director

Perseroan menegaskan fokus usaha di tahun 2025 pada pertumbuhan berkelanjutan melalui strategi terintegrasi, inovasi teknologi, dan kebijakan operasional yang efektif.

The company emphasizes its business focus in 2025 on sustainable growth through integrated strategies, technological innovation, and effective operational policies.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Izinkan saya mengawali laporan ini dengan mengucapkan puji syukur ke hadirat Tuhan Yang Maha Esa, karena atas rahmat dan karunia-Nya, Perseroan berhasil menutup tahun 2025 dengan pencapaian yang positif. Di tengah berbagai tantangan, Perseroan tetap berkomitmen memberikan kontribusi terbaik bagi masyarakat, pelanggan, dan seluruh pemangku kepentingan. Laporan ini disusun untuk menginformasikan perkembangan kinerja Perseroan sepanjang tahun 2025 sekaligus mempersiapkan landasan yang kokoh bagi pertumbuhan berkelanjutan dan penciptaan nilai bagi seluruh pemangku kepentingan.

Esteemed Shareholders and Stakeholders,

Allow me to begin this report by expressing my gratitude to God Almighty, for it is through His grace and blessings that the Company has successfully closed 2025 with positive achievements. Amid various challenges, the Company remains committed to making the best possible contribution to the community, customers, and all stakeholders. This report has been prepared to inform you of the Company's performance throughout 2025 and to lay a solid foundation for sustainable growth and value creation for all stakeholders.

Kondisi Ekonomi dan Industri 2025

Sebagaimana dikutip dari Tinjauan Kebijakan Moneter Bank Indonesia yang dirilis Desember 2025, perekonomian global jangka pendek membaik namun dengan ketidakpastian yang perlu terus diwaspadai. Pertumbuhan ekonomi dunia 2025 diperkirakan menjadi sekitar 3,2% dipengaruhi oleh kenaikan ekonomi Jepang dan India yang didukung konsumsi rumah tangga dan kebijakan stimulus fiskal. Prospek ekonomi kawasan Eropa tetap baik ditopang konsumsi rumah tangga, investasi, dan kondisi ketenagakerjaan.

Sementara itu, ekonomi Amerika Serikat (AS) pada 2025 masih melambat dipengaruhi dampak *temporary government shutdown* dan pelemahan pasar tenaga kerja. Prospek ekonomi Tiongkok juga terus melambat dipengaruhi permintaan domestik yang tetap lemah. Di pasar keuangan global, *Fed Funds Rate* (FFR) turun 25 bps pada Desember 2025 dengan kecenderungan penurunan yang lebih terbatas ke depan. Tingkat imbal hasil (*yield*) US *Treasury* tenor 2 tahun cenderung bergerak naik, sementara *yield* US *Treasury* tenor 10 tahun tetap tinggi sejalan dengan tingginya tingkat utang Pemerintah AS. Perkembangan ini menyebabkan indeks mata uang AS (DXY) masih tinggi dan tetap terbatasnya aliran masuk modal asing ke *emerging market* (EM).

Di sisi lain, pertumbuhan ekonomi Indonesia cenderung membaik dan perlu terus didorong agar sesuai dengan kapasitas perekonomian. Konsumsi rumah tangga triwulan IV 2025 membaik didukung oleh belanja sosial Pemerintah, serta keyakinan rumah tangga terhadap kondisi penghasilan dan ketersediaan lapangan kerja yang terus meningkat. Perkembangan ini mendorong meningkatnya penjualan

Economic and Industry Conditions in 2025

As cited from Bank Indonesia's Monetary Policy Review released in December 2025, short-term global economic conditions showed improvement, albeit with uncertainties that must continue to be closely monitored. Global economic growth in 2025 is projected to reach approximately 3.2%, driven by stronger economic performance in Japan and India supported by household consumption and fiscal stimulus policies. The growth outlook for the European region remains positive, underpinned by household consumption, investment, and favourable labour market conditions.

Meanwhile, the United States (US) economy in 2025 is expected to decelerate, affected by the temporary government shutdown and a weakening labour market. China's economic outlook also continues to moderate due to persistently weak domestic demand. In global financial markets, the Federal Funds Rate (FFR) was reduced by 25 bps in December 2025, with a more limited scope for further easing going forward. Yields on 2-year US Treasury securities tended to increase, while 10-year yields remained elevated in line with the high level of US government debt. These developments sustained the strength of the US Dollar Index (DXY) and limited foreign capital inflows into emerging markets (EM).

On the other hand, Indonesia's economic growth exhibited improvement and must continue to be strengthened to align with the economy's potential capacity. Household consumption in the fourth quarter of 2025 increased, supported by Government social spending and stronger household confidence regarding income conditions and job availability. These developments contributed to stronger

eceran pada berbagai kelompok barang. Investasi, khususnya nonbangunan, membaik dipengaruhi oleh meningkatnya keyakinan pelaku usaha yang tecermin pada pola ekspansi *Purchasing Managers' Index* (PMI) manufaktur.

Permintaan domestik tersebut perlu makin diperkuat sejalan dengan kinerja ekspor yang diprakirakan melambat seiring berakhirnya *frontloading* ekspor ke AS serta menurunnya ekspor besi baja ke Tiongkok dan minyak kelapa sawit (CPO) ke India. Secara sektoral, Lapangan Usaha (LU) utama, yakni LU Industri Pengolahan, LU Perdagangan Besar dan Eceran, LU Transportasi dan Pergudangan, serta LU Penyediaan Akomodasi dan Makan Minum menunjukkan kinerja positif.

Sementara itu, nilai tukar Rupiah terkendali didukung kebijakan stabilisasi Bank Indonesia dan aliran masuk modal asing ke instrumen keuangan domestik. Nilai tukar Rupiah pada 16 Desember 2025 tercatat sebesar Rp16.685 per dolar AS, relatif stabil bila dibandingkan dengan level akhir November 2025. Perkembangan nilai tukar Rupiah masih sejalan dengan pergerakan mata uang regional dan mitra dagang Indonesia, bahkan tercatat menguat bila dibandingkan dengan mata uang negara maju, kecuali AS. Perkembangan ini didukung oleh langkah stabilisasi Bank Indonesia melalui intervensi pasar *non-deliverable forward* (NDF) baik di *off-shore* maupun *on-shore* (DNDF), di pasar spot, dan pembelian SBN di pasar sekunder serta *inflows* pada saham dan SRBI. Selain itu, tambahan pasokan valas dari korporasi, termasuk dari peningkatan konversi valas ke Rupiah oleh eksportir seiring penerapan penguatan kebijakan Devisa Hasil Ekspor Sumber Daya Alam (DHE SDA), juga mendukung tetap terkendalinya nilai tukar Rupiah.

Perekonomian Indonesia menunjukkan ketahanan dan pertumbuhan yang solid, didukung kebijakan fiskal ekspansif, stimulus belanja negara, dan stabilitas moneter dari Bank Indonesia. Infrastruktur jalan tol tetap menjadi penggerak utama konektivitas, efisiensi logistik, dan pengembangan kawasan ekonomi. Sebagai pemimpin industri dengan pangsa pasar sekitar 42%, Jasa Marga mengelola 1.736 km konsesi, termasuk ruas strategis di Jawa, Sumatra, dan Sulawesi, serta menyelesaikan proyek strategis seperti Jalan Tol Solo–Yogyakarta–NYIA Kulonprogo. Strategi pengembangan fokus pada efisiensi operasional, integrasi jaringan, dan diversifikasi pendapatan melalui model regional dan inisiatif *beyond toll road*, termasuk *Toll Corridor Development*, TIP modern, serta kerja sama Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) dan jaringan *fiber optic*. Volume lalu lintas terus tumbuh, didukung pemulihan ekonomi dan kepercayaan publik, sementara penyesuaian tarif tol dilakukan sesuai Standar Pelayanan Minimal (SPM) dan kemampuan bayar pengguna. Dengan landasan ekonomi makro yang stabil dan dukungan kebijakan pemerintah, Jasa Marga berkomitmen memperkuat posisinya sebagai *national toll road champion*, meningkatkan kualitas layanan, efisiensi, dan penciptaan nilai bagi seluruh pemangku kepentingan.

retail sales across various product categories. Investment, particularly non-construction investment, also improved in line with rising business confidence reflected in the expansionary trajectory of the Manufacturing Purchasing Managers' Index (PMI).

Domestic demand must be further reinforced in view of export performance, which is expected to moderate following the conclusion of frontloading shipments to the US and declining exports of steel to China and crude palm oil (CPO) to India. Sectorally, key business sectors—including Manufacturing, Wholesale and Retail Trade, Transportation and Warehousing, as well as Accommodation and Food and Beverage Services—recorded positive performance.

Meanwhile, the Rupiah exchange rate remained under control, supported by Bank Indonesia's stabilization measures and continued foreign capital inflows into domestic financial instruments. As of December 16, 2025, the Rupiah traded at Rp16,685 per US dollar, relatively stable compared to end-November 2025 levels. Exchange rate developments remained in line with movements in regional and Indonesia's trading partner currencies, and even recorded appreciation against several advanced-economy currencies, excluding the US dollar. These developments were supported by Bank Indonesia's stabilization actions through intervention in the Non-Deliverable Forward (NDF) market both offshore and onshore (DNDF), in the spot market, as well as secondary market purchases of Government Securities (SBN), alongside inflows into equities and SRBI instruments. In addition, increased foreign exchange supply from corporates, including higher conversion of export proceeds into Rupiah following the strengthening of the Natural Resource Export Proceeds (DHE SDA) policy, further contributed to maintaining Rupiah stability.

The Indonesian economy shows resilience and solid growth, supported by expansionary fiscal policies, government spending stimulus, and monetary stability from Bank Indonesia. Toll road infrastructure remains a key driver of connectivity, logistics efficiency, and economic zone development. As the industry leader with a market share of around 42%, Jasa Marga's manages 1,736 km of concessions, including strategic sections in Java, Sumatra, and Sulawesi, and has completed important projects such as the Solo–Yogyakarta–NYIA Kulonprogo Toll Road. The development strategy focuses on operational efficiency, network integration, and revenue diversification through regional models and beyond toll-road initiatives, including Toll Corridor Development, modern TIP, as well as cooperation with Public Electric Vehicle Charging Stations (SPKLU) and fiber-optic networks. Traffic volume continues to grow, supported by economic recovery and public confidence, while toll rate adjustments are made in accordance with Minimum Service Standards (SPM) and user affordability. With a stable macroeconomic foundation and government policy support, Jasa Marga is committed to strengthening its position as the national toll road champion and to improving service quality, efficiency, and value creation for all stakeholders.

Strategi dan Kebijakan Strategis

Perseroan menetapkan strategi yang berfokus pada pertumbuhan usaha, inovasi, keberlanjutan, dan peningkatan kualitas layanan sebagai wujud implementasi visi dan misi baru. Strategi ini dituangkan secara rinci dalam Rencana Jangka Panjang Perusahaan 2025–2029 yang dibagi menjadi tiga fase, yaitu jangka pendek lima tahun, jangka menengah lima hingga sepuluh tahun, dan jangka panjang sepuluh hingga lima belas tahun. Setiap fase memiliki sasaran dan inisiatif yang dirancang untuk memperkuat fondasi bisnis Perseroan sekaligus menyiapkan peluang pertumbuhan jangka panjang.

Pada tahun 2025, Perseroan menjalankan strategi jangka pendek dengan fokus pada peningkatan kinerja portofolio yang ada dan memperkuat interaksi dengan pelanggan. Perseroan menekankan pemanfaatan teknologi sebagai *enabler* layanan jalan tol yang inovatif dan sesuai kebutuhan pengguna. Perseroan juga meningkatkan performa portofolio eksisting, menjajaki peluang ekspansi ke pasar yang lebih luas, mendorong inovasi melalui kolaborasi dengan pemangku kepentingan di ekosistem jalan tol, memperluas implementasi sistem elektronik pembayaran tol melalui kerja sama dengan mitra strategis, dan menetapkan target serta inisiatif berkelanjutan yang mendukung pencapaian target dekarbonisasi nasional.

Strategi Perseroan disusun dalam sembilan aspek utama, terdiri dari tiga strategi bisnis yang berhubungan langsung dengan operasi utama dan enam strategi fungsional yang mendukung kelancaran dan efisiensi operasional. Strategi bisnis meliputi optimasi portofolio konsesi jalan tol melalui standarisasi biaya operasional, preservasi aset, dan upaya *asset recycling* yang memiliki kinerja di bawah standar, pengembangan pasar layanan pendukung jalan tol melalui pemanfaatan keunggulan kompetitif unik, serta pengelolaan aset non-tol untuk meningkatkan pendapatan tambahan dan memperkuat citra Perseroan.

Di sisi lain, Perseroan juga menjalankan enam strategi fungsional mencakup inovasi dan pengalaman pelanggan, pengembangan bisnis, penguatan infrastruktur teknologi, pengelolaan keuangan yang efisien, pengembangan organisasi dan sumber daya manusia, serta penerapan prinsip lingkungan, sosial, dan tata kelola yang baik. Dalam inovasi dan pengalaman pelanggan, Perseroan mengembangkan produk dan layanan yang berorientasi pada kebutuhan pengguna melalui manajemen inovasi dan kolaborasi yang efektif.

Sementara itu, strategi pengembangan bisnis menekankan transisi ke model investasi *brownfield* serta eksplorasi peluang di pasar internasional. Strategi teknologi menitikberatkan pada penguatan kapasitas dan infrastruktur teknologi informasi untuk mendukung pengambilan keputusan berbasis data. Strategi finansial diarahkan pada efisiensi biaya, pemanfaatan pendanaan alternatif, dan pengelolaan portofolio Perseroan secara terintegrasi. Strategi organisasi dan sumber daya manusia

Strategy and Strategic Policies

The Company has established a strategy focused on business growth, innovation, sustainability, and service quality improvement to implement its new vision and mission. This strategy is detailed in the Company's 2025-2029 Long-Term Plan, which is divided into three phases: a five-year short-term phase, a five- to ten-year medium-term phase, and a ten- to fifteen-year long-term phase. Each phase has objectives and initiatives designed to strengthen the Company's business foundation while preparing for long-term growth opportunities.

In 2025, the Company implemented a short-term strategy focused on improving the performance of its existing portfolio and strengthening customer interactions. The Company emphasizes the use of technology to enable innovative toll road services that meet user needs. The Company is also improving the performance of its existing portfolio, exploring opportunities for expansion into broader markets, encouraging innovation through collaboration with stakeholders in the toll road ecosystem, expanding the implementation of electronic toll payment systems through cooperation with strategic partners, as well as setting targets and sustainable initiatives that support the achievement of national decarbonization targets.

The Company's strategy is structured around nine key aspects: three business strategies directly related to core operations and six functional strategies that support operational efficiency and smoothness. The business strategies include optimizing the toll road concession portfolio through standardization of operational costs, asset preservation, and recycling underperforming assets; developing the toll road support services market by leveraging unique competitive advantages; and managing non-toll assets to increase revenue and strengthen the Company's image.

On the other hand, the Company also implements six functional strategies covering innovation and customer experience, business development, strengthening technological infrastructure, efficient financial management, organizational and human resource development, as well as the application of environmental, social, and good governance principles. In innovation and customer experience, the Company develops products and services that are oriented towards user needs through effective innovation management and collaboration.

Meanwhile, the business development strategy emphasizes transitioning to a brownfield investment model and exploring opportunities in international markets. The technology strategy focuses on strengthening information technology capacity and infrastructure to support data-driven decision-making. The financial strategy is focused on cost efficiency, the use of alternative funding, and integrated management of the Company's portfolio. The organizational and human resources strategy emphasizes organizational restructuring,

menekankan restrukturisasi organisasi, pengembangan kompetensi karyawan, serta pembentukan layanan bersama untuk mendukung pencapaian rencana bisnis. Strategi lingkungan, sosial, dan tata kelola bertujuan meningkatkan adopsi inisiatif ramah lingkungan dalam operasi utama dan membuka peluang pendanaan berkelanjutan.

Perseroan juga menerapkan lima kebijakan utama sebagai pedoman operasional dan pengambilan keputusan manajemen. Kebijakan pengembangan usaha memastikan penyelesaian ruas tol yang sedang konstruksi, penambahan kepemilikan jalan tol strategis, peningkatan nilai aset yang ada, serta studi kelayakan untuk proyek potensial. Bisnis prospektif dikelola melalui PT Jasamarga Related Business, dengan fokus pada pengembangan *rest area* modern dan ramah lingkungan, pengembangan layanan ritel dan hiburan di sepanjang koridor jalan tol, pemanfaatan energi terbarukan, daur ulang limbah, serta pembangunan koridor tol terintegrasi melalui sinergi dengan pemangku kepentingan, termasuk badan usaha milik negara dan mitra strategis lainnya.

Kebijakan operasional menekankan peningkatan kualitas jalan tol melalui inovasi teknologi, efisiensi operasional berbasis data, pemenuhan standar pelayanan minimal, modernisasi sistem transaksi dengan skema nirhenti dan nirsentuh, penggunaan energi terbarukan, preservasi jalan tol yang berkelanjutan, serta kontrol kelebihan muatan. Kebijakan keuangan menekankan stabilitas finansial jangka panjang, pengelolaan investasi operasional dan pengembangan bisnis secara efisien, serta penerapan metode amortisasi berbasis penggunaan.

Kebijakan organisasi dan sumber daya manusia meliputi restrukturisasi organisasi, pengembangan kompetensi, penyusunan rencana tenaga kerja yang adaptif, rekrutmen kader pemimpin, serta pembentukan pemimpin masa depan berkarakter dan bertalenta. Kebijakan teknologi menekankan percepatan transformasi digital, modernisasi infrastruktur teknologi informasi, integrasi sistem *back office* dengan operasi jalan tol, pengadaan terpusat, standarisasi spesifikasi, dan penerapan tata kelola teknologi informasi dan data yang sesuai dengan pedoman Perseroan.

Dengan strategi dan kebijakan yang komprehensif ini, Perseroan menegaskan komitmen untuk mendorong pertumbuhan yang berkelanjutan, meningkatkan efisiensi operasional, memperkuat kualitas layanan, serta menciptakan nilai tambah bagi seluruh pemangku kepentingan, sekaligus mendukung pembangunan infrastruktur jalan tol sebagai tulang punggung konektivitas dan pendorong pertumbuhan ekonomi nasional.

Peranan Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Seluruh Jajaran Direksi aktif merumuskan strategi dan kebijakan Perseroan dengan memperhatikan kondisi pasar dan regulasi yang berlaku. Pendekatan ini memastikan setiap strategi yang diambil relevan, fleksibel, dan mampu menyesuaikan diri dengan perubahan lingkungan bisnis. Dengan cara ini, Perseroan tidak hanya mampu menghadapi

employee competency development, and the establishment of shared services to support the achievement of business plans. The environmental, social, and governance strategy aims to increase the adoption of environmentally friendly initiatives in key operations and open up opportunities for sustainable funding.

The Company also implements five key policies as guidelines for operations and management decision-making. The business development policy ensures the completion of toll road sections currently under construction, the addition of strategic toll road ownership, the increase in existing asset value, and feasibility studies for potential projects. Prospective businesses are managed through PT Jasamarga Related Business, with a focus on developing modern and environmentally friendly rest areas, developing retail and entertainment services along toll road corridors, utilizing renewable energy, recycling waste, and building integrated toll corridors through synergy with stakeholders, including state-owned enterprises and other strategic partners.

The operational policy emphasizes improving toll road quality through technological innovation, data-driven operational efficiency, meeting minimum service standards, modernizing transaction systems with non-stop, non-contact schemes, using renewable energy, sustainable toll road preservation, and overload control. Financial policy emphasizes long-term financial stability, efficient management of operational investments and business development, and the application of usage-based amortization methods.

Organizational and human resource policies include organizational restructuring, competency development, adaptive workforce planning, leadership cadre recruitment, and the development of characterful and talented future leaders. The technology policy emphasizes accelerating digital transformation, modernizing information technology infrastructure, integrating back-office systems with toll road operations, centralizing procurement, standardizing specifications, as well as implementing information technology and data governance in accordance with company guidelines.

With these comprehensive strategies and policies, the Company affirms its commitment to driving sustainable growth, improving operational efficiency, strengthening service quality, and creating added value for all stakeholders, while supporting the development of toll road infrastructure as the backbone of connectivity and a driver of national economic growth.

Board of Directors' Role in Formulating Strategies and Strategic Policies

The Board of Directors actively formulates the Company's strategies and policies by taking into account market conditions and applicable regulations. This approach ensures that every strategy is relevant, flexible, and adaptable to changes in the business environment. In this way, the Company is not only able to face challenges but

tantangan, tetapi juga memanfaatkan peluang yang muncul di pasar. Direksi secara rutin meninjau kinerja Perseroan dan melakukan penyesuaian kebijakan agar operasional tetap efisien dan responsif.

Selain menetapkan strategi korporat secara umum, Direksi juga menekankan arah dan kebijakan strategis untuk setiap unit bisnis. Hal ini meliputi penetapan target yang jelas, perencanaan pertumbuhan yang terukur, dan penyediaan fasilitas penting, termasuk teknologi dan infrastruktur, yang mendukung pencapaian tujuan. Sumber daya manusia menjadi fokus utama, dengan memastikan seluruh tenaga kerja memiliki kompetensi dan kesiapan menghadapi tantangan di industri jalan tol. Direksi juga mengelola risiko dengan menerapkan langkah-langkah pencegahan dan tindakan cepat untuk meminimalkan gangguan terhadap operasional.

Direksi bekerja sama secara erat dengan Dewan Komisaris untuk mendapatkan arahan dan masukan yang konstruktif. Kolaborasi ini memastikan setiap kebijakan mempertimbangkan perspektif internal maupun eksternal. Direksi bertanggung jawab menjaga organisasi berjalan efektif melalui kebijakan dan prosedur yang jelas, didukung sistem manajemen risiko yang solid dan menyeluruh.

Proses yang Dilakukan Direksi untuk Memastikan Implementasi Strategi

Direksi memastikan implementasi strategi Perseroan tahun 2025 berjalan sesuai rencana melalui serangkaian proses yang terstruktur. Pertama, Direksi menetapkan sasaran strategis jangka panjang yang dituangkan dalam Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029. Kemudian RJPP dituangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) serta *Key Performance Indicators* (KPI) yang jelas, terukur dan selaras dengan Visi dan Misi Perseroan. Seluruh target tersebut kemudian diturunkan menjadi program inisiatif strategis dan program kerja di masing-masing Unit Kerja dan Anak Perusahaan.

Berdasarkan Visi Perseroan yaitu "Inovasi menuju peningkatan nilai yang berkelanjutan", Jasa Marga merumuskan beberapa Misi yang secara umum berfokus kepada pertumbuhan usaha, inovasi, keberlanjutan serta pelayanan terbaik. Untuk mewujudkan Visi dan Misi tersebut, tujuan strategis yang akan dicapai Perseroan selama lima tahun ke depan melalui RJPP 2025-2029 yaitu meningkatkan kinerja portofolio yang sudah ada serta melibatkan dan memahami pelanggan dengan lebih baik.

Kedua, Direksi melakukan proses *monitoring* dan evaluasi secara berkala melalui laporan manajemen, rapat kinerja, maupun forum-forum khusus untuk melakukan tinjauan terkait dengan strategi. Evaluasi ini mencakup pencapaian KPI, *progress* program inisiatif strategis, serta mengidentifikasi hambatan dan juga risiko. Dengan demikian, setiap deviasi atau perbedaan dari rencana awal dan realisasi dapat segera diidentifikasi dan diberikan arahan tindak lanjut.

also take advantage of opportunities that arise in the market. The Board of Directors regularly reviews the Company's performance and makes policy adjustments to ensure that operations remain efficient and responsive.

In addition to establishing general corporate strategies, the Board of Directors emphasizes strategic directions and policies for each business unit. This includes setting clear targets, developing measurable growth plans, and providing essential facilities — such as technology and infrastructure — that support the achievement of objectives. Human resources are a key focus, ensuring that all employees have the competencies and readiness to face challenges in the toll road industry. The Board of Directors also manages risk by implementing preventive measures and rapid responses to minimize operational disruptions.

The Board of Directors works closely with the Board of Commissioners to obtain constructive guidance and input. This collaboration ensures that every policy considers both internal and external perspectives. The Board of Directors is responsible for keeping the organization running effectively through clear policies and procedures, supported by a solid and comprehensive risk management system.

Board of Directors' Processes to Ensure Strategy Implementation

The Board of Directors ensures that the Company's 2025 strategy is implemented according to plan through a series of structured processes. First, the Board of Directors sets long-term strategic objectives as outlined in the 2025-2029 Long-Term Corporate Plan (RJPP). The RJPP is then incorporated into the Company's Work Plan and Budget (RKAP) and Key Performance Indicators (KPIs), which are clear, measurable, and aligned with the Company's Vision and Mission. All of these targets are then translated into strategic initiative programs and work programs in each Work Unit and Subsidiary.

Based on the Company's Vision of "Innovation towards the enhancement of sustainable value," Jasa Marga has formulated several Missions that generally focus on business growth, innovation, sustainability, and excellent service. To realize this Vision and Mission, the strategic objectives to be achieved by the Company over the next five years through the 2025-2029 RJPP are to improve the performance of the existing portfolio and to better engage and understand customers.

Second, the Board of Directors conducts regular monitoring and evaluation processes through management reports, performance meetings, and special forums to review strategies. This evaluation covers KPI achievements, progress on strategic initiatives, and identifies obstacles and risks. Thus, any deviations or differences from the initial plan and its realization can be identified immediately, and follow-up directions can be given.

Untuk memastikan seluruh inisiatif strategis berjalan efektif dan sesuai arah RJPP, Direksi dibantu unit-unit khusus yang berperan sebagai pusat pengendalian pelaksanaan program strategis. Unit ini menjalankan fungsi *Program Management Office* (PMO) yang bertanggung jawab mengoordinasikan, memantau, dan mengevaluasi pelaksanaan inisiatif strategis di seluruh lini organisasi dan Anak Perusahaan. Secara berkala, Direksi memantau capaian, kendala, serta kebutuhan dukungan implementasi strategi melalui mekanisme pelaporan rutin. Proses pemantauan dilakukan dengan koordinasi langsung bersama unit kerja terkait untuk memastikan keselarasan pelaksanaan program dengan sasaran strategis Perseroan.

To ensure that all strategic initiatives run effectively and in line with the RJPP, the Board of Directors is supported by specialized units that serve as control centers for the implementation of strategic programs. These units perform the functions of a Program Management Office (PMO) responsible for coordinating, monitoring, and evaluating the implementation of strategic initiatives across all lines of the organization and subsidiaries. The Board of Directors periodically monitors achievements, obstacles, and implementation support needs through a routine reporting mechanism. The monitoring process is carried out in direct coordination with the relevant work units to ensure program implementation aligns with the Company's strategic objectives.

Dalam menjalankan perannya, Direksi memastikan tiga fungsi utama terlaksana secara konsisten, yaitu koordinasi, kesinambungan, dan efektivitas. Melalui fungsi koordinasi, Direksi memastikan setiap inisiatif strategis terintegrasi lintas direktorat dan unit kerja sehingga menghindari tumpang tindih dan menjaga efektivitas komunikasi organisasi. Pada aspek kesinambungan, Direksi menjaga stabilitas pelaksanaan program melalui pemantauan berkelanjutan dan mekanisme pengendalian yang sistematis. Sementara dari sisi efektivitas, Direksi mengoptimalkan penggunaan waktu, biaya, dan sumber daya manusia agar target strategis tercapai tepat sasaran dan sesuai jadwal.

In carrying out its role, the Board of Directors ensures that three main functions are consistently maintained: coordination, continuity, and effectiveness. Through its coordination function, the Board of Directors ensures that every strategic initiative is integrated across directorates and work units to avoid overlap and maintain the effectiveness of organizational communication. In terms of continuity, the Board of Directors maintains program implementation stability through continuous monitoring and systematic control mechanisms. Meanwhile, in terms of effectiveness, the Board of Directors optimizes the use of time, costs, and human resources to ensure strategic targets are met on time and on target.

Direksi juga menerapkan pendekatan *continuous improvement* dengan kerangka *Plan–Do–Check–Act (PDCA)* untuk memastikan setiap tahapan implementasi, evaluasi, dan tindak lanjut berjalan konsisten dan adaptif terhadap perubahan. Selain itu, Direksi memastikan seluruh pelaksanaan strategi sejalan dengan kebijakan, regulasi, dan prinsip *Good Corporate Governance* (GCG). Pengawasan internal dilakukan melalui pemantauan ketat terhadap alokasi sumber daya, kepatuhan terhadap kebijakan perusahaan, serta pelibatan fungsi audit internal dalam menilai efektivitas implementasi strategi.

The Board of Directors also implements a continuous improvement approach using the Plan–Do–Check–Act (PDCA) framework to ensure that each stage of implementation, evaluation, and follow-up is consistent and adaptive to change. In addition, the Board of Directors ensures that all strategy implementation is in line with policies, regulations, and Good Corporate Governance (GCG) principles. Internal supervision is carried out through strict monitoring of resource allocation, compliance with company policies, and the involvement of internal audit functions in assessing the effectiveness of strategy implementation.

Perbandingan antara Hasil yang Dicapai dengan yang Ditargetkan

Salah satu indikator utama keberhasilan Perseroan tercermin dari capaian kinerja tahun 2025 dibandingkan dengan target yang telah ditetapkan dalam RKAP 2025. Sepanjang tahun tersebut, Perseroan mampu membukukan kinerja yang solid, dengan mayoritas indikator utama menunjukkan hasil yang positif. Dalam menghadapi dinamika pasar dan kondisi ekonomi yang terus bergerak, Direksi secara konsisten memastikan bahwa setiap strategi dan keputusan operasional selaras dengan target yang realistis, terukur, dan berorientasi pada penciptaan nilai. Capaian tersebut mencerminkan tidak hanya keberhasilan finansial, tetapi juga efektivitas Perseroan dalam menjalankan program dan inisiatif strategis yang telah direncanakan.

Comparison between Achievement and Targets

One of the main indicators of the Company's success is reflected in its 2025 performance compared to the targets set in the 2025 RKAP. Throughout the year, the Company delivered solid performance, with the majority of key indicators posting positive results. In the face of market dynamics and ever-changing economic conditions, the Board of Directors consistently ensured that every strategy and operational decision aligned with realistic, measurable, and value-oriented targets. These achievements reflect not only financial success, but also the Company's effectiveness in implementing planned programs and strategic initiatives.

Melalui langkah-langkah proaktif, termasuk optimalisasi layanan dan pengembangan infrastruktur yang berkesinambungan, Perseroan berhasil memenuhi target sebagaimana tertuang dalam RKAP 2025. Pertumbuhan

Through proactive measures, including service optimization and sustainable infrastructure development, the Company has successfully met the targets set out in the 2025 RKAP. Growth in traffic volume and increased toll revenue

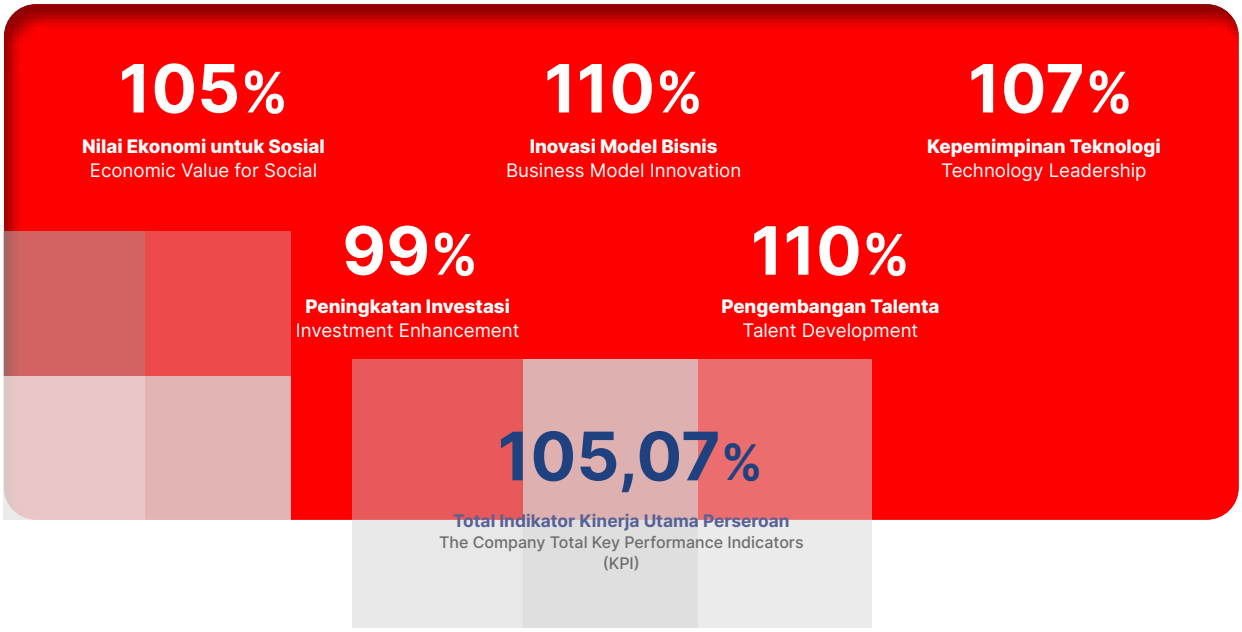
volume lalu lintas serta peningkatan pendapatan tol merupakan salah satu elemen penting dalam berkontribusi terhadap stabilitas dan keberlanjutan kinerja keuangan Perseroan. Selain itu, komitmen terhadap prinsip keberlanjutan terus diintegrasikan ke dalam setiap proses bisnis, memberikan nilai tambah bagi pemangku kepentingan dan mendukung pencapaian target secara keseluruhan.

Kinerja Utama Perseroan, yang mencerminkan Kinerja seluruh Anggota Direksi diukur melalui lima perspektif strategis, yaitu (i) Nilai Ekonomi dan Sosial untuk Indonesia, (ii) Inovasi Model Bisnis, (iii) Kepemimpinan Teknologi, (iv) Peningkatan Investasi, dan (v) Pengembangan Talenta. Dari perspektif ini, nilai total *Key Performance Indicator* (KPI) korporat (Direktur Utama beserta Anggota Direksi lainnya) tahun 2025 tercapai sebesar 105,07%, yang menunjukkan pencapaian di atas rencana sebesar 5,07%. Hasil ini menegaskan komitmen Perseroan yang tidak hanya mengejar kinerja finansial, tetapi juga menghadirkan nilai tambah bagi seluruh pemangku kepentingan.

are important factors contributing to the stability and sustainability of the Company's financial performance. In addition, the commitment to sustainability principles continues to be integrated into every business process, providing added value to stakeholders and supporting the achievement of overall targets.

The Company's Key Performance, which reflects the performance of all members of the Board of Directors through five strategic perspectives, namely (i) Economic and Social Value for Indonesia, (ii) Business Model Innovation, (iii) Technological Leadership, (iv) Investment Enhancement, and (v) Talent Development. From this perspective, the total value of the 2025 corporate (President Director and other members of the Board of Directors) Key Performance Indicators (KPIs) was achieved at 105.07%, which is 5.07% above the target. This result confirms the Company's commitment not only to pursuing financial performance but also to delivering added value to all stakeholders.

Pencapaian Lima Perspektif Strategis Indikator Kinerja Perseroan Tahun 2025
Achievement of the Five Strategic Perspectives of Company Performance Indicators in 2025



Di sisi lain, dengan mempertimbangkan kondisi internal, kondisi makro, dan proyeksi pasar ke depan, Perseroan telah merancang target rencana bisnis dari beberapa komponen substansial sebagai tolak ukur dalam menilai kinerja usaha. Manajemen menilai bahwa Jasa Marga telah berhasil mengarungi tahun 2025 dengan hasil yang baik. Keberhasilan Perseroan dapat dilihat dari capaian kinerja sepanjang tahun 2025 dibandingkan dengan target yang ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan 2025. Pada tahun tersebut, Perseroan berhasil menunjukkan kinerja yang baik, dengan berbagai indikator utama yang mencapai hasil optimal. Di tahun 2025, Jasa Marga merencanakan perolehan dari beberapa komponen substansial sebagai tolak ukur dalam menilai kinerja Perseroan. Perbandingan antara rencana dan realisasi adalah sebagai berikut:

Taking into account internal and macro conditions, as well as future market projections, the Company has set business plan targets across several substantial components as benchmarks for assessing business performance. Management assesses that Jasa Marga has successfully navigated 2025 with good results. The Company's success is evident from its performance throughout 2025 compared to the targets set in the 2025 Work Plan and Budget. In that year, the Company demonstrated strong performance, with key indicators achieving optimal results. In 2025, Jasa Marga planned to obtain several substantial components as benchmarks for assessing the Company's performance. The comparison between the plan and the realization is as follows:

Pendapatan Usaha diluar Pendapatan Konstruksi
Non-Construction Operating Revenue

Rp 19,81
triliun | trillion

Pendapatan usaha di luar pendapatan konstruksi Perseroan pada tahun 2025 tercatat sebesar Rp19,81 triliun, atau 99,19% dari target Rp19,97 triliun. Pencapaian ini menunjukkan kinerja yang tetap solid di tengah berbagai dinamika bisnis yang berlangsung. Realisasi pendapatan tersebut didorong oleh penyesuaian tarif pada enam ruas jalan tol Perseroan, serta kontribusi dari kinerja pendapatan usaha lainnya, khususnya yang berasal dari penjualan properti, penjualan BBM, dan pendapatan pengoperasian.

Non-construction operating revenue of the Company in 2025 was recorded at Rp19.81 trillion, representing 99.19% of the target of Rp19.97 trillion. This achievement reflects solid performance amid the ongoing business dynamics. The revenue realization was supported by tariff adjustments on six of the Company's toll road sections, as well as contributions from other operating revenues, particularly from property sales, fuel sales, and operating income.

EBITDA

Rp 13,27
triliun | trillion

Pada tahun 2025, Perseroan mencatatkan EBITDA sebesar Rp13,27 triliun, atau 1,09% lebih tinggi dibandingkan target yang ditetapkan sebesar Rp13,13 triliun. Pencapaian ini terutama didukung oleh pertumbuhan pendapatan dari jalan tol serta pengoperasian jalan tol baru, yaitu PT Jasamarga Jogja Solo, serta penerapan penyesuaian tarif pada 6 ruas jalan tol.

In 2025, the Company recorded an EBITDA of Rp13.27 trillion, which was 1.09% higher than the target of Rp13.13 trillion. This achievement was primarily supported by revenue growth from toll roads, the operation of a newly operational toll road, PT Jasamarga Jogja Solo, and the implementation of tariff adjustments on six toll road sections.

Mengingat kondisi pasar dan ekonomi yang terus bergerak dinamis, Direksi memastikan setiap strategi dan kebijakan yang dijalankan berfokus pada pencapaian target yang realistis dan terukur. Hasil yang diraih tidak hanya mencerminkan kinerja finansial Perseroan, tetapi juga menegaskan kemampuan perusahaan dalam mengelola dan melaksanakan berbagai inisiatif strategis yang telah dirancang.

Given the dynamic market and economic conditions, the Board of Directors ensures that every strategy and policy implemented focuses on achieving realistic and measurable targets. The results achieved not only reflect the Company's financial performance but also affirm its ability to manage and implement the strategic initiatives designed.

Tantangan dan Kendala yang Dihadapi dan Langkah Penyelesaiannya

Seiring dengan upaya Perseroan dalam menjaga kinerja yang solid sepanjang tahun 2025, Jasa Marga tetap dihadapkan pada berbagai tantangan baik dari faktor eksternal maupun internal. Dinamika ekonomi global, keterlambatan proyek strategis, serta kompleksitas pengelolaan aset jalan tol menjadi faktor yang memerlukan perhatian dan penanganan komprehensif. Perseroan memandang setiap tantangan tersebut sebagai peluang untuk memperkuat ketahanan operasional, meningkatkan tata kelola, dan mempercepat transformasi menuju Perseroan mobilitas terintegrasi yang berkelanjutan.

Secara umum, Perseroan menghadapi sejumlah tantangan dalam pelaksanaan kegiatan usaha dan telah mengambil langkah penanganan yang terukur untuk memastikan keberlangsungan operasional dan pencapaian target kinerja.

Challenges, Obstacles, and Solutions

As the Company strives to maintain solid performance throughout 2025, Jasa Marga continues to face various challenges, both external and internal. Global economic dynamics, delays in strategic projects, and the complexity of toll road asset management are factors that require comprehensive attention and handling. The Company views each of these challenges as an opportunity to strengthen operational resilience, improve governance, and accelerate its transformation into a sustainable integrated mobility company.

In general, the Company faces several challenges in carrying out its business activities and has taken measured steps to ensure operational continuity and achieve performance targets. One of the main obstacles is the adjustment of toll

Salah satu kendala utama adalah penyesuaian tarif jalan tol, serta perubahan mekanisme pemeriksaan lapangan oleh Badan Pengatur Jalan Tol (BPJT) dan Direktorat Jenderal Bina Marga (DJBM). Perseroan merespon tantangan tersebut dengan memperkuat koordinasi lintas instansi dan memastikan seluruh persyaratan administrasi terpenuhi agar proses penyesuaian tarif dapat berjalan lebih cepat dan tepat waktu.

road tariffs, as well as changes to BPJT and DJBM's field inspection mechanisms. The Company responds to these challenges by strengthening inter-agency coordination and ensuring that all administrative requirements are met, enabling the tariff adjustment process to run faster and on time.

Selain itu, beberapa proyek konstruksi strategis juga mengalami hambatan termasuk di antaranya kendala pembebasan lahan yang kompleks. Untuk mengatasinya, Perseroan meningkatkan koordinasi dengan kementerian terkait, Badan Pertanahan Nasional (BPN), dan kontraktor guna mempercepat penyelesaian masalah serta menjaga kesinambungan proyek sesuai rencana kerja.

In addition, several strategic construction projects have encountered obstacles, including complex land-acquisition issues. To overcome this, the Company has increased coordination with relevant ministries, the National Land Agency (BPN), and contractors to accelerate the resolution of issues and maintain project continuity in accordance with the work plan.

Dari sisi operasional, Perseroan juga menghadapi risiko kerugian akibat faktor eksternal seperti kecelakaan, bencana alam, dan gangguan keamanan atau infrastruktur. Perseroan melakukan evaluasi menyeluruh terhadap setiap insiden, memperkuat sistem pengendalian internal, serta meningkatkan efektivitas manajemen risiko operasional di seluruh lini guna meminimalkan dampak terhadap kinerja Perseroan.

From an operational perspective, the Company also faces the risk of losses from external factors, such as accidents, natural disasters, and disruptions to security or infrastructure. The Company conducts a comprehensive evaluation of each incident, strengthens its internal control systems, and improves the effectiveness of operational risk management across all lines to minimize the impact on the Company's performance.

Tantangan lain muncul dari aspek teknologi dan keamanan siber, di mana gangguan teknis seperti kerusakan perangkat kamera, *converter*, dan sistem *Real Time Streaming Protocol* (RTSP) memengaruhi efektivitas pemantauan lalu lintas dan pengawasan operasional. Sebagai respons, Perseroan memperkuat infrastruktur teknologi informasi, meningkatkan pemeliharaan preventif, serta membangun *Security Operation Center* dan *Computer Security Incident Response Team (CSIRT)* untuk memastikan kesiapsiagaan menghadapi potensi ancaman siber secara berkelanjutan.

Another challenge arises from technology and cybersecurity, where technical disruptions such as damage to cameras, converters, and Real Time Streaming Protocol (RTSP) systems affect the effectiveness of traffic monitoring and operational surveillance. In response, the Company strengthened its information technology infrastructure, improved preventive maintenance, and established a Security Operations Center and a Computer Security Incident Response Team (CSIRT) to ensure continuous preparedness to face potential cyber threats.

Perseroan juga terus memperkuat sistem pengendalian internal dan kepatuhan serta meningkatkan efektivitas penerapan Sistem Manajemen Anti Penyuapan (SMAP) dan *anti-fraud* serta menumbuhkan budaya integritas di seluruh jajaran organisasi. Upaya yang dilakukan meliputi peningkatan kompetensi pegawai, digitalisasi pelaporan gratifikasi, dan integrasi *Whistleblowing System* Jasa Marga (Jasa Marga Amanah) dengan sistem pelaporan nasional (*Aroma*) yang terintegrasi dengan Komisi Pemberantasan Korupsi (KPK), guna memastikan tata kelola yang bersih, transparan, dan berintegritas tinggi.

The Company also continues to strengthen its internal control and compliance systems, enhance the effectiveness of the implementation of the Anti-Bribery Management System (ABMS) and anti-fraud measures, and foster a culture of integrity across all levels of the organization. These efforts include improving employee competencies, digitalizing gratuity reporting, and integrating Jasa Marga's Whistleblowing System (Jasa Marga Amanah) with the national reporting system (Aroma) integrated with the Corruption Eradication Commission (KPK), in order to ensure clean, transparent, and high-integrity governance.

Melalui langkah-langkah strategis tersebut, Jasa Marga berkomitmen menjaga stabilitas kinerja, memastikan keberlanjutan proyek strategis nasional, dan memperkuat fondasi tata kelola perusahaan yang transparan, adaptif, serta berdaya saing tinggi.

Through these strategic steps, Jasa Marga is committed to maintaining performance stability, ensuring the sustainability of national strategic projects, and strengthening the foundation of transparent, adaptive, and highly competitive corporate governance.

Penilaian Kinerja Komite di bawah Direksi dan Dasar Penilaiannya

Direksi Jasa Marga memiliki beberapa Komite di bawah Direksi, di antaranya: Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, dan Komite Sustainability (sebelumnya Komite TJSL) yang membantu pelaksanaan tugas Direksi. Atas kinerja Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, dan Komite Sustainability di tahun 2025, Direksi menilai bahwa ketiga Komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dan telah memberikan sejumlah rekomendasi dan saran kepada Direksi terkait impelementasi manajemen risiko, pengembangan TI, dan pelaksanaan TJSL di Perseroan.

Sepanjang tahun 2025, Direksi menilai bahwa ketiga komite pendukung telah menjalankan fungsi dan tanggung jawabnya dengan sangat baik. Ketiga komite tersebut melaksanakan mandatnya secara efektif dengan menunjukkan komitmen yang kuat terhadap penguatan manajemen risiko, akselerasi transformasi teknologi, serta penerapan prinsip keberlanjutan dalam kegiatan usaha.

Dalam pelaksanaan tugasnya, masing-masing komite bekerja sesuai dengan pedoman dan prosedur yang telah ditetapkan, sekaligus memberikan rekomendasi strategis kepada Direksi atas berbagai isu material yang memerlukan perhatian khusus. Melalui rapat yang diselenggarakan secara berkala, komite memastikan pemantauan atas perkembangan terkini di bidang risiko, teknologi informasi, dan aspek *Environmental, Social, and Governance* (ESG), serta melakukan penyesuaian kebijakan dan strategi guna merespons dinamika lingkungan bisnis yang semakin kompleks dan dinamis.

Direksi secara periodik melakukan evaluasi atas kinerja komite berdasarkan kerangka kebijakan yang berlaku untuk memastikan keselarasan program kerja dengan kondisi ekonomi, arah strategis Perseroan, serta ketentuan regulasi yang relevan. Evaluasi dilaksanakan melalui mekanisme yang sistematis dan terukur, mencakup penilaian atas capaian kinerja, efektivitas pelaksanaan rapat, serta kontribusi terhadap proses pengambilan keputusan strategis. Dengan pendekatan tersebut, Direksi memastikan bahwa seluruh komite beroperasi secara optimal dan memberikan nilai tambah yang signifikan dalam mendukung pencapaian tujuan jangka pendek maupun jangka panjang Perseroan.

Prospek Usaha

Menghadapi tahun 2026, Jasa Marga menghadapi prospek usaha yang konstruktif, didukung oleh pertumbuhan ekonomi nasional yang tetap solid, stabilitas makroekonomi yang terjaga, serta komitmen Pemerintah dalam melanjutkan pembangunan infrastruktur strategis. Sebagai pengelola jalan tol terbesar di Indonesia dengan pangsa pasar 42% dari total panjang jalan tol yang beroperasi nasional, Perseroan berada pada posisi strategis untuk terus memperluas jaringan, memperdalam integrasi layanan, dan mempercepat transformasi bisnis menuju Perseroan infrastruktur berskala global.

Performance Assessment of Committees under the Board of Directors and Evaluation Basis

Jasa Marga's Board of Directors has several committees under its authority, including: the Risk Management Committee, Information Technology Steering Committee, and Sustainability Committee (formerly TJSL Committee), which assist the Board in carrying out its duties. Based on the performance of the Risk Management Committee, the Information Technology Steering Committee, and the TJSL Committee in 2025, the Board assessed that the three Committees had performed their duties and responsibilities well and had provided several recommendations and suggestions to the Board regarding the implementation of risk management, IT development, and TJSL implementation in the Company.

Throughout 2025, the Board of Directors assessed that the three supporting committees performed their functions and responsibilities excellently. These committees executed their mandates effectively, demonstrating a steadfast commitment to strengthening risk management, accelerating technological transformation, and integrating sustainability principles into business operations.

In discharging their duties, each committee operated in accordance with established guidelines and procedures while providing strategic recommendations to the Board of Directors on material issues requiring specific attention. Through regularly convened meetings, the committees ensured continuous monitoring of the latest developments in risk, information technology, and Environmental, Social, and Governance (ESG) factors. Furthermore, they proactively adjusted policies and strategies to navigate an increasingly complex and dynamic business environment.

The Board of Directors periodically evaluates committee performance based on the prevailing policy framework to ensure alignment between work programmes, economic conditions, the Company's strategic direction, and relevant regulatory requirements. These evaluations are conducted through a systematic and measurable mechanism, encompassing assessments of performance achievements, the effectiveness of meeting execution, and the quality of contributions to strategic decision-making. Through this approach, the Board ensures that all committees operate optimally, providing significant added value in supporting the Company's short-term and long-term objectives.

Business Prospects

Heading into the 2026 fiscal year, Jasa Marga faces promising business prospects, supported by solid national economic growth, maintained macroeconomic stability, and the Government's commitment to ongoing strategic infrastructure development. As the largest toll road operator in Indonesia, with a 42% market share of the national toll road network, the Company is well positioned to continue expanding its network, deepen service integration, and accelerate business transformation towards a global-scale infrastructure company.

Dalam konteks industri, peningkatan mobilitas masyarakat, pertumbuhan pusat ekonomi baru di berbagai wilayah, serta akselerasi pembangunan di berbagai daerah khususnya di Pulau Jawa menjadi katalis utama bagi perluasan jaringan jalan tol. Pertumbuhan ini membuka ruang yang luas bagi Jasa Marga untuk memperluas portofolio konsesi secara selektif dan memperkuat integrasi layanan pada ruas-ruas tol prioritas. Tren positif tersebut juga diperkuat oleh meningkatnya kebutuhan terhadap layanan jalan tol yang andal, efisien, dan berorientasi kepada pengguna.

Jasa Marga secara aktif berkontribusi dalam Proyek Strategis Nasional (PSN), termasuk ruas Solo–Yogyakarta–NYIA Kulon Progo, yang semakin memperkokoh posisi Perseroan sebagai mitra utama Pemerintah dalam pengembangan jaringan jalan tol terintegrasi.

Di sisi lain, ekspansi dan penguatan portofolio bisnis telah menjadi agenda penting Jasa Marga. Strategi pertumbuhan Perseroan berfokus pada optimalisasi portofolio konsesi dan diversifikasi bisnis di sektor prospektif. Dengan pendekatan selektif dan berbasis kelayakan komersial, Perseroan menyeimbangkan ekspansi dengan kapasitas keuangan yang terukur. Ke depannya, Jasa Marga memproyeksikan total 1.736 km konsesi, dengan 1.373 km telah beroperasi hingga akhir tahun 2026. Pembangunan ruas prioritas dan akses tambahan akan berlanjut di koridor utama Trans Jawa, serta wilayah pertumbuhan baru di Sumatra, Kalimantan, dan Sulawesi, guna meningkatkan konektivitas dan mendorong pertumbuhan ekonomi regional.

Lini bisnis pengoperasian dan pemeliharaan jalan tol melalui PT Jasamarga Tollroad Operator (JMTO) dan PT Jasamarga Tollroad Maintenance (JMTM) terus diperkuat dengan penerapan teknologi cerdas, otomatisasi, dan sistem pemeliharaan prediktif. Pendekatan ini menjaga kualitas layanan sekaligus efisiensi biaya operasional. Sementara itu, pengembangan bisnis prospektif melalui PT Jasamarga Related Business (JMRB) diarahkan untuk memaksimalkan potensi pendapatan usaha lain melalui pengelolaan *rest area*, bisnis iklan, *Toll Corridor Development* (TCD), serta penyediaan infrastruktur pendukung seperti Stasiun Pengisian Kendaraan Listrik Umum (SPKLU).

Transformasi digital dan inovasi operasional juga diakselerasi sesuai perkembangan zaman. Perseroan mempercepat agenda digitalisasi sebagai fondasi pengelolaan bisnis modern. Implementasi *Jasamarga Integrated Maintenance Management System (JIMMS), Jasamarga Integrated Digitalmap (JID)*, serta integrasi *SAP Analytic Cloud (SAC)* membentuk ekosistem *data-driven decision making* yang meningkatkan efisiensi operasional, akurasi pelaporan, dan responsibilitas tim lapangan. Teknologi seperti *Intelligent Transportation System (ITS), Electronic Toll Collection (ETC)*, dan *Traffic Information Center (TIC)* turut mendukung peningkatan keselamatan, kenyamanan, dan kemudahan perjalanan bagi pengguna jalan.

Transformasi digital ini juga memperkuat peran *Jasa Marga Tollroad Command Center (JMTC)* sebagai pusat kendali operasional nasional yang terintegrasi, mendukung keandalan layanan secara *real-time*, sekaligus menjadi tulang punggung dalam implementasi sistem transportasi cerdas di jaringan tol Indonesia.

In the industrial context, increased community mobility, the growth of new economic centers in various regions, and accelerated development in various areas, especially on the island of Java, have been the main catalysts for the expansion of the toll road network. This growth has opened up vast opportunities for Jasa Marga to selectively expand its concession portfolio and strengthen service integration on priority toll road sections. This positive trend is also reinforced by the increasing demand for reliable, efficient, and user-oriented toll road services.

Jasa Marga actively contributes to National Strategic Projects (PSN), including the Solo–Yogyakarta–NYIA Kulon Progo section, which further strengthens the Company's position as the Government's main partner in the development of an integrated toll road network.

On the other hand, expanding and strengthening its business portfolio has become an important agenda for Jasa Marga. The Company's growth strategy focuses on optimising its concession portfolio and diversifying its business in prospective sectors. With a selective and commercially viable approach, the Company balances expansion with measurable financial capacity. Going forward, Jasa Marga projects a total of 1,736 km of concessions, with 1,373 km already operational by the end of 2026. The construction of priority sections and additional access will continue in the main Trans Java corridor, as well as new growth areas in Sumatra, Kalimantan, and Sulawesi, to improve connectivity and drive regional economic growth.

The toll road operation and maintenance business line through PT Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTM) continues to be strengthened through the application of smart technology, automation, and predictive maintenance systems. This approach maintains service quality while ensuring operational cost efficiency. Meanwhile, prospective business development through PT Jasamarga Related Business (JMRB) is aimed at maximizing the revenue potential of other businesses through the management of rest areas, advertising, Toll Corridor Development (TCD), and the provision of supporting infrastructure such as Public Electric Vehicle Charging Stations (SPKLU).

Digital transformation and operational innovation are also accelerated in line with the times. The Company is accelerating its digitalization agenda as the foundation for modern business management. The implementation of the Jasamarga Integrated Maintenance Management System (JIMMS), Jasamarga Integrated Digitalmap (JID), and the integration of SAP Analytics Cloud (SAC) form a data-driven decision-making ecosystem that improves operational efficiency, reporting accuracy, and field team responsibilities. Technologies such as Intelligent Transportation System (ITS), Electronic Toll Collection (ETC), and Traffic Information Center (TIC) also support improvements in safety, comfort, and ease of travel for road users.

This digital transformation also strengthens the role of the Jasa Marga Tollroad Command Center (JMTC) as an integrated national operational control center, supporting real-time service reliability and serving as the backbone for the implementation of smart transportation systems in Indonesia's toll road network.

Manajemen senantiasa berkomitmen untuk terus memprioritaskan penguatan struktur keuangan sebagai fondasi keberlanjutan kinerja Perseroan. Di tengah dinamika makroekonomi global dan pergerakan suku bunga yang fluktuatif, Perseroan menerapkan strategi pembiayaan yang disiplin dan terukur. Berbagai inisiatif, mulai dari optimalisasi program *asset recycling*, pemanfaatan peluang pendanaan di pasar modal, hingga penerapan instrumen pembiayaan hijau, dijalankan secara konsisten sejalan dengan prinsip *Environmental, Social, and Governance* (ESG). Kolaborasi erat dengan entitas anak dan mitra strategis turut memperkuat posisi kas, menjaga likuiditas, serta meningkatkan efisiensi biaya pembiayaan, sehingga Perseroan tetap berada pada jalur pertumbuhan yang sehat dan berkelanjutan.

Perseroan juga menanamkan prinsip keberlanjutan dalam seluruh aktivitas bisnis, mulai dari efisiensi energi, pengelolaan emisi, hingga pengembangan *rest area* ramah lingkungan dengan penggunaan energi terbarukan, pengelolaan sampah dan air, serta menyediakan ruang usaha bagi UMKM lokal untuk menciptakan nilai ekonomi dan sosial yang berimbang bagi seluruh pemangku kepentingan.

Berdasarkan RJPP 2025–2029 bertema "Meningkatkan Kinerja Portofolio yang Sudah Ada serta Melibatkan dan Memahami Pelanggan dengan Baik", Jasa Marga berkomitmen menjadi perusahaan mobilitas terintegrasi (*Integrated Mobility Company*). Perseroan fokus mengoptimalkan kinerja portofolio jalan tol dan entitas anak untuk memperkuat profitabilitas, mendorong inovasi layanan digital demi pengalaman pelanggan yang lebih baik, mengembangkan infrastruktur berkelanjutan termasuk *green toll road*, meningkatkan kapabilitas organisasi serta kompetensi sumber daya manusia, dan menjalin kolaborasi strategis dengan mitra nasional maupun global untuk mempercepat penciptaan nilai jangka panjang serta memberikan dampak positif bagi perekonomian nasional.

Penerapan Tata Kelola Perusahaan

Jasa Marga terus memperkuat komitmen dalam menerapkan prinsip Tata Kelola Perusahaan yang Baik (GCG) secara menyeluruh dan konsisten di seluruh aktivitas usaha. Sepanjang tahun 2025, Perseroan secara aktif memastikan seluruh prinsip GCG dijalankan melalui langkah konkret dan terukur. Setiap unit kerja melaksanakan *Fraud Risk Assessment (FRA)* yang terintegrasi dengan *Bribery Risk Assessment (BRA)* dengan pendampingan langsung dari *Legal & Compliance Group* selaku Fungsi Kepatuhan Anti Penyuapan dan Fungsi Satuan *Anti-Fraud.* Perseroan juga memperluas penerapan *Integrated Compliance Management System* hingga ke Anak Perusahaan melalui penyusunan *Compliance Obligation List*, pelaksanaan *self-assessment* kepatuhan berkala, serta pemantauan tingkat kepatuhan terhadap daftar kewajiban tersebut. Untuk memperkuat tata kelola, Jasa Marga telah mengoperasikan aplikasi *Regulatory Compliance System* berbasis digital yang memungkinkan pengawasan kepatuhan secara *real-time* di seluruh entitas usaha.

Management remains committed to continuing to prioritize strengthening the Company's financial structure as the foundation for sustainable performance. Amid global macroeconomic dynamics and fluctuating interest rates, the Company implements a disciplined, measured financing strategy. Various initiatives, ranging from optimizing asset recycling programs, utilizing capital market funding opportunities, to implementing green financing instruments, are consistently carried out in line with Environmental, Social, and Governance (ESG) principles. Close collaboration with subsidiaries and strategic partners has also strengthened the Company's cash position, maintained liquidity, and improved financing cost efficiency, enabling the Company to remain on a path of sound, sustainable growth.

The company also instills the principle of sustainability in all business activities, ranging from energy efficiency, emissions management, to the development of environmentally friendly rest areas with the use of renewable energy, waste and water management, as well as providing business space for local MSMEs to create balanced economic and social value for all stakeholders.

Based on the 2025-2029 RJPP themed "Improving Existing Portfolio Performance and Engaging and Understanding Customers Well," Jasa Marga is committed to becoming an integrated mobility company. The Company focuses on optimizing the performance of its toll road portfolio and subsidiaries to strengthen profitability, encouraging digital service innovation for a better customer experience, developing sustainable infrastructure, including green toll roads, improving organizational capabilities and human resource competencies, and establishing strategic collaborations with national and global partners to accelerate long-term value creation and have a positive impact on the national economy.

Corporate Governance Implementation

Jasa Marga continues to strengthen its commitment to implementing the principles of Good Corporate Governance (GCG) comprehensively and consistently in all business activities. Throughout 2025, the Company actively ensures that all GCG principles are implemented through concrete, measurable steps. Each work unit conducts a Fraud Risk Assessment (FRA) integrated with a Bribery Risk Assessment (BRA), with direct assistance from the Legal & Compliance Group as the Anti-Bribery Compliance Function and Anti-Fraud Unit Function. The Company also expanded implementation of the Integrated Compliance Management System across its subsidiaries by preparing a Compliance Obligation List, conducting periodic self-assessments, and monitoring compliance with the obligations listed. To strengthen governance, Jasa Marga has operated a digital-based Regulatory Compliance System application that enables real-time compliance monitoring across all business entities.

Di sisi lain, dalam pengelolaan *Whistleblowing System* (WBS) selama tahun 2025, Perseroan bekerja sama dengan pihak independen sebagai pengelola kanal pelaporan WBS yakni PT DC Solutions. Selama tahun 2025, masih terdapat 1 laporan dugaan pelanggaran dalam lingkup WBS yang masih dalam proses tindak lanjut.

On the other hand, in managing the Whistleblowing System (WBS) during 2025, the Company collaborated with an independent party, PT DC Solutions, as the manager of the WBS reporting channel. During 2025, there was still one report of alleged violations within the scope of the WBS that was still being followed up.

Sebagai perusahaan terbuka dan BUMN, Jasa Marga berkomitmen dalam penerapan tata kelola perusahaan yang baik (GCG) yang implementasinya diukur baik melalui *assessment* dan/atau *self-assessment* GCG berdasarkan parameter berdasarkan POJK No. 21/POJK.04/2015, SEOJK No. 32/SEOJK.04/2015, serta Pedoman Umum Governansi Korporat Indonesia (PUGKI). Selain mengacu pada prinsip TARIF (*Transparency*/Transparansi, *Accountability*/Akuntabilitas, *Responsibility*/Tanggung Jawab, *Independence*/Kemandirian, dan *Fairness*/Kewajaran), implementasi GCG Perseroan juga mengacu pada *best practice*, di antaranya Perilaku Beretika, Transparansi, Akuntabilitas, dan Keberlanjutan (ETAK). Langkah ini menegaskan komitmen Perseroan untuk menjaga standar tata kelola yang tinggi di tengah perubahan kebijakan penilaian nasional.

As a public company and state-owned enterprise, Jasa Marga is committed to implementing good corporate governance (GCG), the implementation of which is measured through GCG assessments and/or self-assessments based on parameters set out in POJK No. 21/POJK.04/2015, SEOJK No. 32/SEOJK.04/2015, and the Indonesian Corporate Governance Guidelines (PUGKI). In addition to referring to the TARIF principles (Transparency, Accountability, Responsibility, Independence, and Fairness), the implementation of GCG in the Company also refers to best practices, including Ethical Behaviour, Transparency, Accountability, and Sustainability (ETAK). This step affirms the Company's commitment to maintaining high governance standards amid changes in national assessment policies.

Sebagaimana tahun-tahun sebelumnya, pada tahun 2025, Jasa Marga melakukan kembali penilaian ACGS, yang penilaiannya didasarkan pada informasi publik, termasuk namun tidak terbatas pada Laporan Tahunan 2024 serta situs *web* Perseroan. Berdasarkan laporan penilaian ACGS yang dilakukan oleh pihak independen *the Indonesian Institute for Corporate Directorship* (IICD), Total *Corporate Governance Score* (*overall score*) berdasarkan parameter ACGS untuk tahun 2025, Perseroan memperoleh hasil capaian sebesar 103,46 dengan predikat sebagai "*Leadership in Corporate Governance*".

As in previous years, in 2025 Jasa Marga once again conducted an ACGS assessment, which was based on publicly available information, including but not limited to the 2024 Annual Report and the Company's website. Based on the ACGS assessment report carried out by the independent party, the Indonesian Institute for Corporate Directorship (IICD), the Total Corporate Governance Score (overall score) under the ACGS parameters for 2025 reached 103.46 with the Company earning the designation of "Leadership in Corporate Governance."

Perseroan juga mengimplementasikan *Internal Control Over Financial Reporting (ICOFR)* untuk memastikan keandalan laporan keuangan konsolidasian dan efektivitas pengendalian internal. Implementasi ICOFR mengacu pada *COSO Internal Control Framework* dan *COBIT 2019 Framework*, serta sejalan dengan ketentuan dalam Peraturan Menteri BUMN No. PER-2/MBU/02/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan.

The Company also implements Internal Control Over Financial Reporting (ICOFR) to ensure the reliability of consolidated financial statements and the effectiveness of internal controls. The ICOFR implementation refers to the COSO Internal Control Framework and the COBIT 2019 Framework and is in line with the provisions of Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/02/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities.

Proses penerapan ICOFR dilakukan secara sistematis melalui beberapa tahapan utama. Pada tahap perencanaan, menentukan ruang lingkup dengan melakukan penentuan materialitas, penentuan akun dan pengungkapan laporan keuangan signifikan, penentuan perusahaan signifikan, penentuan proses bisnis signifikan dan penentuan aplikasi signifikan dan *Information Technology General Control* (ITGC). Selanjutnya, unit kerja mengidentifikasi risiko dan merancang pengendalian yang terdokumentasi dalam *Business Process Mapping* dan *Risk Control Matrix* (RCM). Setelah rancangan dikaji dan divalidasi, tahap implementasi

The ICOFR implementation process is carried out systematically through several main stages. In the planning stage, the scope is determined by determining materiality, determining significant financial statement disclosures and accounts, determining significant companies, determining significant business processes, and determining significant applications and Information Technology General Control (ITGC). Next, the work unit identifies risks and designs controls that are documented in the Business Process Model (BPM) and Risk Control Matrix (RCM). After the design is reviewed and validated, the implementation and continuous

dan pemantauan berkelanjutan dilakukan melalui *Control Self Assessment* (CSA) dan pemutakhiran BPM serta RCM. Pada tahap evaluasi, Lini ketiga dalam Fungsi ICOFR dalam hal ini merupakan IAU Group melaksanakan *Test of Design* (TOD) dan *Test of Operating Effectiveness* (TOE) untuk memastikan efektivitas pengendalian dalam penyusunan laporan keuangan. Setiap defisiensi yang ditemukan langsung ditindaklanjuti melalui proses remediasi, dan hasil akhir dilaporkan kepada manajemen sebelum dilakukan *external assurance* oleh auditor eksternal.

Dengan penerapan GCG yang konsisten dan pengendalian internal yang kuat, Jasa Marga memastikan tata kelola perusahaan berjalan transparan, akuntabel, dan berintegritas. Langkah ini tidak hanya memperkuat kepercayaan publik dan regulator, tetapi juga menjadi fondasi bagi tercapainya kinerja yang berkelanjutan dan penciptaan nilai tambah bagi seluruh pemangku kepentingan.

monitoring stages are carried out through Control Self Assessment (CSA) and updating of the BPM and RCM. At the evaluation stage, the third line in the ICOFR Function, in this case the IAU Group, conducts a Test of Design (TOD) and Test of Operating Effectiveness (TOE) to ensure the effectiveness of controls in the preparation of financial statements. Any deficiencies found are immediately followed up through a remediation process, and the final results are reported to management before external assurance is performed by external auditors.

With consistent implementation of GCG and strong internal controls, Jasa Marga ensures that corporate governance is transparent, accountable, and has integrity. This step not only strengthens public and regulatory confidence but also lays the foundation for achieving sustainable performance and creating added value for all stakeholders.

Perubahan Komposisi Direksi

Sebagai bagian dari upaya penguatan tata kelola dan optimalisasi peran, fungsi serta pelaksanaan tugas Direksi, Perseroan melakukan penyesuaian susunan Direksi berdasarkan berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2024 dan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 17 Desember 2025. Sehingga susunan Direksi pada akhir tahun buku 2025 yaitu sebagai berikut:

Changes in Board of Directors' Composition

As part of the Company's efforts to strengthen corporate governance and optimize the roles, functions, and duties of the Board of Directors, adjustments were made to the composition of the Board of Directors pursuant to the resolutions of the Annual General Meeting of Shareholders (AGMS) for the 2024 financial year and the Extraordinary General Meeting of Shareholders (EGMS) held on December 17, 2025. Accordingly, the composition of the Board of Directors at the end of the 2025 financial year was as follows:

Komposisi Direksi pada Akhir Tahun Buku 2025
Composition of the Board of Directors as of the End of the 2025 Financial Year

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Kali Basis of Initial Appointment
Rivan A. Purwantono	Direktur Utama President Director	Keputusan RUPS Tahunan Tahun Buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 Fiscal Year on May 7, 2025
Reza Febriano	Direktur Bisnis Director of Business	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Tahunan Tahun Buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 Fiscal Year on May 7, 2025
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
Fitri Wiyanti	Direktur Operasi Director of Operations	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025
Yaya Ruhiya	Direktur Layanan Director of Services	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025
Ari Respati	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025

Segenap jajaran Direksi berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik untuk kepentingan Para Pemegang Saham dan Para Pemangku Kepentingan Lainnya.

The entire Board of Directors is committed to fulfilling this mandate by consistently prioritizing the principles of good corporate governance for the benefit of Shareholders and Other Stakeholders.

Apresiasi

Tahun 2025 telah dilalui dengan penuh dinamika dan tantangan, namun Jasa Marga berhasil menjaga kinerja yang solid dan berkelanjutan. Direksi menyampaikan apresiasi yang setinggi-tingginya kepada seluruh Insan Jasa Marga atas dedikasi, semangat, dan komitmen luar biasa dalam memberikan kinerja terbaik bagi Perseroan. Ucapan terima kasih juga kami sampaikan kepada Dewan Komisaris atas dukungan, arahan, serta rekomendasi konstruktif yang senantiasa memperkuat tata kelola perusahaan.

Atas nama Perseroan, Direksi juga menyampaikan penghargaan kepada para pemegang saham, mitra kerja, dan pengguna jalan tol atas kepercayaan serta kerja sama yang telah terjalin dengan baik. Dukungan dari seluruh pemangku kepentingan menjadi fondasi penting dalam perjalanan transformasi Jasa Marga menuju perusahaan mobilitas terintegrasi yang berkelanjutan. Dengan semangat inovasi dan kolaborasi, kami optimistis Jasa Marga akan terus melaju menghadapi tantangan dan memanfaatkan setiap peluang untuk menciptakan pertumbuhan kinerja yang optimal.

Appreciation

The year 2025 has been dynamic and challenging, but Jasa Marga has maintained solid, sustainable performance. The Board of Directors would like to express its highest appreciation to all Jasa Marga employees for their dedication, enthusiasm, and extraordinary commitment in delivering the best performance for the Company. We also extend our gratitude to the Board of Commissioners for their support, guidance, and constructive recommendations that have consistently strengthened corporate governance.

On behalf of the Company, the Board of Directors also extends its gratitude to shareholders, business partners, and toll road users for their trust and excellent cooperation. Support from all stakeholders is a crucial foundation in Jasa Marga's journey toward becoming a sustainable integrated mobility company. With a spirit of innovation and collaboration, we are confident that Jasa Marga will continue to navigate challenges and seize every opportunity to achieve optimal performance growth.

Jakarta, 28 April 2026

Atas Nama Direksi
On Behalf of the Board of Directors

Rivan A. Purwantono
Direktur Utama
President Director

Profil Direksi
Board of Directors' Profile

Ari Respati
Direktur Pengembangan Usaha
Director of Business Development

Yoga Tri Anggoro
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation

Pramitha Wulanjani
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Rivan Achmad Purwantono
Direktur Utama
President Director

Fitri Wiyanti
Direktur Operasi
Director of Operations

Yaya Ruhiya
Direktur Layanan
Director of Services

Reza Febriano
Direktur Bisnis
Director of Business

Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan PT Jasa Marga (Persero) Tbk Tahun Buku 2025

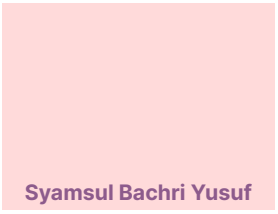
Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Jasa Marga (Persero) Tbk Tahun Buku 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

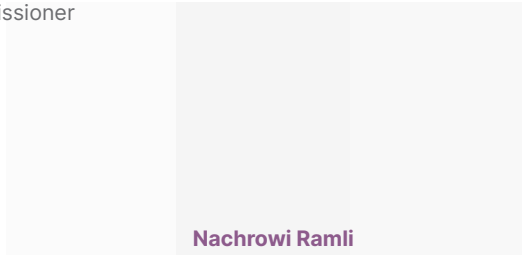
Jakarta, 28 April 2026

Anggota Dewan Komisaris
Member of the Board of Commissioners

Juri Ardiantoro
Komisaris Utama
President Commissioner



Syamsul Bachri Yusuf
Komisaris
Commissioner



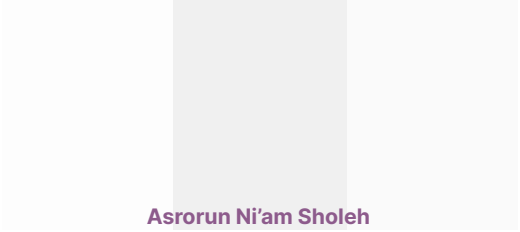
Nachrowi Ramli
Komisaris Independen
Independent Commissioner



Tedi Kurniawan
Komisaris Independen
Independent Commissioner



Rudi Antariksawan
Komisaris Independen
Independent Commissioner



Asrorun Ni'am Sholeh
Komisaris
Commissioner

Statement of Members of the Board of Directors and Board of Commissioners on Responsibility for the Annual Report of PT Jasa Marga (Persero) Tbk for the 2025 Fiscal Year

We, the undersigned, declare that all information in the Annual Report of PT Jasa Marga (Persero) Tbk for the 2025 Fiscal Year has been duly disclosed and take full responsibility for the accuracy of the information on the Company's Annual Report.

This statement is made truthfully.

Jakarta, 28 April 2026

Anggota Direksi
Members of the Board of Directors

Rivan Achmad Purwantono
Direktur Utama
President Director

Reza Febriano
Direktur Bisnis
Director of Business

Yoga Tri Anggoro
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation

Pramitha Wulanjani
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Fitri Wiyanti
Direktur Operasi
Director of Operations

Yaya Ruhiya
Direktur Layanan
Director of Services

Ari Respati
Direktur Pengembangan Usaha
Director of Business Development

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Dengan pengalaman lebih dari empat dekade sebagai pionir jalan tol Indonesia, Jasa Marga terus memperkuat posisi sebagai pengembang dan operator infrastruktur nasional melalui inovasi, tata kelola yang kuat, dan pengelolaan portofolio yang berkelanjutan.

With more than four decades of experience as a pioneer of Indonesia's toll roads, Jasa Marga continues to strengthen its position as a national infrastructure developer and operator through innovation, strong governance, and sustainable portfolio management.



Identitas Jasa Marga

Jasa Marga Identity

Nama Perusahaan
Company's Name

PT Jasa Marga (Persero) Tbk

Nama Panggilan
Business Name

Jasa Marga

Tanggal Pendirian
Establishment Date

1 Maret 1978
March 1, 1978

Bidang Usaha
Line of Business

Pengusahaan Jalan Tol
Toll Road Business

Dasar Hukum Pendirian
Legal Basis of Establishment

Peraturan Pemerintah
No. 04 Tahun 1978
The Government of
Indonesia No. 04 Year 1978

Modal Dasar
Authorized Capital

Rp 9,52
Triliun | Trillion

Modal Ditempatkan
Issued Capital

Rp 3,63
Triliun | Trillion

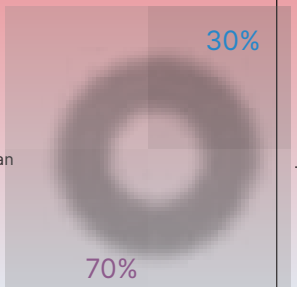
Tanggal IPO
Initial Public
Offering (IPO) Date

12 November 2007
November 12, 2007

Kode Saham
Ticker Code

JSMR

Kepemilikan Saham
Shares Ownership



- Pemerintah Indonesia
  Government of Indonesia
  Jumlah lembar saham 5.080.509.840, terdiri dari:
  - 1 Lembar Saham Seri A Dwiwarna dimiliki oleh Badan Pengaturan Badan Usaha Milik Negara (BP BUMN)
  - 5.080.509.839 Lembar Saham Seri B dimiliki oleh PT Danantara Asset Management (Persero)

  Total shares 5,080,509,840, consisting of:
  - 1 Series A Dwiwarna Share is owned by the State-Owned Enterprise Regulatory Agency (BP BUMN)
  - 5,080,509,839 Series B Shares owned by PT Danantara Asset Management (Persero)
- Publik Nasional
  Public National
  - 2.177.361.360 Lembar Saham Seri B dimiliki oleh publik
  - 2,177,361,360 Series B shares owned by the public

Jumlah Karyawan
Total Employees

7.833
Pegawai | Employees

Nama Bursa
Stock Exchange

Bursa Efek Indonesia
Indonesia Stock Exchange

Corporate Secretary & Chief Administration Officer

Ari Wibowo

Entitas Anak
Subsidiaries

1. PT Marga Sarana Jabar
2. PT Cinere Serpong Jaya
3. PT Marga Trans Nusantara
4. PT Jasamarga Kunciran Cengkareng
5. PT Jasamarga Japek Selatan
6. PT Jasamarga Jogja Bawen
7. PT Jasamarga Probolinggo Banyuwangi
8. PT Jasamarga Kualanamu Tol
9. PT Jasamarga Balikpapan Samarinda
10. PT Jasamarga Manado Bitung
11. PT Jasamarga Bali Tol
12. PT Jasamarga Jogja Solo
13. PT Jasamarga Akses Patimban
14. PT Jasamarga Transjawa Tol
15. PT Jasamarga Tollroad Operator
16. PT Jasamarga Tollroad Maintenance
17. PT Jasamarga Related Business

Entitas Asosiasi dan Ventura Bersama
Associate Entities and Joint Ventures

1. PT Marga Lingkar Jakarta
2. PT Trans Lingkar Kita Jaya
3. PT Bogor Serpong Infra Selaras

Entitas Anak dari PT Jasamarga Transjawa Tol (JTT)
Subsidiaries under PT Jasamarga Transjawa Tol (JTT)

1. PT Jasamarga Semarang Batang
2. PT Jasamarga Solo Ngawi
3. PT Jasamarga Ngawi Kertosono
4. PT Jasamarga Surabaya Mojokerto
5. PT Jasamarga Gempol Pasuruan
6. PT Jasamarga Pandaan Tol
7. PT Lintas Marga Jawa
8. PT Trans Optima Luhur

Ventura Bersama dari PT Jasamarga Transjawa Tol (JTT)
Joint Ventures under PT Jasamarga Transjawa Tol (JTT)

1. PT Jasamarga Jalanlayang Cikampek
2. PT Trans Marga Jateng
3. PT Jasamarga Pandaan Malang

Alamat Kantor Pusat
Head Office Address

Plaza Tol Taman Mini Indonesia Indah Jakarta 13550 Indonesia

+62-21 841 3526, +62-21 841 3630

jsmr@jasamarga.co.id
corcomm@jasamarga.co.id
investor.relations@jasamarga.co.id

www.jasamarga.com

Pusat Informasi Lalu Lintas dan Pelayanan Lainnya
Center for Traffic Information and Other Services

Jasa Marga Tollroad Command Center

One Call Center 24 Jam/24 Hours: **133**

Mobile Apps Travoy

Official Jasa Marga

PT Jasa Marga – Persero Tbk

@official.jasamarga

@official.jasamarga

@PTJASAMARGA
(khusus informasi lalu lintas)
(dedicated for traffic Information)

@OFFICIAL_JSMR
(untuk informasi umum lainnya)
(for other general information)

Riwayat Singkat Perseroan
Company Brief History

PT Jasa Marga (Persero) Tbk, yang selanjutnya disebut "Jasa Marga" atau "Perseroan", memulai perjalanannya pada tahun 1978 ketika Perseroan secara komersial mulai menjalankan kegiatan usahanya di industri jalan tol. Perseroan telah tumbuh menjadi simbol kemajuan infrastruktur jalan tol di Tanah Air.

PT Jasa Marga (Persero) Tbk, hereinafter referred to as "Jasa Marga" or "the Company", began its journey in 1978, when it commenced commercial operations in the toll road industry. The Company has grown into a symbol of progress in Indonesia's toll road infrastructure.

Secara legalitas, Perseroan dibentuk berdasarkan Peraturan Pemerintah Republik Indonesia No. 4 Tahun 1978 tentang Peraturan Pemerintah (PP) tentang Penyertaan Modal Negara Republik Indonesia dalam Pendirian Perusahaan Perusahaan (Persero) di Bidang Pengelolaan, Preservasi, dan Pengadaan Jaringan Jalan Tol, serta Ketentuan-Ketentuan Pengusahaannya tanggal 27 Februari 1978. Kemudian Perseroan didirikan berdasarkan Akta No. 1 tanggal 1 Maret 1978 dengan nama PT Jasa Marga (*Indonesia Highway Corporation*) yang dibuat dihadapan Kartini Muljadi, S.H., Notaris di Jakarta. Perseroan secara resmi mengubah namanya menjadi PT Jasa Marga (Persero) berdasarkan Akta No. 187 tanggal 19 Mei 1981 yang dibuat di hadapan Notaris yang sama.

Legally, the Company was established based on Government Regulation of the Republic of Indonesia No. 4 of 1978 on Government Regulations (PP) on the Participation of the Republic of Indonesia in the Establishment of State-Owned Enterprises (Persero) in the Field of Management, Preservation, and Procurement of Toll Road Networks, as well as Business Provisions dated February 27, 1978. The Company was then established under Deed No. 1 dated March 1, 1978, in the name of PT Jasa Marga (Indonesia Highway Corporation), drawn up before Kartini Muljadi, S.H., Notary in Jakarta. The Company officially changed its name to PT Jasa Marga (Persero) based on Deed No. 187 dated May 19, 1981, drawn up before the same Notary.

Di tahun 1978, Perseroan mencatatkan tonggak sejarah bagi perkembangan industri jalan tol di Tanah Air dengan mengembangkan jaringan jalan tol di Indonesia, salah satunya melalui pengoperasian jalan tol Jagorawi (Jakarta-Bogor-Ciawi). Pada 12 November 2007, Perseroan kembali mengambil langkah besar lainnya dengan melakukan aksi korporasi Penawaran Saham Perdana (*Initial Public Offering*/IPO) dengan mencatatkan 30% sahamnya di Bursa Efek Indonesia dan perubahan logo Perseroan, menandai transformasi menjadi perusahaan publik yang lebih dinamis dan responsif terhadap tantangan serta peluang di sektor infrastruktur.

In 1978, the Company made a milestone in the development of the toll road industry in Indonesia by developing a toll road network in the country, one of which was through the operation of the Jagorawi (Jakarta-Bogor-Ciawi) toll road. On November 12, 2007, the Company took another major step by conducting an Initial Public Offering (IPO) by listing 30% of its shares on the Indonesia Stock Exchange and changing the Company's logo, marking its transformation into a more dynamic and responsive public company in the infrastructure sector.

Pasca perubahan status Perseroan menjadi perusahaan publik, Perseroan bergerak semakin lincah dan mulai melakukan pembangunan jalan tol secara masif. Pembangunan ini juga diimbangi dengan peningkatan layanan melalui penggunaan kartu elektronik sebagai sistem pembayaran sehingga dapat menghemat waktu pengguna pembayaran dan memperlancar aksesibilitas pada gerbang masuk maupun gerbang keluar di tahun 2017.

After changing its status to a public company, the Company moved more swiftly and began massive toll road construction. This construction was also balanced with improved services through the use of electronic cards as a payment system, which saved users time and facilitated accessibility at entry and exit gates in 2017.

Dalam upaya untuk terus berinovasi dan meningkatkan layanan, Perseroan mengimplementasikan teknologi canggih seperti *Intelligent Transport System* (ITS) untuk peningkatan pelayanan lalu lintas jalan tol dan *Integrated Tollroad Maintenance System* (ITMS) untuk peningkatan pelayanan preservasi jalan tol. Inisiatif ini tidak hanya meningkatkan efisiensi operasional tetapi juga memastikan keamanan dan kenyamanan bagi pengguna jalan.

In an effort to continue innovating and improving services, the Company implemented advanced technologies, including the Intelligent Transport System (ITS) to enhance toll road traffic services and the Integrated Tollroad Maintenance System (ITMS) to improve toll road preservation services. These initiatives not only increased operational efficiency but also ensured safety and comfort for road users.

Memahami pentingnya peran jalan tol dalam mendukung mobilitas dan pertumbuhan ekonomi masyarakat, Perseroan kemudian mengembangkan bisnis prospektif agar dapat mengoptimalkan peluang yang ada dengan memanfaatkan kawasan di sekitar jalur tol. Melalui strategi bisnis yang

Recognizing the importance of toll roads in supporting community mobility and economic growth, the Company then developed prospective businesses to optimize existing opportunities by utilizing the areas surrounding the toll roads. Through a sustainable business strategy, the

berkelanjutan, Perseroan berupaya mengoptimalkan potensi yang ada dan memberikan kontribusi signifikan terhadap pembangunan ekonomi nasional.

Company strives to optimize existing potential and make a significant contribution to national economic development.

Perseroan juga secara konsisten beradaptasi dan berinovasi guna mengantisipasi perkembangan teknologi, serta dinamika bisnis yang terus berkembang. Untuk itu, Perseroan telah menetapkan Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029 dan memperbarui visi dan misinya untuk menegaskan komitmennya dalam beradaptasi dengan perubahan lingkungan bisnis. Perseroan meyakini bahwa langkah ini dapat membawa Perseroan untuk terus membuka jalan menuju masa depan yang berkelanjutan dengan menghadirkan konektivitas antara kota dan daerah, serta memberikan kontribusi positif terhadap masyarakat dan lingkungan, untuk menjadikan infrastruktur yang tangguh sebagai pilar pembangunan yang berkelanjutan bagi Indonesia.

The Company also consistently adapts and innovates to anticipate technological developments and the ever-evolving business landscape. To that end, the Company has established a 2025-2029 Long-Term Corporate Plan (RJPP) and updated its vision and mission to reaffirm its commitment to adapting to changes in the business environment. The Company believes that this step will enable it to continue paving the way towards a sustainable future by providing connectivity between cities and regions, and by making a positive contribution to society and the environment, thereby making resilient infrastructure a pillar of sustainable development for Indonesia.

Di tahun 2025, PT Jasa Marga (Persero) Tbk (JSMR) mengalihkan 5.080.509.839 lembar saham Seri B atau 70% dari sahamnya kepada PT Danantara Asset Management (Persero) sebagai penyertaan modal negara (inbreng) untuk membentuk holding operasional Badan Pengelola Investasi Daya Anagata Nusantara (BPI Danantara), sesuai UU Nomor 1 Tahun 2025 dan PP Nomor 15 Tahun 2025. Pengalihan ini dilakukan pada 22 Maret 2025 dengan harga Rp500 per lembar saham, namun negara tetap menjadi pemegang saham Seri A dan pemilik manfaat akhir JSMR.

In 2025, PT Jasa Marga (Persero) Tbk (JSMR) transferred 5,080,509,839 Series B shares or 70% of its shares to PT Danantara Asset Management (Persero) as state capital contribution (inbreng) to form the operational holding company Daya Anagata Nusantara Investment Management Agency (BPI Danantara), in accordance with Law No. 1 of 2025 and Government Regulation No. 15 of 2025. This transfer was carried out on March 22, 2025, for Rp500 per share, but the state remains the holder of Series A shares and the ultimate beneficiary of JSMR.

Sampai dengan akhir tahun 2025, Perseroan telah memiliki 17 (tujuh belas) Entitas Anak, 3 (tiga) Entitas Asosiasi dan Ventura Bersama, 8 (delapan) Entitas Anak dari PT Jasamarga Transjawa Tol (JTT) serta 3 (tiga) Ventura Bersama dari PT JTT sebagai pendukung strategis dalam pengembangan usaha dan meningkatkan profitabilitas.

By the end of 2025, the Company had 17 (seventeen) Subsidiaries, three Associates and Joint Ventures, 8 (eight) subsidiaries of PT Jasamarga Transjawa Tol (JTT), and 3 (three) joint ventures of PT JTT as strategic supports for business development and profitability enhancement.

Informasi tentang Perubahan Nama
Information on Name Alteration

Berdasarkan Akta No. 01 tanggal 1 Maret 1978, Perseroan didirikan dengan nama, "PT Jasa Marga (*Indonesia Highway Corporation*)", yang kemudian diubah berdasarkan Akta No. 187 tanggal 19 Mei 1981 dan nama Perseroan diubah menjadi "PT Jasa Marga (Persero)", keduanya dibuat di hadapan Notaris Kartini Muljadi, S.H., di Jakarta. Selanjutnya nama Perseroan diubah kembali berdasarkan Akta No. 27 tanggal 12 September 2007 yang dibuat di hadapan Notaris Poerbaningsing Adi Warsito, S.H., Notaris di Jakarta yaitu menjadi Perusahaan Perseroan (Persero) PT Jasa Marga (Indonesia Highway Corporatama) Tbk, disingkat PT Jasa Marga (Persero) Tbk, setelah Perseroan secara resmi mencatatkan saham di Bursa Efek Indonesia.

Based on Deed No. 01 dated March 1, 1978, the Company was established under the name "PT Jasa Marga (Indonesia Highway Corporation)", which was then changed based on Deed No. 187 dated May 19, 1981, and the Company's name was changed to "PT Jasa Marga (Persero)", both of which were executed before Notary Kartini Muljadi, S.H., in Jakarta. Subsequently, the Company's name was changed again based on Deed No. 27 dated September 12, 2007, drawn up before Notary Poerbaningsing Adi Warsito, S.H., Notary in Jakarta, to become Perusahaan Perseroan (Persero) PT Jasa Marga (Indonesia Highway Corporatama) Tbk, abbreviated as PT Jasa Marga (Persero) Tbk, after the Company officially listed its shares on the Indonesia Stock Exchange.

Hingga saat ini nama Perseroan tetap "PT Jasa Marga (Persero) Tbk".

To date, the Company's name remains "PT Jasa Marga (Persero) Tbk".

Keanggotaan dalam Asosiasi
Membership in Association

Tabel Keanggotaan Perseroan dalam Asosiasi
Table of Company's Membership in Association

Nama Asosiasi Name of Association	Tingkat Level	Kegiatan Activities	Status Keanggotaan Membership Status
Asosiasi Tol Indonesia (ATI) Indonesian Toll Association (ATI)	Nasional National	Pelaksanaan Pelayanan Bersama, Pengamanan dan Penegakan Hukum pada Jalan Tol di Seluruh Indonesia. Joint Services, Security, and Law Enforcement on Toll Roads throughout Indonesia.	Ketua Umum Chairman
Road Engineering Association of Asia and Australia (REAAA)	Internasional International	Mempromosikan sains dan praktik perekayasaan jalan dan profesi Anggota terkait melalui pengembangan jaringan profesional dan komersial member di antara negara-negara di Kawasan Asia Pasifik. Promoting road science and engineering practices and related members' professions through the development of a professional and commercial member network of Asia Pacific countries.	Anggota Member
Asosiasi Emiten Indonesia (AEI) Association of Indonesia Issuers (AEI)	Nasional National	Melakukan pertukaran informasi dan advokasi di antara perusahaan emiten di Indonesia. Information exchange and advocacy between listed companies in Indonesia.	Anggota Member
Persatuan Insinyur Indonesia (PII) Indonesian Engineers Association (PII)	Nasional National	Referensi standar profesi teknik dan insinyur. Reference of technical and engineering professional standards.	Anggota Member
Forum *Human Capital* Indonesia (FHCI) Indonesian Human Capital Forum (FHCI)	Nasional National	• Program Magang Mahasiswa Bersertifikat. • Program Perekrutan Bersama. • *Integrated Talent Management System*. • Program FHCI Summit. • FHCI Connect Expert Series. • Certified Student Internship Program. • Joint Recruitment Program. • Integrated Talent Management System. • FHCI Summit Program. • FHCI Connect Expert Series.	Pengurus Management
Forum Manajemen Risiko BUMN State-Owned Enterprises (SOE) Risk Management Forum	Nasional National	Peningkatan kompetensi anggota terhadap manajemen risiko. Improvement of members' competence in risk management.	Anggota Member
Forum Humas BUMN State-Owned Enterprises Public Relations Forum	Nasional National	Menciptakan sistem komunikasi dan pertukaran informasi yang terintegrasi antar BUMN. Creating an integrated communication and information exchange system among State-Owned Enterprises (BUMN).	Anggota Member
Forum Komunikasi Satuan Pengawasan Intern Internal Audit Division Communication Forum	Nasional National	Forum komunikasi dan koordinasi antara satuan pengawas intern BUMN, instansi pemerintah dan swasta di Indonesia. A communication and coordination forum between SOE internal supervisory units, government institutions, and private agencies in Indonesia.	Pengurus Inti Key Management
Indonesia Corporate Secretary Association (ICSA)	Internasional International	Mempromosikan tata penyelenggaraan. Promoting the governance system.	Anggota Member
Himpunan Pengembang Jalan Indonesia (HPJI) Indonesian Road Development Association (HPJI)	Nasional National	Wadah bagi pengembangan profesi dan keahlian di bidang jalan. A platform for the development of professions and expertise in the field of roads.	Pengurus Inti Key Management
Forum BUMN Muda Young State-Owned Enterprises Forum (BUMN Muda Forum)	Nasional National	BUMN Muda akan menjadi wadah bagi talenta muda untuk berbagai ide, inspirasi, berinovasi, dan berkreasi sehingga bisa menjadi Sumber Daya Manusia (SDM) yang unggul, kompetitif, mandiri, sehingga mampu membawa BUMN Go Global. BUMN Muda will serve as a platform for young talents to share ideas, inspiration, innovate, and create so that they can become excellent, competitive, and independent Human Resources (HR), capable of taking SOEs (State-Owned Enterprises) globally.	*Vice Chief of* BUMN Muda *Network* *Vice Chief of SOEs Youth Network*
Digital Forum	Nasional National	Berbagi pengalaman, *best practices*, dan solusi terkait digitalisasi serta mendorong sinergi antar perusahaan. Sharing experiences, best practices, and solutions related to digitalization, as well as promoting synergy between companies.	Anggota Member
Intelligent Transport System Indonesia	Nasional National	Mendorong inisiatif pembangunan dan penggunaan *Intelligent Transport System* (ITS) untuk menyediakan ekosistem transportasi yang aman dan nyaman. Encourage the development and use of Intelligent Transport System (ITS) initiatives to provide a safe and comfortable transportation ecosystem.	Anggota Member

Jejak Langkah
Milestones

1978
- PT Jasa Marga (*Indonesia Highway Corporation*) didirikan Pemerintah Republik Indonesia berdasarkan Akta No. 1 tanggal 1 Maret 1978 sebagai penyelenggara jalan tol di Indonesia.
- Pengoperasian jalan Tol Jagorawi (Jakarta-Bogor-Ciawi) sebagai jalan tol pertama di Indonesia.
- PT Jasa Marga (Indonesia Highway Corporation) was established by the Republic of Indonesia Government pursuant to Deed No. 1 dated March 1, 1978 as toll road operator in Indonesia.
- The operation of Jagorawi (Jakarta-Bogor- Ciawi) Toll road as the first toll road in Indonesia.

2004
Berdasarkan Undang-Undang No. 38/2004, Jasa Marga tidak lagi berperan sebagai regulator penyelenggara jalan tol di Indonesia. Fungsi sebagai regulator selanjutnya dilaksanakan oleh Badan Pengatur Jalan Tol sesuai Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat No. 295/PRT/M/2005.
Under the Law No. 38/2004, Jasa Marga is no longer responsible as the toll road operations regulator in Indonesia. The regulator function delegated to the Toll Road Operator Agency with reference to Minister of Public Works and Public Housing No. 295/PRT/M/2005.

2007
- Jasa Marga melakukan Penawaran Umum Perdana (*Initial Public Offering*) di Bursa Efek Indonesia (BEI) dengan kode saham JSMR.
- Perubahan Logo Jasa Marga yang menggambarkan Modernisasi dan Transformasi Perseroan.
- Jasa Marga conducted an Initial Public Offering at Indonesia Stock Exchange (IDX) with the ticker code JSMR.
- The change in Jasa Marga's logo, which represents the Company's modernization and transformation.

2016
Mengoperasikan 593 km jalan tol.
Operating 593 km of toll roads.

2019
- Menambah 162 km pengoperasian jalan tol, sehingga total pengoperasian menjadi 1.162 km.
- Uji coba terbatas pembayaran elektronik Nir-Henti (*Single Lane Free Flow*/SLFF).
- Penerbitan Sukuk Ijarah pertama.
- Pengembangan bisnis usaha non tol.
- Addition of 162 km toll road operations resulting the total operation reaching to 1,162 km.
- Limited trial of Single Lane Free Flow (SLFF) electronic payments.
- Issuance of the first Ijarah Sukuk.
- Non-toll road business development.

2021
Peresmian Jasa Marga Tollroad Command Center sebagai pusat kendali yang berbasis *Intelligent Transportation System* (ITS) pertama di Indonesia serta peluncuran aplikasi Travoy 3.0 sebagai asisten perjalanan digital bagi pengguna jalan.
Inauguration of the Jasa Marga Tollroad Command Center as the first Intelligent Transportation System (ITS)-based control center in Indonesia and launch of the Travoy 3.0 app as a digital travel assistant for road users.

2022
Memisahkan 4 (empat) ruas segmen jalan tol di bawah Jasamarga Transjawa Tollroad Regional Division dan mengalihkan kepemilikan saham di 9 (sembilan) Entitas Anak dan Ventura Bersama ke PT Jasamarga Transjawa Tol (JTT).
Spin-off 4 (four) toll road segments under the Jasamarga Transjawa Tollroad Regional Division and transferring share ownership in 9 (nine) Subsidiaries and Joint Ventures to PT Jasamarga Transjawa Tol (JTT).

2024
- Memperbaharui visi dan misi Perseroan sejalan dengan RJPP 2025-2029.
- Melakukan optimalisasi aset melalui *Equity Financing* PT JTT.
- Melakukan optimalisasi aset dengan mengkonsolidasi ruas jalan tol yaitu ruas Gempol-Pandaan.
- Updating the company's vision and mission in line with the Long-Term Company Plan (RJPP) 2025-2029.
- Optimizing assets through Equity Financing of PT Jasamarga Transjawa Tol.
- Optimizing assets by consolidating toll road section, namely the Gempol-Pandaan toll road.

2025
- Perseroan mengalihkan 5.080.509.839 lembar saham Seri B atau 70% dari sahamnya kepada PT Danantara Asset Management (Persero).
- PT Jasamarga Jogja Solo resmi menjadi Anak Perusahaan Jasa Marga dari sebelumnya adalah perusahaan ventura bersama.
- The Company transferred 5,080,509,839 Series B shares or 70% of its shares to PT Danantara Asset Management (Persero).
- PT Jasamarga Jogja Solo officially becomes a subsidiary of Jasa Marga, having previously been a joint venture.

Wilayah Operasional Perseroan

Company Operational Area

Perseroan memiliki 1 (satu) Kantor Pusat, 2 (dua) Regional, 4 (empat) *Representative Offices*, 17 (tujuh belas) Entitas Anak, 1 (satu) Entitas Ventura Bersama, 3 (tiga) *Representative Offices* dari PT JTT, 6 (enam) Entitas Anak dari PT JTT, dan 3 (tiga) Ventura Bersama dari PT JTT yang tersebar di seluruh Indonesia.

The Company has 1 (one) Head Office, 2 (two) Regional Offices, 4 (four) Representative Offices, 17 (seventeen) Subsidiaries, 1 (one) Joint Venture Entity, 3 (three) Representative Offices of PT JTT, 6 (six) Subsidiaries of PT JTT, and 3 (three) Joint Ventures of PT JTT spread across Indonesia.

Sumatera Utara
North Sumatra

Representative Office
- Medan: 1 *Representative Office*
  - » *Representative Office* 1, Jasamarga Nusantara Tollroad Regional Division (Ruas/Segment Belawan-Medan-Tj. Morawa

Entitas Anak
Subsidiaries
Deli Serdang: 1 Entitas Anak/1 Subsidiary
PT Jasamarga Kualanamu Tol

Jakarta dan Sekitarnya (Jabodetabekdung)
Greater Jakarta (Jabodetabekdung)

Kantor Pusat
Head Office
- **Jakarta**: 1 Kantor Pusat/1 Head Office
  - » PT Jasa Marga (Persero) Tbk

Regional
Regions
- **Jakarta**: 2 Regional/2 Regions
  - » Jasamarga Metropolitan Tollroad Regional Division
  - » Jasamarga Nusantara Tollroad Regional Division

Representative Office
- **Jakarta**: 2 *Representative Offices*
  - » *Representative Office* 1, Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Jagorawi, Ruas/Segment JORR E1 E2 E3 W2S, dan/and Pondok Aren-Ulujami)
  - » *Representative Office* 2, Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Cawang-Tomang-Pluit atau/or Dalam Kota/Innercity Ring Road, Ruas/Segment Sedyatmo, Ruas/Segment Jakarta-Tangerang)
- **Bandung**: 1 *Representative Office*
  - » *Representative Office* 3 Jasamarga Metropolitan Tollroad Regional Division (Ruas/Segment Cikampek-Padalarang-Cileunyi)

Entitas Anak
Subsidiaries
- **Jakarta**: 4 Entitas Anak/4 Subsidiaries
  - » PT Jasamarga Japek Selatan
  - » PT Jasamarga Related Business
  - » PT Jasamarga Tollroad Operator
  - » PT Jasamarga Tollroad Maintenance
- **Bogor**: 1 Entitas Anak/1 Subsidiary
  - » PT Marga Sarana Jabar
- **Tangerang**: 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Kunciran Cengkareng
- **Tangerang Selatan/South Tangerang**: 2 Entitas Anak/2 Subsidiaries
  - » PT Cinere Serpong Jaya
  - » PT Marga Trans Nusantara

Entitas Asosiasi dan Ventura Bersama
Associated Entities and Joint Ventures
- **Jakarta**: 1 Ventura Bersama/1 Joint Venture
  - » PT Marga Lingkar Jakarta

Jawa Barat
West Java

Entitas Anak
Subsidiaries
- **Bekasi**: 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Transjawa Tol
- **Subang**: 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Akses Patimban

***Representative Office* dari PT JTT**
Representative Office under PT JTT
- **Bekasi**: 1 *Representative Office*
  - » *Representative Office* 1 PT Jasamarga Transjawa Tol (Ruas/Segment Jakarta-Cikampek)
- **Cirebon**: 1 *Representative Office*
  - » *Representative Office* 2 PT Jasamarga Transjawa Tol (Ruas/Segment Palimanan-Kanci)

Ventura Bersama dari PT JTT
Joint Ventures under PT JTT
- **Bekasi**: 1 Ventura Bersama dari/Joint Ventures under PT JTT
  - » PT Jasamarga Jalanlayang Cikampek

Jawa Tengah/DIY
Central Java/Special Region of Yogyakarta

Entitas Anak
Subsidiaries
- **Yogyakarta**: 2 Entitas Anak/2 Subsidiaries
  - » PT Jasamarga Jogja Bawen
  - » PT Jasamarga Jogja Solo

Entitas Anak dari PT JTT
Subsidiaries under PT JTT
- **Semarang**: 1 Entitas Anak dari/Subsidiary under PT JTT
  - » PT Jasamarga Semarang-Batang
- **Boyolali**: 1 Entitas Anak dari/Subsidiary under PT JTT
  - » PT Jasamarga Solo Ngawi

Ventura Bersama dari PT JTT
Joint Ventures under PT JTT
- **Semarang**: 1 Ventura Bersama dari PT JTT
  - » PT Trans Marga Jateng

***Representative Office* dari PT JTT**
Representative Office under PT JTT
- **Semarang**: 1 *Representative Office*
  - » *Representative Office* 2 PT Jasamarga Transjawa Tol (Ruas/Segment Semarang Seksi/Section A,B,C)

Tabel Wilayah Operasional Selama 5 Tahun Terakhir
Table of Operational Areas for the Last 5 Years

Jaringan Kantor Office Networks	2025	2024	2023	2022	2021
Kantor Pusat Head Office	1	1	1	1	1
Kantor Regional Regional Office	2	2	2	2	3
Representative Office	4	4	4	4	8
Entitas Anak Subsidiaries	17	17	17	16	19
Ventura Bersama Joint Venture	1	2	2	2	7

Kalimantan

Entitas Anak
Subsidiaries
- **Samboja:** 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Balikpapan Samarinda

Sulawesi Utara
North Sulawesi

Entitas Anak
Subsidiaries
- **Minahasa Utara**: 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Manado Bitung

Bali

Entitas Anak
Subsidiaries
- **Denpasar**: 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Bali Tol

Jawa Timur
East Java

Entitas Anak
Subsidiaries
- **Probolinggo**: 1 Entitas Anak/1 Subsidiary
  - » PT Jasamarga Probolinggo Banyuwangi

Entitas Anak dari PT JTT
Subsidiaries under PT JTT
- **Madiun:** 1 Entitas Anak dari PT JTT/1 Subsidiary under PT JTT
  - » PT Jasamarga Ngawi Kertosono Kediri
- **Sidoarjo:** 1 Entitas Anak dari PT JTT/1 Subsidiary under PT JTT
  - » PT Jasamarga Surabaya Mojokerto
- **Pasuruan:** 1 Entitas Anak dari PT JTT/1 Subsidiary under PT JTT
  - » PT Jasamarga Gempol Pasuruan
- **Pasuruan:** 1 Entitas Anak dari PT JTT/1 Subsidiary under PT JTT
  - » PT Jasamarga Pandaan Tol

***Representative Office* dari PT JTT**
Representative Office under PT JTT
- **Surabaya:** *1 Representative Office*
  - » *Representative Office* 3 PT Jasamarga Transjawa Tol (Ruas/Segment Surabaya-Gempol)

Ventura Bersama dari PT JTT
Joint Ventures under PT JTT
- **Malang:** 1 Ventura Bersama dari PT JTT/1 Joint Venture under PT JTT
  - » PT Jasamarga Pandaan Malang

- Jasamarga Nusantara Tollroad Regional Division
- Jasamarga Metropolitan Tollroad Regional Division
- PT Jasamarga Transjawa Tol

Peta Jasa Marga Metropolitan Tollroad Regional Division
Map of Jasa Marga Metropolitan Tollroad Regional Divison



Legenda | Legend

- Jalan Tol Beroperasi Milik Jasa Marga
  Operational Toll Road Owned by Jasa Marga
- Jalan Tol Fase Pembebasan Lahan & Konstruksi Milik Jasa Marga
  Toll Road Owned by Jasa Marga in Land Acquisition & Construction Phases
- Jalan Tol Beroperasi Milik Badan Usaha Jalan Tol Lain
  Operational Toll Road Owned by Other Toll Road Enterprises
- Jalan Tol Fase Pembebasan Lahan & Konstruksi Milik Badan Usaha Jalan Tol Lain
  Toll Road Owned by Other Toll Road Enterprises in Land Acquisition & Construction Phases

Cikampek

Purwakarta

5

Padalarang

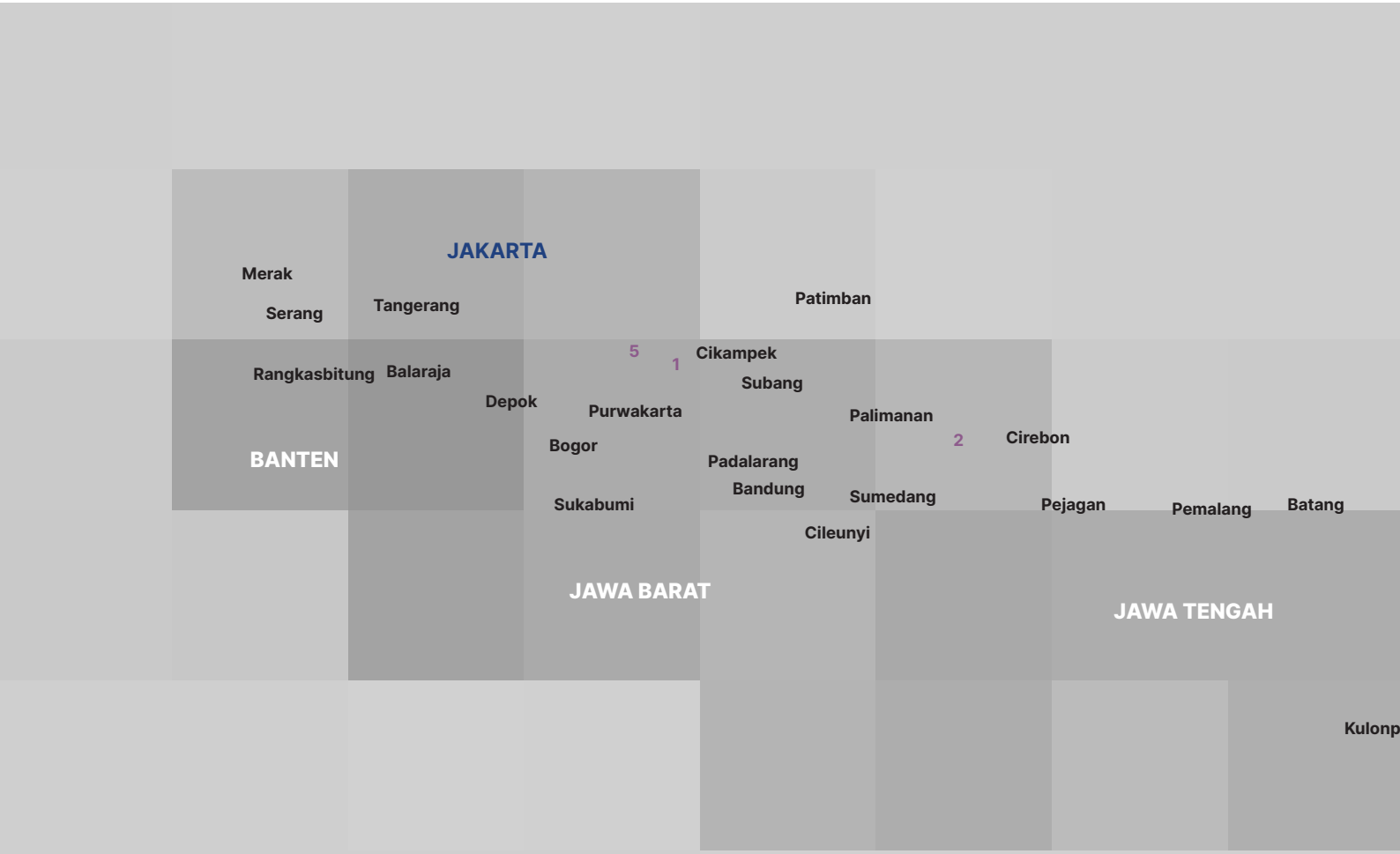
Cileunyi

Bandung

6

No.	Ruas Jalan Tol Toll Roads	Perusahaan Company
1.	Jakarta-Bogor-Ciawi	PT Jasa Marga (Persero) Tbk
2.	Cawang-Tomang-Pluit	PT Jasa Marga (Persero) Tbk
3.	Jakarta-Tangerang	PT Jasa Marga (Persero) Tbk
4.	Prof. Dr. Ir. Sedyatmo	PT Jasa Marga (Persero) Tbk
5.	Cikampek-Purwakarta-Padalarang	PT Jasa Marga (Persero) Tbk
6.	Padalarang-Cileunyi	PT Jasa Marga (Persero) Tbk
7.	JORR Seksi Non S	PT Jasa Marga (Persero) Tbk
8.	Pondok Aren-Bintaro Viaduct-Ulujami	PT Jasa Marga (Persero) Tbk
9.	Ullujami-Kebon Jeruk (JORR W2 Utara)	PT Marga Lingkar Jakarta
10.	Bogor Ring Road	PT Marga Sarana Jabar
11.	Cengkareng-Batuceper-Kunciran	PT Jasamarga Kunciran Cengkareng
12.	Kunciran-Serpong	PT Marga Trans Nusantara
13.	Serpong-Cinere	PT Cinere Serpong Jaya

Peta PT Jasamarga Transjawa Tol
Map of PT Jasamarga Transjawa Tol



No.	Ruas Jalan Tol Toll Roads	Perusahaan Company
1.	Jakarta-Cikampek (Japek)	PT Jasamarga Transjawa Tol
2.	Palimanan-Kanci (Palikanci)	PT Jasamarga Transjawa Tol
3.	Semarang ABC	PT Jasamarga Transjawa Tol
4.	Surabaya-Gempol (Surgem)	PT Jasamarga Transjawa Tol
5.	Jalan Layang Sheikh Mohamed Bin Zayed (MBZ)	PT Jasamarga Jalanlayang Cikampek
6.	Batang-Semarang	PT Jasamarga Semarang Batang
7.	Semarang-Solo	PT Trans Marga Jateng
8.	Solo-Ngawi	PT Jasamarga Solo Ngawi
9.	Ngawi-Kertosono-Kediri	PT Jasamarga Ngawi Kertosono Kediri
10.	Surabaya-Mojokerto	PT Jasamarga Surabaya Mojokerto
11.	Gempol-Pandaan	PT Jasamarga Pandaan Tol
12.	Gempol-Pasuruan	PT Jasamarga Gempol Pasuruan
13.	Pandaan-Malang	PT Jasamarga Pandaan Malang



Legenda | Legend

- Jalan Tol Beroperasi Milik Jasa Marga
  Operational Toll Road Owned by Jasa Marga
- Jalan Tol Fase Pembebasan Lahan & Konstruksi Milik Jasa Marga
  Toll Road Owned by Jasa Marga in Land Acquisition & Construction Phases
- Jalan Tol Beroperasi Milik Badan Usaha Jalan Tol Lain
  Operational Toll Road Owned by Other Toll Road Enterprises
- Jalan Tol Fase Pembebasan Lahan & Konstruksi Milik Badan Usaha Jalan Tol Lain
  Toll Road Owned by Other Toll Road Enterprises in Land Acquisition & Construction Phases

Peta Jasa Marga Nusantara Tollroad Regional Division
Map of Jasa Marga Nusantara Tollroad Regional Divison



Legenda | Legend

No.	Ruas Jalan Tol Toll Roads	Perusahaan Company
1.	Belawan-Medan-Tanjung Morawa (Belmera)	PT Jasa Marga (Persero) Tbk
2.	Medan-Kualanamu-Tebing Tinggi	PT Jasamarga Kualanamu Tol
3.	Nusa Dua-Ngurah Rai-Benoa	PT Jasamarga Bali Tol
4.	Balikpapan-Samarinda	PT Jasamarga Balikpapan Samarinda
5.	Manado-Bitung	PT Jasamarga Manado Bitung
6.	Solo-Yogyakarta-NYIA Kulon Progo	PT Jasamarga Jogja Solo

5

Akses terhadap Perseroan

Access to the Company

PT Jasa Marga (Persero) Tbk
Plaza Tol Taman Mini Indonesia
Indah, Jakarta 13550
(021) 841 3526, 841 3630
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Jl. Cililitan Besar,
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Jl. Buperta-Jambore,
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Representative Office 2 (Dalkot, Janger)
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ro2jmt@jasamarga.co.id

Representative Office 3 (Bandung)
Plaza Toll Pasteur
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PT Cinere Serpong Jaya (PT CSJ)
Plaza Tol Pamulang
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Tangerang Selatan 15411
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csj@jasamarga.co.id

PT Jasamarga Kunciran Cengkareng (PT JKC)
GRHA JKC
Jl. Arteri Blok Kelapa No. 17,
Kel. Buaran Indah
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PT Marga Sarana Jabar (PT MSJ)
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PT Marga Trans Nusantara (PT MTN)
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Kec. Pd. Aren, Kota Tangerang Selatan,
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jasamarga.transjawa@jasamarga.co.id

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Representative Office 2 (Palikanci)
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Representative Office 2 (Semarang)
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Semarang, Jawa Tengah 5014
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Representative Office 3 (Surabaya)
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Jl. Mayjen Sungkono, Putat Gede
Surabaya Timur
(031) 5624444
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PT Jasamarga Gempol Pasuruan (PT JGP)
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PT Jasamarga Pandaan Malang (PT JPM)
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PT Jasamarga Jalanlayang Cikampek (PT JJC)
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PT Jasamarga Pandaan Tol (PT JPT)
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PT Jasamarga Ngawi Kertosono Kediri (PT JNK)
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0811-3782-403
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PT Jasamarga Semarang Batang (PT JSB)
Plaza Tol Kalikangkung
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Kota Semarang 50187
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PT Jasamarga Surabaya Mojokerto (PT JSM)
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sekretariat@tollsumo.com

PT Trans Marga Jateng (PT TMJ)
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Jl. Mulawarman Raya No. 1B,
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Pedalangan, Banyumanik,
Semarang, Jawa Tengah 50268
(024) 7475222
admin@transmargajateng.com

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E: nusantara@jasamarga.co.id

Representative Office 1
Jasamarga Nusantara Tollroad Regional Division (Ruas Belawan-Medan-Tj. Morawa
Jl. Alumunium Raya,
Tanjung Mulia, Medan Deli,
Kota Medan, Sumatera Utara 20241

PT Jasamarga Balikpapan Samarinda (PT JBS)
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Kel. Sungai Merdeka,
Kec. Samboja Barat,
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tolbalikpapansamarinda@gmail.com

PT Jasamarga Manado Bitung (PT JMB)
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Jl. Tol Manado-Bitung KM. 0,
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Minahasa Utara, Sulawesi Utara 95378
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Grha Bali Tol
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PT Jasamarga Kualanamu Tol (PT JMKT)
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jasamarga.kualanamutol@gmail.com

PT Jasamarga Jogja Solo (PT JMJ)
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PT Jasamarga Akses Patimban (PT JAP)
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PT Jasamarga Japek Selatan (PT JJS)
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PT Jasamarga Probolinggo Banyuwangi (PT JPB)
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PT Jasamarga Tollroad Maintenance
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cs@jmtm.co.id

PT Jasamarga Related Business
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Visi, Misi, dan Budaya Perseroan
Vision, Mission, and Corporate Culture

Review atas Perubahan Visi dan Misi Perseroan

Perseroan secara konsisten melakukan kajian terhadap kesesuaian Visi dan Misi agar selaras dengan ketahanan usaha dan pertumbuhan, serta tetap memberikan pelayanan terbaik kepada pengguna jalan tol dengan inovasi untuk peningkatan nilai yang berkelanjutan. Kajian yang dilakukan Perseroan senantiasa melibatkan seluruh pihak terkait, yakni Dewan Komisaris, Direksi, dan karyawan dengan tetap memperhatikan kepentingan dari para pemangku kepentingan, tantangan, rencana pengembangan usaha, dan dinamika bisnis yang terjadi.

Pada tahun 2024, Perseroan melakukan perubahan Visi dan Misi sesuai dengan Surat Keputusan Direksi No. 60/KPTS/2024 tanggal 29 April 2024 tentang Visi dan Misi Perseroan. Berdasarkan hasil kajian yang telah dilakukan pada tahun 2025, visi dan misi Perseroan tidak mengalami perubahan. Perseroan menilai bahwa visi dan misi yang ada saat ini masih relevan, di mana keputusan ini juga telah mendapat persetujuan dari Dewan Komisaris.

Review of the Company's Vision and Mission

The Company consistently reviews the alignment of its Vision and Mission with business resilience and growth, while continuing to provide the best service to toll road users through innovation to enhance sustainable value. The Company's reviews always involve all relevant parties, namely the Board of Commissioners, the Board of Directors, and employees, while considering the interests of stakeholders, challenges, business development plans, and business dynamics.

In 2024, the Company revised its Vision and Mission in accordance with Board of Directors Decree No. 60/KPTS/2024, dated April 29, 2024, on the Company's Vision and Mission. Based on the results of a 2025 study, the Company's vision and mission remain unchanged. The Company considers the current vision and mission to remain relevant, and this decision has also been approved by the Board of Commissioners.

Visi
Vision

Inovasi menuju peningkatan nilai yang berkelanjutan.

Innovation towards the enhancement of sustainable value.

Inovasi
Innovation

Inovasi mencerminkan bahwa Perseroan mendorong untuk terus menerus mencari solusi baru dan kreatif, mengembangkan ide-ide baru, dan menerapkan praktik terkini yang dapat meningkatkan efisiensi, produktivitas, dan kualitas. Inovasi dapat melibatkan teknologi, proses yang efisien, serta perbaikan yang berkelanjutan dalam operasi Perseroan.
Innovation reflects the Company's commitment to continuously seek new and creative solutions, develop new ideas, and implement the latest practices to enhance efficiency, productivity, and quality. Innovation may involve technology, efficient processes, and continuous improvements in the Company's operations.

Peningkatan Nilai
Value Enhancement

Peningkatan nilai bermakna bahwa Perseroan dalam menjalankan setiap aktivitas dan kegiatan bisnisnya berfokus untuk memberikan nilai tambah untuk seluruh pemangku kepentingan. Pemangku kepentingan tersebut meliputi antara lain pemerintah, pengguna jalan tol, pemegang saham, investor/kreditur/mitra bisnis, karyawan, dan masyarakat umum.

Indikasi peningkatan manfaat bagi masing-masing pemangku kepentingan adalah sebagai berikut, namun tidak terbatas pada:
- **Pemerintah: penyediaan infrastruktur, pertumbuhan ekonomi wilayah, dan lain sebagainya,**
- **Pengguna Jalan tol: pengurangan waktu tempuh, pengurangan kemacetan, kenyamanan dan keamanan dalam melewati jalan tol, dan lain sebagainya;**
- **Pemegang saham: peningkatan nilai saham, reputasi Perseroan, peningkatan dividen, dan lain sebagainya;**
- **Investor/kreditur/mitra bisnis: pertumbuhan bisnis, peningkatan kolaborasi, dan lain sebagainya;**
- **Karyawan: peningkatan kesejahteraan, pengembangan karier, lingkungan kerja yang sehat dan kondusif, dan lain sebagainya; dan**
- **Masyarakat umum: mendorong peningkatan ekonomi masyarakat, peningkatan mobilitas, dan lain sebagainya.**

Value enhancement means that the Company, in conducting business activities, focuses on providing added value for all stakeholders. These stakeholders include, among others, the government, toll road users, shareholders, investors/creditors/business partners, employees, and the general public.

The indication of increased benefits for each stakeholder is as follows, but not limited to:
- Government: provision of infrastructure, regional economic growth, and so on,
- Toll road users: reduced travel time, reduced congestion, comfort and safety when using the toll road, and so on;
- Shareholders: increase in stock value, the Company's reputation, increased dividends, and so on;
- Investors/creditors/business partners: business growth, increased collaboration, and so on;
- Employees: improved welfare, career development, a healthy and conducive work environment, and so on; ; and
- The general public: encouraging economic growth, increased mobility, and so on.

Berkelanjutan
Sustainability

Berkelanjutan bermakna luas baik dari sisi bisnis Perseroan, maupun dari sisi sosial, ekonomi, dan lingkungan, serta tata kelola Perusahaan yang baik dengan menekankan pada keberlanjutan ekonomi Perseroan, pengelolaan sumber daya secara bijak, dan keterlibatan dalam praktik bisnis yang mendukung ketahanan Perseroan jangka panjang.
Sustainability refers broadly to both the company's business side and the social, economic, and environmental aspects, as well as good corporate governance. It emphasizes the company's economic sustainability, prudent resource management, and engagement in business practices that support the company's long-term resilience.

Misi
Mission

Misi Perseroan disusun untuk menjabarkan lebih lanjut aktivitas inti Perseroan untuk memenuhi visi.
The Company's mission is formulated to further elaborate the core activities of the Company in order to fulfill its vision.

Mengembangkan jaringan jalan tol dan menjalankan usaha di rantai nilai bisnis dalam skala nasional maupun internasional
To develop a network of toll roads and operate in the business value chain both nationally and internationally

Filosofi di balik misi ini mencakup komitmen terhadap kualitas, keandalan, dan kontribusi terhadap konektivitas dan mobilitas serta peningkatan ekosistem bisnis Perseroan secara luas.
The philosophy behind this mission encompasses a commitment to quality, reliability, and contributing to connectivity and mobility, as well as enhancing the Company's business ecosystem at large.

Mengembangkan inovasi untuk memberikan pelayanan unggul, meningkatkan keselamatan, kenyamanan, dan kemudahan perjalanan, serta menjalankan operasi dan proses bisnis Perusahaan dengan efisien dan berkesinambungan
Developing innovations to provide excellent service, enhance safety, comfort, and convenience of travel, as well as operating and managing the Company's business processes efficiently and sustainably

Filosofi di balik misi ini mencakup dorongan untuk terus menerapkan ide-ide baru dan inovasi sebagai budaya Perseroan dan *ways of working* dalam mewujudkan layanan berkualitas serta mencapai proses bisnis yang efisien dan berkesinambungan.
The philosophy behind this mission includes the motivation to continuously implement new ideas and innovations as part of the Company's culture and ways of working, to deliver high-quality services and achieve efficient and sustainable business processes.

Menerapkan prinsip-prinsip lingkungan, sosial, dan tata kelola Perusahaan yang baik untuk memastikan ketahanan usaha
Implementing environmental, social, and good corporate governance principles to ensure business resilience

Filosofi yang mendasari misi ini mencakup komitmen terhadap keberlanjutan ekonomi, tanggung jawab sosial, dan pelestarian lingkungan sebagai elemen kunci dalam pengelolaan Perseroan, termasuk tata kelola dan manajemen risiko untuk mengantisipasi dampak jangka panjang dalam setiap pengambilan keputusan.
The philosophy underlying this mission includes a commitment to economic sustainability, social responsibility, and environmental preservation as key elements in the Company's management. This encompasses governance and risk management to anticipate long-term impacts in every decision-making process.

Mendorong peningkatan manfaat yang berkelanjutan bagi masyarakat, pemegang saham, dan *stakeholder* lainnya, serta peningkatan nilai Perusahaan secara menyeluruh
Promoting the continuous enhancement of sustainable benefits for society, shareholders, and other stakeholders, as well as the overall value of the Company

Filosofi yang mendasari misi ini bahwa Perseroan harus selalu berupaya untuk mempertahankan keberlanjutan usaha dalam jangka waktu yang panjang dan memberikan peningkatan nilai Perseroan secara menyeluruh untuk memastikan dampak positif dan manfaat bagi seluruh pemangku kepentingan.
The philosophy underlying this mission is that the Company must always strive to maintain long-term business sustainability and deliver comprehensive value enhancement to ensure positive impacts and benefits for all stakeholders.

Budaya Perseroan

Tata Nilai

Jasa Marga menerapkan tata nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai landasan dalam berperilaku bagi seluruh karyawan yang bekerja di lingkungan Jasa Marga Grup. Penerapan tersebut telah sesuai dengan Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia BUMN.

Jasa Marga telah mengimplementasikan tata nilai AKHLAK baik di lingkungan induk maupun anak perusahaan, sehingga Perseroan memiliki budaya kerja yang dapat meningkatkan nilai Perseroan dan memperkuat daya saingnya.

Perubahan atas tata nilai Perseroan dari semula APIC (*Agility, Professionalism, Integrity*, dan *Customer Focus*) menjadi AKHLAK tertuang dalam Surat Keputusan Direksi No. 58/KPTS/2020 tanggal 29 Juli 2020 tentang Tata Nilai Perusahaan. Penerapan tata nilai AKHLAK dilakukan melalui 4 (empat) proses tahapan untuk transformasi Budaya Perseroan yaitu tahap *Awareness* (Sosialisasi), tahap *Understanding* (Internalisasi), tahap *Acceptance* (Penerimaan), dan tahap *Commitment* (Penguatan) yang dilakukan secara konsisten. Tata Nilai AKHLAK terdiri dari 6 *core values* dan 18 perilaku utama, sebagaimana dijelaskan sebagai berikut:

Corporate Culture

Core Values

Jasa Marga implements the AKHLAK values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as the foundation for the behavior of all employees working within Jasa Marga Group. This implementation is in accordance with the Circular Letter of the Minister of SOE No. SE-7/MBU/07/2020 dated July 1, 2020, on the Core Values of Human Resources in State-Owned Enterprises.

Jasa Marga has implemented the AKHLAK values in both the parent company and its subsidiaries, thereby creating a work culture that enhances the Company's value and strengthens its competitiveness.

The change in the Company's values from APIC (Agility, Professionalism, Integrity, and Customer Focus) to AKHLAK is stipulated in the Board of Directors Decree No. 58/KPTS/2020 dated July 29, 2020, on Corporate Values. The implementation of AKHLAK values is carried out through 4 (four) stages of the Company's cultural transformation: the Awareness (Dissemination) stage, the Understanding (Internalization) stage, the Acceptance stage, and the Commitment stage. The AKHLAK Core Values consist of six core values and 18 key behaviors, as explained below:



***Launching* JSMR MOVE, Sebagai Budaya Kerja untuk Percepatan Transformasi Pelayanan Jalan Tol**
Launching JSMR MOVE, Working Culture for Accelerating Toll Road Service Transformation

Amanah
Trustworthy

Makna | Meaning
Memegang teguh kepercayaan yang diberikan.
Firmly uphold the given trust.

Perilaku Utama | Key Behavior
- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
- Berpegang teguh kepada kejujuran, moral, dan etika.
- Fulfilling promise and commitment.
- Responsible over duties, decision and actions taken.
- Commitment towards integrity, morality, and ethics.

Kompeten
Competent

Makna | Meaning
Terus belajar dan mengembangkan kapabilitas.
Continuous learning and develop capacity.

Perilaku Utama | Key Behavior
- Kreatif dan inovatif serta meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Memberikan solusi terbaik dan membantu orang lain belajar.
- Disiplin dalam menyelesaikan tugas dan bekerja tuntas dengan kualitas terbaik.
- Creative and innovative as well as improving individual competency to answer the changing challenges.
- Provide the best solution and help others to learn.
- Discipline in fulfilling the duties and work completely with excellent quality.

Harmonis
Harmonious

Makna | Meaning
Saling peduli dan menghargai perbedaan.
Care each other and respect diversity.

Perilaku Utama | Key Behavior
- Menghargai setiap orang apapun latar belakangnya.
- Peduli dan suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif.
- Respect everyone's opinions, ideas or ideas regardless of their background.
- Care and help others.
- Build a conducive work environment.

Loyal
Loyal

Makna | Meaning
Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.
Dedicated and prioritizing interests of the Nation and State.

Perilaku Utama | Key Behavior
- Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.
- Upholding the reputation of colleagues, leaders, SOEs, and the State.
- Willing to make sacrifices to achieve a greater goal.
- Obey the leaders as long not violating the law and ethics.

Adaptif
Adaptive

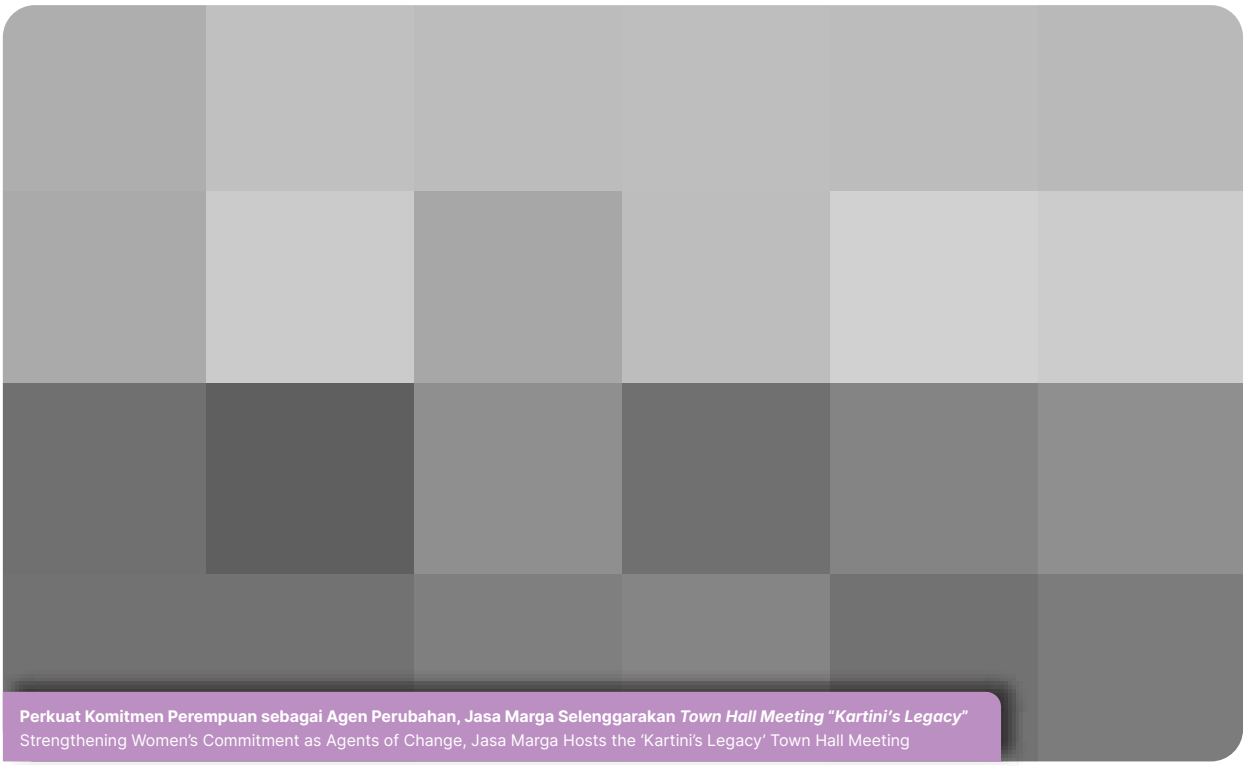
Makna | Meaning
Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Continue to innovate and be enthusiastic in driving or facing change.

Perilaku Utama | Key Behavior
- Cepat, lincah, dan pantang menyerah dalam menyesuaikan diri menjadi lebih baik.
- Sigap dan terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Gigih, tangguh, dan bertindak proaktif.
- Moving Fast, agile and never give up in facing challenges to be better.
- Responsive and continuous improvement in following the technology.
- Persistent, tough, and proactive.

Kolaboratif
Collaborative

Makna | Meaning
Membangun kerja sama yang sinergis.
Build synergic partnership.

Perilaku Utama | Key Behavior
- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka dalam bekerja sama secara sinergis untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.
- Give opportunity to everyone to contribute.
- Open to cooperate synergically to gain added-values.
- Drive utilization of various resources for a better common goals.



Perkuat Komitmen Perempuan sebagai Agen Perubahan, Jasa Marga Selenggarakan *Town Hall Meeting "Kartini's Legacy"*
Strengthening Women's Commitment as Agents of Change, Jasa Marga Hosts the 'Kartini's Legacy' Town Hall Meeting

Sepanjang tahun 2025, PT Jasa Marga (Persero) Tbk terus melanjutkan fase penguatan budaya untuk Tahap *Commitment* dalam implementasi Tata Nilai AKHLAK di Perseroan dengan menyelenggarakan program sebagai berikut:

1. *Town Hall Meeting* (THM)
   THM diselenggarakan sebagai forum para pimpinan dan juga Roadster Jasa Marga untuk saling berdiskusi, berbagi pengalaman serta mendapatkan *insight* dari narasumber eksternal untuk meningkatkan penerapan budaya AKHLAK yang dapat berdampak pada prilaku dan kinerja unit. Sepanjang tahun 2025, THM telah diselenggarakan sebanyak 3 (tiga) *series*, di antaranya yaitu dalam rangka Hari Kartini dengan tema "*Kartini's Legacy: Langkah Perempuan sebagai Change Agents di Era Modern*" bersama Retno Marsudi (Menteri Luar Negeri RI Periode 2012-2024), dalam rangka Hari Pelanggan Nasional dengan tema "*Leveraging Digital Innovation to Amplify Customer Experience*" bersama Didiek Hartantyo (Direktur Utama PT Kereta Api Indonesia (Persero) Periode 2020-2025) dan dalam rangka peluncuran budaya kerja baru JSMR MOVE.

2. Lomba Jasa Marga *Impactful* AKHLAK Program (JM ImAP)
   JM ImAP dilaksanakan untuk menilai kinerja dan efektivitas program budaya AKHLAK di semua unit kerja dan anak perusahaan Jasa Marga Grup termasuk wilayah dan area operasional di lingkungan Jasa Marga Grup. Pada JM ImAP Tahun 2025, terdapat penambahan satu kategori kompetisi yaitu *Obligatory Culture* yang melengkapi tiga kategori JM ImAP sebelumnya yaitu *Motivation Culture*, *Capability Culture* dan *Engagement Culture*. Sebanyak 75 tim budaya di seluruh Jasa Marga Grup mengikuti program JM ImAP Tahun 2025.

Throughout 2025, PT Jasa Marga (Persero) Tbk continues to strengthen its culture for the Commitment Stage in implementing the AKHLAK Values in the Company by organizing the following programs:

1. Town Hall Meeting (THM)
   THM is held as a forum for leaders and Jasa Marga Roadsters to discuss, share experiences, and gain insights from external speakers to improve the implementation of the AKHLAK culture, which can have an impact on the behavior and performance of the unit. Throughout 2025, THM has been held in 3 (three) series, including in commemoration of Kartini Day with the theme "Kartini's Legacy: Women's Steps as Change Agents in the Modern Era" with Retno Marsudi (Indonesian Minister of Foreign Affairs for the 2012-2024 term), in conjunction with National Customer Day with the theme "Leveraging Digital Innovation to Amplify Customer Experience" with Didiek Hartantyo (President Director of PT Kereta Api Indonesia (Persero) for the 2020-2025 period) and in conjunction with the launch of the new JSMR MOVE work culture.

2. Jasa Marga Impactful AKHLAK Program Competition (JM ImAP)
   JM ImAP is held to assess the performance and effectiveness of the AKHLAK culture program in Jasa Marga Group, including regions and operational areas within the Jasa Marga Group. In the 2025 JM ImAP, there is an additional competition category, Obligatory Culture, which complements the three previous JM ImAP categories: Motivation Culture, Capability Culture, and Engagement Culture. A total of 75 culture teams across the Jasa Marga Group participated in the 2025 JM ImAP program.

3. *Sharing Session* Pengelolaan Budaya Jasa Marga oleh Narasumber Internal Perseroan
   Perseroan menggelar program *benchmark* implementasi AKHLAK pada unit kerja Jasa Marga Grup dengan narasumber tim budaya unit kerja atau anak perusahaan Jasa Marga Grup yang merupakan pemenang lomba *Impactful AKHLAK Program* (ImAP). Program *sharing session* dilaksanakan sebanyak satu kali dalam JM Talk *Sustainability Series* untuk Juara 1 Kategori *Obligatory Culture* terkait dengan program pengelolaan sampah berbasis sinergitas kewilayahan.

4. *Net Promoter Score* (NPS)
   Perseroan melakukan pengukuran NPS yang bertujuan untuk mengetahui efektivitas implementasi Tata Nilai AKHLAK oleh karyawan Jasa Marga Grup. NPS juga digunakan untuk memberikan wawasan tentang bagaimana nilai-nilai AKHLAK tersebut diterima, dipahami, dan diterapkan oleh karyawan dan pemangku kepentingan lainnya. Survei ini telah dilaksakan pada periode 10-24 Oktober 2025 yang hasilnya telah disampaikan kepada unit kerja dan anak perusahaan Jasa Marga Grup untuk ditindaklanjuti.

5. BOD *Message*
   Untuk memperkuat hubungan antara manajemen dengan karyawan, Perseroan secara berkala menyusun BOD *Message* untuk mengkomunikasikan dan memberikan pemahaman terkait visi, misi & isu strategis Perseroan, memotivasi serta mendorong semangat kerja karyawan dalam membangun kepercayaan dan memperkuat budaya Perseroan. Jumlah BOD *Message* sepanjang tahun 2025 adalah sebanyak 12 (dua belas) kali.

3. Sharing Session on Jasa Marga Culture Management by Internal Company Speakers
   The Company held an AKHLAK implementation benchmarking program at Jasa Marga Group work units, featuring speakers from the culture teams who were winners of the Impactful AKHLAK Program (ImAP) competition. The sharing session program was held once during the JM Talk Sustainability Series for the 1st-place winner of the Obligatory Culture category, related to the regional synergy-based waste management program.

4. Net Promoter Score (NPS)
   The Company conducted an NPS measurement to determine the effectiveness of the implementation of AKHLAK Values by Jasa Marga Group employees. NPS is also used to provide insight into how employees and other stakeholders accept, understand, and apply these AKHLAK values. This survey was conducted from October 10-24, 2025, and the results have been submitted to the Work Units and to the Jasa Marga Group Subsidiaries for follow-up.

5. BOD Message
   To strengthen the relationship between management and employees, the Company regularly compiles BOD Messages to communicate and foster understanding of the Company's vision, mission, and strategic issues, and to motivate and encourage employee morale, building trust and strengthening the Company's culture. There were 12 (twelve) BOD Messages in 2025.

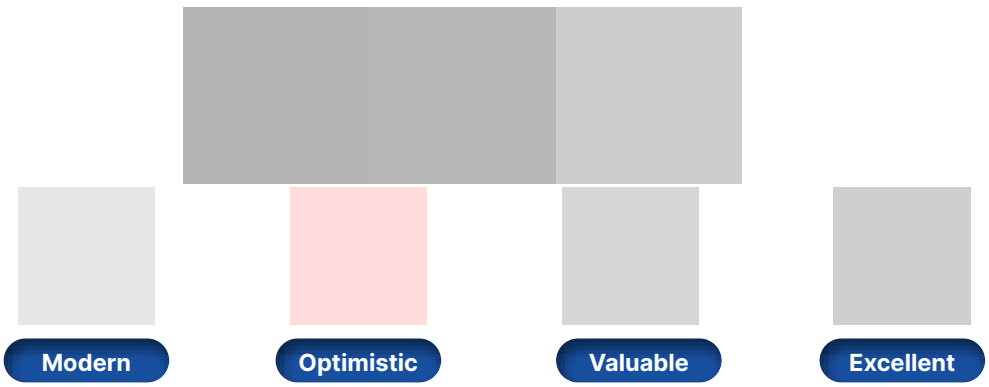
Budaya Kerja

Untuk mendukung Tata Nilai AKHLAK di lingkungan Jasa Marga Grup, Jasa Marga meluncurkan budaya kerja yang dikenal dengan JSMR MOVE (*Modern, Optimistic, Valuable, Excellent*). JSMR MOVE hadir sebagai bentuk budaya kerja yang diwujudkan dalam bentuk karakteristik Roadster Jasa Marga yang relevan dengan arah strategis dan menjawab tantangan bisnis di masa depan. Dengan JSMR MOVE, Roadster Jasa Marga tidak hanya bekerja, namun juga bergerak dengan makna.

Work Culture

To support the AKHLAK values within the Jasa Marga Group, Jasa Marga has launched a work culture known as JSMR MOVE (Modern, Optimistic, Valuable, Excellent). JSMR MOVE is a work culture embodied in the characteristics of Jasa Marga Roadster, which are relevant to the strategic direction and respond to future business challenges. With JSMR MOVE, Jasa Marga Roadsters not only work, but also move with meaning.

Tata Nilai Utama Budaya Kerja Perusahaan
Core Values of the Company's Work Culture



Inisiatif ini merupakan langkah strategis Perseroan untuk mentransformasi budaya kerja dan juga layanan dari pendekatan yang berfokus pada infrastruktur menjadi sebuah *infraculture* yaitu Budaya yang memperioritaskan kepuasan pelanggan, peningkatan kapabilitas *human capital*, dan optimalisasi operasional sebagai prioritas utama.

This initiative is a strategic step by the Company to transform its work culture and services from an infrastructure-focused approach to an infraculture that prioritises customer satisfaction, human capital capability enhancement, and operational optimisation as its main priorities.

Salah satu wujud nyata dari transformasi pelayanan tersebut adalah penguatan praktik Salam Roadster Melayani, yakni Salam, Senyum, Sapa yang diharapkan menjadi standar interaksi setiap titik layanan kepada pengguna jalan tol.

One tangible manifestation of this service transformation is the strengthening of the Salam Roadster Melayani (Salam Roadster Serving) practice, namely Salam, Senyum, Sapa (Greetings, Smiles, Greetings), which is expected to become the standard of interaction at every service point for toll road users.

Implementasi JSMR MOVE akan menitikberatkan pada pengembangan kompetensi Roadster melalui program pembelajaran terstruktur, peningkatan literasi digital, serta standarisasi praktik layanan di seluruh titik operasional. Langkah-langkah ini dirancang untuk mempercepat pengambilan keputusan, menyelaraskan perilaku organisasi dengan tujuan strategis, dan menciptakan pengalaman pelanggan yang konsisten serta bernilai tambah. Transformasi dari "*infra as a structure*" menjadi "*infra as a culture*" menjadi kerangka kerja yang mengarahkan investasi manusia dan proses sejalan dengan kapabilitas teknologi dan tata kelola yang modern.

The implementation of JSMR MOVE will focus on developing Roadster competencies through structured learning programmes, improving digital literacy, and standardising service practices at all operational points. These steps are designed to accelerate decision-making, align organisational behaviour with strategic objectives, and create a consistent and value-added customer experience. The transformation from 'infrastructure as a structure' to 'infrastructure as a culture' is a framework that guides human investment and processes in line with modern technological capabilities and governance.

JSMR MOVE hadir sebagai simbol komitmen Perusahaan mendorong *mindset* baru di seluruh Roadster Jasa Marga Grup dalam memperkuat *operational excellence*, menjaga relevansi Perseroan di tengah percepatan transformasi sektor transportasi, membangun infrastruktur jalan tol yang meningkatkan konektivitas negeri, dan menjaga kepercayaan publik sebagai wujud tanggung jawab Perseroan terhadap pembangunan nasional.

JSMR MOVE symbolises the company's commitment to fostering a new mindset across the Jasa Marga Group in strengthening operational excellence, maintaining the company's relevance amid the accelerating transformation of the transportation sector, building toll road infrastructure that enhances national connectivity, and upholding public trust as a manifestation of the company's responsibility towards national development.

Simbol Symbol	Nilai Utama Core Values	Definsi Definition	Karakteristik Karyawan Employee Characteristics	*Do's*	*Don'ts*
	Modern	Sikap terbuka terhadap perkembangan zaman, teknologi, dan cara kerja baru yang efisian dan relevan. An open attitude toward evolving times, technology, and new ways of working that are efficient and relevant.	a. Terbuka pada perubahan; b. Cepat belajar teknologi baru; dan c. Proaktif memanfaatkan inovasi digital. a. Openness to change; b. Rapid adoption of new technologies; and c. Proactive utilization of digital innovations.	Inovatif (Menciptakan terobosan dan menggunakan teknologi untuk memperbarui proses kerja) Innovative (Creating breakthroughs and using technology to update work processes)	Lamban (Lamban merespons dan memperlambat alur kerja) Slow (Slow to respond and slows down workflow)
				Gerak Cepat (Bergerak cepat, responsif, dan lincah dalam menuntaskan pekerjaan) Quick Movement (Move quickly, be responsive, and agile in completing tasks)	Enggan Berubah (Menutup diri terhadap pembaruan dan inovasi) Reluctant to Change (Closing oneself off to renewal and innovation)
				Terus Belajar (Meningkatkan kemampuan dan wawasan untuk beradaptasi dengan perkembangan baru) Keep learning (Improve your skills and knowledge to adapt to new developments)	Malas (Enggan berusaha dan bekerja untuk memberikan yang terbaik) Lazy (Unwilling to try and work to give one's best)

Simbol Symbol	Nilai Utama Core Values	Definsi Definition	Karakteristik Karyawan Employee Characteristics	*Do's*	*Don'ts*
	Optimistic	Sikap positif dalam memandang tantangan dan perubahan, dengan keyakinan terhadap hasil yang lebih baik. A positive attitude in viewing challenges and change, with confidence in achieving better outcomes.	a. Semangat tinggi; b. Resiliensi; c. Melihat kegagalan sebagai pembelajaran; dan d. Menjaga suasana kerja yang konstruktif. a. High levels of enthusiasm and drive; b. Resilience; c. Viewing failures as learning opportunities; and d. Maintaining a constructive work environment.	Antusias (Membawa energi positif yang menguatkan kerja sama tim) Enthusiastic (Bringing positive energy that strengthens teamwork)	Pesimis (Berfokus pada hambatan sehingga melemahkan semangat tim) Pessimistic (Focusing on obstacles, thereby weakening team spirit)
				Tangguh (Tangguh menghadapi tantangan dan mampu bangkit dari tekanan) Resilient (Resilient in the face of challenges and able to bounce back from pressure)	Skeptis (Meragukan ide baru tanpa penilaian objektif) Sceptical (Doubting new ideas without objective assessment)
				Percaya Diri (Meyakini langkah dan keputusan untuk memperkuat eksekusi) Self-confidence (Believing in your actions and decisions to strengthen execution)	Mudah Menyerah (Berhenti sebelum alternatif solusi dieksplorasi) Giving up easily (stopping before alternative solutions are explored)
	Valuable	Kemampuan menciptakan nilai berkelanjutan dari setiap peluang dan keputusan strategis. The ability to create sustainable value from every opportunity and strategic decision.	a. Berpikir tentang nilai dan dampak tindakan; b. Proaktif mengubah ide menjadi kontribusi bernilai; dan c. Menginspirasi tim untuk berkolaborasi menciptakan hasil berkelanjutan. a. Analytical thinking regarding the value and impact of actions; b. Proactively transforming ideas into valuable contributions; and c. Inspiring teams to collaborate in creating sustainable outcomes.	Bermanfaat (Menghasilkan *output* yang memberi nilai nyata dan manfaat yang berkelanjutan) Beneficial (Produces outputs that provide real value and sustainable benefits)	Pasif (Menunggu instruksi dan tidak berinisiatif) Passive (Waiting for instructions and not taking initiative)
				Kontributif (Berperan aktif dalam mendukung pencapaian tim dan proses) Contributive (Actively involved in supporting team achievements and processes)	Egois (Mementingkan diri sendiri dan mengabaikan kerja sama) Selfish (Putting oneself first and disregarding cooperation)
				Solutif (Menghadirkan solusi kreatif yang meningkatkan kualitas dan efisiensi) Solution (Providing creative solutions that improve quality and efficiency)	Sia-Sia (Menghasilkan pekerjaan yang minim dampak dan tidak relevan) Pointless (producing work that has minimal impact and is irrelevant)
	Excellent	Komitmen terhadap standar tertinggi dalam layanan, kinerja, dan integritas. Commitment to the highest standards of service, performance, and integrity.	a. Teliti; b. Bertanggung jawab; c. Berorientasi hasil terbaik; dan d. Melayani dengan sepenuh hati. a. Meticulous attention to detail; b. Accountability and responsibility; c. Result-oriented toward achieving excellence; and d. Delivering service with full dedication and heart.	Berstandar Tinggi (Menghasilkan kinerja sesuai standar tinggi dan konsisten) High Standard (Delivering high and consistent performance)	Ceroboh (Ceroboh dan mengabaikan prosedur) Careless (Careless and disregarding procedures)
				Peduli (Melayani dengan empati dan perhatian) Caring (Serving with empathy and attention)	Asal-asalan (Menghasilkan pekerjaan yang di bawah standar) Careless (Producing substandard work)
				Cermat (Menjaga ketelitian untuk memastikan kualitas dan keandalan proses) Diligence (Maintaining precision to ensure the quality and reliability of the process)	Apatis (Mengabaikan kebutuhan pemangku kepentingan) Apathetic (Ignoring stakeholder needs)

Bidang Usaha
Line of Business

Maksud dan Tujuan Kegiatan Usaha Menurut Anggaran Dasar Terakhir

Berdasarkan anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk sebagaimana tertuang dalam Akta Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH akta No. 04 tanggal 09 Januari 2026, berikut Surat Penerimaan Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHUAH.01.03-0013716 tanggal 19 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0007721.AH.01.11.Tahun 2026 tanggal 19 Januari 2026; maksud dan tujuan Perseroan ialah turut serta melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang Pengusahaan Jalan Tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip perseroan terbatas.

Sedangkan berdasarkan Pasal 3 ayat (2) dan Pasal 3 ayat (3) menyatakan bahwa kegiatan usaha dan kegiatan usaha penunjang Perseroan adalah sebagai berikut:

1. Kegiatan Usaha Utama Perseroan, meliputi:
   a. Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau preservasi jalan tol.
   b. Mengusahakan lahan di ruang milik jalan tol (rumijatol) dan lahan yang berbatasan dengan rumijatol untuk tempat istirahat dan pelayanan, berikut dengan fasilitas-fasilitas dan usaha lainnya.
   c. Melakukan kegiatan pengembangan kawasan yang terintegrasi dengan pengembangan jaringan jalan tol.
   d. Melakukan kegiatan di bidang jasa layanan preservasi dan pengoperasian jalan tol.
   e. Aktivitas jalan tol, mencakup pelayanan lalu lintas kendaraan melalui jalan atau jembatan tol.
   f. Melakukan investasi termasuk penyertaan modal pada perusahaan lainnya sejalan dengan dan untuk mencapai maksud dan tujuan Perseroan.
2. Kegiatan Usaha Penunjang, meliputi:
   Bidang pengembangan jasa untuk usaha-usaha yang terkait dengan moda-moda/sarana transportasi, pendistribusian material cair/padat/gas, jaringan sarana informasi, teknologi dan komunikasi, terkait dengan koridor jalan tol dengan memperhatikan Peraturan Perundang-undangan.

Kegiatan Usaha yang Dijalankan pada Tahun Buku

Pada tahun buku 2025, Jasa Marga telah menjalankan seluruh kegiatan usaha utama yang tercantum pada pasal 3 ayat (2) Anggaran Dasar Perseroan.

Purpose and Objectives of Business Activities Under the Latest Articles of Association

Based on the Articles of Association of PT Jasa Marga (Persero) Tbk as stipulated in the Notarial Deed of Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Deed No. 04 dated 9 January 2026, along with the Receipt of Notification from the Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.03-0013716 dated 19 January 2026, and as registered in the Company Register No. AHU-0007721.AH.01.11.Year 2026 dated 19 January 2026; the purpose and objective of the Company are to participate in and support Government policies and programs in the field of the economy and national development in general, particularly in the development of toll road operations and their supporting facilities, by applying the principles of a limited liability company.

Meanwhile, based on Article 3 paragraph (2) and Article 3 paragraph (3), the Company's business activities and supporting business activities are as follows:

1. The Company's Main Business Activities include:
   a. Conducting technical planning, construction, operation, and/or preservation of toll roads.
   b. Developing land within the toll road right-of-way (rumijatol) and land adjacent to the rumijatol for rest areas and services, along with facilities and other businesses.
   c. Conducting integrated area development activities with toll road network development.
   d. Providing services in the field of toll road preservation and operation.
   e. Toll road activities, including vehicle traffic services through toll roads or bridges.
   f. Making investments, including capital participation in other companies, in line with and to achieve the Company's objectives and goals.
2. Supporting Business Activities, including:
   Service development for businesses related to modes/means of transportation, distribution of liquid/solid/gas materials, information, technology, and communication networks, related to toll road corridors, with due regard to laws and regulations.

Business Activities in the Fiscal Year

In the 2025 fiscal year, Jasa Marga has carried out all of the main business activities listed in Article 3 paragraph (2) of the Company's Articles of Association.

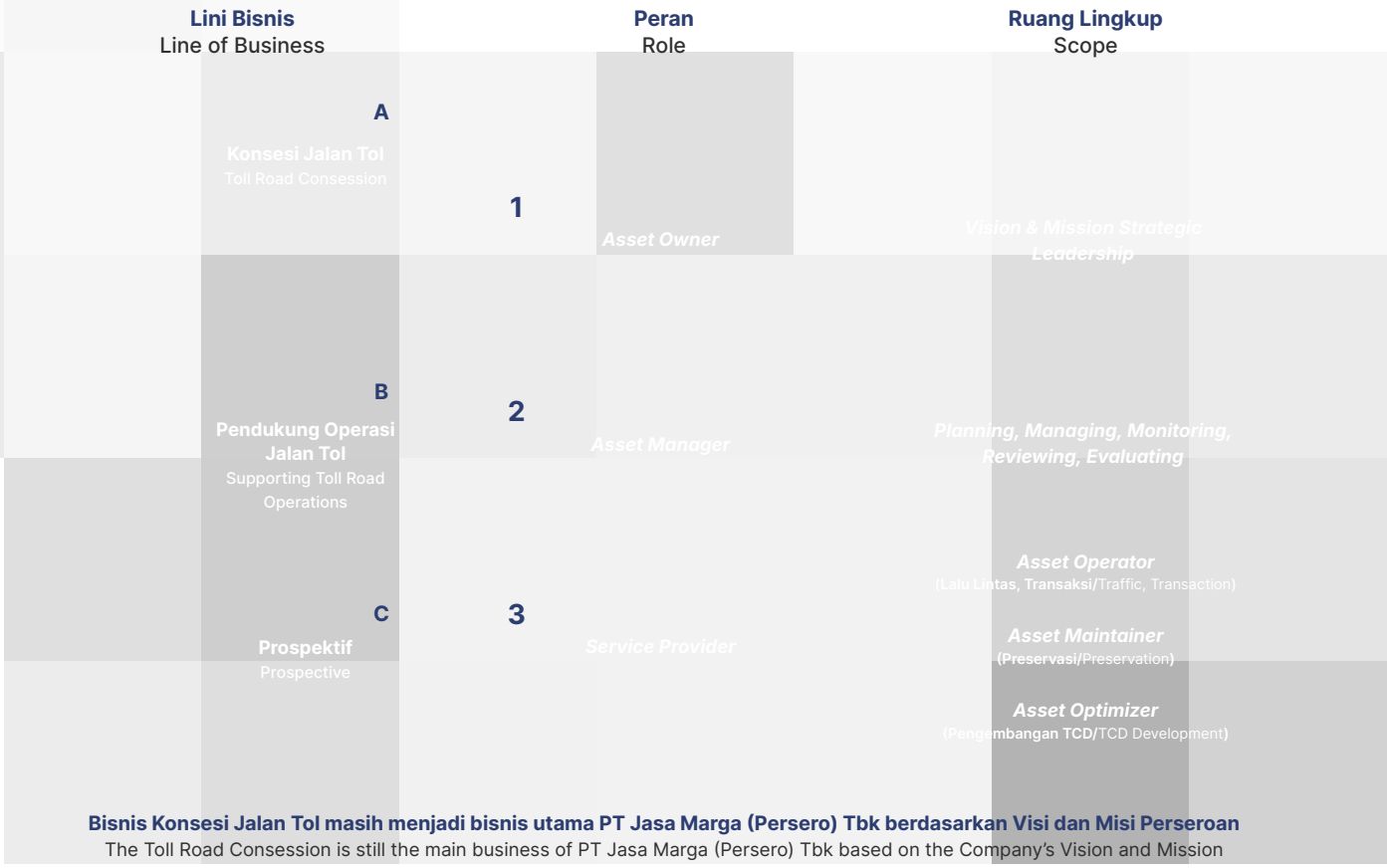
Model Operasi

Dalam rangka mendukung tercapainya target Perseroan pada tahun-tahun berikutnya serta menjaga keberlanjutan bisnis sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) tahun 2025-2029, Perseroan mengembangkan model bisnis yang terdiri dari tiga lini bisnis yakni: (i) lini bisnis konsesi jalan tol; (ii) lini bisnis pendukung operasi jalan tol yang mencakup bisnis pengoperasian jalan tol serta bisnis preservasi jalan tol; dan (iii) lini bisnis prospektif yang mencakup pengembangan properti/ *Toll Corridor Development* (TCD), Tempat Istirahat dan Pelayanan (TIP), iklan dan utilitas, *building management*, serta bisnis komersil.

Business Model

To support the achievement of the Company's targets in the coming years and maintain business sustainability as outlined in the 2025-2029 Long-Term Business Plan (RJPP), the Company has developed a business model consisting of three business lines, namely: (i) the toll road concession business line; (ii) toll road operations support business line, which includes toll road operations and toll road preservation; and (iii) prospective business line, which includes property development/Toll Corridor Development (TCD), Rest and Service Areas (TIP), advertising and utilities, building management, and commercial businesses.

Bagan Lini Bisnis, Peran, dan Ruang Lingkup Pekerjaan
Chart of Business Lines, Roles, and Work Scope



Bisnis Konsesi Jalan Tol masih menjadi bisnis utama PT Jasa Marga (Persero) Tbk berdasarkan Visi dan Misi Perseroan
The Toll Road Consession is still the main business of PT Jasa Marga (Persero) Tbk based on the Company's Vision and Mission

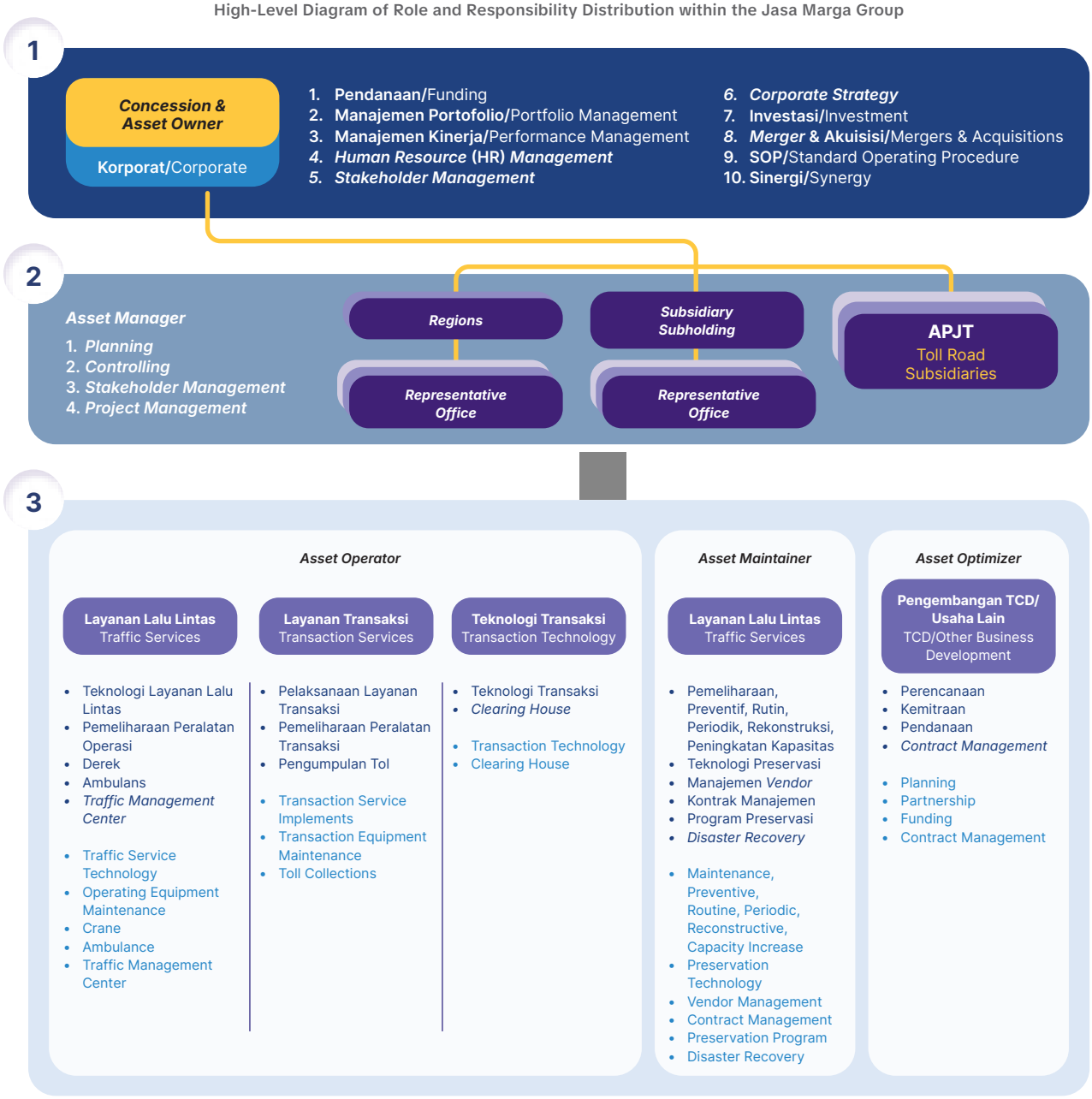
Perseroan berupaya mendesain organisasi yang dinamis dan fleksibel menyesuaikan dengan arah perkembangan Perseroan serta beradaptasi dengan perubahan. Perseroan telah membagi peran dan tanggung jawab menjadi 3 (tiga), yaitu *asset owner*, *asset manager* dan *service provider*. Peran sebagai *asset owner* berada pada *level* pusat atau korporat di mana ruang lingkup pekerjaannya

The Company strives to design a dynamic, flexible organization that adapts to the direction of its development and changes. The Company has divided roles and responsibilities into 3 (three) areas: asset owner, asset manager, and service provider. The role of asset owner is at the central or corporate level, where the scope of work includes developing Vision and Mission, strategic functions,

mencakup pengembangan Visi dan Misi, fungsi strategis dan kepemimpinan. Selanjutnya, peran sebagai *asset manager* berada pada *level* Regional, *Representative Office*, dan Entitas Anak dengan ruang lingkup pekerjaan meliputi perencanaan, pengelolaan, pemantauan, peninjauan, dan evaluasi. Sementara peran *service provider* memiliki ruang lingkup sebagai pendukung bisnis jalan tol yang terbagi menjadi 3 (tiga) bagian, yaitu *asset operator* (lalu lintas dan transaksi), *asset maintainer* (preservasi), dan *asset optimizer* (pengembangan TCD).

and leadership. Furthermore, the role of asset manager spans the Regional, Representative Office, and Subsidiary Entity levels, which include planning, management, monitoring, review, and evaluation. Meanwhile, the role of service provider has a scope as a toll road business supporter, divided into 3 (three) parts: asset operator (traffic and transactions), asset maintainer (preservation), and asset optimizer (TCD development).

Bagan *High Level* Pembagian Peran dan Tanggung Jawab Jasa Marga Grup
High-Level Diagram of Role and Responsibility Distribution within the Jasa Marga Group



Produk dan Jasa yang Dihasilkan (Model Bisnis)
Products and Services Offered (Business Model)

Produk dan Jasa yang ditawarkan Jasa Marga dibagi dalam 3 (tiga) bidang utama, yakni:

The products and services offered by Jasa Marga are divided into 3 (three) main areas, namely:

Bisnis Konsesi Jalan Tol

Dalam rangka mewujudkan tujuan Perseroan untuk menjadi perusahaan jalan tol nasional terbesar, terpercaya, dan berkesinambungan, Jasa Marga berupaya untuk mempertahankan pangsa pasar jalan tol di Indonesia. Perseroan mengelola penambahan kepemilikan hak pengusahaan jalan tol melalui Entitas Anak dalam bentuk Badan Usaha Jalan Tol (BUJT). Masing-masing Entitas Anak dalam bentuk BUJT didirikan untuk melaksanakan pengusahaan jalan tol, yang meliputi pendanaan, perencanaan teknik, pelaksanaan konstruksi, pengoperasian dan preservasi jalan tol, serta usaha-usaha lainnya sesuai dengan ketentuan-ketentuan dan peraturan perundang-undangan yang berlaku.

Toll Road Concession Business

To achieve the Company's goal of becoming the largest, most trusted, and most sustainable national toll road company, Jasa Marga strives to maintain its market share in Indonesia's toll road sector. The Company manages the addition of toll road operating rights through its Subsidiaries in the form of Toll Road Business Entities (BUJT). Each Subsidiary, in the form of a BUJT, is established to carry out toll road operations, including financing, technical planning, construction, toll road operations and preservation, as well as other businesses, in accordance with applicable laws and regulations.

Sampai dengan 31 Desember 2025, Perseroan memiliki hak konsesi untuk 36 ruas jalan tol sepanjang 1.736 km melalui proses tender, akuisisi, dan pemrakarsa. Pengoperasian atas konsesi jalan tol tersebut terbagi ke dalam 2 (dua) Regional dan melalui Entitas Anak dari *subholding* PT Jasamarga Transjawa Tol (JTT). Hingga akhir tahun 2025, sepanjang 1.294 km jalan tol dari total panjang konsesi yang dimiliki Perseroan telah beroperasi secara efektif.

Until December 31, 2025, the Company has concession rights for 36 toll road sections spanning 1,736 km through tenders, acquisitions, and initiatives. The operation of these toll road concessions is divided into two (2) regions and through subsidiaries of the subholding company PT Jasamarga Transjawa Tol (JTT). By the end of 2025, 1,294 km of toll roads from the total length of concessions owned by the Company will be effectively operational.

Tabel Ruas Jalan Tol Jasa Marga Periode 1978-2025
Table of Jasa Marga's Toll Roads in 1978-2025 Period

No.	Konsesi Concession	Panjang (Km) Length (Km)	Tahun Mulai Operasi Perusahaan (Induk) Year of Commencement of Operations (Parent Company)
1.	Jakarta-Bogor-Ciawi (Jagorawi)	59,0	1978
2.	Jakarta-Tangerang	33,0	1984
3.	Prof. Dr. Ir. Sedyatmo	14,3	1984
4.	Cawang-Tomang-Pluit	23,6	1987
5.	Padalarang-Cileunyi (Padaleunyi)	64,4	1990
6.	Cikampek-Padalarang (Cipularang)	58,5	2003
7.	Belawan-Medan-Tanjung Morawa (Belmera)	42,7	1986
8.	Jakarta Outer Ring Road (JORR) Seksi E1, E2, E3, W2S	28,3	1991
9.	Ulujami-Pondok Aren	5,6	2001
10.	JORR W2 Utara	7,9	2014
11.	Bogor Outer Ring Road (BORR)	11,3	Beroperasi sebagian sejak tahun 2009 Partially operated since 2009
12.	Cengkareng-Batuceper-Kunciran	14,2	2021
13.	Kunciran-Serpong	11,1	2019
14.	Semarang-Solo	72,6	2011
15.	Surabaya-Mojokerto	36,3	2011
16.	Gempol-Pasuruan	34,2	2017
17.	Gempol-Pandaan	13,6	2015

Tabel Ruas Jalan Tol Jasa Marga Periode 1978-2025
Table of Jasa Marga's Toll Roads in 1978-2025 Period

No.	Konsesi Concession	Panjang (Km) Length (Km)	Tahun Mulai Operasi Perusahaan (Induk) Year of Commencement of Operations (Parent Company)
18.	Nusa Dua-Ngurah Rai-Benoa	9,7	2013
19.	Medan- Kualanamu-Tebing Tinggi	61,7	2017
20.	Solo-Ngawi	91,1	2018
21.	Ngawi-Kertosono-Kediri	108	Beroperasi sebagian sejak tahun 2018 Partially operated since 2018
22.	Cinere-Serpong	10,1	2021
23.	Jakarta-Cikampek (Japek)	72,5	1988
24.	Semarang A,B,C	25,5	1983
25.	Surabaya-Gempol (Surgem)	44,4	1986
26.	Palimanan-Kanci (Palikanci)	28,8	1998
27.	Batang-Semarang	75,0	2018
28.	Balikpapan-Samarinda	97,3	2019
29.	Manado-Bitung	39,9	2020
30.	Pandaan-Malang	38,5	2019
31.	Jalan Layang Sheikh Mohammed Bin Zayed (MBZ)	36,4	2019
32.	Probolinggo-Banyuwangi	175,4	Tahap pembebasan lahan dan konstruksi Land acquisition and construction phase
33.	Jakarta-Cikampek II Selatan	64,0	Tahap pembebasan lahan dan konstruksi Land acquisition and construction phase
34.	Yogyakarta-Bawen	75,1	Tahap pembebasan lahan dan konstruksi Land acquisition and construction phase
35.	Solo-Yogyakarta-NYIA Kuloprogo	96,6	Beroperasi sebagian sejak tahun 2024 Partially operated since 2024
36.	Akses Patimban	37,1	Tahap pembebasan lahan Land acquisition phase

Bisnis Pengoperasian Jalan Tol

Perseroan menjalankan bisnis pengoperasian jalan tol melalui Entitas Anak, yaitu PT Jasamarga Tollroad Operator (JMTO). Layanan yang diberikan Perseroan antara lain layanan transaksi, dan layanan lalu lintas. Layanan transaksi berhubungan dengan ketersediaan maupun kecepatan alat dan sistem di gerbang tol untuk memproses transaksi yang dilakukan oleh setiap pengguna jalan tol. Layanan lalu lintas adalah serangkaian upaya kegiatan yang meliputi perencanaan, pengadaan, pemasangan, pengaturan, dan pemeliharaan fasilitas perlengkapan jalan dalam rangka mewujudkan, mendukung, dan memelihara keamanan, keselamatan, ketertiban, dan kelancaran lalu lintas khususnya di jalan tol. Selain layanan pengoperasian jalan tol, PT JMTO juga menyediakan layanan teknologi informasi dan layanan *Electronic Toll Collection* (ETC) sebagai pendukung operasional jalan tol.

Toll Road Operation Business

The Company operates toll road businesses through its Subsidiary, PT Jasamarga Tollroad Operator (JMTO). The Company's services include transaction services, and traffic services. Transaction services refer to the availability and speed of equipment and systems at toll gates for each toll road user to process transactions. Traffic services are a series of activities that include planning, procurement, installation, regulation, and maintenance of road facilities to ensure, support, and maintain security, safety, order, and smooth traffic, especially on toll roads. In addition to toll road operations, PT JMTO provides information technology and Electronic Toll Collection (ETC) services to support toll road operations.

Keseluruhan layanan pengoperasian jalan tol yang disediakan oleh PT JMTO adalah layanan dengan berbasis pada teknologi informasi yang terus-menerus dikembangkan dan ditingkatkan untuk memenuhi kebutuhan pengguna jalan. Beberapa di antaranya adalah pengembangan fitur unggulan Travoy *Journey* sebagai sahabat navigasi perjalanan bagi pengguna jalan tol untuk dengan mudah mendapatkan rekomendasi rute perjalanan, kebutuhan biaya tarif tol, informasi *rest area* dan lainnya serta kemudahan mendapatkan struk bukti transaksi pembayaran secara digital melalui fitur resi digital pada Aplikasi Travoy.

All toll road operations services provided by PT JMTO are based on continuously developed and improved information technology to meet the needs of road users. Some of these services include the development of the Travoy Journey feature, which serves as a navigation companion for toll road users, allowing them to easily obtain travel route recommendations, toll rates, rest area information, and other details, as well as conveniently obtain digital payment receipts through the digital receipt feature on the Travoy app.

Layanan pengoperasian jalan tol juga didukung pada pengelolaan informasi yang dilakukan di Jasa Marga Tollroad Command Center yang dikelola oleh PT JMTO. JMTC mengelola informasi dan juga sebagai pusat *one call center* 133 yang menjadi kanal utama pengguna jalan dalam mendapatkan informasi dan bantuan.

Toll road operations services are also supported by information management at the Jasa Marga Tollroad Command Center, managed by PT JMTO. JMTC manages information and serves as the 133 one-call center, the main channel for road users to obtain information and assistance.

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2025
Table of Toll Road Operation Services, Electronic Toll Collection, and Information Technology Products of PT JMTO in 2025

No.	Ruas Toll Road	Layanan Services		
		Pengoperasian Jalan Tol Toll Road Operations	***Electronic Toll Collection***	**Teknologi Informasi** Information Technology
Perusahaan (Induk) The Company (Parent)				
1.	Jagorawi (Jakarta – Bogor – Ciawi)	■	■	■
2.	Ruas JORR seksi E JORR section E Toll Road	■	■	■
3.	Ulujami - Pondok Aren	■	■	■
4.	Ruas Dalam Kota Inner City Toll Road	■	■	■
5.	Ruas Sedyatmo Sedyatmo Toll Road	■	■	■
6.	Ruas Jakarta – Tangerang Jakarta – Tangerang Toll Road	■	■	■
7.	Ruas Cikampek – Padalarang Cikampek – Padalarang Toll Road	■	■	■
8.	Ruas Padalarang – Cileunyi Padalarang – Cileunyi Toll Road	■	■	■
9.	Ruas Belawan – Medan – Tanjung Morawa Belawan – Medan – Tanjung Morawa Toll Road	■	■	■
Entitas Anak, Ventura Bersama serta Entitas Anak dan Ventura Bersama dari PT JTT Subsidiaries and Joint Venture Entities, as well as Subsidiaries and Joint Venture Entities under PT JTT				
1.	Ruas Jakarta – Cikampek Jakarta – Cikampek Toll Road	■	■	■
2.	Ruas Surabaya – Gempol Surabaya – Gempol Toll Road	■	■	■
3.	Ruas Semarang A, B, C Semarang A, B, C Toll Road	■	■	■
4.	Ruas Palimanan – Kanci Palimanan – Kanci Toll Road	■	■	■
5.	Ruas Kebon Jeruk – Ulujami Kebon Jeruk – Ulujami Toll Road	■	■	■

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2025
Table of Toll Road Operation Services, Electronic Toll Collection, and Information Technology Products of PT JMTO in 2025

No.	Ruas Toll Road	Layanan Services		
		Pengoperasian Jalan Tol Toll Road Operations	***Electronic Toll Collection***	**Teknologi Informasi** Information Technology
6.	Ruas Bogor Outer Ring Road Bogor Outer Ring Road Toll Road	■	■	■
7.	Ruas Kunciran – Serpong Kunciran – Serpong Toll Road	■	■	■
8.	Ruas Cengkareng – Batuceper – Kunciran Cengkareng – Batuceper – Kunciran Toll Road	■	■	■
9.	Ruas Serpong – Cinere Serpong – Cinere Toll Road	■	■	■
10.	Ruas Medan – Kualanamu – Tebing Tinggi Medan – Kualanamu – Tebing Tinggi Toll Road	■	■	■
11.	Ruas Nusa Dua – Tanjung Benoa Nusa Dua – Tanjung Benoa Toll Road	■	■	■
12.	Ruas Balikpapan – Samarinda Balikpapan – Samarinda Toll Road	■	■	■
13.	Ruas Manado – Bitung Manado – Bitung Toll Road	■	■	■
14.	Ruas Jogja – Solo Jogja-Solo Toll Road	■	■	■
15.	Ruas Jalan Layang MBZ Sheikh Mohamed Bin Zayed MBZ Sheikh Mohamed Bin Zayed Elevated Toll Road	■	■	■
16.	Ruas Semarang – Solo Semarang – Solo Toll Road	■	■	■
17.	Ruas Semarang – Batang Semarang – Batang Toll Road	■	■	■
18.	Ruas Solo – Ngawi Solo – Ngawi Toll Road	■	■	■
19.	Ruas Surabaya – Mojokerto Surabaya – Mojokerto Toll Road	■	■	■
20.	Ruas Gempol – Pandaan Gempol – Pandaan Toll Road	■	■	■
21.	Ruas Gempol – Pasuruan Gempol – Pasuruan Toll Road	■	■	■
22.	Ruas Pandaan – Malang Pandaan – Malang Toll Road	■	■	■
23.	Ruas Ngawi – Kertosono Ngawi – Kertosono Toll Road	■	■	■
24.	Ruas Jakarta – Cikampek II Sisi Selatan Jakarta – Cikampek II South Section Toll Road	■	■	■
25.	Ruas Probolinggo – Banyuwangi Probolinggo – Banyuwangi Toll Road	■	■	■
BUJT di Luar Kelompok Usaha Jasa Marga BUJT Outside Jasa Marga Group				
1.	Ruas Krian – Legundi – Bunder – Manyar Krian – Legundi – Bunder – Manyar Toll Road	■	■	■
2.	Ruas Cimanggis – Cibitung Cimanggis – Cibitung Toll Road	■	■	■
3.	Ruas Bogor – Ciawi – Sukabumi Bogor – Ciawi – Sukabumi Toll Road	■	■	■
4.	Ruas Cibitung – Cilincing – Tanjung Priok Cibitung – Cilincing – Tanjung Priok Toll Road	■	■	■
5.	Ruas Serpong – Balaraja Serpong – Balaraja Toll Road	■	■	■

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2025
Table of Toll Road Operation Services, Electronic Toll Collection, and Information Technology Products of PT JMTO in 2025

No.	Ruas Toll Road	Layanan Services		
		Pengoperasian Jalan Tol Toll Road Operations	*Electronic Toll Collection*	Teknologi Informasi Information Technology
6.	Ruas Kayu Agung – Palembang – Betung Kayu Agung – Palembang – Betung Toll Road	■	■	■
7.	Ruas Semarang – Demak Semarang – Demak Toll Road	■	■	■

Keterangan/Notes:
Toll Collection termasuk dengan Jakarta-Cikampek II Selatan.
Toll Collection is included in the Jakarta-Cikampek II South.

Sementara, layanan manajemen preservasi jalan tol dan konstruksi yang diberikan Perseroan dilakukan melalui Entitas Anak, yaitu PT Jasamarga Tollroad Maintenance (JMTM). Layanan preservasi dilakukan untuk menjaga kualitas jalan tol, yang meliputi kegiatan perencanaan dan pelaksanaan preservasi jalan tol, peningkatan kapasitas jalan tol, serta penyewaan alat berat untuk memenuhi Standar Pelayanan Minimal (SPM) jalan tol. Adapun rincian terkait layanan PT JMTM dapat dilihat pada tabel berikut:

Meanwhile, the Company's toll road preservation and construction management services are provided through its Subsidiary, PT Jasamarga Tollroad Maintenance (JMTM). Preservation services are carried out to maintain the quality of toll roads, which include toll road preservation planning and implementation, toll road capacity improvement, and heavy equipment rental to meet the Minimum Service Standards (SPM) for toll roads. Details regarding PT JMTM's services can be viewed in the following table:

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2025
Table of Project List for PT Jasamarga Tollroad Maintenance (JMTM) in 2025

No.	Ruas Toll Road	Pemberi Kerja Employer
1.	Jagorawi (Jakarta - Bogor - Ciawi)	PT Jasa Marga (Persero) Tbk
2.	JORR W2, E1, E2, E3	
3.	Jakarta - Tangerang	
4.	Ulujami - Pondok Aren	
5.	Dalam Kota Jakarta Jakarta Inner City	
6.	Prof. Dr. Ir. Sedyatmo	
7.	Padalarang - Cileunyi	
8.	Cikampek - Padalarang	
9.	Belmera (Belawan - Medan - Tanjung Morawa)	
10.	Jakarta - Cikampek	PT Jasamarga Transjawa Tol
11.	Surabaya - Gempol	
12.	Semarang	
13.	Palikanci (Palimanan - Kanci)	
14.	Jakarta - Cikampek Elevated	PT Jasamarga Jalanlayang Cikampek
15.	Kunciran - Cengkareng	PT Jasamarga Kunciran Cengkareng
16.	Cinere - Serpong	PT Cinere Serpong Jaya
17.	Semarang - Batang	PT Jasamarga Semarang Batang
18.	Solo - Ngawi	PT Jasamarga Solo Ngawi
19.	Surabaya - Mojokerto	PT Jasamarga Surabaya Mojokerto
20.	Gempol - Pasuruan	PT Jasamarga Gempol Pasuruan
21.	Gempol - Pandaan	PT Jasamarga Pandaan Tol
22.	Ngawi - Kertosono - Kediri	PT Jasamarga Ngawi Kertosono Kediri

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2025
Table of Project List for PT Jasamarga Tollroad Maintenance (JMTM) in 2025

No.	Ruas Toll Road	Pemberi Kerja Employer
23.	Medan - Kualanamu - Tebing Tinggi	PT Jasamarga Kualanamu Tol
24.	Bali - Mandara	PT Jasamarga Bali Tol
25.	Balikpapan - Samarinda	PT Jasamarga Balikpapan Samarinda
26.	Manado - Bitung	PT Jasamarga Manado Bitung

Tabel Daftar Pekerjaan Preservasi Infrastruktur, Survei & Pengukuran, dan Material & Alat Berat PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2025
Table of Infrastructure Preservation, Survey & Measurement, and Materials & Heavy Equipment Work List for PT Jasamarga Tollroad Maintenance (JMTM) in 2025

No.	Pekerjaan Project	Pemberi Kerja Employer
1.	Pekerjaan Perbaikan *Runway* di Bandar Udara Halim Perdanakusuma Runway Improvement Works at Halim Perdanakusuma Airport	KSO HLP
2.	Pekerjaan Pengadaan dan Pemasangan Pagar Pengaman Jalan Pada Ruas Jalan Tol Solo-Ngawi Tahun 2025 Procurement and Installation of Road Guardrails on the Solo-Ngawi Toll Road Section in 2025	PT Jasamarga Solo Ngawi
3.	Pekerjaan Pondasi Tahap-1 Gedung Gereja HKBP Bincarung Phase-1 Foundation Works for HKBP Bincarung Church Building	Gereja HKBP Bincarung
4.	Pekerjaan *Scrapping* Gerbang Tol Meruya Utama 1 Pada Jalan Tol JORR W2 Utara (Kebon Jeruk - Ulujami) Tahun 2025 Scrapping of the Main Toll Gate 1 at Meruya on the JORR W2 North Toll Road (Kebon Jeruk - Ulujami) in 2025	PT Astra Tol Nusantra - Astra Infra Solutions
5.	Pekerjaan Rekonstruksi *Rigid Pavement* Gerbang Tol Meruya Utama 1 Pada Jalan Tol JORR W2 Utara (Kebon Jeruk - Ulujami) Tahun 2025 Rigid Pavement Reconstruction Works for Main Toll Gate 1 at Meruya on the JORR W2 North Toll Road (Kebon Jeruk - Ulujami) in 2025	PT Astra Tol Nusantra - Astra Infra Solutions
6.	Pekerjaan *Scrapping Filling Overlay* (SFO) dan Rekonstruksi *Rigid Pavement* Pada Jalan Tol JORR W2 Utara (Kebon Jeruk - Ulujami) Tahun 2025 Scrapping Filling Overlay (SFO) and Rigid Pavement Reconstruction Works on the JORR W2 North Toll Road (Kebon Jeruk - Ulujami) in 2025	PT Astra Tol Nusantra - Astra Infra Solutions
7.	Pekerjaan *Levelling*/SFO dan Rekonstruksi *Rigid* Pada Jalan Tol Cibitung-Cilincing Levelling/SFO and Rigid Reconstruction Works on the Cibitung-Cilincing Toll Road	PT Akses Pelabuhan Indonesia
8.	Jasa Pemborongan Layanan Pemeliharaan Rutin Aset dan Sarana Perlengkapan Keselamatan Jalan Pada Jalan Tol Cimanggis – Cibitung Seksi 1A s.d Seksi 2B Tahun 2025 Routine Asset Maintenance Services and Road Safety Equipment on Cimanggis-Cibitung Toll Road Section 1A to Section 2B in 2025	PT Cimanggis Cibitung Tollways
9.	Pemeliharaan Berkala Jalan/Jembatan/FO/*Underpass* di Provinsi DKI Jakarta (Pekerjaan *Hotmix* Paket 7 di Provinsi DKI Jakarta Tahun 2025) Periodic Maintenance of Roads/Bridges/FO/Underpasses in DKI Jakarta Province (Hotmix Package 7 in DKI Jakarta in 2025)	Dinas Bina Marga DKI Jakarta
10.	Pemeliharaan Berkala Jalan/Jembatan/FO/*Underpass* di Provinsi DKI Jakarta (Pekerjaan *Hotmix* Paket 28 di Provinsi DKI Jakarta Tahun 2025) Periodic Maintenance of Roads/Bridges/FO/Underpasses in DKI Jakarta Province (Hotmix Package 28 in DKI Jakarta in 2025)	Dinas Bina Marga DKI Jakarta
11.	Pekerjaan Rambu dan Gerbang Tol Modifikasi Simpang Susun Tol Bitung Paramount Petals Signage and Toll Gate Modification Work at the Bitung Paramount Petals Toll Road Interchange	PT Acset Indonusa Tbk
12.	Pemeliharaan Berkala Jalan/Jembatan/FO/*Underpass* di Provinsi DKI Jakarta (Pekerjaan *Hotmix* Aspal PG Paket 5 di Provinsi DKI Jakarta Tahun 2025) Periodic Maintenance of Roads/Bridges/FO/Underpasses in DKI Jakarta Province (Hotmix Asphalt PG Package 5 in DKI Jakarta in 2025)	Dinas Bina Marga DKI Jakarta
13.	*Trial Compaction* PT Patimban International Car Terminal Patimban PortTrial Compaction at PT Patimban International Car Terminal Patimban Port	PT Ageng Jawah Rejeki

Tabel Daftar Pekerjaan Preservasi Infrastruktur, Survei & Pengukuran, dan Material & Alat Berat PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2025
Table of Infrastructure Preservation, Survey & Measurement, and Materials & Heavy Equipment Work List for PT Jasamarga Tollroad Maintenance (JMTM) in 2025

No.	Pekerjaan Project	Pemberi Kerja Employer
14.	Pekerjaan Peralatan Tol dan Sistem Informasi dan Komunikasi Pada Gerbang Tol Bitung Paramount Toll Equipment and Information and Communication Systems Works at the Bitung Paramount Toll Gate	PT Paramount Enterprise International
15.	Pekerjaan Pembangunan Irigasi Belimbing Construction of Belimbing Irrigation System	PT Wijaya Karya (Persero) Tbk
16.	Pengadaan Jasa Pemborongan Pekerjaan Pembangunan Bangunan Pengganti Tanah Aset Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi yang Terkena Dampak Pembangunan Akses Simpang Tak Sebidang (STS) Martadinata Procurement of Contracting Services for the Construction of Replacement Buildings for the Ministry of Education, Culture, Research, and Technology's Land Assets Affected by the Development of the Intersection Access (STS) Martadinata	PT Cinere Serpong Jaya
17.	Pekerjaan Lapis Tambah (*Overlay*) dan Rekonstruksi Perkerasan Jalan Tol JORR II Ruas Cengkareng – Batuceper – Kunciran Overlay Works and Reconstruction of Pavement on the JORR II Toll Road, Cengkareng – Batuceper – Kunciran Section	PT Jasamarga Kunciran Cengkareng
18.	Pekerjaan Pembuatan dan Pemasangan Tiang RFID Works for Manufacturing and Installing RFID Poles	PT Jasamarga Tollroad Operator
19.	Pekerjaan *Surface Course* (*Hotmix*) PT Patimban International Car Terminal – Patimban Port Surface Course (Hotmix) Works for PT Patimban International Car Terminal – Patimban Port	PT Prasarana Danoes Cemerlang
20.	*Steel Structure Works - Geotermal Civil Works to Support Power Plant* Patuha, Ciwidey, Bandung	PT. Sasco Global Indonesia
21.	*The Proposed Construction and Completion of Railing in Pedestrian at* Jl. Wanamarta Raya, Jl. Mandura, Jl. Lokapala, Jl. Suralaya *and* Jl. Saptarengga *at* Kendal Industrial Park	PT. Kawasan Industri Kendal
22.	Jasa Konstruksi Pembangunan Jalan Akses Stasiun Karawang Kereta Cepat Jakarta – Bandung melalui Kawasan Industri Trans Heksa Karawang Construction Services for the Development of Access Roads to Karawang Station for Jakarta – Bandung High-Speed Rail through the Trans Heksa Karawang Industrial Area	PT Kereta Cepat Indonesia China
23.	*Reinstatement Works for Asphalt Pavement of State Secretary Area (affected by Fence Reinforcement Works of the Presidential palace)*	Shimizu MRT
24.	*Asphalting Works for Stage-2D Traffic Diversion in Thamrin Station*	Shimizu MRT
25.	Pekerjaan Perbaikan Lereng Ruas Tol Cinere - Serpong Slope Repair Works on the Cinere - Serpong Toll Road	PT Waskita Karya
26.	Sewa *Bridge Inspection* untuk Pekerjaan Inspeksi Jembatan pada Ruas Semarang-Solo Tahun 2025 Bridge Inspection Rental for Bridge Inspection Works on the Semarang-Solo Section in 2025	PT Eskapindo Matra
27.	Pengukuran IRI dan Kekesatan Ruas Solo-Jogja IRI and Roughness Measurement on the Solo-Jogja Section	PT Adhi Karya (Persero)
28.	Pengukuran IRI Tahap 2 Ruas Solo-Jogja IRI Measurement for Stage 2 of the Solo-Jogja Section	PT Adhi Karya (Persero)
29.	Pengukuran IRI dan Kekesatan Ruas Solo-Jogja IRI and Roughness Measurement on the Solo-Jogja Section	PT Daya Mulia Turangga
30.	Pengukuran IRI Ruas Pandaan - Malang IRI Measurement on the Pandaan - Malang Section	PT Astra Infra Solution
31.	Pengukuran IRI dan Kekesatan Ruas Tol Serpong - Balaraja IRI and Roughness Measurement on the Serpong - Balaraja Toll Road	PT Trans Bumi Serbaraja
32.	Pengukuran IRI Ruas Kunciran-Serpong Desember 2024 IRI Measurement on the Kunciran-Serpong Section in December 2024	PT Astra Infra Solution
33.	Pengukuran IRI Ruas Waru-Juanda IRI Measurement on the Waru-Juanda Section	PT Citramarga Surabaya
34.	Pengukuran IRI Ruas Semarang- Solo IRI Measurement on the Semarang-Solo Section	PT Astra Infra Solution

Tabel Daftar Pekerjaan Preservasi Infrastruktur, Survei & Pengukuran, dan Material & Alat Berat PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2025
Table of Infrastructure Preservation, Survey & Measurement, and Materials & Heavy Equipment Work List for PT Jasamarga Tollroad Maintenance (JMTM) in 2025

No.	Pekerjaan Project	Pemberi Kerja Employer
35.	Pengukuran IRI Ruas MLJ Ulujami - Kebun Jeruk IRI Measurement on the MLJ Ulujami - Kebun Jeruk Section	PT MLJ
36.	Pengukuran IRI dan Kekesatan Ruas Serbaraja IRI and Roughness Measurement on the Serbaraja Section	PT Serbaraja
37.	IRI Manado - Bitung Seksi 2 IRI Manado - Bitung Section 2	PT PP
38.	IRI Ruas Kunciran - Serpong Tahun 2025 IRI Measurement on the Kunciran - Serpong Section in 2025	PT Astra Infra Solution

Bisnis Prospektif

Perseroan juga menjalankan lini bisnis prospektif untuk meningkatkan pertumbuhan kinerjanya dengan mengoptimalkan potensi usaha dan aset di ruang milik jalan tol (Rumija) di sepanjang ruas jalan milik Jasa Marga Grup. Lini bisnis prospektif ini dikelola oleh Entitas Anak, yaitu PT Jasamarga Related Business (JMRB) yang bergerak di bidang pengembangan properti/*Toll Corridor Development* (TCD), Tempat Istirahat dan Pelayanan (TIP), utilitas, *building management*, serta bisnis komersil.

Prospective Business

The Company also runs prospective business lines to boost performance growth by optimizing the potential of its business and assets in the toll road right-of-way (Rumija) along the Jasa Marga Group's road sections. This prospective business line is managed by a subsidiary, PT Jasamarga Related Business (JMRB), which is engaged in property development/Toll Corridor Development (TCD), Rest and Service Areas (TIP), utilities, building management, and commercial businesses.

Tabel Tempat Istirahat dan Pelayanan (TIP) Milik PT Jasamarga Related Business (JMRB) Tahun 2025
Table of Rest & Service Area (TIP) Owned by PT Jasamarga Related Business (JMRB) in 2025

Ruas Tol Toll Road	Tempat Istirahat dan Pelayanan (TIP) Rest & Service Area (TIP)	Status Status
Cipularang	KM 88A	Beroperasi | Operating
	KM 88B	Beroperasi | Operating
Palimanan-Kanci	KM 207A	Beroperasi | Operating
Pejagan-Pemalang	KM 260B	Beroperasi | Operating
Batang-Semarang	KM 360B	Beroperasi | Operating
	KM 379A	Beroperasi | Operating
	KM 389B	Beroperasi | Operating
	KM 391A	Beroperasi | Operating
Solo-Ngawi	KM 519A	Beroperasi | Operating
	KM 519B	Beroperasi | Operating
	KM 538A	Beroperasi | Operating
	KM 538B	Beroperasi | Operating
	KM 575A	Beroperasi | Operating
	KM 575B	Beroperasi | Operating
Ngawi-Kertosono-Kediri	KM 597A	Beroperasi | Operating
	KM 597B	Beroperasi | Operating
Surabaya-Mojokerto	KM 725A	Beroperasi | Operating
Pandaan-Malang	KM 66A	Beroperasi | Operating
	KM 66B	Beroperasi | Operating
	KM 84A	Beroperasi | Operating
	KM 84B	Beroperasi | Operating

Tabel Tempat Istirahat dan Pelayanan (TIP) Milik PT Jasamarga Related Business (JMRB) Tahun 2025
Table of Rest & Service Area (TIP) Owned by PT Jasamarga Related Business (JMRB) in 2025

Ruas Tol Toll Road	Tempat Istirahat dan Pelayanan (TIP) Rest & Service Area (TIP)	Status Status
Gempol-Pasuruan	KM 792A	Beroperasi | Operating
	KM 792B	Beroperasi | Operating
Medan-Kualanamu-Tebing Tinggi	KM 65A	Beroperasi | Operating
	KM 65B	Beroperasi | Operating
Balikpapan-Samarinda	KM 36A	Beroperasi | Operating
	KM 36B	Beroperasi | Operating

Toll Corridor Development (TCD) Taman Mini atau Travoy Hub sebagai TIP Pengembangan pertama di Indonesia yang dikembangkan oleh PT JMRB resmi beroperasi di tahun 2023. Travoy Hub menjadi tempat pemberhentian dengan interkoneksi yang menghubungkan berbagai moda transportasi di antaranya TIP KM 05+500 Jagorawi, *Light Rail Transit* (LRT) Jabodebek, Trans Jakarta, Jak Lingko, Ojek *Online* hingga Mikrotrans.

Toll Corridor Development (TCD) Taman Mini or Travoy Hub, the first TIP Development in Indonesia developed by PT JMRB, officially began operations in 2023. Travoy Hub serves as an interconnection hub linking various modes of transportation, including the Jagorawi TIP KM 05+500, Jabodebek Light Rail Transit (LRT), Trans Jakarta, Jak Lingko, Online Ojek, and Mikrotrans.

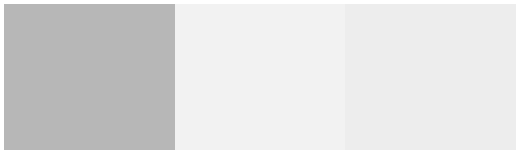
Pada tahun 2025, PT JMRB masih melakukan pengembangan dengan membangun Travoy Hub Fase 2 dan 3 yang mencakup area komersil berupa ritel berkonsep *open space* yang dilengkapi berbagai prasarana umum, serta rumah sakit yang bekerja sama dengan Brawijaya Healthcare. Pengembangan Travoy Hub menghadirkan konsep *transportation hub* modern yang mengintegrasikan mobilitas, gaya hidup, dan pelayanan publik dalam satu kawasan terpadu. Berlokasi di Taman Mini Indonesia Indah, Travoy Hub menjadi proyek percontohan *Toll Corridor Development* (TCD) yang menghubungkan Stasiun LRT Taman Mini, jaringan JakLingko, TransJakarta, serta Tempat Istirahat dan Pelayanan (TIP) Jasa Marga. Dengan dukungan fasilitas ritel, Rumah Sakit Brawijaya, dan area komersial yang dinamis, Travoy Hub dihadirkan untuk menciptakan pengalaman perjalanan yang lebih nyaman, efisien, dan berkelas bagi masyarakat urban.

In 2025, PT JMRB will continue its development by building Travoy Hub Phases 2 and 3, which will include a commercial area in the form of an open space retail concept equipped with various public facilities, as well as a hospital in collaboration with Brawijaya Healthcare. The development of Travoy Hub presents a modern transportation hub concept that integrates mobility, lifestyle, and public services in one integrated area. Located in Taman Mini Indonesia Indah, Travoy Hub is a pilot project for Toll Corridor Development (TCD) that connects Taman Mini LRT Station, the JakLingko network, TransJakarta, and Jasa Marga's Rest and Service Area (TIP). With the support of retail facilities, Brawijaya Hospital, and a dynamic commercial area, Travoy Hub is presented to create a more comfortable, efficient, and classy travel experience for urban communities.

Memiliki luas lahan sekitar 37.000 meter persegi dengan total bangunan mencapai 68.000 meter persegi, Travoy Hub dirancang sebagai destinasi gaya hidup sekaligus pusat konektivitas yang mendukung ekosistem jalan tol berkelanjutan. Hal ini sejalan dengan komitmen Jasa Marga untuk memperluas nilai tambah bisnis sekaligus memperkuat posisinya sebagai pemimpin dalam inovasi layanan jalan tol terintegrasi di Indonesia.

Spanning approximately 37,000 square meters of land with a total building area of 68,000 square meters, Travoy Hub is designed as a lifestyle destination and connectivity hub that supports a sustainable toll road ecosystem. This aligns with Jasa Marga's commitment to expanding business value while strengthening its position as a leader in integrated toll road service innovation in Indonesia.

Logo Perseroan
Company's Logo



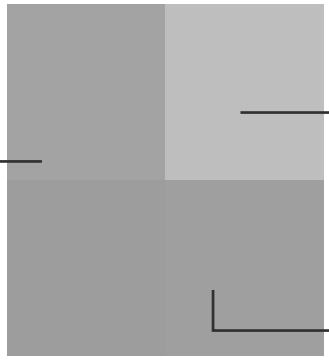
Jasa Marga memiliki logo yang sangat dikenal oleh masyarakat Indonesia yang juga menjadi "*brand*" perusahaan yang bergerak di bidang industri jalan tol. Logo Perseroan ditetapkan berdasarkan Keputusan Direksi PT Jasa Marga (Persero) No. 102/KPTS/2025 tanggal 29 Juli 2025. Logo ini dinilai dapat menggambarkan citra Perseroan yang dikemas dengan desain modern, sederhana, dan elegan menggunakan warna biru dan kuning sebagai identitas utama.

Jasa Marga has a well-known logo among the Indonesian public and has also become the company's "brand" in the toll road industry. The company logo was established based on the Board of Directors Decree of PT Jasa Marga (Persero) No. 102/KPTS/2025 tanggal July 29, 2025. This logo represents the Company's image, packaged in a modern, simple, and elegant design, with blue and yellow as its primary colors.

Makna dan Arti Logo
Logo Meaning and Explanation



Warna biru dan kuning pada logo mencerminkan harapan dan masa depan, serta semangat dan komitmen.
The blue and yellow colors in the logo reflect hope and the future, as well as enthusiasm and commitment.



Konfigurasi jalan membentuk huruf "J" (huruf pertama Perseroan), mencerminkan perjalanan panjang sekaligus mencitrakan Perseroan yang semakin dinamis.
The road configuration forms the letter "J" (the Company's first letter), reflecting a long journey while also portraying the Company as increasingly dynamic.

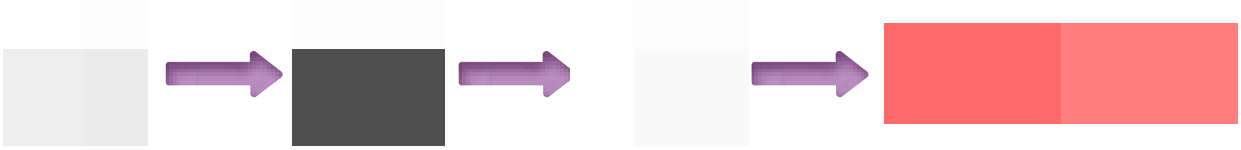
Bola berwarna biru menunjukkan bahwa Jasa Marga menuju perusahaan yang berstandar global.
The blue ball indicates that Jasa Marga is moving towards becoming a global standard company.

Perubahan Logo

Sejak pertama kali didirikan, Perseroan telah mengalami 3 (tiga) kali perubahan logo, yakni pada tahun 1993, 2007, dan 2025. Meski mengalami perubahan, tetapi Perseroan tidak menghilangkan simbol huruf "J" yang mencerminkan perjalanan historis Perseroan yang semakin dinamis serta komitmen Perseroan untuk senantiasa memberikan layanan berstandar global, dan berkembang menjadi perusahaan yang modern dan profesional di industrinya. Logo Perseroan saat ini juga dinilai merepresentasikan "*brand*" berbentuk simbol atau lambang yang dikemas sesuai dengan filosofi Perseroan agar mudah dikenali oleh para pelanggan dan masyarakat luas.

Logo Changes

Since its inception, the Company has undergone 3 (three) logo changes, in 1993, 2007, and 2025. Despite these changes, the Company has retained the letter "J" symbol, which reflects its increasingly dynamic historical journey and its commitment to continuously providing global-standard services and developing into a modern, professional company in its industry. The Company's current logo is also considered a "brand" in the form of a symbol or emblem, packaged in accordance with the Company's philosophy so that it is easily recognizable by customers and the wider community.



1978-1993 | 1993-2007 | 2007-2025 | 2025-sekarang
2025-present

Maskot Korporat

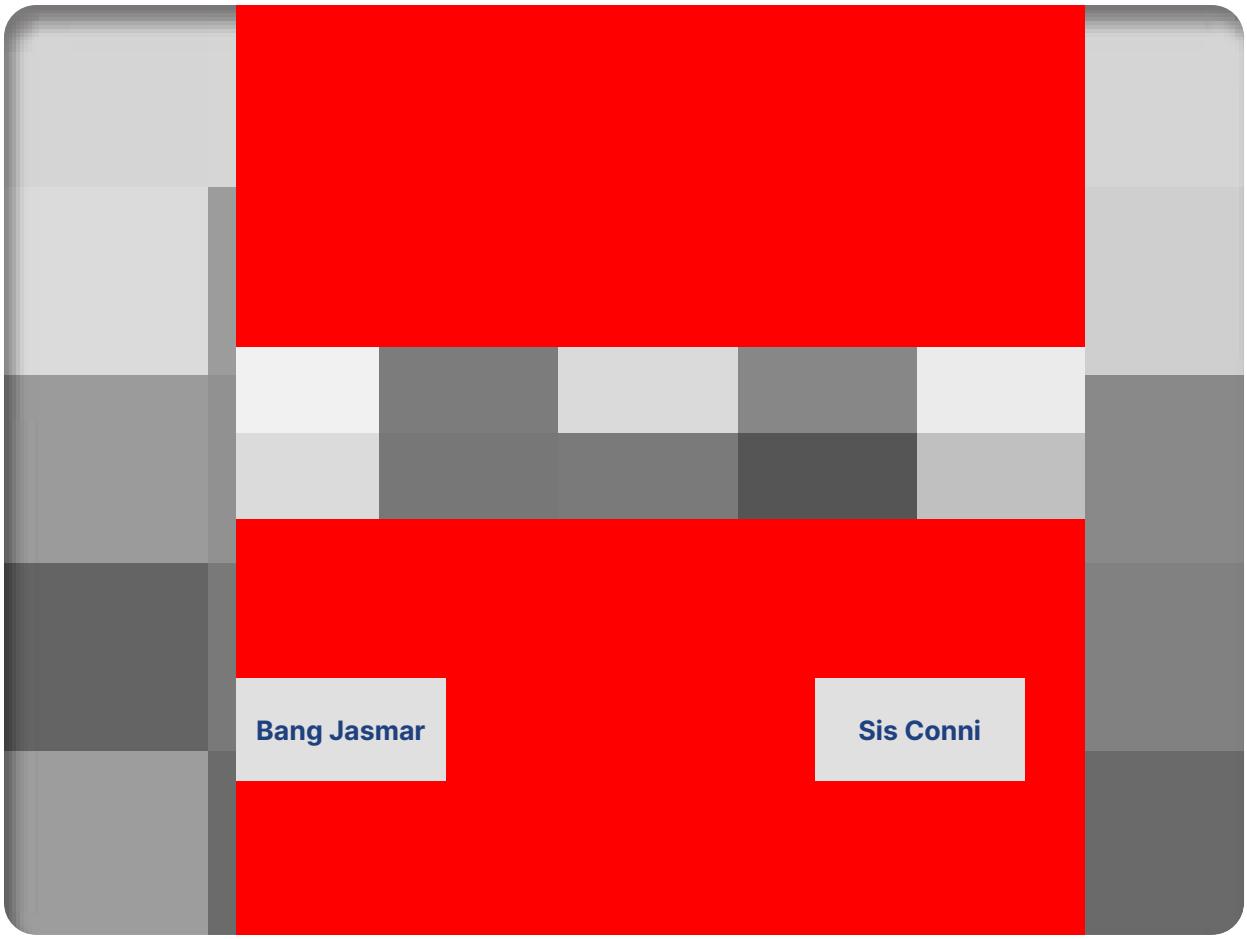
Jasa Marga senantiasa mendekatkan "*brand*" dalam penyampaian informasi terkait Perseroan serta meningkatkan efektivitas komunikasi visual kepada masyarakat luas. Untuk itu, Perseroan memiliki maskot Bang Jasmar dan Sis Conni yang sering tampil di media sosial Perseroan, seperti Instagram, Facebook, X atau Twitter, Youtube, Tiktok, serta media internal Perseroan seperti *Miles Bulletin*, *Miles Photoboard*, dan *Miles Magazine*.

Sebagai ikon representatif Roadster Jasa Marga, Bang Jasmar dan Sis Conni senantiasa menerapkan tata nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif) dan menyampaikan beragam informasi tentang kegiatan korporasi, layanan jalan tol dan informasi lainnya kepada *stakeholder* eksternal maupun internal. Penyampaian informasi dengan menggunakan maskot korporat tersebut akan meningkatkan efektivitas komunikasi atas beragam informasi yang ingin disampaikan oleh Perseroan.

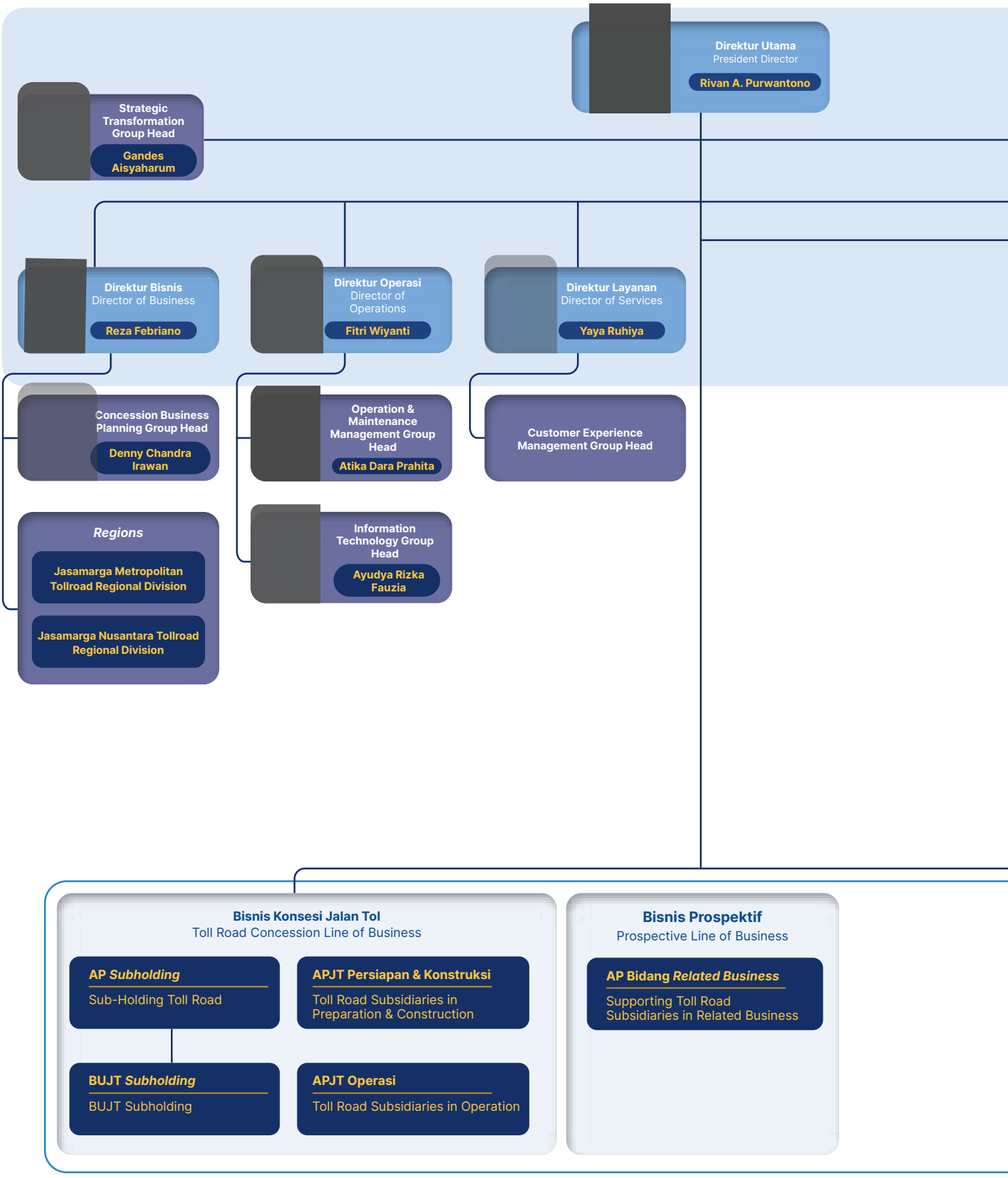
Corporate Mascot

Jasa Marga consistently promotes its brand by communicating information about the Company and enhances the effectiveness of its visual communication to the general public. To this end, the Company has mascots Bang Jasmar and Sis Conni, who frequently appear on the Company's social media platforms, including Instagram, Facebook, X (formerly Twitter), YouTube, and TikTok, as well as internal Company media such as Miles Bulletin, Miles Photoboard, and Miles Magazine.

As representative icons of Jasa Marga Roadster, Bang Jasmar and Sis Conni consistently embody the AKHLAK values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) and convey information about corporate activities, toll road services, and other matters to external and internal stakeholders. Using the corporate mascot to convey information will enhance the effectiveness of communication about the diverse information the Company wishes to share.

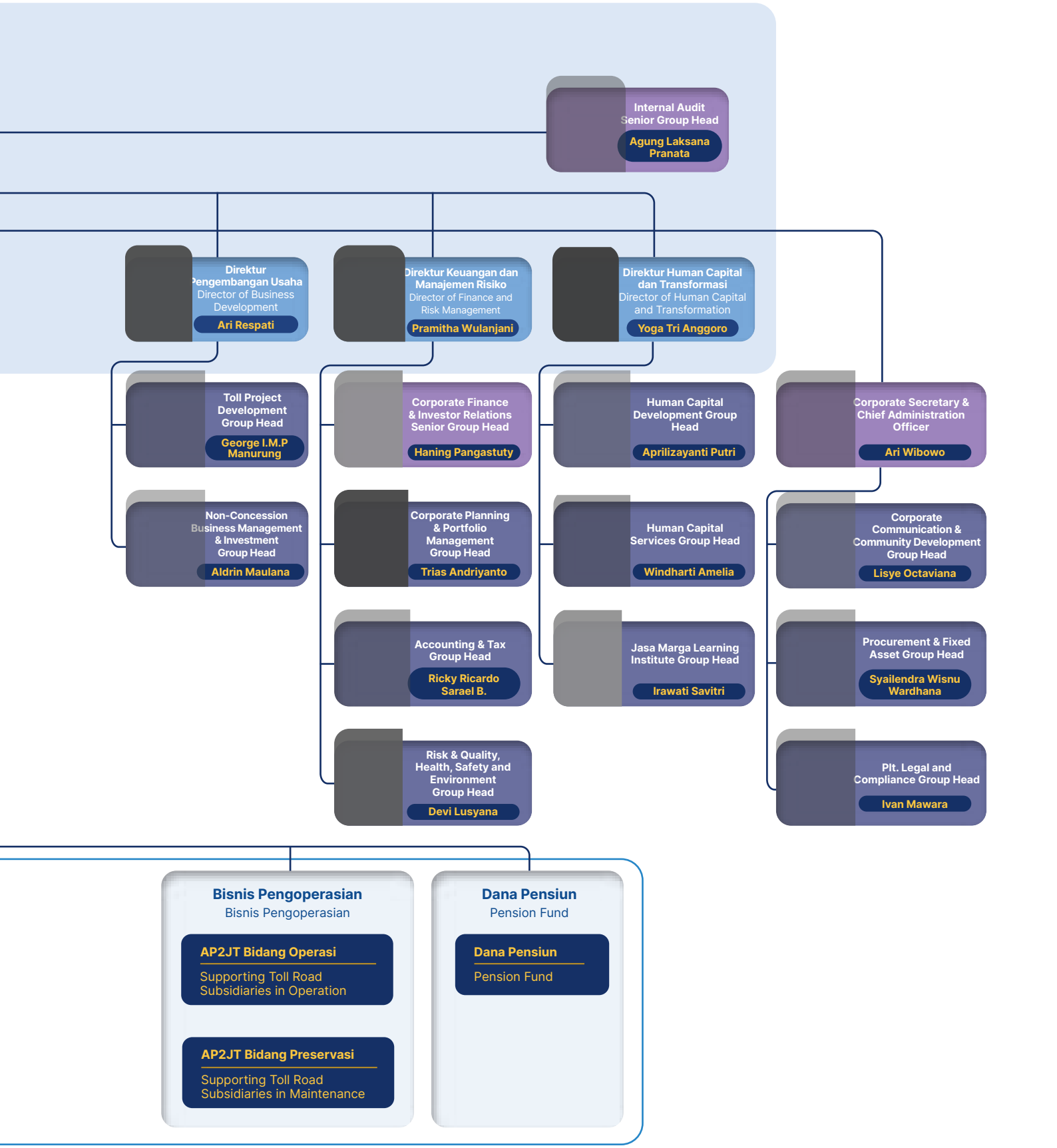


Struktur Organisasi
Organization Structure



Struktur Organisasi Perseroan ditetapkan berdasarkan Keputusan Direksi No. 200/KPTS/2025 tanggal 31 Desember 2025 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk.

The Company's organizational structure is established in accordance with the Board of Directors' Decree No. 200/KPTS/2025 dated December 31, 2025 on the Organizational Structure of PT Jasa Marga (Persero) Tbk.



Perubahan Komposisi Dewan Komisaris dan Direksi di Tahun Buku 2025

Changes in the Board of Commissioners and the Board of Directors Composition in the 2025 Fiscal Year

Komposisi Dewan Komisaris dan Direksi sebelum RUPS Tahunan pada tanggal 07 Mei 2025
Board of Commissioners and Board of Directors Composition prior to the Annual GMS on May 7, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Kali Basis of Initial Appointment
Dewan Komisaris Board of Commissioners		
Mohammad Zainal Fatah	Komisaris Utama President Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
M. Roskanedi	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Decision of the Annual GMS on May 27, 2021
Raja Erizman	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Decision of the Annual GMS on May 27, 2021
Chandra Wijaya	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
Seppalga Ahmad	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
Marsetio	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
Abdul Rachman	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
Direksi Board of Directors		
Subakti Syukur	Direktur Utama President Director	• Keputusan RUPS Luar Biasa tanggal 29 Agustus 2016 (Periode Pertama) • Keputusan RUPS Tahunan tanggal 27 Mei 2021 juncto Keputusan RUPS Luar Biasa tanggal 27 Agustus 2021 (Periode Kedua) • Decision of the Extraordinary GMS on August 29, 2016 (First Period) • Decision of the Annual GMS on May 27, 2021 juncto Decision of the Extraordinary GMS on August 27, 2021 (Second Period)
Reza Febriano	Direktur Bisnis Director of Business	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Fitri Wiyanti	Direktur Operasi Director of Operations	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Decision of the Annual GMS on June 11, 2020
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 08, 2023

Adapun komposisi Dewan Komisaris dan Direksi setelah RUPS Tahunan tanggal 07 Mei 2025 adalah sebagai berikut:

The composition of the Board of Commissioners and Board of Directors following the Annual GMS on May 7, 2025, is as follows:

Komposisi Dewan Komisaris dan Direksi setelah RUPS Tahunan pada tanggal 07 Mei 2025
Board of Commissioners and Board of Directors Composition after the Annual GMS on May 7, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Kali Basis of Initial Appointment
Dewan Komisaris Board of Commissioners		
Juri Ardiantoro	Komisaris Utama President Commissioner	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Syamsul Bachri Yusuf	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Asrorun Ni'am Sholeh	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Nachrowi Ramli	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Rudi Antariksawan	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Seppalga Ahmad	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023
Direksi Board of Directors		
Rivan Achmad Purwantono	Direktur Utama President Director	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Reza Febriano	Direktur Bisnis Director of Business	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Tahunan tanggal 07 Mei 2025 Decision of the Annual GMS on May 7, 2025
Fitri Wiyanti	Direktur Operasi dan Layanan Director of Operations and Services	• Keputusan RUPS Tahunan tanggal 11 Juni 2020 • Keputusan RUPS Tahunan tanggal 07 Mei 2025 • Decision of the Annual GMS on June 11, 2020 • Decision of the Annual GMS on May 7, 2025
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary GMS on February 8, 2023

Pada tanggal 17 Desember 2025 Perseroan menyelenggarakan Rapat Umum Pemegang saham Luar Biasa, sehingga komposisi Dewan Komisaris dan Direksi pada Akhir Tahun Buku 2025 adalah sebagai berikut:

On December 17, 2025, the Company held an Extraordinary General Meeting of Shareholders, resulting in the following composition of the Board of Commissioners and Board of Directors as of the End of Fiscal Year 2025 is as follow:

Komposisi Dewan Komisaris dan Direksi pada Akhir Tahun Buku 2025
Composition of the Board of Commissioners and the Board of Directors as of the End of Fiscal Year 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Kali Basis of Initial Appointment
Dewan Komisaris Board of Commissioners		
Juri Ardiantoro	Komisaris Utama President Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Syamsul Bachri Yusuf	Komisaris Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Nachrowi Ramli	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025

Komposisi Dewan Komisaris dan Direksi pada Akhir Tahun Buku 2025
Composition of the Board of Commissioners and the Board of Directors as of the End of Fiscal Year 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Pertama Kali Basis of Initial Appointment
Tedi Kurniawan	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025
Rudi Antariksawan	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Asrorun Ni'am Sholeh	Komisaris Commissioner	Keputusan RUPS Tahunan Tahun buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Direksi Board of Directors		
Rivan Achmad Purwantono	Direktur Utama President Director	Keputusan RUPS Tahunan Tahun Buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Reza Febriano	Direktur Bisnis Director of Business	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Decision of the Extraordinary GMS on December 22, 2021
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Tahunan Tahun Buku 2024 tanggal 07 Mei 2025 Decision of the Annual GMS for the 2024 fiscal year on May 7, 2025
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Decision of the Extraordinary General Meeting of Shareholders on February 8, 2023
Fitri Wiyanti*	Direktur Operasi Director of Operations	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025
Yaya Ruhiya	Direktur Layanan Director of Services	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025
Ari Respati	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Decision of the Extraordinary GMS on December 17, 2025

* Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPS Luar Biasa tanggal 17 Desember 2025.
* As of May 7, 2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through an Extraordinary General Meeting of Shareholders on December 17, 2025.

Informasi Perubahan Komposisi Dewan Komisaris dan Direksi Setelah Tahun Buku 2025

Information on Changes in the Composition of the Board of Commissioners and Board of Directors after the 2025 Fiscal Year

Setelah tahun buku 2025 berakhir hingga penyampaian laporan ini, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan.

From the end of the 2025 fiscal year until the submission of this report, there have been no changes in the composition of the Board of Commissioners and Board of Directors of the Company.

Profil Dewan Komisaris
Profile of the Board of Commissioners

Juri Ardiantoro
Komisaris Utama
President Commissioner

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
52 tahun
52 years old

Riwayat Penunjukan
Appointment History
Diangkat menjadi Komisaris Utama berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
Appointed as President Commissioner pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office
Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions
Di Perseroan:
- Ketua merangkap anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Mei 2025 - Sekarang)
- Anggota Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk (Mei 2025 - Sekarang)

Di Luar Perseroan:
Wakil Menteri Sekretaris Negara (2024 - Sekarang)

In the Company:
- Chairman and member of the Integrated Governance Committee PT Jasa Marga (Persero) Tbk (May 2025 - Present)
- Member of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk (May 2025 - Present)

Outside the Company:
Deputy Minister of State Secretary (2024 - Present)

Riwayat Jabatan
Career Experience
- Komisaris PT Pertamina Patra Niaga (2020-2024)
- Deputi Kepala Staf Kepresidenan Bidang Informasi dan Komunikasi Politik, Staf Kepresidenan (2020)
- Commissioner of PT Pertamina Patra Niaga (2020-2024)
- Deputy Chief of Staff for Political Information and Communication, Presidential Staff (2020)

Riwayat Pendidikan
Educational Background
- S1 Sejarah dari Universitas Negeri Jakarta (1999)
- S2 Sosiologi dari Universitas Indonesia (2003)
- S3 Ilmu Sosiologi dari Universitas Malaya (2015)
- Bachelor's degree in History from the Jakarta National University (1999)
- Master's degree in Sociology from the University of Indonesia (2003)
- Doctorate in Sociology from the University of Malaya (2015)

Kepemilikan Saham JSMR
Share Ownership in JSMR
Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Syamsul Bachri Yusuf

Komisaris
Commissioner

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
45 tahun
45 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Komisaris berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025

Appointed as Commissioner pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)

Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan:
- Ketua Komite Pemantau Risiko dan Hukum PT Jasa Marga (Persero) Tbk (Mei 2025 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Mei 2025 - Sekarang)

Di Luar Perseroan:
Staf Khusus Bidang Teknologi, Tata Kelola, dan Kepatuhan Kementerian Pekerjaan Umum (2024 - Sekarang)

In the Company:
- Chairman of the Risk Monitoring and Legal Committee of PT Jasa Marga (Persero) Tbk (May 2025 - Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (May 2025 - Present)

Outside the Company:
Special Staff for Technology, Governance, and Compliance, Ministry of Public Works (2024 - Present)

Riwayat Jabatan
Career Experience

- Staf Ahli (Senior Advisor) PT Maluku Energi Abadi (Perseroda) (2022-2024)
- Direktur Utama Perumda Air Minum Jakarta (PAM Jaya) (2021-2022)
- Senior Advisor of PT Maluku Energi Abadi (Perseroda) (2022-2024)
- Director General of Perumda Air Minum Jakarta (PAM Jaya) (2021-2022)

Riwayat Pendidikan
Educational Background

- S1 Teknik Mesin dari University of Applied Sciences and Arts Hannover, Jerman (2006)
- S2 Manajemen Pertahanan (Ketahanan Energi) dari Universitas Pertahanan Indonesia (2016)
- Pendidikan Pemantapan Pimpinan Nasional (P3N) XXVI dari Lembaga Ketahanan Nasional RI (2025)
- Bachelor's degree in Mechanical Engineering from the University of Applied Sciences and Arts Hannover, Germany (2006)
- Master's degree in Defense Management (Energy Security) from the Indonesian Defense University (2016)
- National Leadership Consolidation Education (P3N) XXVI from the National Defense Institute of Indonesia (2025)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Asrorun Ni'am Sholeh

Komisaris
Commissioner

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
49 tahun
49 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Komisaris berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
Appointed as Commissioner pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan:
- Anggota Komite Pemantau Risiko dan Hukum PT Jasa Marga (Persero) Tbk (Juni 2025 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Juni 2025 - Sekarang)

Di Luar Perseroan:
- Ketua Majelis Ulama Indonesia (MUI) Bidang Fatwa (2025-Sekarang)
- Staf Ahli Bidang Inovasi Kepemudaan dan Keolahragaan Kementerian Pemuda dan Olahraga (2025-Sekarang)

In the Company:
- Member of the Risk Monitoring and Legal Committee of PT Jasa Marga (Persero) Tbk (June 2025 - Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (June 2025 - Present)

Outside the Company:
- Chairman of the Indonesian Ulema Council (MUI) Fatwa Division (2025-Present)
- Expert Staff for Youth Innovation and Sports at the Ministry of Youth and Sports (2025-Present)

Riwayat Jabatan
Career Experience

- Deputi Pemberdayaan Pemuda Kementerian Pemuda dan Olahraga (2023-2025)
- Deputi Pengembangan Pemuda Kementerian Pemuda dan Olahraga (2017-2023)
- Deputy for Youth Empowerment at the Ministry of Youth and Sports (2023-2025)
- Deputy for Youth Development at the Ministry of Youth and Sports (2017–2023)

Riwayat Pendidikan
Educational Background

- S1 Pendidikan dari IAIA Jakarta (1997)
- S1 Hukum Islam dari Lembaga Ilmu Pengetahuan Islam dan Arab (LIPIA) Jakarta (2001)
- S2 Filsafat Hukum (Ushul Fiqih) dari Institut Agama Islam Negeri (IAIN) Jakarta (2002)
- S3 Hukum Fikih dari Universitas Islam Negeri Syarif Hidayatullah Jakarta (2008)
- Bachelor's degree in Education from IAIA Jakarta (1997)
- Bachelor's degree Islamic Law from the Institute for the Study of Islam and Arabic (LIPIA) Jakarta (2001)
- Master's degree in Legal Philosophy (Ushul Fiqih) from the Institute of Islamic Studies (IAIN) Jakarta (2002)
- Doctorate in Fiqh Law from Syarif Hidayatullah State Islamic University Jakarta (2008)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Nachrowi Ramli

Komisaris Independen
Independent Commissioner

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
74 tahun
74 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
Appointed as Independent Commissioner pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan:
- Ketua Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk (Juni 2025 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Juni 2025 - Sekarang)

Di Luar Perseroan:
-

In the Company:
- Chairman of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk (June 2025 - Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (June 2025 - Present)

Outside the Company:
-

Riwayat Jabatan
Career Experience

- Kepala Lembaga Sandi Negara (2002-2008)
- Sekretaris Umum Lembaga Sandi Negara (2001-2002)
- Head of the National Encryption Agency (2002-2008)
- Secretary General of the National Encryption Agency (2001-2002)

Riwayat Pendidikan
Educational Background

- Akademi Angkatan Bersenjata Republik Indonesia (1973)
- Ahli Sandi dan Akademi Sandi Negara (1980)
- S1 Ekonomi dari Universitas Borobudur (2004)
- Indonesian Military Academy (AKABRI) (1973)
- State Cryptography Academy (Cryptography Expert Level III) (1980)
- Bachelor's degree in Economics from Borobudur University (2004)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Rudi Antariksawan

Komisaris Independen
Independent Commissioner

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
59 tahun
59 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
Appointed as Independent Commissioner pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan:
- Ketua Komite Audit PT Jasa Marga (Persero) Tbk (Januari 2026 - Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (Juni 2025 - Sekarang)

Di Luar Perseroan:
-

In the Company:
- Chairman of the Audit Committee of PT Jasa Marga (Persero) Tbk (January 2026 – present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (June 2025-Present)

Outside the Company:
-

Riwayat Jabatan
Career Experience

- Widyaiswara Kepolisian Utama Tingkat I Sekolah Staf dan Pimpinan Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia (2024)
- Direktur Samapta Bhayangkara Badan Pemelihara Keamanan Kepolisian Negara Republik Indonesia (2021)
- Senior Police Instructor Level I at the Staff and Leadership School of the Indonesian National Police Education and Training Institution (2024)
- Director of Samapta Bhayangkara, Security Maintenance Agency of the Indonesian National Police (2021)

Riwayat Pendidikan
Educational Background

- S1 Akademi Kepolisian (1989)
- S2 Kajian Ilmu Kepolisian dari Universitas Indonesia (2004)
- S3 Kriminolog dari Universitas Indonesia (2019)
- Bachelor's degree from Police Academy (1989)
- Master's degree in Police Science from the University of Indonesia (2004)
- Doctorate in Criminology from the University of Indonesia (2019)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Tedi Kurniawan

Komisaris Independen
Independent Commissioner

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
41 tahun
41 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Komisaris Independen berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 47 tanggal 24 Desember 2025
Appointed as Independent Commissioner pursuant to the Extraordinary GMS Resolution dated December 17, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 47 dated December 24, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 17 Desember 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from December 17, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan:
- Anggota Komite Audit PT Jasa Marga (Persero) Tbk (2025-Sekarang)
- Anggota Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk (2025-Sekarang)

Di Luar Perseroan:
-

In the Company:
- Member of the Audit Committee of PT Jasa Marga (Persero) Tbk (2025-Present)
- Member of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk (2025-Present)

Outside the Company:
-

Riwayat Jabatan
Career Experience

- Staf Khusus Menteri Perhubungan (2025)
- Wakil Ketua DPRD Kabupaten Tanggamus (2019 – 2024)
- Special Staff to the Minister of Transportation (2025)
- Deputy Chair of the Tanggamus Regency Regional People's Representative Council (2019–2024)

Riwayat Pendidikan
Educational Background

- S1 Fakultas Ekonomi dari Universitas Bandar Lampung (2006)
- Bachelor of Economics from Bandar Lampung University (2006)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Profil Direksi
Profile of the Board of Directors

Rivan A. Purwantono
Direktur Utama
President Director

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
59 tahun
59 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Direktur Utama berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
Appointed as President Director pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan:
-

Di Luar Perseroan:
- Ketua Umum Asosiasi Jalan Tol Indonesia (2025 - sekarang)
- Wakil Ketua Masyarakat Transportasi Indonesia (2021 - 2025)
- Komite Audit Universitas Gadjah Mada (2019 - sekarang)
- Dosen Universitas Gadjah Mada (2024 - sekarang)
- Dosen Kehormatan Universitas Islam Sultan Agung Semarang (2024 - sekarang)
- Ketua Bidang Hukum & Advokasi *Certified Wealth Manager's Association* (2007 - sekarang)

In the Company:
-

Outside the Company:
- Chairman of the Indonesian Toll Road Association (2025–present)
- Vice Chairman of the Indonesian Transportation Society (2021–2025)
- Audit Committee of Gadjah Mada University (2019–present)
- Lecturer at Gadjah Mada University (2024–present)
- Honorary Lecturer at Sultan Agung Islamic University, Semarang (2024–present)
- Chair of the Legal & Advocacy Division of the Certified Wealth Manager's Association (2007–present)

Riwayat Jabatan
Career Experience

- Direktur Utama PT Asuransi Kerugian Jasa Raharja (2021-2025)
- Direktur Utama PT Bank Bukopin (2020-2021)
- President Director of PT Asuransi Kerugian Jasa Raharja (2021-2025)
- President Director of PT Bank Bukopin (2020-2021)

Riwayat Pendidikan
Educational Background

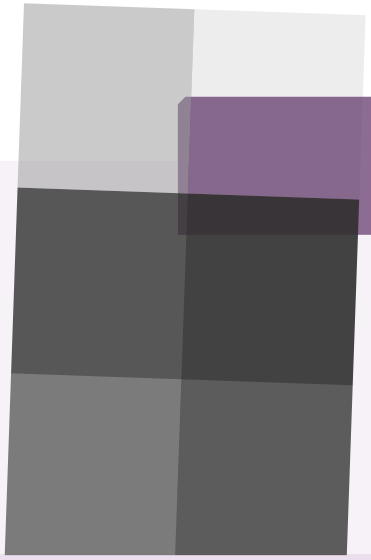
- S1 Universitas Gadjah Mada (1991)
- S1 Universitas 17 Agustus 1945 Semarang (2023)
- S2 Bidang Hukum dari Universitas Pelita Harapan (2003)
- S3 Bidang Hukum dari Universitas Sultan Agung (2023)
- Bachelor's Degree from Gadjah Mada University (1991)
- Bachelor's Degree from 17 Agustus 1945 University, Semarang (2023)
- Master's Degree in Law from Pelita Harapan University (2003)
- Doctorate in Law from Sultan Agung University (2023)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners



Reza Febriano

Direktur Bisnis
Director of Business

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
46 tahun
46 years old

Riwayat Penunjukan
Appointment History

Diangkat sebagai Direktur Bisnis berdasarkan Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021
Appointed as Director of Business pursuant to the Extraordinary GMS Resolution dated December 22, 2021, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 53 dated December 24, 2021

Periode Menjabat
Term of Office

Periode menjabat sejak 22 Desember 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)
Term of office from December 22, 2021, until the closing of the 2026 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan/In the Company:
-
Di Luar Perseroan/Outside the Company:
-

Riwayat Jabatan
Career Experience

- Komisaris Utama PT Jasamarga Transjawa Tol (Februari 2023 - Maret 2023)
- Corporate Secretary PT Jasa Marga (Persero) Tbk (Juni 2021 - Desember 2021)
- President Commissioner of PT Jasamarga Transjawa Tol (February 2023 - March 2023)
- Corporate Secretary of PT Jasa Marga (Persero) Tbk (June 2021 - December 2021)

Riwayat Pendidikan
Educational Background

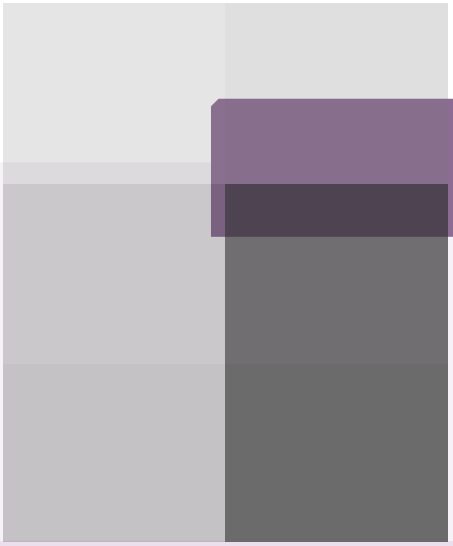
- S1 Ilmu Pemerintahan dari Universitas Padjadjaran (2002)
- S1 Teknik Sipil dari Universitas Katolik Parahyangan (2003)
- S2 Teknik Sipil dari Universitas Indonesia (2007)
- S2 Manajemen dari PPM School of Management (2021)
- Program Profesi Insinyur dari Universitas Indonesia (2025)
- Bachelor's degree in Public Administration from Padjadjaran University (2002)
- Bachelor's degree in Civil Engineering from Parahyangan Catholic University (2003)
- Master's degree in Civil Engineering from the University of Indonesia (2007)
- Master's degree in Management from PPM School of Management (2021)
- Engineering Professional Program from the University of Indonesia (2025)

Kepemilikan Saham JSMR
Share Ownership in JSMR

560.200 lembar saham (0,0077185%)
560,200 shares (0.0077185%)

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners



Yoga Tri Anggoro

Direktur Human Capital & Transformasi
Director of Human Capital & Transformation

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
39 tahun
39 years old

Riwayat Penunjukan
Appointment History

Diangkat sebagai Direktur Human Capital & Transformasi berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
Appointed as Director of Human Capital and Transformation pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 07 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan/In the Company:
-
Di Luar Perseroan/Outside the Company:
-

Riwayat Jabatan
Career Experience

- Direktur Utama PT Jasamarga Tollroad Operator (2022-2025)
- Direktur Operasi PT Jasamarga Tollroad Operator (2019-2022)
- President Director of PT Jasamarga Tollroad Operator (2022-2025)
- Director of Operations at PT Jasamarga Tollroad Operator (2019-2022)

Riwayat Pendidikan
Educational Background

- S1 Teknik Industri dari Universitas Gadjah Mada (2008)
- S2 Magister Manajemen dari Universitas Indonesia (2023)
- Bachelor's degree in Industrial Engineering from Gadjah Mada University (2008)
- Master's degree in Management from the University of Indonesia (2023)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Fitri Wiyanti

Direktur Operasi
Director of Operations

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
51 tahun
51 years old

Riwayat Penunjukan
Appointment History

- Diangkat menjadi Direktur Operasi pada RUPS Tahunan tanggal 11 Juni 2020 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 41 tanggal 15 Juni 2020
- Diangkat sebagai Direktur Operasi dan Layanan berdasarkan Keputusan RUPS Tahunan tanggal 07 Mei 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 36 tanggal 19 Mei 2025
- Perubahan Nomenklatur jabatan sebagai Direktur Operasi berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 47 tanggal 24 Desember 2025
- Appointed as Director of Operations pursuant to the Annual GMS Resolution dated June 11, 2020, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 41 dated June 15, 2020
- Appointed as Director of Operations and Services pursuant to the Annual GMS Resolution dated May 7, 2025, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 36 dated May 19, 2025
- Change in the nomenclature of the position of Director of Operations based on the Extraordinary GMS Resolution dated December 17, 2025, based on the Deed of Statement of Extraordinary General Meeting of Shareholders Resolution No. 47 dated December 24, 2025

Periode Menjabat
Term of Office

Periode Menjabat sejak 7 Mei 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode kedua)
Term of office from May 7, 2025, until the closing of the 2030 Annual GMS (second term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan/In the Company:
-
Di Luar Perseroan/Outside the Company:
-

Riwayat Jabatan
Career Experience

- Komisaris Utama PT Jasamarga Tollroad Operator (September 2020-Maret 2023)
- Operation and Maintenance Management Group Head (2019-2020)
- President Commissioner of PT Jasamarga Tollroad Operator (September 2020–March 2023)
- Operation and Maintenance Management Group Head (2019–2020)

Riwayat Pendidikan
Educational Background

S1 Teknik Mesin dari Universitas Indonesia (1997)
Bachelor's degree in Mechanical Engineering from the University of Indonesia (1997)

Kepemilikan Saham JSMR
Share Ownership in JSMR

587.800 lembar saham (0,0080988%)
587,800 shares (0.0080988%)

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Pramitha Wulanjani

Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
38 tahun
38 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Direktur Keuangan dan Manajemen Risiko pada RUPS Luar Biasa pada tanggal 08 Februari 2023 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 30 tanggal 14 Februari 2023
Appointed as Director of Finance and Risk Management pursuant to the Extraordinary GMS Resolution dated February 8, 2023, based on the Deed of Statement of the General Meeting of Shareholders Resolution No. 30 dated February 14, 2023

Periode Menjabat
Term of Office

Periode Menjabat sejak 08 Februari 2023 sampai dengan penutupan RUPS Tahunan Tahun 2028 (periode pertama)
Term of office from February 8, 2023, until the closing of the 2028 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan/In the Company:
-
Di Luar Perseroan/Outside the Company:
-

Riwayat Jabatan
Career Experience

- Komisaris PT Pilar Sinergi BUMN Indonesia (Februari 2023-Oktober 2023)
- Direktur Keuangan PT Jasamarga Transjawa Tol (2022-2023)
- Commissioner of PT Pilar Sinergi BUMN Indonesia (February 2023-October 2023)
- Director of Finance of PT Jasamarga Transjawa Toll (2022-2023)

Riwayat Pendidikan
Educational Background

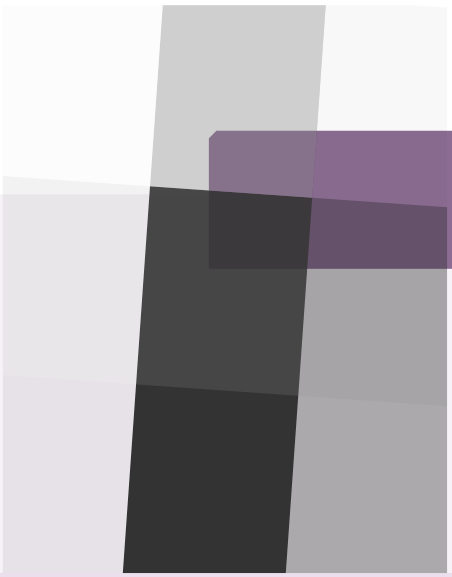
S1 Akuntansi dari Universitas Gadjah Mada (2008)
Bachelor's degree in Accounting from Gadjah Mada University (2008)

Kepemilikan Saham JSMR
Share Ownership in JSMR

289.200 lembar saham (0,0039846%)
289,200 shares (0.0039846%)

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners



Yaya Ruhiya

Direktur Layanan
Director of Services

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
59 tahun
59 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Direktur Layanan pada RUPS Luar Biasa tanggal 17 Desember 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 47 tanggal 24 Desember 2025
Appointed as Director of Services at the Extraordinary GMS on December 17, 2025, based on the Deed of Statement of the General Meeting of Shareholders No. 47 dated December 24, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 17 Desember 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from December 17, 2025 until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan/In the Company:
-
Di Luar Perseroan/Outside the Company:
-

Riwayat Jabatan
Career Experience

- Direktur Utama PT Cibitung Tanjung Priok Port Tollways (2024-2025)
- Direktur Teknik dan Operasi PT Cibitung Tanjung Priok Port Tollways (2021-2024)
- Chief Executive Officer of PT Cibitung Tanjung Priok Port Tollways (2024–2025)
- Technical and Operations Director of PT Cibitung Tanjung Priok Port Tollways (2021–2024)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil dari Universitas Katolik Parahyangan (1990)
- S2 Magister Sistem dan Teknik Jalan Raya dari Institut Teknologi Bandung (1992)
- Bachelor's Degree in Civil Engineering from Parahyangan Catholic University (1990)
- Master's Degree in Highway Systems and Engineering from the Bandung Institute of Technology (1992)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Ari Respati

Direktur Pengembangan Usaha
Director of Business Development

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
51 tahun
51 years old

Riwayat Penunjukan
Appointment History

Diangkat menjadi Direktur Pengembangan Usaha pada RUPS Luar Biasa tanggal 17 Desember 2025 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 47 tanggal Desember 24, 2025
Appointed as Director of Services at the Extraordinary GMS on December 17, 2025, based on the Deed of Statement of the General Meeting of Shareholders No. 47 dated December 24, 2025

Periode Menjabat
Term of Office

Periode menjabat sejak 17 Desember 2025 sampai dengan penutupan RUPS Tahunan Tahun 2030 (periode pertama)
Term of office from December 17, 2025 until the closing of the 2030 Annual GMS (first term)

Jabatan Rangkap
Concurrent Positions

Di Perseroan/In the Company:
-
Di Luar Perseroan/Outside the Company:
-

Riwayat Jabatan
Career Experience

- Direktur Utama ITDC (InJourney Tourism Development Corporation) PT Pengembangan Pariwisata Indonesia (Persero) (2022-2025)
- CEO & Founder AR Hospitality & Yats Colony Yogyakarta (2014-2022)
- President Director of ITDC (InJourney Tourism Development Corporation) PT Pengembangan Pariwisata Indonesia (Persero) (2022-2025)
- CEO & Founder of AR Hospitality & Yats Colony Yogyakarta (2014-2022)

Riwayat Pendidikan
Educational Background

- S1 Arsitektur dan Konstruksi Sains dari The University of Oklahoma (1998)
- S2 Manajemen Properti dari Arizona State University (2000)
- School of Hotel Administration, General Manager Program (GMP) dari Cornell University (2012)
- *Doctoral Candidate* Fakultas Ilmu Administrasi dari Universitas Brawijaya (2023)
- Bachelor of Science in Architecture and Construction, The University of Oklahoma (1998)
- Master of Science in Property Management, Arizona State University (2000)
- School of Hotel Administration, General Manager Programme (GMP), Cornell University (2012)
- Doctoral Candidate, Faculty of Administrative Sciences, Brawijaya University (2023)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

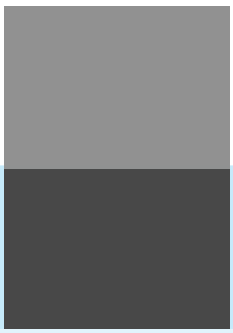
Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Profil Komite Audit
Profile of the Audit Committee

Pada tahun 2025, terdapat perubahan komposisi Komite Audit Perseroan sesuai dengan Keputusan Dewan Komisaris No. KEP-80/VI/2025 tanggal 05 Juni 2025. Kemudian diubah kembali berdasarkan Keputusan Dewan Komisaris No. KEP-005/I/2026 sehubungan dengan perubahan Dewan Komisaris Perseroan berdasarkan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 17 Desember 2025. Berdasarkan keputusan tersebut, komposisi Komite Audit Perseroan adalah sebagai berikut:

In 2025, there was a change in the composition of the Company's Audit Committee in accordance with Board of Commissioners Decision No. KEP-80/VI/2025 dated June 5, 2025. This was subsequently amended based on Board of Commissioners Decision No. KEP-005/I/2026 in connection with changes to the Company's Board of Commissioners based on the Extraordinary General Meeting of Shareholders (EGMS) on December 17, 2025. Based on this decision, the composition of the Company's Audit Committee is as follows:



Rudi Antariksawan

Ketua Komite Audit
Chairman of the Audit Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

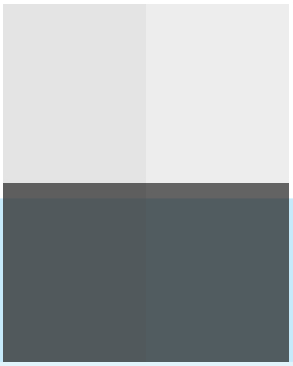
Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
59 tahun
59 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Menjadi Ketua Komite Audit sejak 19 Januari 2026 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-005/I/2026
Appointed as Chairman of the Audit Committee as of January 19, 2026, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-005/I/2026

Periode Menjabat
Term of Office
Sejak 19 Januari 2026 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk
From January 19, 2026, until the end of the term as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.



Seppalga Ahmad*

Ketua Komite Audit
Chairman of the Audit Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

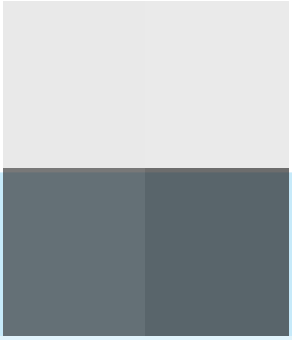
Usia per 31 Desember 2025
Age per December 31, 2025
54 tahun
54 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Menjadi Ketua Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025
Appointed as Chairman of the Audit Committee as of June 5, 2025, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-80/VI/2025

Periode Menjabat
Term of Office
Sejak 05 Juni 2025 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk
From June 5, 2025, until the end of the term as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.

*) Berakhir menjabat sebagai ketua komite audit sebagaimana telah berakhirnya masa jabatan sebagai Komisaris Independen.
*) Ended his term as chairman of the audit committee upon the expiry of his term as Independent Commissioner.



Tedi Kurniawan

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

41 tahun
41 years old

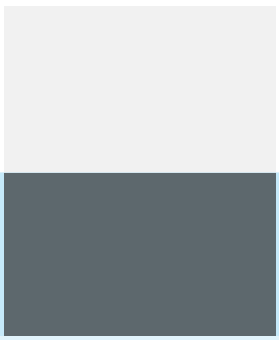
Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Audit sejak 19 Januari 2026 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-005/I/2026
Appointed as Member of the Audit Committee as of January 19, 2026, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-005/I/2026

Periode Menjabat
Term of Office

Sejak 19 Januari 2026 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk
From January 19, 2026, until the end of the term as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.



Siti Purnama Rizki

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

37 tahun
37 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Audit sejak 02 Oktober 2023 berdasarkan Keputusan Dewan Komisaris No. KEP-125/X/2023
Appointed as Member of the Audit Committee as of October 2, 2023, pursuant to the Board of Commissioners Decree No. KEP-125/X/2023

Periode Menjabat
Term of Office

Sejak 02 Oktober 2023 sampai dengan 01 Oktober 2026
From October 2, 2023, to October 1, 2026

Jabatan Rangkap
Concurrent Positions

Tidak memiliki jabatan rangkap
No concurrent positions

Riwayat Jabatan
Career Experience

- Komite Audit BPJS Kesehatan (2020-2022)
- Assistant Manager Audit Deloitte Indonesia (2018-2019)
- Audit Committee, BPJS Kesehatan (2020–2022)
- Assistant Manager, Audit, Deloitte Indonesia (2018–2019)

Riwayat Pendidikan
Educational Background

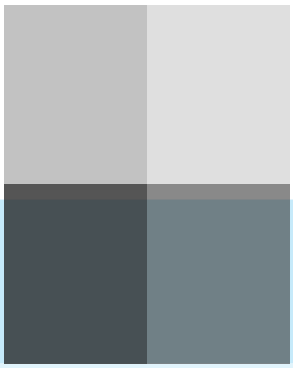
- Sarjana Akuntansi, Sekolah Tinggi Ekonomi dan Perbankan Indonesia (2010)
- Magister Akuntansi, Universitas Indonesia (2015)
- Bachelor's degree in Accounting, Indonesian College of Economics and Banking (2010)
- Master's degree in Accounting, University of Indonesia (2015)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners



Fibria Indriati Dwi Liestiawati

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Depok
Depok

Usia per 31 Desember 2025
Age per December 31, 2025

48 tahun
48 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Audit sejak 03 Maret 2025 berdasarkan Keputusan Dewan Komisaris No. KEP-035/III/2025
Appointed as Member of the Audit Committee as of March 3, 2025, pursuant to the Board of Commissioners Decree No. KEP-035/III/2025

Periode Menjabat
Term of Office

Sejak 03 Maret 2025 sampai dengan 02 Maret 2030
From March 3, 2025, to March 2, 2030

Jabatan Rangkap
Concurrent Positions

Dosen Fakultas Ilmu Administrasi Universitas Indonesia (2000 – sekarang)

Lecturer at the Faculty of Administrative Sciences, University of Indonesia (2000 – present)

Riwayat Jabatan
Career Experience

- Wakil Dekan Pendidikan, Penelitian dan Kemahasiswaan, Fakultas Ilmu Administrasi, Universitas Indonesia (2021-2025)
- Pjs. Kepala Program Pascasarjana Ilmu Administrasi Fakultas Ilmu Administrasi, Universitas Indonesia (2021- 2025)

- Deputy Dean for Education, Research, and Student Affairs, Faculty of Administrative Sciences, University of Indonesia (2021–2025)
- Acting Head of the Graduate Program in Administrative Sciences, Faculty of Administrative Sciences, University of Indonesia (2001-2025)

Riwayat Pendidikan
Educational Background

- Sarjana Administrasi Bisnis dari Universitas Indonesia (2000)
- Magister Sains dari Universitas Indonesia (2005)
- Doktor Ilmu Manajemen dari Sekolah Bisnis dan Manajemen (SBM) Institut Teknologi Bandung (ITB) (2016)

- Bachelor's degree Business Administration from the University of Indonesia (2000)
- Master's degree in Sciences from the University of Indonesia (2005)
- Doctorate in Management from the School of Business and Management (SBM) at the Bandung Institute of Technology (ITB) (2016)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

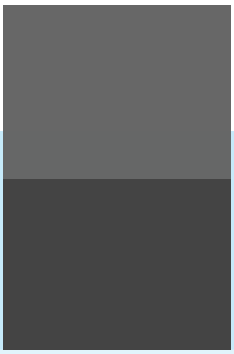
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Profil Komite Nominasi dan Remunerasi

Profile of the Nomination and Remuneration Committee

Di tahun 2025, terdapat perubahan komposisi Komite Nominasi dan Remunerasi Perseroan sesuai dengan Keputusan Dewan Komisaris No. KEP-81/VI/2025 tanggal 05 Juni 2025. Dengan demikian, komposisi Komite Nominasi dan Remunerasi Perseroan hingga 31 Desember 2025 adalah sebagai berikut:

In 2025, there was a change in the composition of the Company's Nomination and Remuneration Committee per the Board of Commissioners Decree No. KEP-81/VI/2025 dated June 5, 2025. Thus, the composition of the Company's Nomination and Remuneration Committee until December 31, 2025, is as follows:



Nachrowi Ramli

Ketua Komite Nominasi dan Remunerasi
Chairman of the Nomination and Remuneration Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

74 tahun
74 years old

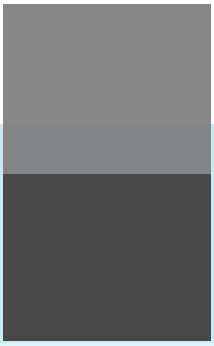
Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Ketua Komite Nominasi dan Remunerasi sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-81/VI/2025
Appointed as Chairman of the Nomination and Remuneration Committee as of June 5, 2025, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-81/VI/2025

Periode Menjabat
Term of Office

Sejak 05 Juni 2025 sampai berakhirnya masa jabatan sebagai Komisaris Independen PT Jasa Marga (Persero) Tbk
From June 5, 2025, until the end of the term as Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.



Juri Ardiantoro

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

52 tahun
52 years old

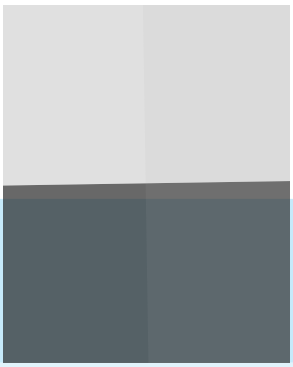
Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Nominasi dan Remunerasi sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-81/VI/2025
Appointed as Member of the Nomination and Remuneration Committee as of June 5, 2025, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-81/VI/2025

Periode Menjabat
Term of Office

Sejak 05 Juni 2025 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasa Marga (Persero) Tbk
From June 5, 2025, until the end of the term as President Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.



Partoyo

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Depok
Depok

Usia per 31 Desember 2025
Age per December 31, 2025

75 tahun
75 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Nominasi dan Remunerasi sejak 01 Juli 2025 berdasarkan Keputusan Dewan Komisaris No. KEP-113/VII/2025

Appointed as Member of the Nomination and Remuneration Committee as of July 1, 2025, pursuant to the Board of Commissioners Decree No. KEP-113/VII/2025

Periode Menjabat
Term of Office

Sejak 01 Juli 2025 sampai dengan 1 Juli 2028
From July 1, 2025, to July 1, 2028

Jabatan Rangkap
Concurrent Positions

Tidak memiliki jabatan rangkap
No concurrent positions

Riwayat Jabatan
Career Experience

- Kepala Dinas Informasi dan Pengolahan Data TNI AD (2002-2006)
- Wakil Direktur Eksekutif Partai Demokrat (2015-2020)

- Head of the Indonesian Army Information and Data Processing Service (2002-2006)
- Deputy Executive Director of the Democratic Party (2015-2020)

Riwayat Pendidikan
Educational Background

- Australia Defense Collage/ADC (2000)
- Pascasarjana Computer Science dari Naval Postgraduate School (NPS), USA (1990)

- Australia Defense College/ADC (2000)
- Master's degree in Computer Science from the Naval Postgraduate School (NPS), USA (1990)

Kepemilikan Saham JSMR
Share Ownership in JSMR

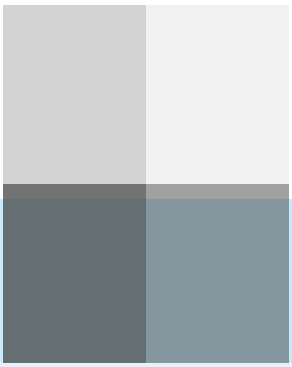
Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners



Fariz Alnizar

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Lamongan
Lamongan

Usia per 31 Desember 2025
Age per December 31, 2025

37 tahun
37 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Nominasi dan Remunerasi sejak 01 Juli 2025 berdasarkan Keputusan Dewan Komisaris No. KEP-114/VII/2025

Appointed as Member of the Nomination and Remuneration Committee as of July 1, 2025, pursuant to the Board of Commissioners Decree No. KEP-114/VII/2025

Periode Menjabat
Term of Office

Sejak 01 Juli 2025 sampai dengan 30 Juni 2030
From July 1, 2025, to June 30, 2030

Jabatan Rangkap
Concurrent Positions

Tidak memiliki jabatan rangkap
No concurrent positions

Riwayat Jabatan
Career Experience

- Wakil Rektor Bidang Kemahasiswaan, Alumni dan Kehumasan Universitas Nahdlatul Ulama Indonesia/Unusia (2021-2025)
- Asisten Staf Khusus Presiden Republik Indonesia (2024)

- Vice Rector for Student Affairs, Alumni, and Public Relations at the University of Nahdlatul Ulama Indonesia (2021-2025)
- Special Staff Assistant to the President of the Republic of Indonesia (2024)

Riwayat Pendidikan
Educational Background

- Sarjana Bahasa Arab dari Universitas Islam Negeri Sunan Ampel (2010)
- Magister Linguistik Terapan dari Universitas Negeri Jakarta (2014)
- Doktor Linguistik dari Universitas Gadjah Mada (2021)

- Bachelor's degree in Arabic Language from Sunan Ampel State Islamic University (2010)
- Master's degree in Applied Linguistics from Jakarta State University (2014)
- Doctorate in Linguistics from Gadjah Mada University (2021)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

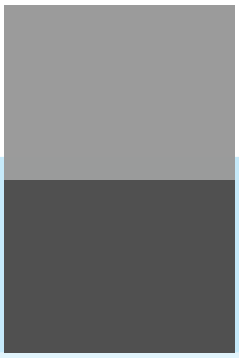
No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Profil Komite Pemantau Risiko dan Hukum

Profile of the Risk Monitoring and Legal Committee

Pada tahun 2025, komposisi Komite Pemantau Risiko dan Hukum Perseroan mengalami perubahan berdasarkan Keputusan Dewan Komisaris No. KEP-82/VI/2025 tanggal 05 Juni 2025. Adapun komposisi Komite Pemantau Risiko dan Hukum sampai dengan 31 Desember 2025 adalah sebagai berikut:

In 2025, the composition of the Company's Risk Monitoring and Legal Committee underwent changes based on the Board of Commissioners Decree No. KEP-82/VI/2025 dated June 5, 2025. The composition of the Risk Monitoring and Legal Committee until December 31, 2025, is as follows:



Syamsul Bachri Yusuf

Ketua Komite Pemantau Risiko dan Hukum
Chairman of the Risk Monitoring and Legal Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

45 tahun
45 years old

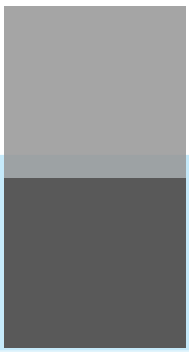
Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Ketua Komite Pemantau Risiko dan Hukum sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-82/VI/2025
Appointed as Chairman of the Risk Monitoring and Legal Committee as of June 5, 2025, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-82/VI/2025

Periode Menjabat
Term of Office

Sejak 05 Juni 2025 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk
From June 5, 2025, until the end of the term as Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.



Asrorun Ni'am Sholeh

Anggota Komite Pemantau Risiko dan Hukum
Member of the Risk Monitoring and Legal Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Depok
Depok

Usia per 31 Desember 2025
Age per December 31, 2025

49 tahun
49 years old

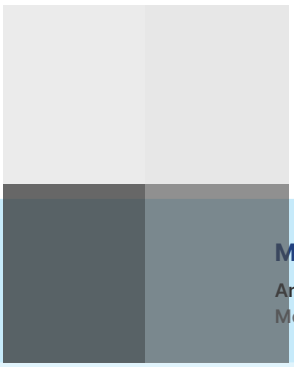
Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Pemantau Risiko dan Hukum sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-82/VI/2025
Appointed as Member of the Risk Monitoring and Legal Committee as of June 5, 2025, pursuant to the Board of Commissioners Decree of Jasa Marga No. KEP-82/VI/2025

Periode Menjabat
Term of Office

Sejak 05 Juni 2025 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk
From June 5, 2025, until the end of the term as Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile available in the Board of Commissioners Profile section.



Mustolih Siradj

Anggota Komite Pemantau Risiko dan Hukum
Member of the Risk Monitoring and Legal Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Tangerang Selatan
South Tangerang

Usia per 31 Desember 2025
Age per December 31, 2025

45 tahun
45 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Pemantau Risiko dan Hukum sejak 01 Juli 2025 berdasarkan Keputusan Dewan Komisaris No. KEP-117/VII/2025

Appointed as Member of the Risk Monitoring and Legal Committee as of July 1, 2025, pursuant to the Board of Commissioners Decree No. KEP-117/VII/2025

Periode Menjabat
Term of Office

Sejak 01 Juli 2025 sampai dengan 1 Juli 2028
From July 1, 2025, to July 1, 2028

Jabatan Rangkap
Concurrent Positions

Dosen Fakultas Syariah dan Hukum UIN Syarif Hidayatullah Jakarta (2016 – sekarang)
Lecturer at the Faculty of Sharia and Law, UIN Syarif Hidayatullah Jakarta (2016 – present)

Riwayat Jabatan
Career Experience

- Pengurus Pusat DPP Asosiasi Auditor Hukum Indonesia (ASAHI) (2023-2028)
- Wakil Ketua DPC PERADI Tangerang (2021-2026)

- Central Executive Board Member of the Indonesian Legal Auditors Association (ASAHI) (2023-2028)
- Vice Chairperson of the Tangerang Branch of PERADI (2021-2026)

Riwayat Pendidikan
Educational Background

- S1 Syariah & Hukum dari Universitas Islam Negeri (UIN) Syarif Hidayatullah Jakarta (2004)
- S2 Ilmu Hukum, Konsentrasi Hukum Bisnis dari Universitas Tarumanegara (2014)
- S3 Hukum Bisnis dari Universitas Pelita Harapan (2025)

- Bachelor's degree Sharia & Law from Syarif Hidayatullah Islamic State University (2004)
- Master's degree in Laws, Concentration in Business Law from Tarumanegara University (2014)
- Doctorate in Business Law from Pelita Harapan University (2025)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Erick

Anggota Komite Pemantau Risiko dan Hukum
Member of the Risk Monitoring and Legal Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

52 tahun
52 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Anggota Komite Pemantau Risiko dan Hukum sejak 01 Juli 2025 berdasarkan Keputusan Dewan Komisaris No. KEP-118/VII/2025

Appointed as Member of the Risk Monitoring and Legal Committee as of July 1, 2025, pursuant to the Board of Commissioners Decree No. KEP-118/VII/2025

Periode Menjabat
Term of Office

Sejak 01 Juli 2025 sampai dengan 1 Juli 2028
From July 1, 2025, to July 1, 2028

Jabatan Rangkap
Concurrent Positions

- Partner Kantor Jasa Penilai Publik (KJPP) Erick, Rikarnadi & Rekan (2018-Sekarang)
- Managing Partner JMT Law House (2005-Sekarang)
- Partner at Public Appraisal Services Firm (KJPP) Erick, Rikarnadi & Partners (2018-Present)
- Managing Partner at JMT Law House (2005-Present)

Riwayat Jabatan
Career Experience

- Komisaris Utama PT Bank Jabar Banten Syariah (2014-2018)
- Anggota Komite Audit PT Bank Jabar Banten Syariah (2012-2014)
- President Commissioner at PT Bank Jabar Banten Syariah (2014-2018)
- Member of the Audit Committee of PT Bank Jabar Banten Syariah (2012-2014)

Riwayat Pendidikan
Educational Background

- Sarjana Ekonomi dari Universitas Indonesia (1997)
- Sarjana Hukum Bisnis dan Perusahaan dari Universitas Indonesia (2005)
- Magister Manajemen Akuntansi dari Universitas Indonesia (2000)
- Doktor Filosofi dari Fakultas Hukum Universitas Kebangsaan Malaysia (2019)
- Doktor Manajemen dari Fakultas Ekonomi Universitas Brawijaya (2021)
- Bachelor's degree in Economics from the University of Indonesia (1997)
- Bachelor's degree in Business and Corporate Law from the University of Indonesia (2005)
- Master's degree in Accounting Management from the University of Indonesia (2000)
- Doctorate in Philosophy from the Faculty of Law, National University of Malaysia (2019)
- Doctorate in Management from the Faculty of Economics, Brawijaya University (2021)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Profil Komite Tata Kelola Terintegrasi

Profile of the Integrated Governance Committee

Komposisi Komite Tata Kelola Terintegrasi Perseroan ditetapkan berdasarkan Keputusan Dewan Komisaris No. KEP-39/III/2024 tanggal 22 Maret 2024. Dewan Komisaris PT Jasa Marga (Persero) Tbk membentuk Tata Kelola Terintegrasi dengan anggota yang terdiri dari seluruh Komisaris Induk, dimana ketua komite adalah Komisaris Utama Perseroan, dan seluruh Komisaris Utama Anak Perusahaan sebagai anggota komite.

The composition of the Company's Integrated Governance Committee is determined based on the Board of Commissioners' Decree No. KEP-39/III/2024 dated March 22, 2024. The Board of Commissioners of PT Jasa Marga (Persero) Tbk established an Integrated Governance with members consisting of all Parent Company Commissioners, where the committee chair is the Company's President Commissioner, and all Subsidiaries' President Commissioners as committee members.

Adapun komposisi Komite Tata Kelola Terintegrasi sampai dengan 31 Desember 2025 adalah sebagai berikut:

The composition of the Integrated Governance Committee until December 31, 2025 is as follows:

Juri Ardiantoro Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee	**Syamsul Bachri Yusuf** Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee
Asrorun Ni'am Sholeh Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	**Nachrowi Ramli** Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee
Rudi Antariksawan Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	**Tedi Kurniawan** Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024.
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024.

Profil lengkap anggota komite yang merupakan anggota Dewan Komisaris Perseroan telah disajikan di uraian Profil Dewan Komisaris pada Laporan Tahunan Ini.
The complete profiles of committee members who are members of the Company's Board of Commissioners are presented in the Board of Commissioners Profile section of this Annual Report.

Berikut adalah profil anggota komite yang merupakan Komisaris Utama dari anak perusahaan Jasa Marga:

The following are the profiles of committee members who are the Chief Commissioners of Jasa Marga's subsidiaries:

Arief Budhy Hardono

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

59 tahun
59 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office

Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Marga Sarana Jabar
From March 22, 2024, until the end of the term as President Commissioner of PT Marga Sarana Jabar

Jabatan Rangkap
Concurrent Positions

- Komisaris Utama PT Marga Sarana Jabar
- Direktur Utama PT Citra Marga Nusaphala Persada Tbk
- Anggota Direksi PT Citra Margatama Surabaya
- President Commissioner of PT Marga Sarana Jabar
- President Director of PT Citra Marga Nusaphala Persada Tbk
- Member of the Board of Directors of PT Citra Margatama Surabaya

Riwayat Jabatan
Career Experience

- Presiden Direksi PT Pionirbeton Industri (2013-2018)
- Presiden Direksi PT Citra Margatama Surabaya (2013-2016)
- President Director of PT Pionirbeton Industri (2013-2018)
- President Director of PT Citra Margatama Surabaya (2013-2016)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Universitas Indonesia
Bachelor of Civil Engineering, University of Indonesia

Firman Yosafat Siregar

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

57 tahun
57 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office

Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Marga Trans Nusantara
From March 22, 2024, until the end of the term as President Commissioner of PT Marga Trans Nusantara

Jabatan Rangkap
Concurrent Positions

- Komisaris Utama PT Marga Trans Nusantara
- Komisaris Utama PT Marga Lingkar Jakarta
- President Commissioner of PT Marga Trans Nusantara
- President Commissioner of PT Marga Lingkar Jakarta

Riwayat Jabatan
Career Experience

- Presiden Direktur PT Serasi Autoraya (2014-2022)
- Direktur Keuangan PT Astra Honda Motor (2007-2014)
- President Director of PT Serasi Autoraya (2014–2022)
- Finance Director of PT Astra Honda Motor (2007–2014)

Riwayat Pendidikan
Educational Background

- S1 Akuntansi Fakultas Ekonomi Universitas Indonesia (1992)
- Master of Business Administration General Management Monash University (1999)
- S2 Magister Management IPMI International Business School (1999)
- Bachelor of Accounting, Faculty of Economics, University of Indonesia (1992)
- Master of Business Administration General Management Monash University (1999)
- S2 Magister Management IPMI International Business School (1999)



Agung Prabowo

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
70 tahun
70 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Kunciran Cengkareng
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Kunciran Cengkareng

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Kunciran Cengkareng
- Direktur PT Selangis Hidro Energi
- President Commissioner of PT Jasamarga Kunciran Cengkareng
- Director of PT Selangis Hidro Energi

Riwayat Jabatan
Career Experience
- Area Manager/Vice President PT Bank Mandiri, Jakarta Cikini (2009-2011)
- Area Manager/Vice President PT Bank Mandiri, Bandung (2006-2009)
- Area Manager/Vice President of PT Bank Mandiri, Jakarta Cikini (2009–2011)
- Area Manager/Vice President of PT Bank Mandiri, Bandung (2006–2009)

Riwayat Pendidikan
Educational Background
- S1 Fakultas Pertanian, Universitas Padjadjaran, Bandung (1981)
- S2 Magister Manajemen Universitas Jenderal Soedirman (1997)
- Bachelor of Science (B.Sc.), Faculty of Agriculture, Padjadjaran University, Bandung (1981)
- Master of Management, Jenderal Soedirman University (1997)



Widiyatmiko Nursejati

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
39 tahun
39 years old

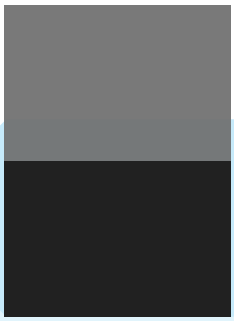
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Japek Selatan
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Japek Selatan

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Japek Selatan
- Pelaksana tugas (Plt) Direktur Utama PT Marga Lingkar Jakarta (MLJ)
- Jasamarga Metropolitan Tollroad Regional Division Senior General Manager
- President Commissioner of PT Jasamarga Japek Selatan
- Acting Chief Executive Officer of PT Marga Lingkar Jakarta (MLJ)
- Jasamarga Metropolitan Tollroad Regional Division Senior General Manager

Riwayat Jabatan
Career Experience
- Direktur Utama PT Jasamarga Surabaya Mojokerto (2021-2022)
- General Manager Office 1 RTT (2020-2021)
- Managing Director of PT Jasamarga Surabaya Mojokerto (2021-2022)
- General Manager of Office 1 RTT (2020-2021)

Riwayat Pendidikan
Educational Background
S1 Teknik Sipil, Universitas Indonesia (2009)
Bachelor of Civil Engineering, University of Indonesia (2009)



Aldrin Maulana

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
37 tahun
37 years old

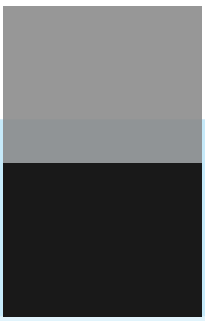
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Jogja Bawen
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Jogja Bawen

Jabatan Rangkap
Concurrent Positions
- **Komisa**ris Utama PT Jasamarga Jogja Bawen
- Non-Concession Business Management & Investment Group Head
- President Commissioner of PT Jasamarga Jogja Bawen
- Non-Concession Business Management & Investment Group Head

Riwayat Jabatan
Career Experience
- Corporate Secretary & Legal Group Head PT Jasamarga Transjawa Tol (2022-2023)
- Finance & Business Management Department Head PT Jasamarga Transjawa Tol (2022)
- Corporate Secretary & Legal Group Head PT Jasamarga Transjawa Tol (2022-2023)
- Finance & Business Management Department Head PT Jasamarga Transjawa Tol (2022)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Institut Teknologi Bandung (2010)
- S2 Manajemen, Universitas Indonesia (2023)
- Bachelor's degree of Civil Engineering, Bandung Institute of Technology (2010)
- Master's degree of Management, University of Indonesia (2023)



Abram Elsajaya Barus

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
59 tahun
59 years old

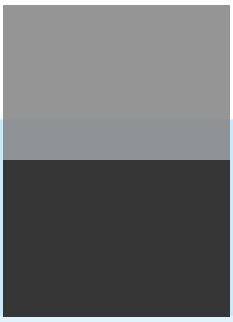
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Probolinggo Banyuwangi
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Probolinggo Banyuwangi

Jabatan Rangkap
Concurrent Positions
Komisaris Utama PT Jasamarga Probolinggo Banyuwangi
President Commissioner of PT Jasamarga Probolinggo Banyuwangi

Riwayat Jabatan
Career Experience
- Staf Ahli Bidang Sosial Budaya dan Peran Masyarakat Kementerian PUPR (2023)
- Sekretaris Direktorat Jenderal Bina Marga, Kementerian PUPR (2020)
- Senior Advisor for Social, Cultural and Community Affairs, Ministry of Public Works and Public Housing (2023)
- Secretary to the Director General of Highways, Ministry of Public Works and Public Housing (2020)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Institut Teknologi Bandung (1990)
- S2 Transportasi, University of South Wales Sydney (2000)
- Bachelor of Civil Engineering, Bandung Institute of Technology (1990)
- Master of Transport, University of South Wales, Sydney (2000)



Truly Nawangsasi

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Depok
Depok

Usia per 31 Desember 2025
Age per December 31, 2025
57 tahun
57 years old

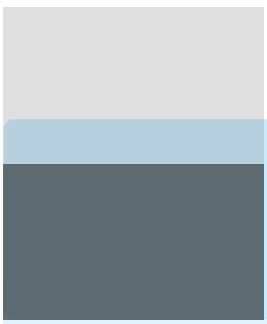
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Akses Patimban
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Akses Patimban

Jabatan Rangkap
Concurrent Positions
Komisaris Utama PT Jasamarga Akses Patimban
President Commissioner of PT Jasamarga Akses Patimban

Riwayat Jabatan
Career Experience
- Jasamarga Nusantara Tollroad Regional Division Senior General Manager (2022-2024)
- Presiden Direktur PT Marga Trans Nusantara (2018-2022)
- Jasamarga Nusantara Tollroad Regional Division Senior General Manager (2022-2024)
- President Director, PT Marga Trans Nusantara (2018-2022)

Riwayat Pendidikan
Educational Background
S1 Teknik Sipil, Universitas Indonesia (1992)
Bachelor of Civil Engineering, University of Indonesia (1992)



Tyas Pramoda Wardhani

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
38 tahun
38 years old

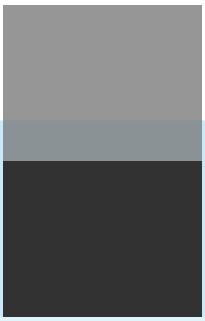
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Kualanamu Tol
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Kualanamu Tol

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Kualanamu Tol
- Jasamarga Nusantara Tollroad Regional Division Senior General Manager
- Jasamarga Nusantara Tollroad Regional Division Senior General Manager
- President Commissioner of PT Jasamarga Kualanamu Tol

Riwayat Jabatan
Career Experience
- Concession Business Planning Group Head (2022-2025)
- Corporate Planning & Finance Group Head PT Jasamarga Transjawa Tol (2022)
- Concession Business Planning Group Head (2022-2025)
- Head of Corporate Planning & Finance Group, PT Jasamarga Transjawa Tol (2022)

Riwayat Pendidikan
Educational Background
S1 Akuntansi, Universitas Indonesia (2011)
Bachelor of Accounting, University of Indonesia (2011)



Eko Sujiyanto

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
50 tahun
50 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Balikpapan Samarinda
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Balikpapan Samarinda

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Balikpapan Samarinda
- Senior Vice President Divisi Infrastruktur 1 PT Wijaya Karya (Persero) Tbk.
- President Commissioner of PT Jasamarga Balikpapan Samarinda
- Senior Vice President of Infrastructure Division 1, PT Wijaya Karya (Persero) Tbk.

Riwayat Jabatan
Career Experience
- General Manager of Operation 3 Dept - Infrastructure 1 Division (2023)
- General Manager of Operation 2 Dept - Infrastructure 1 Division (2022)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil Universitas Gadjah Mada (2000)
- S2 Teknik Sipil Universitas Sebelas Maret (2020)
- Bachelor of Civil Engineering, Gadjah Mada University (2000)
- Master of Civil Engineering, Sebelas Maret University (2020)



Pande Ketut Gede Karmawan

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
57 tahun
57 years old

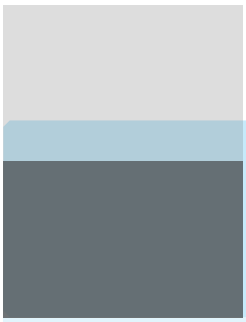
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Manado Bitung
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Manado Bitung

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Manado Bitung
- Senior Vice President, Head of Infra-2 Operation Division PT Pembangunan Perumahan (Persero) Tbk
- President Commissioner of PT Jasamarga Manado Bitung
- Senior Vice President, Head of Infra-2 Operation Division PT Pembangunan Perumahan (Persero) Tbk

Riwayat Jabatan
Career Experience
Senior Professional Project Manager PT Pembangunan Perumahan (Persero) Tbk (2011-2020)
Senior Professional Project Manager at PT Pembangunan Perumahan (Persero) Tbk (2011–2020)

Riwayat Pendidikan
Educational Background
- S1 Sarjana Teknik Sipil Universitas Atmajaya (1993)
- S2 Magister Manajemen Teknologi Institut Teknologi Sepuluh Nopember (2004)
- Bachelor of Civil Engineering, Atmajaya University (1993)
- Master of Technology Management, Sepuluh Nopember Institute of Technology (2004)



Lisye Octaviana

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
39 tahun
39 years old

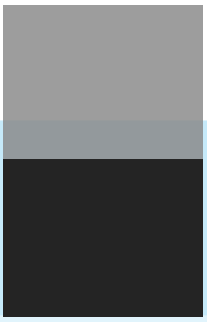
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Bali Tol
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Bali Tol

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Bali Tol
- Corporate Communication & Community Development Group Head
- President Commissioner of PT Jasamarga Bali Tol
- Corporate Communication & Community Development Group Head

Riwayat Jabatan
Career Experience
- Business & Marketing Department Head PT Jasamarga Tollroad Operator (2020-2022)
- Senior Specialist Scholarship Jasamarga Learning Institute (2019-2020)
- Business & Marketing Department Head PT Jasamarga Tollroad Operator (2020-2022)
- Senior Specialist Scholarship Jasamarga Learning Institute (2019-2020)

Riwayat Pendidikan
Educational Background
- S1 Ilmu Komunikasi, Universitas Padjadjaran (2009)
- S2 Master of Business Administration, Australian National University (2020)
- Bachelor of Communication Studies, Padjadjaran University (2009)
- Master of Business Administration from Australian National University (2020)



Inonu Ferryanto

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
46 tahun
46 years old

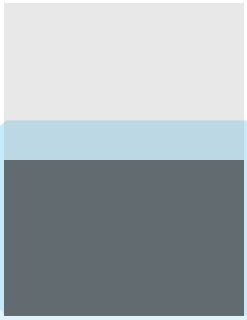
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Jogja Solo
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Jogja Solo

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Jogja Solo
- General Manager Departemen Sistem, IT dan Inovasi PT Adhi Karya (Persero) Tbk
- President Commissioner of PT Jasamarga Jogja Solo
- General Manager of the Systems, IT and Innovation Department at PT Adhi Karya (Persero) Tbk

Riwayat Jabatan
Career Experience
- General Manager Department EPC PT Adhi Karya (Persero) Tbk (2016-2020)
- Project Manager PT Adhi Karya (Persero) Tbk, Wuhan JO Ammonia Urea II (EPC) Project, Petro Kimia Gresik (2014-2016)
- General Manager of the EPC Department at PT Adhi Karya (Persero) Tbk (2016–2020)
- Project Manager at PT Adhi Karya (Persero) Tbk, Wuhan JO Ammonia Urea II (EPC) Project, Petro Kimia Gresik (2014–2016)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil Universitas Diponegoro (1994)
- S2 Magister Teknik bidang Manajemen Konstruksi Universitas Islam Indonesia (2003)
- Profesi Teknik, Universitas Katolik Atma Jaya (2021)
- Bachelor of Civil Engineering, Diponegoro University (1994)
- Master of Engineering in Construction Management, Islamic University of Indonesia (2003)
- School of Engineering, Atma Jaya Catholic University (2021)



Ahmad Nasir Siregar

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Bogor
Bogor

Usia per 31 Desember 2025
Age per December 31, 2025
44 tahun
44 years old

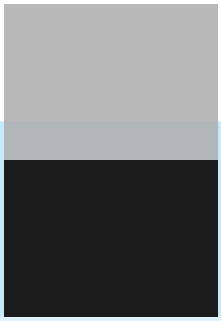
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 10 Oktober 2025 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Transjawa Tol
From October 10, 2025, until the end of the term as President Commissioner of PT Jasamarga Transjawa Tol

Jabatan Rangkap
Concurrent Positions
Komisaris Utama PT Jasamarga Transjawa Tol
President Commissioner of PT Jasamarga Transjawa Tol

Riwayat Jabatan
Career Experience
- Tenaga Ahli DPR RI (2015-2024)
- Direktur Eksekutif Persaudaraan Alumni HMI (2012)
- Expert Staff Member of the Indonesian House of Representatives (2015–2024)
- Executive Director of the HMI Alumni Association (2012)

Riwayat Pendidikan
Educational Background
- S1 Ilmu Sosiatri, Universitas Gadjah Mada (2006)
- Bachelor of Sociology, Gadjah Mada University (2006)



Mira Handayani S

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
59 tahun
59 years old

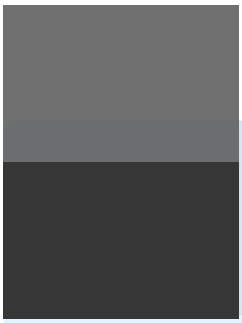
Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Tollroad Operator
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Tollroad Operator

Jabatan Rangkap
Concurrent Positions
Komisaris Utama PT Jasamarga Tollroad Operator
President Commissioner of PT Jasamarga Tollroad Operator

Riwayat Jabatan
Career Experience
- Designer Manager PT Bangun Cipta Kontraktor (2020)
- Project Manager PT Mega Mulya Mico (2016-2018)
- Design Manager at PT Bangun Cipta Kontraktor (2020)
- Project Manager at PT Mega Mulya Mico (2016–2018)

Riwayat Pendidikan
Educational Background
S1 Arsitek, Universtas Pancasila (1990)
Bachelor of Architecture, Pancasila University (1990)



George I.M.P Manurung

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
54 tahun
54 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Tollroad Maintenance
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Tollroad Maintenance

Jabatan Rangkap
Concurrent Positions
- Komisaris Utama PT Jasamarga Tollroad Maintenance
- Toll Project Development Group Head
- President Commissioner of PT Jasamarga Tollroad Maintenance
- Toll Project Development Group Head

Riwayat Jabatan
Career Experience
- Direktur Utama PT Jasamarga Jalanlayang Cikampek (2021-2022)
- Direktur Utama PT Jasamarga Manado Bitung (2016-2021)
- President Director of PT Jasamarga Jalanlayang Cikampek (2021-2022)
- President Director of PT Jasamarga Manado Bitung (2016-2021)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Institut Teknologi Bandung (1996)
- S2 Business & Technology, University of New South Wales, Australia (2002)
- Bachelor's Degree of Civil Engineering, Bandung Institute of Technology (1996)
- Masters in Business & Technology, University of New South Wales, Australia (2002)



JB Satya Sananugraha

Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
62 tahun
62 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 tanggal 22 Maret 2024
Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-39/III/2024 dated March 22, 2024

Periode Menjabat
Term of Office
Sejak 22 Maret 2024 sampai berakhirnya masa jabatan sebagai Komisaris Utama PT Jasamarga Related Business
From March 22, 2024, until the end of the term as President Commissioner of PT Jasamarga Related Business

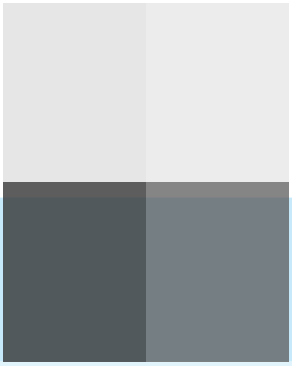
Jabatan Rangkap
Concurrent Positions
Komisaris Utama PT Jasamarga Related Business
President Commissioner of PT Jasamarga Related Business

Riwayat Jabatan
Career Experience
- Deputi Bidang Koordinasi Peningkatan Kualitas Kesehatan dan Pembangunan Kependudukan (2023-2024)
- Dewan Komisaris PT Jasa Marga Tbk (2021-2023)
- Deputy for Coordination of Health Quality Improvement and Population Development (2023-2024)
- Board of Commissioners of PT Jasa Marga Tbk (2021-2023)

Riwayat Pendidikan
Educational Background
- S1 Teknik Mesin, Universitas Brawijaya (1987)
- S2 Ibaraki University, Hitachi – Japan (1993)
- Bachelor's Degree in Mechanical Engineering, Brawijaya University (1987)
- Master's Degree, Ibaraki University, Hitachi – Japan (1993)

Profil Sekretaris Dewan Komisaris

Profile of the Board of Commissioners Secretary



Sukendar

Sekretaris Dewan Komisaris
Board of Commissioners Secretary

Kewarganegaraan
Nationality

Warga Negara Indonesia
Indonesian

Domisili
Domicile

Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025

43 tahun
43 years old

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Menjadi Sekretaris Dewan Komisaris sejak 19 November 2024 berdasarkan Keputusan Dewan Komisaris No. KEP-185/XI/2024

Appointed as Secretary to the Board of Commissioners as of November 19, 2024, pursuant to the Board of Commissioners Decree No. KEP-185/XI/2024

Periode Menjabat
Term of Office

Sejak 19 November 2024 sampai dengan 19 November 2027
From November 19, 2024, to November 19, 2027

Jabatan Rangkap
Concurrent Positions

-

Riwayat Jabatan
Career Experience

- Penata Kelola Perusahaan Negara Madya (2024-sekarang)
- Penata Kelola Perusahaan Negara Muda (2021-2024)
- Kepala Subbagian Bantuan Hukum I (2015-2020)

- Middle State-Owned Enterprise Manager (2024-present)
- Junior State-Owned Enterprise Manager (2021-2024)
- Head of Legal Assistance Subdivision I (2015-2020)

Riwayat Pendidikan
Educational Background

- S1 Hukum, Universitas Gadjah Mada (2006)
- S2 Magister Hukum, Universitas Indonesia (2018)

- Bachelor's degree in Law, Gadjah Mada University (2006)
- Master's degree in Law, University of Indonesia (2018)

Kepemilikan Saham JSMR
Share Ownership in JSMR

Tidak memiliki saham Perseroan pada awal dan akhir tahun buku

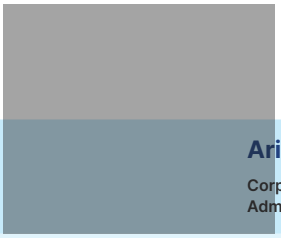
Does not own any shares in the Company at the beginning and end of the fiscal year

Hubungan Afiliasi
Affiliated Relation

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu

No affiliation with other members of the Board of Commissioners, major shareholders, or controllers, either directly or indirectly, up to the individual owners

Pejabat Eksekutif
Executive Management



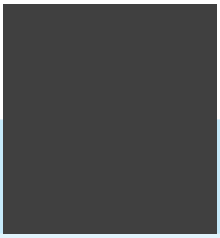
Ari Wibowo
Corporate Secretary & Chief Administration Officer

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	54 tahun 54 years old

Riwayat Jabatan
Career Experience
- Direktur Utama PT Marga Lingkar Jakarta (2020-2025)
- Direktur Utama PT Jasamarga Solo Ngawi (2019-2020)
- President Director of PT Marga Lingkar Jakarta (2020-2025)
- President Director of PT Jasamarga Solo Ngawi (2019-2020)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Universitas Katolik Parahyangan (1996)
- S2 Teknik Sipil, Universitas Katolik Parahyangan (2011)
- Bachelor's degree of Civil Engineering from Katolik Parahyangan University (1995)
- Master's Degree of Civil Engineering from Katolik Parahyangan University (2011)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 002/AA.P-6A/2025 tanggal 13 Januari 2025
Decision of the Board of Directors No. 002/AA.P-6A/2025 dated January 13, 2025



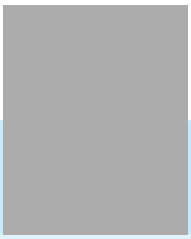
Agung Laksana Pranata
Internal Audit Senior Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	38 tahun 38 years old

Riwayat Jabatan
Career Experience
- Human Capital Development Advisor (2022-2023)
- Legal & Compliance Group Head (2019-2022)
- Human Capital Development Advisor (2022-2023)
- Legal & Compliance Group Head (2019-2022)

Riwayat Pendidikan
Educational Background
- S1 Hukum, Universitas Indonesia (2009)
- S2 Hukum, The University of Queensland (2015)
- Bachelor's degree of Law at University of Indonesia (2005)
- Master's degree of Law at University of Queensland (2015)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 034/AA.P-6A/2023 tanggal 25 Februari 2023
Decision of The Board of Directors No. 034/AA.P-6A/2023 dated February 25, 2023



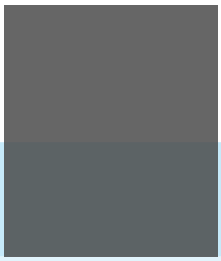
Haning Pangastuty
Corporate Finance & Investor Relations Senior Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	38 tahun 38 years old

Riwayat Jabatan
Career Experience
- Corporate Planning & Portfolio Management Group Head (2020-2022)
- Portfolio Management Department Head, Corporate Planning & Portfolio Management Group (2019-2020)
- Corporate Planning & Portfolio Management Group Head (2020-2022)
- Portfolio Management Department Head, Corporate Planning & Portfolio Management Group (2019-2020)

Riwayat Pendidikan
Educational Background
S1 Akuntansi, Universitas Indonesia (2009)
Bachelor's degree of Accounting from University of Indonesia (2009)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 076/AA.P-6A/2022 tanggal 11 April 2022
Decision of the Board of Directors No. 076/AA.P-6A/2022 dated April 11, 2022



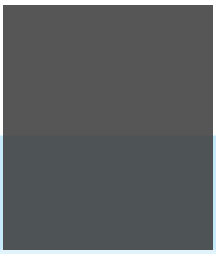
Devi Lusyana
Risk & Quality, Health, Safety & Environment Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	40 tahun 40 years old

Riwayat Jabatan
Career Experience
- Risk Management Department Head (2019-2022)
- General Manager Keuangan & Administrasi PT Jasamarga Balikpapan Samarinda (2018-2019)
- Risk Management Department Head (2019-2022)
- General Manager Keuangan & Administrasi of PT Jasamarga Balikpapan Samarinda (2018-2019)

Riwayat Pendidikan
Educational Background
- S1 Sarjana Ekonomi, Universitas Indonesia (2009)
- S2 Master of Finance & Investment, University of Edinburgh Business School (2015)
- Bachelor's degree in Economics, University of Indonesia (2009)
- Master's degree of Finance & Investment, University of Edinburgh Business School (2015)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 040/AA.P6A/2022 tanggal 08 Maret 2022
Decision of the Board of Directors No. 040/AA.P-6A/2022 dated March 8, 2022



Syailendra Wisnu Wardhana

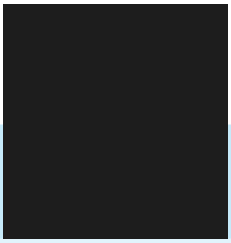
Procurement & Fixed Asset Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bekasi Bekasi	36 tahun 36 years old

Riwayat Jabatan
Career Experience
- Legal & Compliance Group Head (2022-2025)
- Litigation Department Head, Legal & Compliance Group (2019-2022)
- Legal & Compliance Group Head (2022-2025)
- Litigation Department Head, Legal & Compliance Group (2019-2022)

Riwayat Pendidikan
Educational Background
- S1 Ilmu Hukum, Universitas Sebelas Maret (2011)
- S2 Ilmu Hukum, Universitas Indonesia (2021)
- Bachelor's degree of Law, Sebelas Maret University (2011)
- Master's degree in Law, University of Indonesia (2021)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 154/AA.P-6a/2025 Tanggal 20 November 2025
Board of Directors Decision No. 154/AA.P-6a/2025 dated November 20, 2025



Ivan Mawara

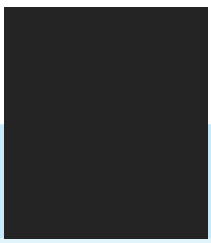
Plt. Legal and Compliance Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bekasi Bekasi	36 tahun 36 years old

Riwayat Jabatan
Career Experience
- Corporate Legal Department Head (2020-2025)
- Corporation Specialist (2019-2020)
- Corporate Legal Department Head (2020-2025)
- Corporation Specialist (2019-2020)

Riwayat Pendidikan
Educational Background
- S1 Hukum, Universitas Padjadjaran (2012)
- S2 Business Administration, Institute Teknologi Bandung (2025)
- Bachelor of Law, Padjadjaran University (2012)
- Master of Business Administration, Bandung Institute of Technology (2025)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 153/EA.P-6a/2025 Tanggal 20 November 2025
Board of Directors Decision No. 153/EA.P-6a/2025 dated November 20, 2025



Windharti Amelia

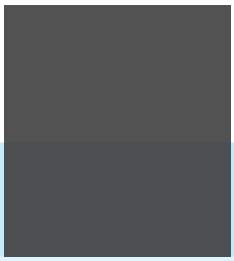
Human Capital Services Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Tangerang Tangerang	39 tahun 39 years old

Riwayat Jabatan
Career Experience
- Human Capital Development Group Head (2020-2023)
- Senior Specialist PT Kereta Cepat Indonesia China (2019-2020)
- Human Capital Development Group Head (2020-2023)
- Senior Specialist PT Kereta Cepat Indonesia China (2019-2020)

Riwayat Pendidikan
Educational Background
- S1 Teknik Industri, Universitas Gadjah Mada (2008)
- S2 Manajemen Bisnis, Universitas Bina Nusantara (2022)
- Bachelor's degree of Industrial Engineering, Gadjah Mada University (2008)
- Master's degree of Business Management, Bina Nusantara University (2022)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 094/AA.P-6a/2023 Tanggal 06 Juni 2023
Decision of the Board of Directors No. 094/AA.P-6a/2023 dated June 6, 2023



Ricky Ricardo Sarael Benyamin

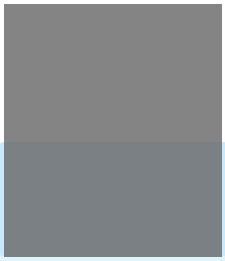
Accounting and Tax Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	42 tahun 42 years old

Riwayat Jabatan
Career Experience
- Financial Accounting Department Head (2021-2022)
- General Manager Keuangan PT Jasamarga Related Business (2020-2021)
- Financial Accounting Department Head (2021-2022)
- General Manager Keuangan PT Jasamarga Related Business (2020-2021)

Riwayat Pendidikan
Educational Background
S1 Akuntansi, Universitas Sumatera Utara (2007)
Bachelor's degree of Accounting, University of Sumatera Utara (2007)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 078/AA.P-6A/2022 tanggal 11 April 2022
Decision of the Board of Directors No. 078/AA.P-6A/2022 dated April 11, 2022



Irawati Savitri

Jasa Marga Learning Institute Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bogor Bogor	52 tahun 52 years old

Riwayat Jabatan
Career Experience

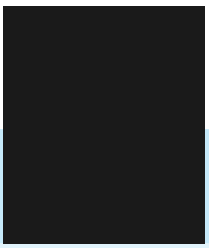
- Learning Development Department Head Jasa Marga Learning Institute (2020)
- Toll Road Management School Department Head, Jasa Marga Learning Institute (2019-2020)
- Learning Development Department Head Jasa Marga Learning Institute (2020)
- Toll Road Management School Department Head, Jasa Marga Learning Institute (2019-2020)

Riwayat Pendidikan
Educational Background

S1 Psikologi, Universitas Indonesia (1997)
Bachelor's degree of Psychology, University of Indonesia (1997)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 201/AA.P-6a/2020 tanggal 24 September 2020
Decision of the Board of Directors No. 201/AA.P-6a/2020 dated September 24, 2020



Atika Dara Prahita

Operation and Maintenance Management Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bekasi Bekasi	40 tahun 40 years old

Riwayat Jabatan
Career Experience

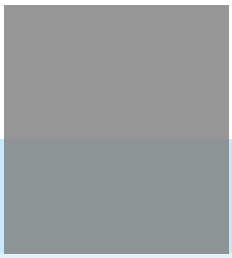
- Traffic System Department Head (2019-2021)
- Traffic Management Department Head (2019)
- Traffic System Department Head (2019-2021)
- Traffic Management Department Head (2019)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Diponegoro (2007)
- S2 Administrasi Bisnis, Universitas Gadjah Mada (2024)
- Bachelor's degree of Civil Engineering, Diponegoro University (2007)
- Master's degree in Business Administration, Gadjah Mada University (2024)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 030/AA.P-6a/2021 tanggal 09 Februari 2021
Decision of the Board of Directors No. 030/AA.P-6a/2021 dated February 9, 2021



Aprilizayanti Putri

Human Capital Development Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Depok Depok	39 tahun 39 years old

Riwayat Jabatan
Career Experience

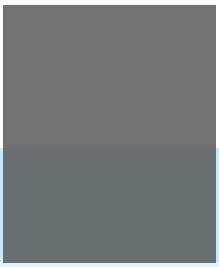
- Strategic Transformation Group Head (2022-2023)
- Human Capital & General Affair Dept. Head Jasamarga Metropolitan Tollroad Regional Division (2020-2022)
- Strategic Transformation Group Head (2022-2023)
- Human Capital & General Affair Dept. Head Jasamarga Metropolitan Tollroad Regional Division (2020-2022)

Riwayat Pendidikan
Educational Background

- S1 Ilmu Administrasi Niaga, Universitas Indonesia (2008)
- S2 Manajemen Bisnis, Binus University (2022)
- Bachelor's degree of Business Administration, University of Indonesia (2008)
- Master's degree of Business Management, Binus University (2022)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 093/AA.P-6a/2023 Tanggal 06 Juni 2023
Decision of the Board of Directors No. 093/AA.P-6a/2023 dated June 6, 2023



Gandes Aisyaharum

Strategic Transformation Group Head

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	37 tahun 37 years old

Riwayat Jabatan
Career Experience

- Information Technology Group Head (2023-2025)
- IT Planning & Development Department Head (2020)
- Information Technology Group Head (2023-2025)
- IT Planning & Development Department Head (2020)

Riwayat Pendidikan
Educational Background

- S1 Teknik Elektro, Universitas Gadjah Mada (2009)
- S2 Business Analytic, The University of Edinburgh (2019)
- Bachelor of Electrical Engineering, Gadjah Mada University (2009)
- Master of Business Analytics, The University of Edinburgh (2019)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 116/AA.P-6a/2025 tanggal 03 September 2025
Decision of the Board of Directors No. 116/AA.P-6a/2025 dated September 03, 2025



Ayudya Rizka Fauzia

Information Technology Group Head

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

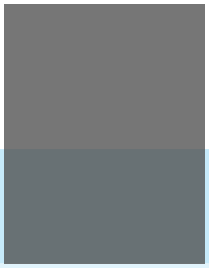
Domisili
Domicile
Bogor
Bogor

Usia per 31 Desember 2025
Age per December 31, 2025
34 tahun
34 years old

Riwayat Jabatan
Career Experience
- IT Planning Department Head (2022 –2025)
- IT Planning & Development Department Head (2020 –2022)
- Head of the Information Technology Planning Department (2022–2025)
- Head of the Information Technology Planning and Development Department (2020–2022)

Riwayat Pendidikan
Educational Background
S1 Teknik Informatika, Institut Teknologi Telkom (2013)
Bachelor of Computer Science, Telkom Institute of Technology (2013)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi 171/AA.P-6a/2025 tanggal 31 Desember 2025
Board of Directors Decision 171/AA.P-6a/2025 dated December 31, 2025



Trias Andriyanto

Corporate Planning & Portfolio Management Group Head

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

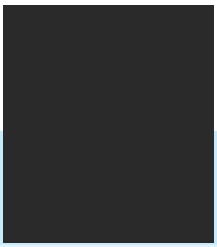
Domisili
Domicile
Bandung Barat
West Bandung

Usia per 31 Desember 2025
Age per December 31, 2025
41 tahun
41 years old

Riwayat Jabatan
Career Experience
- Accounting and Tax Group Head (2021-2022)
- Financial Accounting Department Head (2019-2021)
- Accounting and Tax Group Head (2021-2022)
- Financial Accounting Department Head (2019-2021)

Riwayat Pendidikan
Educational Background
- S1 Akuntansi, Universitas Padjadjaran (2011)
- S2 Manajemen, Universitas Indonesia (2023)
- Bachelor's degree of Accounting, Padjadjaran University (2011)
- Master's degree of Management, University of Indonesia (2023)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 077/AA.P-6A/2022 tanggal 11 April 2022
Decision of the Board of Directors No. 077/AA.P-6A/2022 dated April 11, 2022



Denny Chandra Irawan

Concession Business Planning Group Head

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
42 tahun
42 years old

Riwayat Jabatan
Career Experience
- Project Management Office Project Director (2025)
- Proyek Pengembangan Akses Tol KM 1+842 & KM 42 Ruas Jakarta-Cikampek & KM 151 Ruas Padalarang-Cileunyi Project Director (2023-2025)
- Project Management Office Project Director (2025)
- Project Director for the Development of Toll Road Access at KM 1+842 & KM 42 on the Jakarta-Cikampek Section and KM 151 on the Padalarang-Cileunyi Section (2023-2025)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Universitas Indonesia (2007)
- S2 Manajemen, Universitas Mercu Buana (2021)
- S2 Manajemen, Universitas Indonesia (2023)
- Bachelor's degree of Civil Engineering, University of Indonesia(2007)
- Master's degree of Management, Mercu Buana University (2021)
- Master's degree of Management, University of Indonesia (2023)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 152/AA.P-6a/2025 Tanggal 20 November 2025
Board of Directors Decision No. 152/AA.P-6a/2025 dated November 20, 2025



Rudi Kurniadi

Direktur Utama | President Director
PT Jasamarga Transjawa Toll

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Bogor
Bogor

Usia per 31 Desember 2025
Age per December 31, 2025
57 tahun
57 years old

Riwayat Jabatan
Career Experience
- Corporate Planning & Portofolio Management Group Head (2019-2020)
- Direktur Keuangan PT Jasamarga Probolinggo Banyuwangi (2016-2018)
- Corporate Planning & Portfolio Management Group Head (2019-2020)
- Director of Finance of PT Jasamarga Probolinggo Banyuwangi (2016-2018)

Riwayat Pendidikan
Educational Background
- S1 Akuntansi, Universitas Padjajaran (1993)
- S2 Applied Finance, University of Melbourne (2001)
- Bachelor's degree in Accounting, Padjadjaran University (1993)
- Master's degree in Applied Finance, University of Melbourne (2001)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 069/AA.P-6A/2020 tanggal 1 April 2020
Decision of the Board of Directors No. 069/AA.P-6A/2020 dated April 1, 2020



Rini Irawaty

Direktur Utama | President Director
PT Jasamarga Kunciran Cengkareng

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

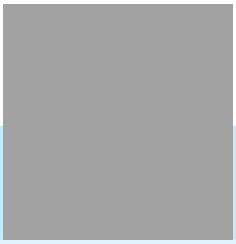
Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
47 tahun
47 years old

Riwayat Jabatan
Career Experience
- Direktur Teknik & Operasi PT Jasamarga Kunciran Cengkareng (2021-2022)
- Direktur Teknik & Operasi PT Marga Trans Nusantara (2021)
- Director of Engineering & Operations of PT Jasamarga Kunciran Cengkareng (2021-2022)
- Director of Engineering & Operations of PT Marga Trans Nusantara (2021)

Riwayat Pendidikan
Educational Background
S1 Teknik Sipil, Universitas Pancasila (2003)
Bachelor's degree of Civil Engineering, Pancasila University (2003)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 004/AA.P6A/2022 tanggal 5 Januari 2022
Decision of The Board of Directors No. 004/AA.P6A/2022 dated January 5, 2022



Oemi Vierta Moerdika

Direktur Utama | President Director
PT Marga Trans Nusantara

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

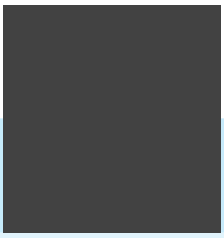
Domisili
Domicile
Bekasi
Bekasi

Usia per 31 Desember 2025
Age per December 31, 2025
50 tahun
50 years old

Riwayat Jabatan
Career Experience
- Direktur Utama PT Jasamarga Jogja Bawen (2022)
- Direktur Teknik PT Jasamarga Jogja Bawen (2021-2022)
- President Director of PT Jasamarga Jogja Bawen (2022)
- Director of Engineering of PT Jasamarga Jogja Bawen (2021-2022)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Universitas Khatolik Parahyangan (1997)
- S2 Sistem dan Teknik Jalan Raya, Institut Teknologi Bandung (2002)
- Bachelor's Degree of Civil Engineering, Parahyangan Catholic University (1997)
- Master's Degree of Highway Systems and Engineering, Bandung Institute of Technology (2002)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 100/AA.P-6A/2022 tanggal 18 Mei 2022
Decision of the Board of Directors No. 100/AA.P-6A/2022 dated May 18, 2022



Mirza Nurul Handayani

Direktur Utama | President Director
PT Cinere Serpong Jaya

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia per 31 Desember 2025
Age per December 31, 2025
45 tahun
45 years old

Riwayat Jabatan
Career Experience
- Direktur Utama PT Jasamarga Jogja Bawen (2020-2021)
- Direktur Teknik PT Jasamarga Kunciran Cengkareng (2018-2020)
- President Director of PT Jasamarga Jogja Bawen (2020-2021)
- Director of Engineering of PT Jasamarga Kunciran Cengkareng (2018-2020)

Riwayat Pendidikan
Educational Background
- S1 Teknik Sipil, Universitas Trisakti (2002)
- S2 Teknik Sipil, Universitas Indonesia (2007)
- Bachelor's degree of Civil Engineering, Trisakti University (2002)
- Master's degree of Civil Engineering, University of Indonesia (2007)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 152/AA.P-6A/2021 tanggal 03 September 2021
Decision of the Board of Directors No. 152/AA.P-6A/2021 dated September 3, 2021



Florysco Partogi Siahaan

Direktur Utama | President Director
PT Marga Sarana Jabar

Kewarganegaraan
Nationality
Warga Negara Indonesia
Indonesian

Domisili
Domicile
Bekasi
Bekasi

Usia per 31 Desember 2025
Age per December 31, 2025
55 tahun
55 years old

Riwayat Jabatan
Career Experience
- Direktur Utama PT Jasamarga Manado Bitung (2022-2024)
- Direktur Teknik & Operasi PT Marga Sarana Jabar (2019-2022)
- President Director of PT Jasamarga Manado Bitung (2022-2024)
- Director of Engineering & Operations of PT Marga Sarana Jabar (2019-2022)

Riwayat Pendidikan
Educational Background
S1 Teknik Sipil, Institut Teknologi Bandung (1994)
Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1994)

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Keputusan Direksi No. 113/AA.P-6a/2024 Tanggal 22 Juli 2024
Decision of the Board of Directors No. 113/AA.P-6a/2024 dated July 22, 2024



Hendri Taufik

Direktur Utama | President Director
PT Jasamarga Jalanlayang Cikampek

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bekasi Bekasi	41 tahun 41 years old

Riwayat Jabatan
Career Experience

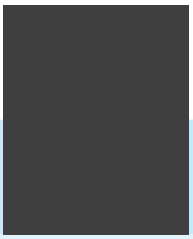
- Direktur Utama PT Jasamarga Gempol Pasuruan (2022)
- General Manager Office 3 RTT (2020-2022)
- President Director of PT Jasamarga Gempol Pasuruan (2022)
- General Manager Office 3 RTT (2020-2022)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Universitas Lampung (2007)
Bachelor's degree of Civil Engineering, Lampung University (2007)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 268/AA.P-6a/2022 tanggal 22 November 2022
Decision of the Board of Directors No. 268/AA.P-6a/2022 dated November 22, 2022



Nasrullah

Direktur Utama | President Director
PT Jasamarga Semarang Batang

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	40 tahun 40 years old

Riwayat Jabatan
Career Experience

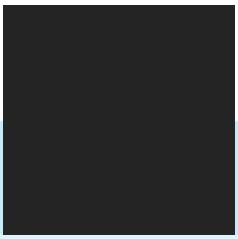
- Concession Business Planning Group Head (2022)
- General Manager Representative Office 2 RMT (2020-2022)
- Concession Business Planning Group Head (2022)
- General Manager Representative Office 2 RMT (2020 – 2022)

Riwayat Pendidikan
Educational Background

- S1 Teknik Electro, Universitas Gajah Mada (2012)
- S2 Business Administrasion, Universitas Gajah Mada (2015)
- S2 Master of Commerce, University of New South Wales, Australia (2018)
- Bachelor's degree of Electrical Engineering, Gadjah Mada University (2012)
- Master's degree of Business Administration, Gadjah Mada University (2015)
- Master's degree of Business Management, University of New South Wales, Australia (2018)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 178/AA.P-6A/2022 tanggal 9 Agustus 2022
Decision of the Board of Directors No. 178/AA.P-6A/2022 dated August 9, 2022



Prajudi

Direktur Utama | President Director
PT Trans Marga Jateng

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Cimahi Cimahi	57 tahun 57 years old

Riwayat Jabatan
Career Experience

- Direktur Utama PT Jasamarga Semarang Batang (2020-2022)
- General Manager Representive Office 2 RTT Palikanci (2020)
- President Director of PT Jasamarga Semarang Batang (2020-2022)
- General Manager Representative Office 2 RTT Palikanci (2020)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Intitut Teknologi Bandung (1992)
Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1992)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 179/AA.P-6A/2022 tanggal 09 Agustus 2022
Decision of the Board of Directors No. 178/AA.P-6A/2022 dated August 9, 2022



Mery Natacha Panjaitan

Direktur Utama | President Director
PT Jasamarga Solo Ngawi

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	51 tahun 51 years old

Riwayat Jabatan
Career Experience

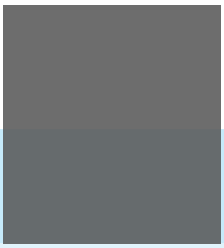
- Direktur Keuangan dan Operasi PT Ismawa Trimitra (2021-2022)
- Procurement & Fix Asset Group Head (2019-2021)
- Director of Finance & Operations PT Ismawa Trimitra (2021-2022)
- Procurement & Fix Asset Group Head (2019-2021)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas HKBP Nommensen Medan (1998)
- S2 Teknik Sipil, Universitas Indonesia (2002)
- Bachelor's degree of Civil Engineering, HKBP Nommensen University, Medan (1998)
- Master's degree of Civil Engineering, University of Indonesia (2002)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 213/AA.P-6A/2022 tanggal 29 Agustus 2022
Decision of the Board of Directors No. 213/AA.P-6A/2022 dated August 29, 2022



Arie Irianto

Direktur Utama | President Director
PT Jasamarga Ngawi Kertosono Kediri

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	53 tahun 53 years old

Riwayat Jabatan
Career Experience

- Direktur Utama PT Jasamarga Solo Ngawi (2021-2022)
- Direktur Utama PT Jasamarga Semarang Batang (2018-2020)
- President Director of PT Jasamarga Solo Ngawi (2021-2022)
- President Director of PT Jasamarga Semarang Batang (2018-2020)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Katolik Parahyangan (1995)
- S2 Teknik Sipil, Universitas Indonesia (2005)
- Bachelor's degree of Civil Engineering, Parahyangan Catholic University (1995)
- Master's degree of Civil Engineering , University of Indonesia (2005)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 214/AA.P-6A/2022 tanggal 29 Agustus 2022
Decision of the Board of Directors No. 214/AA.P-6A/2022 dated August 29, 2022



Netty Renova

Direktur Utama | President Director
PT Jasamarga Related Business

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bogor Bogor	52 tahun 52 years old

Riwayat Jabatan
Career Experience

- Direktur Utama PT Jasamarga Pandaan Malang & PT Jasamarga Pandaan Tol (2021-2025)
- Direktur Keuangan PT Jasamarga Semarang Batang (2019-2021)
- President Director of PT Jasamarga Pandaan Malang & PT Jasamarga Pandaan Tol (2021-2025)
- Finance Director of PT Jasamarga Semarang Batang (2019-2021)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Gadjah Mada (1999)
- S2 Teknik Pembangunan Wilayah dan Kota, Universitas Diponegoro (2011)
- Bachelor's degree of Civil Engineering, Gadjah Mada University (1999)
- Master's degree of Urban and Regional Planning Engineering, Diponegoro University (2011)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 165/AA.P-6a/2025 tanggal 15 Desember 2025
Board of Directors Decision No. 165/AA.P-6a/2025 dated December 15, 2025



Dominicus Hari Pratama

Direktur Utama | President Director
PT Jasamarga Surabaya Mojokerto

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Malang Malang	54 tahun 54 years old

Riwayat Jabatan
Career Experience

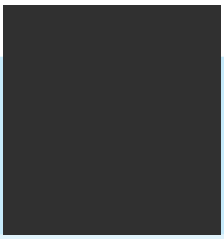
- Direktur Utama PT Jasamarga Jalanlayang Cikampek (2020-2022)
- Direktur Utama PT Jasamarga Probolinggo Banyuwangi (2018-2020)
- President Director of PT Jasamarga Jalanlayang Cikampek (2020-2022)
- President Director of PT Jasamarga Probolinggo Banyuwangi (2018-2020)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Institut Teknologi Bandung (1995)
- S2 Build Environment and Engineering, Queensland University of Technology, Australia (2000)
- Bachelor's degree of Civil Engineering, Sepuluh Nopember Institute of Technology (1995)
- Master's degree of Build Environment and Engineering, Queensland University of Technology, Australia (2000)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 269/AA.P-6a/2022 tanggal 22 November 2022
Decision of the Board of Directors No. 269/AA.P-6a/2022 dated November 22, 2022



Muhammad Taufik Akbar

Direktur Utama | President Director
PT Jasamarga Gempol Pasuruan
Plt. Direktur Utama | Acting President Director **PT Jasamarga Pandaan Malang & PT Jasamarga Pandaan Tol**

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bekasi Bekasi	39 tahun 39 years old

Riwayat Jabatan
Career Experience

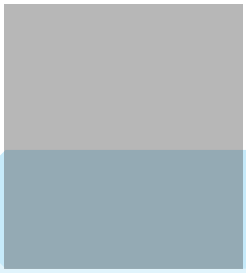
- Direktur Teknik PT Marga Trans Nusantara (2022)
- General Manager Office 1 RTT (2021-2022)
- Director of Engineering of PT Marga Trans Nusantara (2022)
- General Manager Office 1 RTT (2021-2022)

Riwayat Pendidikan
Educational Background

- S1 Teknik Industri, Universitas Gadjah Mada (2008)
- S2 Manajemen, Sekolah Tinggi Manajemen PPM (2020)
- Bachelor's degree of Industrial Engineering, Gadjah Mada University (2008)
- Master's degree of Management, PPM School of Management (2020)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

- Keputusan Direksi No. 267/AA.P-6a/2022 tanggal 22 November 2022 (sebagai Direktur Utama PT Jasamarga Gempol Pasuruan)
- Keputusan Direksi No. 307/EA.P-6c/2025 tanggal 15 Desember 2025 (sebagai Plt. Direktur Utama PT Jasamarga Pandaan Malang & PT Jasamarga Pandaan Tol)
- Board of Directors Decision No. 267/AA.P-6a/2022 dated November 22, 2022 (as President Director of PT Jasamarga Gempol Pasuruan)
- Board of Directors Decision No. 307/EA.P-6c/2025 dated December 15, 2025 (as Acting President Director of PT Jasamarga Pandaan Malang & PT Jasamarga Pandaan Tol)



Thomas Dwiatmanto

Direktur Utama | President Director
PT Jasamarga Kualanamu Tol

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Medan Medan	50 tahun 50 years old

Riwayat Jabatan
Career Experience

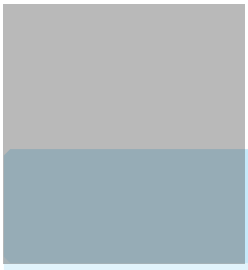
- General Manager Representative Office 3 RMT (2020-2022)
- Senior Specialist PT Jasamarga Tollroad Operator (2020)
- General Manager Representative Office 3 RMT (2020-2022)
- Senior Specialist PT Jasamarga Tollroad Operator (2020)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Sekolah Tinggi Teknologi Jakarta (2000)
Bachelor's degree of Civil Engineering, Sekolah Tinggi Teknologi Jakarta (2000)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 215/AA.P-6a/2022 Tanggal 31 Agustus 2022
Decision of the Board of Directors No. 215/AA.P-6a/2022 dated August 31, 2022



I Ketut Adiputra Karang

Direktur Utama | President Director
PT Jasamarga Bali Tol

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Denpasar Denpasar	35 tahun 35 years old

Riwayat Jabatan
Career Experience

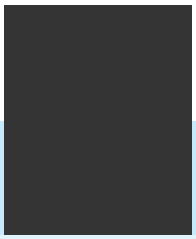
- Toll Collection Department Head (2019-2020)
- Toll Collection System Development Divisi Operation Management (2016-2019)
- Toll Collection Department Head (2019-2020)
- Toll Collection System Development Divisi Operation Management (2016- 2019)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Udayana (2011)
- S2 Teknik Sipil, Universitas Udayana (2024)
- Bachelor's degree of Civil Engineering, Udayana University (2011)
- Master's degree of Civil Engineering, Udayana University (2024)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 173/AA.P-6a/2020 tanggal 28 Agustus 2020
Decision of the Board of Directors No. 173/AA.P-6a/2020 dated August 28, 2020



Muhammad Taufiq

Direktur Utama | President Director
PT Jasamarga Balikpapan Samarinda &
PT Jasamarga Manado Bitung

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Kutai Kartanegara Kutai Kartanegara	41 tahun 41 years old

Riwayat Jabatan
Career Experience

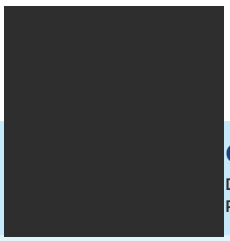
- Direktur Teknik PT Jasamarga Akses Patimban (2023)
- Direktur Teknik PT Jasamarga Gempol Pasuruan (2022-2023)
- Director of Engineering of PT Jasamarga Akses Patimban (2023)
- Director of Engineering of PT Jasamarga Gempol Pasuruan (2022-2023)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Institut Teknologi Sepuluh Nopember (2008)
Bachelor's degree of Civil Engineering, Sepuluh Nopember Institute of Technology (2008)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

- Keputusan Direksi No. 168/AA.P-6a/2023 tanggal 23 Oktober 2023 (Direktur Utama PT Jasamarga Balikpapan Samarinda)
- Keputusan Direksi No. 325/EA.P-6c/2024 tanggal 22 Juli 2024 (Direktur Utama PT Jasamarga Manado Bitung)
- Decision of the Board of Directors No. 168/AA.P-6a/2023 dated October 23, 2023 (President Director of PT Jasamarga Balikpapan Samarinda)
- Decision of the Board of DirectorsNo. 325/EA.P-6c/2024 dated July 22, 2024 (President Director of PT Jasamarga Manado Bitung)



Charles Lendra

Direktur Utama | President Director
PT Jasamarga Japek Selatan

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bogor Bogor	55 tahun 55 years old

Riwayat Jabatan
Career Experience

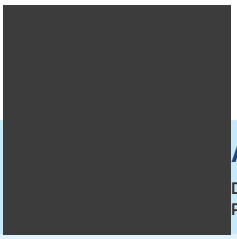
- Direktur Utama PT Jasamarga Manado Bitung (2021-2022)
- Direktur Utama PT Jasamarga Pandaan Malang (2020-2021)
- President Director of PT Jasamarga Manado Bitung (2021-2022)
- President Director of PT Jasamarga Pandaan Malang (2020-2021)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Institut Teknologi Sepuluh November (1995)
- S2 Teknik Perencanaan Wilayah dan Kota, Universitas Diponegoro, (2012)
- Bachelor's degree of Civil Engineering, Sepuluh Nopember Institute of Technology (1995)
- Master's degree of Urban and Regional Planning Engineering, Diponegoro University (2012)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Dasar Hukum Pengangkatan Keputusan Direksi No. 013/AA.P-6a/2022 Tanggal 09 Maret 2022
Decision of the Board of Directors No. 013/AA.P-6a/2022 dated March 9, 2022



A.J Dwi Winarsa

Direktur Utama | President Director
PT Jasamarga Jogja Bawen

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	54 tahun 54 years old

Riwayat Jabatan
Career Experience

- Direktur Utama PT Jasamarga Tollroad Operator (2021-2022)
- Direktur Utama PT Trans Marga Jateng (2020-2021)
- President Director of PT Jasamarga Tollroad Operator (2021-2022)
- President Director of PT Trans Marga Jateng (2020-2021)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Institut Teknologi Bandung (1996)
- S2 Manajemen, Universitas Indonesia (2005)
- Bachelor's degree of Civil Engineering, Bandung Institute of Technology
- (1996)
- Master's degree of Management, University of Indonesia (2005)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 100/AA.P-6A/2022 tanggal 18 Mei 2022
Decision of the Board of Directors No. 100/AA.P-6A/2022 dated May 18, 2022



Suchandra Paganda Hutabarat

Direktur Utama | President Director
PT Jasamarga Tollroad Maintenance

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bogor Bogor	51 tahun 51 years old

Riwayat Jabatan
Career Experience

- Direktur Utama PT Jasamarga Jogja Solo (2022-2024)
- Direktur Operasi PT Jasamarga Tollroad Maintenaince (2021-2022)
- President Director of PT Jasamarga Jogja Solo (2022-2024)
- Director of Operations PT Jasamarga Tollroad Maintenaince (2021-2022)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Krisnadwipayana (2000)
- S2 Perancangan Wilayah & Tata Kota, Universitas Diponegoro (2010)
- Bachelor's degree of Civil Engineering, Krisnadwipayana University (2000)
- Master's degree of Urban and Regional Planning Engineering, Diponegoro University (2010)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 048/AA.P-6A/2024 tanggal 27 Februari 2024
Decision of the Board of Directors No. 048/AA.P-6A/2024 dated February 27, 2024



Adi Prasetyanto

Direktur Utama | President Director
PT Jasamarga Probolinggo Banyuwangi

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Semarang Semarang	52 tahun 52 years old

Riwayat Jabatan
Career Experience

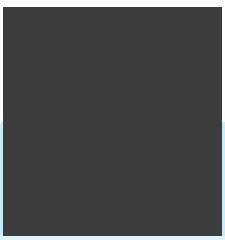
- Information Technology Group Head (2019-2020)
- Business Management Group Head (2019)
- Information Technology Group Head (2019-2020)
- Business Management Group Head (2019)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Diponegoro (1996)
- S2 Manajemen Proyek, Universitas Indonesia (2003)
- Bachelor's degree of Civil Engineering, Diponegoro University (1996)
- Master's degree of Project Management, University of Indonesia (2003)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 152/AA.P-6A/2020 tanggal 24 Agustus 2020
Decision of the Board of Directors No. 152/AA.P-6A/2020 dated August 24, 2020



Victor Nazarenko Mahandre

Direktur Utama | President Director
PT Jasamarga Akses Patimban

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Jakarta Jakarta	41 tahun 41 years old

Riwayat Jabatan
Career Experience

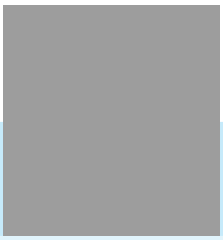
- Business Development Group Head (2022-2023)
- Toll Road Business Development Group Head (2020-2022)
- Business Development Group Head (2022-2023)
- Toll Road Business Development Group Head (2020-2022)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Universitas Gajah Mada (2007)
Bachelor's degree of Civil Engineering, Gadjah Mada University (2007)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 005/AA.P-6A/2023 Tanggal 16 Januari 2023
Decision of the Board of Directors No. 005/AA.P-6A/2023 dated January 16, 2023



Tri Wahyu Subekti

Direktur Utama | President Director
PT Jasamarga Tollroad Operator

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Depok Depok	43 tahun 43 years old

Riwayat Jabatan
Career Experience

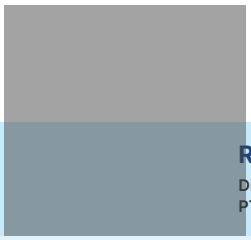
- Direktur Operasi PT JMTO (2024-2025)
- Direktur Teknik & Operasi PT JMTO (2022-2024)
- Director of Operations PT JMTO(2024-2025)
- Director of Engineering & Operations PT JMTO (2022-2024)

Riwayat Pendidikan
Educational Background

S1 Teknik Sipil, Universitas Gadjah Mada (2005)
Bachelor's degree in Civil Engineering, Gadjah Mada University (2005)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 159/AA.P-6a/2025 tanggal 26 November 2025
Decision of the Board of Directors No. 159/AA.P-6a/2025 dated November 26, 2025



Rudy Hardiansyah

Direktur Utama | President Director
PT Jasamarga Jogja Solo

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Bekasi Bekasi	54 tahun 54 years old

Riwayat Jabatan
Career Experience

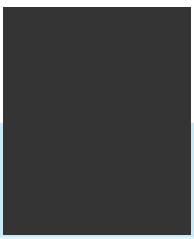
- Direktur Utama PT Jasamarga Tollroad Maintenance (2019-2024)
- Maintenance Group Head (2019)
- President Director of PT Jasamarga Tollroad Maintenance (2019-2024)
- Maintenance Group Head (2019)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Institut Teknologi Bandung (1996)
- S2 Magister Teknik Sipil, Universitas Katolik Parahyangan (2010)
- Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1996)
- Master's degree of Civil Engineering, Parahyangan Catholic University,
- Bandung (2010)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 047/AA.P-6A/2024 tanggal 27 Februari 2024
Decision of the Board of Directors No. 047/AA.P-6A/2024 dated February 27, 2024



Abdul Hamid

Pjs. Direktur Utama | President Director
Dana Pensiun Jasamarga

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Tangerang Tangerang	50 tahun 50 years old

Riwayat Jabatan
Career Experience

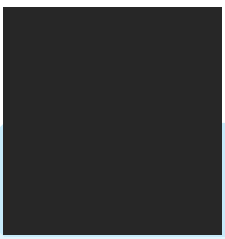
- Direktur DPJM (2025-Sekarang)
- Human Capital Development Advisor (2024-2025)
- Director of DPJM (2025-Present)
- Human Capital Development Advisor (2024-2025)

Riwayat Pendidikan
Educational Background

- S1 Manajemen, Universitas Surapati (2003)
- S2 Ilmu Pemerintahan, Universitas Pramita indonesia (2021)
- Bachelor's degree in Management, Surapati University (2003)
- Master's degree in Government Science, Pramita Indonesia University (2021)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Rapat Pengurus Dana Pensiun Jasa Marga
General Meeting of Shareholders Resolution of Dana Pensiun Jasa Marga



Hendra Nata Saputra

Plt. Project Management Office Project Director

Kewarganegaraan Nationality	Domisili Domicile	Usia per 31 Desember 2025 Age per December 31, 2025
Warga Negara Indonesia Indonesian	Depok Depok	43 tahun 43 years old

Riwayat Jabatan
Career Experience

- Operation 2 General Manager PT JMTM (2021-2025)
- General Manager Project Maintenance PT JMTM (2021)

Riwayat Pendidikan
Educational Background

- S1 Teknik Sipil, Universitas Gadjah Mada (2008)
- S2 Sistem dan Teknik Transportasi, Universitas Gadjah Mada (2011)
- Bachelor of Civil Engineering, Gadjah Mada University (2008)
- Master of Transportation Systems and Engineering, Gadjah Mada University (2011)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Keputusan Direksi No. 151/EA.P-6a/2025 Tanggal 20 November 2025
Board of Directors Decision No. 151/EA.P-6a/2025 dated November 20, 2025

Lisye Octaviana
Corporate Communication & Community Development Group Head

Aldrin Maulana
Non-Concession Business Management & Investment Group Head

Widiyatmiko Nursejati
Jasamarga Metropolitan Tollroad Regional Division Senior General Manager

Tyas Pramoda Wardhani
Jasamarga Nusantara Tollroad Regional Division Senior General Manager

George I.M.P Manurung
Toll Project Development Group Head

Dapat dilihat pada pembahasan Profil Komite Tata Kelola Terintegrasi.
Can be seen in the discussion of the Integrated Governance Committee Profile.

Demografi Karyawan 2024-2025
Employee Demography 2024-2025

Jumlah Karyawan berdasarkan Tingkat Organisasi
Total Employees by Organization Level

Tabel Jumlah Karyawan berdasarkan Tingkat Organisasi Periode 2024-2025
Table of Total Employee by Organization Level during 2024-2025

(dalam satuan orang)
(in person)

Tingkat Organisasi Organization Level	2025				2024			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Manajemen Puncak Top Management	54	23	77	1,0	53	23	76	1,0
Manajemen Madya Middle Management	149	96	245	3,1	153	95	248	3,1
Manajemen Dasar Basic Management	287	78	365	4,7	269	74	343	4,3
Pelaksana Officers	5.865	1.281	7.146	91,2	5.983	1.269	7.252	91,6
Total	**6.355**	**1.478**	**7.833**	**100,0**	**6.458**	**1.461**	**7.919**	**100,0**

Keterangan/Notes:

Manajemen Puncak / Top Management : *Corporate Secretary & CAO, Senior Group Head, Group Head, Senior General Manager, Project Director,* Direktur Anak Perusahaan, *Advisor, Senior Expert, Senior Auditor*
Corporate Secretary & CAO, Senior Group Head, Group Head, Senior General Manager, Project Director, Subsidiaries Directors, Advisor, Senior Expert, Senior Auditor

Manajemen Madya / Middle Management : *Department Head, Senior Manager, Project Leader, Project Manager,* Koordinator Area, Koordinator Bidang, Koordinator Program, *Senior Specialist, Expert, Auditor*
Department Head, Senior Manager, Project Leader, Project Manager, Area Coordinator, Field Coordinator, Coordinator Program, Senior Specialist, Expert, Auditor

Manajemen Dasar / Basic Management : *Section Head, Specialist, Junior Auditor, Senior Treasurer, Junior Expert*

Pelaksana / Officers : *Assistant, Treasurer, Senior Officer Treasurer, Senior Officer, Officer, Supervisor, Customer Service, Mobile Customer Service, Traffic Information Center Communicator, Rescue, Ambulance, Driver, Messenger*

Jumlah Karyawan berdasarkan Tingkat Pendidikan
Total Employees by Education Level

Tabel Jumlah Karyawan berdasarkan Tingkat Pendidikan Periode 2024-2025
Table of Total Employee by Education Level during 2024-2025

(dalam satuan orang)
(in person)

Tingkat Pendidikan Education Level	2025				2024			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
S3 Doctoral Degree	-	-	-	-	-	-	-	-
S2 Master's Degree	132	83	215	2,7	122	71	193	2,4
Sarjana dan Sederajat Bachelor's Degree	1.740	607	2.347	30,0	1.772	603	2.375	30,0
Diploma Diploma Degree	155	52	207	2,6	175	53	228	2,9
SLTA Senior High School	4.328	736	5.064	64,7	4.389	734	5.123	64,7
Lainnya Others	-	-	-	-	-	-	-	-
Total	**6.355**	**1.478**	**7.833**	**100,0**	**6.458**	**1.461**	**7.919**	**100,0**

Jumlah Karyawan berdasarkan Status Kepegawaian
Total Employees by Employment Status

Tabel Jumlah Karyawan berdasarkan Status Kepegawaian Periode 2024-2025
Table of Total Employees by Employment Status during 2024-2025

(dalam satuan orang)
(in person)

Status Kepegawaian Employment Status	2025				2024			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Karyawan Tetap Permanent Employees	3.562	958	4.520	57,4	3.745	978	4.723	59,5
Karyawan Tidak Tetap (Kontrak) Non-Permanent Employees (Contract)	2.793	520	3.313	42,1	2.713	483	3.196	40,2
Sub Total	**6.355**	**1.478**	**7.833**	**99,5**	**6.458**	**1.461**	**7.919**	**99,7**
*Trainee**	22	17	39	0,5	15	9	24	0,3
Total	**6.377**	**1.495**	**7.872**	**100,0**	**6.473**	**1.470**	**7.943**	**100,0**

Keterangan/Notes:
*) *Trainee* merupakan calon karyawan Perseroan dalam masa percobaan dengan status kepegawaian di luar karyawan tetap maupun karyawan tidak tetap/kontrak.
*) Trainee is the Company's employee candidate under probation with the employment status of outside of permanent or contract employee.

Jumlah Karyawan berdasarkan Rentang Usia
Total Employees by Age Group

Tabel Jumlah Karyawan berdasarkan Rentang Usia Periode 2024-2025
Table of Total Employee by Age Group during 2024-2025

(dalam satuan orang)
(in person)

Rentang Usia Age Group	2025				2024			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
20-24	1.171	253	1.424	18,2	1.298	253	1.551	19,6
25-29	1.147	266	1.413	18,0	1.138	288	1.426	18,0
30-34	1.435	459	1.894	24,2	1.495	430	1.925	24,3
35-39	834	165	999	12,8	669	134	803	10,1
40-44	312	51	363	4,6	279	53	332	4,2
45-49	482	143	625	8,0	605	170	775	9,8
50-54	825	112	937	12,0	819	96	915	11,6
>54	149	29	178	2,3	155	37	192	2,4
Total	**6.355**	**1.478**	**7.833**	**100,0**	**6.458**	**1.461**	**7.919**	**100,0**

Jumlah Karyawan berdasarkan Masa Kerja
Total Employees by Tenure

Tabel Jumlah Karyawan berdasarkan Masa Kerja Periode 2024-2025
Table of Total Employee by Tenure during 2024-2025

(dalam satuan orang)
(in person)

Masa Kerja (Tahun) Tenure (Years)	2025				2024			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
<3	2.007	432	2.439	31,1	1.786	373	2.159	27,3
4-5	846	161	1.007	12,9	996	169	1.165	14,7
6-10	820	233	1.053	13,4	2.453	591	3.044	38,4
11-15	1.618	393	2.011	25,7	89	66	155	2,0
16-20	35	24	59	0,8	5	-	5	0,1
21-25	160	42	202	2,6	194	45	239	3,0
26-30	421	111	532	6,8	688	154	842	10,6
>30	448	82	530	6,8	247	63	310	3,9
Total	**6.355**	**1.478**	**7.833**	**100,0**	**6.458**	**1.461**	**7.919**	**100,0**

Jumlah Karyawan berdasarkan Jenis Kelamin
Total Employees by Gender

Tabel Jumlah Karyawan berdasarkan Jenis Kelamin Periode 2024-2025
Table of Total Employees by Gender during 2024-2025

(dalam satuan orang)
(in person)

Jenis Kelamin Gender	2025	2024
Pria Male	6.355	6.458
Wanita Female	1.478	1.461
Total	**7.833**	**7.919**

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

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

Pendidikan dan/atau pelatihan yang diikuti oleh Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, Unit Audit Internal, dan Unit Manajemen Risiko hingga 31 Desember 2025 adalah sebagai berikut:

Education and/or training attended by the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, Internal Audit Unit, and Risk Management Unit up to December 31, 2025, is as follows:

Pengembangan Kompetensi Dewan Komisaris
Board of Commissioners Competency Development

Tabel Pengembangan Kompetensi Dewan Komisaris
Table of the Board of Commissioners Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Juri Ardiantoro*	Komisaris Utama President Commissioner	*Certified Governance Oversight Professional* (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
Syamsul Bachri Yusuf	Komisaris Commissioner	*Professional Recognition Program* (PRP) *Qualified Government Internal Auditor* (QGIA)	13 Juni 2025 June 13, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
Asrorun Ni'am Sholeh	Komisaris Commissioner	Seminar aplikasi *regulatory compliance system* Seminar on the regulatory compliance system application	29 September 2025 September 29, 2025	PT BSI
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
Nachrowi Ramli	Komisaris Independen Independent Commissioner	Seminar aplikasi *regulatory compliance system* Seminar on the regulatory compliance system application	29 September 2025 September 29, 2025	PT BSI
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
Rudi Antariksawan	Komisaris Independen Independent Commissioner	*Certification In Audit Committee Practices (CACP) 2025 Batch 59*	1 Juli 2025 July 1, 2025	Ikatan Komite Audit Indonesia (IKAI) Indonesian Institute of Audit Committee (IKAI)
		Pelatihan Implementasi GRC dan Sertifikasi CGRCEO Training on GRC Implementation and CGRCEO Certification	19 Agustus 2025 July 19, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Pelatihan PPL IKAI: *Internal Control Over Financial Reporting* (ICOFR) IKAI PPL Training: Internal Control Over Financial Reporting (ICOFR)	26 Agustus 2025 August 26, 2025	Ikatan Komite Audit Indonesia (IKAI) Indonesian Institute of Audit Committee (IKAI)

Tabel Pengembangan Kompetensi Dewan Komisaris
Table of the Board of Commissioners Competency Development

Nama / Name	Jabatan / Position	Materi Pengembangan Kompetensi/Pelatihan / Subject of Competency Development/Training	Waktu Pelaksanaan / Implementation Date	Penyelenggara / Organizer
Rudi Antariksawan	Komisaris Independen / Independent Commissioner	*Sustainability Reporting: Impact & Implementation of PSPK 1 & 2 for Professionals*	30 September 2025 / September 30, 2025	Ikatan Akuntansi Indonesia (IAI) / Indonesian Accountants Association (IAI)
		Professional Recognition Program (PRP) for Qualified Internal Auditor (QIA)	03 Oktober 2025 / October 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)
		Certified Governance Oversight Professional (CGOP)	06 November 2025 / November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Seminar Nasional Internal Audit (SNIA) 2025 "*What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?*" / National Internal Audit Seminar (SNIA) 2025 'What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?'	03 Desember 2025 / December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)
		Pelatihan SAK *For Executive* / SAK Training for Executives	11 Desember 2025 / December 11, 2025	Ikatan Akuntansi Indonesia (IAI) / Indonesian Accountants Association (IAI)
Seppalga Ahmad**	Komisaris Independen / Independent Commissioner	Pelatihan dan Sertifikasi *Double Degree Certified Human Capital General Manager* (CHGM) / Training and Certification for Double Degree Certified Human Capital General Manager (CHGM)	21 Januari 2025 / January 21, 2025	HR Academy
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" / Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 / April 14, 2025	Ernst & Young
		Jenjang Kualifikasi 5 Bidang Pasar Modal Subbidang Penjamin Emisi Efek / Qualification Level 5 Capital Market Sub-field Securities Underwriting	20 Mei 2025 / May 20, 2025	The Indonesia Capital Market Institute (TICMI)
		Professional Recognition Program (PRP) for Qualified Internal Auditor (QIA)	03 Oktober 2025 / October 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)
		Certified Governance Oversight Professional (CGOP)	06 November 2025 / November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Seminar Nasional Internal Audit (SNIA) 2025 "*What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?*" / National Internal Audit Seminar (SNIA) 2025 'What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?'	03 Desember 2025 / December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) / Internal Audit Education Foundation (YPIA)
Tedi Kurniawan***	Komisaris Independen / Independent Commissioner	-	-	-

*) Resmi menjabat per 7 Mei 2025 berdasarkan Keputusan RUPS Tahunan tanggal 7 Mei 2025.
**) Berhenti menjabat per 17 Desember 2025 berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025.
***) Resmi menjabat per 17 Desember 2025 berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025.
*) Officially appointed as of May 7, 2025 based on the Annual General Meeting of Shareholders Resolution dated May 7, 2025.
**) Ceased to hold office as of December 17, 2025 based on the Extraordinary General Meeting of Shareholders Resolution dated December 17, 2025.
***) Officially appointed as of December 17, 2025 based on the Extraordinary General Meeting of Shareholders Resolution dated December 17, 2025.

Pengembangan Kompetensi Direksi
Board of Directors Competency Development

Tabel Pengembangan Kompetensi Direksi
Table of the Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Rivan A. Purwantono	Direktur Utama President Director	Simposium Nasional dalam Rangka Terwujudnya Tata Kelola Angkutan Logistik yang Berkeselamatan Guna Mendukung Peningkatan Kualitas Keselamatan di Jalan Raya National Symposium on Realizing Safe Logistics Transportation Management to Support Improved Road Safety	24 Juli 2025 July 24, 2025	KAPOLRI Daerah Istimewa Yogyakarta Chief of Police of the Special Region of Yogyakarta
		Narasumber acara Studium Generale Mahasiswa Baru, tema "Filosofi Modern dalam Manajemen" Speaker at the New Student General Study event, theme "Modern Philosophy in Management"	19 Agustus 2025 August 19, 2025	Universitas Gadjah Mada
		Narasumber Rapat Koordinasi Lintas Sektoral Bidang Operasional Tahun 2025 dalam rangka Kesiapan Pengamanan Natal Tahun 2025 dan Tahun Baru 2026 Speakers at the 2025 Cross-Sectoral Operational Coordination Meeting in preparation for Christmas 2025 and New Year 2026 security measures	15 Desember 2025 December 15, 2025	Kepolisian Republik Indonesia Indonesian National Police
Reza Febriano	Direktur Bisnis Director of Business	*Qualified Risk Governance Profesional* (QRGP)	16 Januari 2025 January 16, 2025	Badan Nasional Sertifikasi Profesi National Professional Certification Agency
		Elevating Excellence: Sustainable Futures Through Innovation	03 Februari 2025 February 3, 2025	PT Jasa Marga (Persero) Tbk
		Jasa Marga *Executive Summit* 2025	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | Member of the National Accreditation Committee
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control Over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	15 April 2025 April 15, 2025	Ernst & Young
		Pre Class Chief Business Director Officer Program	13 Agustus 2025 August 13, 2025	PT Danantara Asset Management (Persero)
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	PT Jasa Marga (Persero) Tbk dan | and Himpunan Pengembangan Jalan Indonesia

Tabel Pengembangan Kompetensi Direksi
Table of the Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital & Transformation	Jasa Marga *Executive Summit* 2025	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | Member of the National Accreditation Committee
		Workshop Jasa Marga *Communication Summit* 2025	21 Februari 2025 February 21, 2025	• Neneg Herbawati - Founder dan CEO IGICO Public Affairs Advisory • Fardila Astari Rachmilliza - Communication Strategist di Reputasia/Vice Secretary General Perhumas • Iwet Ramadhan - Broadcaster
		Pengenalan Strategis *Merger & Acquisition* Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Program *Knowledge X*, BSE BUMN	05 Mei 2025 May 5, 2025	BUMN School of Excellence (BSE)
		Undangan *Graduation Day Program Top Gun Cohort III* Invitation to Graduation Day for the Top Gun Cohort III Program	06 Mei 2025 May 6, 2025	BUMN School of Excellence (BSE)
		Human Capital Director Onboarding Program	25 Juli 2025 July 25, 2025	PT Danantara Asset Management (Persero)
		Pelatihan *Toll Road Business Management* Toll Road Business Management Training	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Unlocking Employee Potential with Personalized AI-Driven Development	27 Agustus 2025 August 27, 2025	Forum Human Capital Indonesia (FHCI)
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
		Sharing Session FHCI Connect Expert Series 5 "From Engagement to Impact : Building Stronger Organizations Through People Power"	19 November 2025 November 19, 2025	Forum Human Capital Indonesia (FHCI)
		Strategic Human Capital Director Certificate Program 2025	10 Desember 2025 December 10, 2025	PT Danantara Asset Management (Persero)

Tabel Pengembangan Kompetensi Direksi
Table of the Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Fitri Wiyanti*	Direktur Operasi Director of Operations	*Business Essential Program*	9 Januari 2025 January 9, 2025	BUMN School of Excellence
		Pengawasan Tata Kelola Risiko *Qualified Risk Governance Professional* (QRGP) Supervision of Risk Governance Qualified Risk Governance Professional (QRGP)	16 Januari 2025 January 16, 2025	Badan Nasional Sertifikasi Profesional
		Penguatan Infrastruktur Jalan Tol, Layanan Transportasi Darat, dan Perlindungan Asuransi bagi Para Pemudik Idul Fitri 2025 Strengthening Toll Road Infrastructure, Land Transportation Services, and Insurance Protection for Idul Fitri 2025 Travelers	4 Maret 2025 March 4, 2025	Kementerian BUMN
		Rapat Koordinasi Kesiapan Operasi Ketupat 2025 Coordination Meeting for Ketupat Operation Readiness 2025	6 Maret 2025 March 6, 2025	Korlantas
		Program *Live* Obrolan *Newsroom* "Kesiapan Mudik Lebaran 2025" Live Newsroom Chat Program "Lebaran Homecoming Readiness 2025"	24 Maret 2025 March 24, 2025	Kompas.com
		Penegakan Kebijakan *Zero* ODOL Enforcement of Zero Over Dimension and Over Loading (ODOL) Policy	26 Juni 2025 June 26, 2025	Kementerian Perhubungan
		Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk with the topic 'Strengthening Economic Pillars through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility' Collaboration between Jasa Marga and HPJI"	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
Yaya Ruhiya	Direktur Layanan Director of Services	Pertanggungjawaban Hukum & Ancaman Pidana Korupsi Bagi Direksi - Komisaris Anak Usaha BUMN Pasca Berlakunya UU BUMN Terbaru Legal Accountability & Criminal Threats of Corruption for Directors - Commissioners of State-Owned Enterprise Subsidiaries Following the Enactment of the Latest State-Owned Enterprise Law	31 Oktober 2025 October 31, 2025	• Visi Integritas • PT Pelabuhan Indonesia (Persero)
Mohamad Agus Setiawan***	Direktur Pengembangan Usaha Director of Business Development	Narasumber Sinergi Strategis PT Sarana Multi Infrastruktur Resource Person for Strategic Synergy at PT Sarana Multi Infrastruktur	18 Februari 2025 February 18, 2025	PT Sarana Multi Infrastruktur (Persero)
		Narasumber Seminar "*ICEE Navigating Global Economic Challengers: Strategies for Optimizing Indonesia Logistic Infrastructure*" Speaker at the Seminar "ICEE Navigating Global Economic Challengers: Strategies for Optimising Indonesia's Logistics Infrastructure"	22 Februari 2025 February 22, 2025	Institut Teknologi Bandung Institut Teknologi Bandung

Tabel Pengembangan Kompetensi Direksi
Table of the Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Mohamad Agus Setiawan***	Direktur Pengembangan Usaha Director of Business Development	Narasumber Implementasi Analis SWOT dan *Bussiness Modal Canvas*: Studi Pengembangan Usaha pada Perusahaan Jalan Tol di Indonesia Resource person for SWOT Analysis and Business Model Canvas implementation: Business Development Study at Toll Road Companies in Indonesia	11 Maret 2025 March 11, 2025	Universitas Indonesia Universitas Indonesia
		Narasumber Seminar "*The New Energy Vehicles: Electric and Hydrogen-Based Vehicles*" Speaker at the Seminar on 'New Energy Vehicles: Electric and Hydrogen-Based Vehicles'	27 Mei 2025 May 27, 2025	PT Karya Bakti Parahyangan
		Narasumber Kuliah Umum: Tantangan Bisnis Pengusahaan Jalan Tol Indonesia Lecture Speaker: Challenges in Indonesia's Toll Road Business	28 Mei 2025 May 28, 2025	PPM
		Narasumber Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Speaker for Toll Road Business Management Training - Insight Talk with the topic 'Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility' Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Narasumber "Penilaian Industri Keuangan (Bank), Aset Hak Konsesi Jalan Tol & Properti dalam Tahap Pembangunan Pada Penilaian Bisnis & Properti Resource Person: 'Assessment of the Financial Industry (Banks), Toll Road Concession Assets & Properties under Construction in Business & Property Assessment'	24 September 2025 September 24, 2025	MAPPI
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
Ari Respati****	Direktur Pengembangan Usaha Director of Business Development	Pelatihan Manajemen Risiko Risk Management Training	19 Februari 2025 February 19, 2025	Jerry Marmen
		Penataan Tanah di The Nusa Dua Land Management in The Nusa Dua	28 Februari 2025 February 28, 2025	Badan Pertanahan Kabupaten Badung
		Legal Workshop & General Meeting	21 Agustus 2025 August 21, 2025	ITDC
		Narasumber Program SESPIBANK angkatan ke-81 Resource Person for the 81st SESPIBANK Programme	23 September 2025 September 23, 2025	LPPI
		Workshop GSTC	13 November 2025 November 13, 2025	Proxiss
		Pelatihan SMAP SMAP Training	2 Desember 2025 December 2, 2025	Bintang Mars

Tabel Pengembangan Kompetensi Direksi
Table of the Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance & Risk Management	*Sustainable Infrastructure for The Future: Innovation and Collaboration*	11-12 Juni 2025 June 11-12, 2025	Kementerian Koordinator Bidang Infrastruktur dan Pembangunan Kewilayahan Ministry of Coordinating Infrastructure and Regional Development
		Resilience to Sustainability: Leading through GRC in the Post Digital Era	21-22 Agustus 2025 August 21-22, 2025	CRMS Indonesia
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)

*) Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025.
**) Resmi menjabat per 17 Desember 2025 berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025.
***) Berhenti menjabat per 17 Desember 2025 berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025.
****) Resmi menjabat per 17 Desember 2025 berdasarkan Keputusan RUPS Luar Biasa tanggal 17 Desember 2025.
*) As of May 7, 2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025.
**) Officially appointed on December 17, 2025 based on the Extraordinary General Meeting of Shareholders decision dated December 17, 2025.
***) Resigned from office as of December 17, 2025, based on the Extraordinary General Meeting of Shareholders' Decision dated December 17, 2025.
****) Officially took office on December 17, 2025, based on the Extraordinary General Meeting of Shareholders' Decision dated December 17, 2025.

Pengembangan Kompetensi Komite Audit
Audit Committee Competency Development

Tabel Pengembangan Kompetensi Komite Audit
Table of the Audit Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Rudi Antariksawan*	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Available in the Board of Commissioners Competency Development section		
Seppalga Ahmad**	Ketua Chairman			
Tedi Kurniawan***	Anggota Member			
Siti Purnama Rizki	Anggota Member	Pelatihan dan Sertifikasi *Double Degree Certified Human Capital General Manager* (CHGM) Training and Certification for Double Degree Certified Human Capital General Manager (CHGM)	21 Januari 2025 January 21, 2025	HR Academy
		Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)

Tabel Pengembangan Kompetensi Komite Audit
Table of the Audit Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Siti Purnama Rizki	Anggota Member	Pelatihan *Certificate in Climate Finance* (CertCF) Certificate in Climate Finance (CertCF) training	17 Mei 2025 May 17, 2025	Ikatan Akuntan Indonesia (IAI) Indonesian Accountants Association (IAI)
		Certified Governance Oversight Professional (CGOP)	06 September 2025 September 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Professional Recognition Program (PRP) for Qualified Internal Auditor (QIA)	03 Oktober 2025 October 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Seminar Nasional Internal Audit (SNIA) 2025 *"What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?"* National Internal Audit Seminar (SNIA) 2025 'What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?'	03 Desember 2025 December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan SAK *For Executive* SAK Training for Executives	11 Desember 2025 December 11, 2025	Ikatan Akuntan Indonesia (IAI) Indonesian Accountants Association (IAI)
Fibria Indriati Dwi Liestiawati	Anggota Member	Jenjang Kualifikasi 5 Bidang Pasar Modal Subbidang Manajemen Risiko Qualification Level 5 Capital Market Field, Risk Management Subfield	05 Juli 2025 July 5, 2025	The Indonesia Capital Market Institute (TICMI)
		Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)
		Pelatihan Implementasi GRC dan Sertifikasi CGRCEO Training on GRC Implementation and CGRCEO Certification	19 Agustus 2025 August 19, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Professional Recognition Program (PRP) for Qualified Internal Auditor (QIA)	03 Oktober 2025 October 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Seminar Nasional Internal Audit (SNIA) 2025 *"What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?"* National Internal Audit Seminar (SNIA) 2025 'What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?'	03 Desember 2025 December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan SAK *For Executive* SAK Training for Executives	11 Desember 2025 December 11, 2025	Ikatan Akuntan Indonesia (IAI) Indonesian Accountants Association (IAI)

*) Resmi menjabat sebagai Ketua Komite Audit per 19 Januari 2026.
**) Berakhir menjabat sebagai ketua komite audit sebagaimana telah berakhirnya masa jabatan sebagai komisaris independen.
***) Resmi menjabat sebagai Anggota Komite Audit per 19 Januari 2026.
*) Officially appointed as Chair of the Audit Committee as of January 19, 2026.
**) Term as Chair of the Audit Committee ended upon expiry of term as independent commissioner.
***) Officially appointed as Member of the Audit Committee as of January 19, 2026.

Pengembangan Kompetensi Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Competency Development

Tabel Pengembangan Kompetensi Komite Nominasi dan Remunerasi
Table of the Nomination and Remuneration Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Nachrowi Ramli	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Disclosed in Board of Commissioners Competency Development Section		
Juri Ardiantoro	Anggota Member			
Partoyo	Anggota Member	Seminar aplikasi *Regulatory Compliance System* (RCS) Seminar on Regulatory Compliance System (RCS) applications	29 September 2025 September 29, 2025	PT BSI
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
Fariz Alnizar	Anggota Member	Seminar aplikasi *Regulatory Compliance System* (RCS) Seminar on Regulatory Compliance System (RCS) applications	29 September 2025 September 29, 2025	PT BSI
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)

Pengembangan Kompetensi Komite Pemantau Risiko dan Hukum
Risk Monitoring and Legal Committee Competency Development

Tabel Pengembangan Kompetensi Komite Pemantau Risiko dan Hukum
Table of the Risk Monitoring and Legal Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Syamsul Bachri Yusuf	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Available in the Board of Commissioners Competency Development section		
Asrorun Ni'am Sholeh	Anggota Member			
Mustolih Siradj	Anggota Member	Seminar aplikasi *Regulatory Compliance System* (RCS) Seminar on Regulatory Compliance System (RCS) applications	29 September 2025 September 29, 2025	PT BSI
		Certified Governance Oversight Professional (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)
Erick	Anggota Member	*Certified Governance Oversight Professional* (CGOP)	06 November 2025 November 6, 2025	CRMS Indonesia (Center for Risk Management Studies)

Pengembangan Kompetensi Komite Tata Kelola Terintegrasi
Integrated Governance Committee Competency Development

Tabel Pengembangan Kompetensi Komite Tata Kelola Terintegrasi
Table of the Integrated Governance Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Juri Ardiantoro	Ketua Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Dewan Komisaris Available in the Board of Commissioners Competency Development section		
Syamsul Bachri Yusuf	Anggota Member			
Nachrowi Ramli	Anggota Member			
Rudi Antariksawan	Anggota Member			
Asrorun Ni'am Sholeh	Anggota Member			
Tedi Kurniawan	Anggota Member			
Aldrin Maulana	Anggota Member	*BSE_Program Business Essential Batch IV: Mid Offline Program Business Essential 2025_Strategic Management*	10 Januari 2025 January 10, 2025	BUMN School of Excellence (BSE)
		Jasa Marga Executive Summit 2025	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
		[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Perempuan dalam Kepemimpinan: Dari Inspirasi ke Aksi Women in Leadership: From Inspiration to Action	11 Maret 2025 March 11, 2025	• FM Venusiana R - Direktur Enterprise & Business Service PT Telkom Indonesia | Director of Enterprise & Business Service at PT Telkom Indonesia • Dwi Yuliawati Faiz - Head of Programmes UN Women Indonesia
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
		Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		BSE *Masterclass* "*Global Trade Tensions: Turning Crisis into Opportunity*"	28 Mei 2025 May 28, 2025	BUMN School of Excellence (BSE)
		Workshop Business Acumen dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI

Tabel Pengembangan Kompetensi Komite Tata Kelola Terintegrasi
Table of the Integrated Governance Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Aldrin Maulana	Anggota Member	*Proposal Presentation Business Acumen* dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI
		Business Acumen dan *Strategic Innovation Batch 2: Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
		Coaching with Expert: Business Acumen dan *Strategic Innovation Batch* 2 Coaching with Experts: Business Acumen and Strategic Innovation Batch 2	26 Agustus 2025 August 26, 2025	PT Jasa Marga (Persero) Tbk
		Sharing Session Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Highway Construction Implementation Process	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk
		Seminar aplikasi *regulatory compliance system* Regulatory compliance system application seminar	29 September 2025 September 29, 2025	PT BSI
		Business Acumen dan *Strategic Innovation Grand Final Presentation* Business Acumen and Strategic Innovation Grand Final Presentation	01 Oktober 2025 October 1, 2025	PT Jasa Marga (Persero) Tbk
		[Program Cornell] *International Executive Development Program - Strategic Human Resources Leadership* [Cornell Program] International Executive Development Program - Strategic Human Resources Leadership	02 Oktober 2025 October, 2025	Cornell University
		Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
		Workshop Demo Teknologi Pemadatan Cerdas (*Intelligent Compaction*) Intelligent Compaction Technology Demo Workshop	11 Desember 2025 December 11, 2025	PT Jasa Marga (Persero) Tbk
		Training User Aplikasi *Regulatory Compliance* System (RCS) Regulatory Compliance System (RCS) Application User Training	12 Desember 2025 December 12, 2025	Hukum Online
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
George I.M.P. Manurung	Anggota Member	*BSE_PROGRAM BUSINESS ESSENTIAL BATCH IV: MID OFFLINE PROGRAM BUSINESS ESSENTIAL 2025_Strategic Management*	10 Januari 2025 January 10, 2025	BUMN School of Excellence (BSE)
		Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change	14 Januari 2025 January 14, 2025	PT Bank Mandiri (Persero) Tbk

Tabel Pengembangan Kompetensi Komite Tata Kelola Terintegrasi
Table of the Integrated Governance Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
George I.M.P. Manurung	Anggota Member	Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
		Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
		[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Webinar Employee Well Being Series_"Smart Working, Not Overworking: Cara Produktif Tanpa Harus *Burn Out*" Employee Well-Being Series Webinar: "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
		Sharing Session Sistem Manjemen Resiko - Resertifikasi QCRO Risk Management System Sharing Session - QCRO Recertification	17 April 2025 April 17, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Perpanjangan Sertifikasi QCRO *Batch* 2 QCRO Certification Extension Batch 2	05 May 2025 May 5, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Workshop Business Acumen dan *Strategic Innovation* Business Acumen and Strategic Innovation Workshop	23 Mei 2025 May 23, 2025	PT Prasetiya Mulya ELI
		Proposal Presentation - Pelatihan *Business Acumen* dan *Strategic Innovation* Proposal Presentation - Business Acumen and Strategic Innovation Training	17 Juni 2025 June 17, 2025	Jasa Marga Learning Institute
		Business Acumen dan *Strategic Innovation Batch* 1: *Online Coaching* Business Acumen and Strategic Innovation Batch 1: Online Coaching	22 Juli 2025 July 22, 2025	PT Prasetiya Mulya ELI

Tabel Pengembangan Kompetensi Komite Tata Kelola Terintegrasi
Table of the Integrated Governance Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
George I.M.P. Manurung	Anggota Member	*Webinar Project Retrospective* I2RI 2025 "Pengembangan Inovasi *Artificial Intelligence* (AI) *Pothole Detection System*" I2RI 2025 Project Retrospective Webinar "Development of Artificial Intelligence (AI) Pothole Detection System Innovation"	01 Agustus 2025 August 1, 2025	Indonesia Infrastructure Research & Innovation (I2RI)
		Pelatihan Konsep Dasar dan Pentingnya Sistem Manajemen Kelangsungan Usaha berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
		Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Sharing Session Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Highway Construction Implementation Process	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk
		Seminar aplikasi *regulatory compliance system* Regulatory compliance system application seminar	29 September 2025 September 29, 2025	Hukum Online
		Business Acumen dan *Strategic Innovation Grand Final Presentation* Business Acumen and Strategic Innovation Grand Final Presentation	01 Oktober 2025 October 1, 2025	Jasa Marga Learning Institute
		Sharing Session Innovation 2025	10 Oktober 2025 October 10, 2025	PT Jasa Marga (Persero) Tbk
		Seminar HPJI 2025_Solusi Holistik Geoteknik untuk Infrastruktur Jalan Tangguh dan Berkelanjutan HPJI Seminar 2025_Holistic Geotechnical Solutions for Resilient and Sustainable Road Infrastructure	23 Oktober 2025 October 23, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
		Workshop Demo Teknologi Pemadatan Cerdas (*Intelligent Compaction*) Intelligent Compaction Technology Demo Workshop	11 Desember 2025 December 11, 2025	PT Jasa Marga (Persero) Tbk
		Training User Aplikasi *Regulatory Compliance System* (RCS) Regulatory Compliance System (RCS) Application User Training	12 Desember 2025 December 12, 2025	Hukum Online

Tabel Pengembangan Kompetensi Komite Tata Kelola Terintegrasi
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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
George I.M.P. Manurung	Anggota Member	*Legal Summit*: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Lisye Octaviana	Anggota Member	Pelatihan & Sertifikasi CSRS (*Certified Sustainability Reporting Specialist*) CSRS (Certified Sustainability Reporting Specialist) Training & Certification	21 Januari 2025 January 21, 2025	Jasa Marga Learning Institute
		Elevating Excellence: Sustainable Futures Through Innovation [Rakor Direktorat Bisnis] Elevating Excellence: Sustainable Futures Through Innovation [Business Directorate Coordination Meeting]	03 Februari 2025 February 3, 2025	Jasa Marga Learning Institute
		Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
		Program EWB Srikandi: "Edukasi & Bantuan Program Stunting, Ibu Hamil dan Posyandu" EWB Srikandi Program: "Education & Assistance for Stunting, Pregnant Women, and Posyandu Programs"	14 Februari 2025 February 14, 2025	Srikandi JM
		Workshop Jasa Marga *Communication Summit 2025 (Day 2)* Jasa Marga Communication Summit 2025 Workshop (Day 2)	21 Februari 2025 February 21, 2025	• Neneg Herbawati - Founder dan CEO IGICO Public Affairs Advisory | Founder and CEO of IGICO Public Affairs Advisory • Fardila Astari Rachmilliza - Communication Strategist di Reputasia/Vice Secretary General Perhumas | Communication Strategist at Reputasia/Vice Secretary General Perhumas • Iwet Ramadhan - Broadcaster
		[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)

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Lisye Octaviana	Anggota Member	*Webinar Employee Well Being Series_"Smart Working, Not Overworking*: Cara Produktif Tanpa Harus *Burn Out"* Employee Well-Being Series Webinar: "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
		BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity"	28 Mei 2025 May 28, 2025	BUMN School of Excellence (BSE)
		Webinar Employee Wellbeing (*Mental Health*) *Growing Beyond Insecurity*: Menjadi Cerdas Emosional di Tempat Kerja Employee Wellbeing (Mental Health) Webinar Growing Beyond Insecurity: Becoming Emotionally Intelligent in the Workplace	13 Juni 2025 June 13, 2025	Dessy Ilsanti, M.Psi. - Psikolog Klinis | Clinical Psychologist
		Workshop Business Acumen dan *Strategic Innovation Batch 2* Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI
		Proposal Presentation Business Acumen dan *Strategic Innovation Batch 2* Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI
		Business Acumen dan *Strategic Innovation Batch 2: Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
		Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Coaching with Expert: *Business Acumen* dan *Strategic Innovation Batch 2* Coaching with Expert: Business Acumen and Strategic Innovation Batch 2	25 Agustus 2025 August 25, 2025	PT Jasa Marga (Persero) Tbk
		Seminar aplikasi *regulatory compliance system* Regulatory compliance system application seminar	29 September 2025 September 29, 2025	Hukum Online
		[Program Cornell] *International Executive Development Program - Strategic Human Resources Leadership* [Cornell Program] International Executive Development Program - Strategic Human Resources Leadership	02 Oktober 2025 October, 2025	Cornell University
		Markplus *Conference* 2026 "*Lean & Agile: AI And China In Focus"*	11 Desember 2025 December 11, 2025	Markplus
		Training User Aplikasi *Regulatory Compliance* System (RCS) Regulatory Compliance System (RCS) Application User Training	12 Desember 2025 December 12, 2025	Hukum Online

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Lisye Octaviana	Anggota Member	*Legal Summit*: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
Tyas Pramoda Wardhani	Anggota Member	Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
		JM Talk Operational Services: Tollroad Preservation Improvement through the Implementation of Slope Management System	14 Februari 2025 February 14, 2025	PT Jasa Marga (Persero) Tbk
		[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
		Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Workshop Business Acumen dan *Strategic Innovation* Business Acumen and Strategic Innovation Workshop	23 Mei 2025 May 23, 2025	PT Prasetiya Mulya ELI
		BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity"	28 Mei 2025 May 28, 2025	BUMN School of Excellence (BSE)
		Proposal Presentation - Pelatihan *Business Acumen* dan *Strategic Innovation* Proposal Presentation - Business Acumen and Strategic Innovation Training	17 Juni 2025 June 17, 2025	Jasa Marga Learning Institute
		Business Acumen dan *Strategic Innovation Batch* 1: *Online Coaching* Business Acumen and Strategic Innovation Batch 1: Online Coaching	22 Juli 2025 July 22, 2025	PT Prasetiya Mulya ELI

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Tyas Pramoda Wardhani	Anggota Member	Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		International Conference on Urban Infrastructure Development (ICUID) 2025	08 September 2025 September 8, 2025	Universitas Katolik Parahyangan Parahyangan Catholic University
		Seminar aplikasi *regulatory compliance system* Regulatory compliance system application seminar	29 September 2025 September 29, 2025	Hukum Online
		Business Acumen dan *Strategic Innovation Grand Final Presentation* Business Acumen and Strategic Innovation Grand Final Presentation	01 Oktober 2025 October 1, 2025	Jasa Marga Learning Institute
		[Program Cornell] *International Executive Development Program - Strategic Human Resources Leadership* [Cornell Program] International Executive Development Program - Strategic Human Resources Leadership	02 Oktober 2025 October, 2025	Cornell University
		Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
		Workshop Demo Teknologi Pemadatan Cerdas (*Intelligent Compaction*) Intelligent Compaction Technology Demo Workshop	11 Desember 2025 December 11, 2025	Hukum Online
Widiyatmiko Nursejati	Anggota Member	Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
		JM Talk Operational Services: Tollroad Preservation Improvement through the Implementation of Slope Management System	14 Februari 2025 February 14, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
		Coaching with Expert: Business Acumen dan *Strategic Innovation Batch 2* Coaching with Experts: Business Acumen and Strategic Innovation Batch 2	26 Agustus 2025 August 26, 2025	PT Jasa Marga (Persero) Tbk
		Seminar aplikasi *regulatory compliance system* Regulatory compliance system application seminar	29 September 2025 September 29, 2025	Hukum Online

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Widiyatmiko Nursejati	Anggota Member	*Leveraging Digital Innovation to Amplify Customer Experience*	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama PT Kereta Api Indonesia (Persero) | Director of PT Kereta Api Indonesia (Persero)
		Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
		JM-TALK *Business Support Series*: *Employee Engagement Survey* - Bekerja Sepenuh Hati, Berdampak Memberi Arti JM-TALK Business Support Series: Employee Engagement Survey - Working Wholeheartedly, Making a Meaningful Impact	12 November 2025 November 12, 2025	Dr. Maharsi Anindyajati, M.Psi., Psikolog – Practitioner | Psychologist – Practitioner
		Workshop Demo Teknologi Pemadatan Cerdas (*Intelligent Compaction*) Intelligent Compaction Technology Demo Workshop	11 Desember 2025 December 11, 2025	Hukum Online
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari *Prinsip Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
Truly Nawangsasi	Anggota Member	*Webinar: Visual Interactive BIM Experience*	24 Juni 2025 June 24, 2025	Jasa Marga Learning Institute
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR
		Town Hall Meeting Jasa Marga Group: *Launching* Budaya Kerja JSMR MOVE Jasa Marga Group Town Hall Meeting: Launching the JSMR MOVE Work Culture	20 November 2025 November 20, 2025	PT Jasa Marga (Persero) Tbk
		Webinar Series BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur "Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 November 29, 2025	PII
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership

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Truly Nawangsasi	Anggota Member	*Infrastructure Outlook 2026: Trends, Risks, and Opportunities*	22 Desember 2025 December 22, 2025	SBM ITB
JB Satya Sananugraha	Anggota Member	*Sharing Session* terkait Tindak Lanjut Penanganan Aksi Unjuk Rasa Ruas Cawang – Tomang – Pluit (Dalam Kota) Sharing Session on Follow-up Actions to Handle Protests in the Cawang – Tomang – Pluit Area (Inner City)	19 September 2025 September 19, 2025	Jasa Marga Learning Institute
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR
		Webinar Series BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur " Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 November 29, 2025	PII
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
Agung Prabowo	Anggota Member	Seminar Bulan K3 Nasional Tahun 2025 PT Jasa Marga (Persero) Tbk National OHS Month Seminar of 2025 in PT Jasa Marga (Persero) Tbk	10 Februari 2025 February 10, 2025	dr. Andhika Raspati, SpKO
		KSF Pengujian Pondasi KSF on Foundation Testing	04 September 2025 September 4, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Seminar HPJI 2025_Solusi Holistik Geoteknik untuk Infrastruktur Jalan Tangguh dan Berkelanjutan HPJI Seminar 2025_Holistic Geotechnical Solutions for Resilient and Sustainable Road Infrastructure	23 Oktober 2025 October 23, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR
		Webinar Series BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur " Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 November 29, 2025	PII
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB

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Pande Ketut Gede Karmawan	Anggota Member	*Webinar: Visual Interactive BIM Experience*	24 Juni 2025 June 24, 2025	Jasa Marga Learning Institute
		Seminar HPJI 2025_Solusi Holistik Geoteknik untuk Infrastruktur Jalan Tangguh dan Berkelanjutan HPJI Seminar 2025_Holistic Geotechnical Solutions for Resilient and Sustainable Road Infrastructure	23 Oktober 2025 October 23, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Eko Sujianto	Anggota Member	*Webinar: Visual Interactive BIM Experience*	24 Juni 2025 June 24, 2025	Jasa Marga Learning Institute
		Knowledge Sharing Forum KSF Long-Span Bridge Maintenance in Japan	19 Agustus 2025 August 19, 2025	BPSDM Kementerian Pekerjaan Umum Ministry of Public Works BPSDM
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR
		Learn & Share - Penerapan *Hybrid Wind Tree* sebagai Langkah Awal Efisiensi Energi di Jasa Marga [I2RI] Learn & Share - Implementation of Hybrid Wind Trees as a First Step Toward Energy Efficiency at Jasa Marga [I2RI]	14 November 2025 November 14, 2025	Jasa Marga Learning Institute Group
		Webinar Series BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur "Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 November 29, 2025	PII
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Abram Elsajaya Barus	Anggota Member	Seminar HPJI 2025_Solusi Holistik Geoteknik untuk Infrastruktur Jalan Tangguh dan Berkelanjutan HPJI Seminar 2025_Holistic Geotechnical Solutions for Resilient and Sustainable Road Infrastructure	23 Oktober 2025 October 23, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Abram Elsajaya Barus	Anggota Member	*Webinar Series* BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur "Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 November 29, 2025	PII
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Inonu Ferryanto	Anggota Member	*Kick Off* dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
		Seminar HPJI 2025_Solusi Holistik Geoteknik untuk Infrastruktur Jalan Tangguh dan Berkelanjutan HPJI Seminar 2025_Holistic Geotechnical Solutions for Resilient and Sustainable Road Infrastructure	23 Oktober 2025 October 23, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Knowledge Sharing Forum (KSF) terkait Pemeriksaan dan Pemeliharaan Terowongan MRT Jakarta Knowledge Sharing Forum (KSF) on Inspection and Maintenance of Jakarta MRT Tunnels	07 November 2025 November 7, 2025	Kementerian PUPR Ministry of PUPR
		Learn & Share - Penerapan *Hybrid Wind Tree* sebagai Langkah Awal Efisiensi Energi di Jasa Marga [I2RI] Learn & Share - Implementation of Hybrid Wind Trees as a First Step Toward Energy Efficiency at Jasa Marga [I2RI]	14 November 2025 November 14, 2025	Jasa Marga Learning Institute Group
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Firman Yosafat Siregar	Anggota Member	-	-	-
Arief Budhy Hardono	Anggota Member	-	-	-
Ahmad Nasir Siregar	Anggota Member	-	-	-
Mira Handayani S	Anggota Member	-	-	-

Pengembangan Kompetensi Sekretaris Dewan Komisaris
Board of Commissioners' Secretary Competency Development

Tabel Pengembangan Kompetensi Sekretaris Dewan Komisaris
Table of the Board of Commissioners' Secretary Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Sukendar	Sekretaris Dewan Komisaris Board of Commissioners' Secretary	Pelatihan Penyusunan Dokumen Sistem Manajemen Kelangsungan Usaha Berdasarkan ISO 22301:2019 Training on the Development of Business Continuity Management System Documentation Based on ISO 22301:2019	28 Agustus 2025 August 28, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS

Tabel Pengembangan Kompetensi Sekretaris Perusahaan
Table of the Board of Corporate Secretary Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/ Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Ari Wibowo	Corporate Secretary & Chief Administration Officer	Jasa Marga *Executive Summit* 2025	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | Member of the National Accreditation Committee
		Elevating Excellence: Sustainable Futures Through Innovation	03 Februari 2025 February 3, 2025	M. Fajrin Rasyid - Chief Digital & Innovation Officer Telkom Indonesia
		Workshop Jasa Marga *Communication Summit* 2025	21 Februari 2025 February 21, 2025	• Neneg Herbawati - Founder dan CEO IGICO Public Affairs Advisory • Fardila Astari Rachmilliza - Communication Strategist di Reputasia/Vice Secretary General Perhumas • Iwet Ramadhan - Broadcaster
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control Over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
		"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Sharing Session Sistem Manjemen Resiko - Resertifikasi QCRO Risk Management System Sharing Session – QCRO Recertification	17 April 2025 April 17, 2025	CRMS Indonesia (Center for Risk Management Studies)
		Perpanjangan Sertifikasi QCRO *Batch* 1 QCRO Certification Renewal – Batch 1	24 April 2025 April 24, 2025	CRMS Indonesia (Center for Risk Management Studies)

Tabel Pengembangan Kompetensi Sekretaris Perusahaan
Table of the Board of Corporate Secretary Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/ Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Ari Wibowo	Corporate Secretary & Chief Administration Officer	Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Go Live Aplikasi Regulatory Compliance System (RCS) dan *Sharing Session* Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System*) Go Live of the Regulatory Compliance System (RCS) App and Sharing Session on the ISO 37301:2021-Based Compliance Management System	29 September 2025 September 29, 2025	PT BSI

Pengembangan Kompetensi Komite Manajemen Risiko
Board of Commissioners' Secretary Competency Development

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Rivan Achmad Purwantono	Direktur Utama President Director	Ketua Komite Chairman of the Committee	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Available in the Board of Directors Competency Development section		
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Sekretariat Komite Merangkap Anggota Komite Committee Secretariat Concurrently as Committee Member			
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Wakil Sekretaris Komite Merangkap Anggota Deputy Secretary of the Committee and Member	Jasa Marga *Executive Summit* 2025	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | Member of the National Accreditation Committee
			Pelatihan Internal *Control Over Financial Reporting* (ICOFR) Internal Control Over Financial Reporting (ICOFR) Training	18 Februari 2025 February 18, 2025	PERURI
			[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Wakil Sekretaris Komite Merangkap Anggota Deputy Secretary of the Committee and Member	*Kick Off* dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
			Perpanjangan Sertifikasi QCRO *Batch* 1 QCRO Certification Renewal – Batch 1	24 April 2025 April 24, 2025	CRMS Indonesia (Center for Risk Management Studies)
			Kick-off Program CRO School Tahun 2025 Kick-off of the 2025 CRO School Program	02 Mei 2025 May 2, 2025	BUMN School of Excellence (BSE)
			Offline Class_Program Chief Risk Officer (CRO) School Tahun 2025_BSE Offline Class_Chief Risk Officer (CRO) School Program 2025_BSE	14 Mei 2025 May 14, 2025	BUMN School of Excellence (BSE)
			Pre Program_Chief Risk Officer (CRO) *School* Tahun 2025_BSE Pre-Program_Chief Risk Officer (CRO) School 2025_BSE	02 Mei 2025 May 2, 2025	BUMN School of Excellence (BSE)
			Workshop Business Acumen dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI
			Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI Consulting
			Proposal *Presentation Business Acumen* dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI
			Business Acumen dan *Strategic Innovation Batch 2: Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
			Pelatihan Konsep Dasar dan Pentingnya Sistem Manajemen Kelangsungan Usaha Berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
			Training and Certification Public Speaking BNSP	13 Agustus 2025 August 13, 2025	ESQ Leadership Center
			GRC Summit Seminar and Masterclass "Resilience to Sustainability: Leading Through GRC in The Post-Digital Era"	21 Agustus 2025 August 21, 2025	CRMS Indonesia (Center for Risk Management Studies)

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Wakil Sekretaris Komite Merangkap Anggota Deputy Secretary of the Committee and Member	*Coaching with Expert: Business Acumen* dan *Strategic Innovation Batch 2* Coaching with Expert: Business Acumen and Strategic Innovation Batch 2	26 Agustus 2025 August 26, 2025	PT Jasa Marga (Persero) Tbk
			Seminar aplikasi *regulatory compliance system* Seminar on the regulatory compliance system application	29 September 2025 September 29, 2025	PT BSI
			Pelatihan *Certificate In Climate Finance* Certificate in Climate Finance (CertCF) training	01 November 2025 November 1, 2025	Ikatan Akuntan Indonesia (IAI) Indonesian Accountants Association (IAI)
			Workshop Jasa Marga *Sustainability & Communication Summit 2025*	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Training User Aplikasi *Regulatory Compliance System* (RCS)	11 Desember 2025 December 11, 2025	Hukum Online
			Sosialisasi CSA ICOFR Jasa Marga Induk dan Anak Perusahaan CSA ICOFR Awareness Campaign for Jasa Marga and its Subsidiaries	11 Desember 2025 December 11, 2025	PT Jasa Marga (Persero) Tbk
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership"
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital & Transformation	Anggota Komite Committee Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Available in the Board of Directors Competency Development section		
Fitri Wiyanti	Direktur Operasi dan Layanan Director of Operations and Services	Anggota Komite Committee Member			

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Reza Febriano	Direktur Bisnis Director of Business	Anggota Komite Committee Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Available in the Board of Directors Competency Development section		
Ari Respati	Direktur Pengembangan Usaha Director of Business Development	Anggota Komite Committee Member			
Agung Laksana Pranata	Internal Audit Senior Group Head	Anggota Komite Committee Member	Jasa Marga *Executive Summit* 2025	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | Member of the National Accreditation Committee
			Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Income Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
			Pelatihan *Internal Control Over Financial Reporting* (ICOFR) Internal Control Over Financial Reporting (ICOFR) Training	18 Februari 2025 February 18, 2025	PERURI
			[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
			"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)
			BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity" BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity"	28 Mei 2025 May 28, 2025	BUMN School of Excellence (BSE)

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Agung Laksana Pranata	Internal Audit Senior Group Head	Internal Audit Senior Group Head	Konferensi Auditor Internal "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference "Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
			Seminar Nasional – Bincang SPI 2025 "Menjaga Profesionalisme Direksi dalam Bingkai *Governance, Risk & Compliance* (GRC) dan *Business Judgment Rule* terhadap UU No. 1 Tahun 2025" National Seminar – SPI 2025 Discussion "Maintaining Board Professionalism within the Framework of Governance, Risk & Compliance (GRC) and Business Judgment Rule in accordance with Law No. 1 of 2025"	03 September 2025 September 3, 2025	Forum Komunikasi Satuan Pengawasan Intern Wilayah Jawa Barat & Banten Communication Forum for Internal Audit Units in West Java & Banten Regions
			Program ACIIA *Conference* 2025 dan *Onsite Learning* Kuala Lumpur ACIIA Conference 2025 Program and Kuala Lumpur Onsite Learning	08 September 2025 September 8, 2025	Lembaga Profesi Auditor Internal Indonesia (LPAII) Indonesian Internal Auditor Professional Association (LPAII)
			Sharing Session Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Implementation Process of Motorway Construction	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk
			Go Live Aplikasi Regulatory Compliance System (RCS) dan *Sharing Session* Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System*) Go Live of the Regulatory Compliance System (RCS) App and Sharing Session on the ISO 37301:2021-Based Compliance Management System	29 September 2025 September 29, 2025	PT BSI
			Sharing Session Innovation 2025	10 Oktober 2025 October 10, 2025	PT Jasa Marga (Persero) Tbk
			[*Program Cornell*] *Kick Off Program Cornell Cohort* 2 dan 3 [Program Cornell] Kick Off Program Cornell Cohort 2 and 3	15 Oktober 2025 October 15, 2025	Cornell University
			Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
			Workshop Pelaksanaan *Control Self Assessment* (CSA) Segmen ITGC Workshop on the Implementation of Control Self-Assessment (CSA) in the ITGC Segment	31 Oktober 2025 October 31, 2025	PT Jasa Marga (Persero) Tbk

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Agung Laksana Pranata	Internal Audit Senior Group Head	Anggota Komite Committee Member	*Workshop* Jasa Marga *Sustainability & Communication Summit* 2025	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Seminar Nasional Internal Audit (SNIA) 2025 "What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?" National Internal Audit Seminar (SNIA) 2025 "What Drives Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years?"	3 Desember 2025 December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
			Pelatihan Internal *Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
			Training User Aplikasi *Regulatory Compliance System* (RCS) Training for Regulatory Compliance System (RCS) Application Users	12 Desember 2025 December 12, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership"
			Workshop ICOFR: Metodologi dan *Praktik Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Ayudya Rizka Fauzia	Information Technology Group Head	Anggota Komite Committee Member	[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Kartini's Legacy: Langkah Perempuan Sebagai Change Agents di Era Modern "Kartini's Legacy: Women as Change Agents in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			TOGAF® 10 *Enterprise Architecture Part* 1 & 2	19 Mei 2025 May 19, 2025	Multimatics
			Sharing Session terkait *Digital TwinTechnology* dan *Traffic Information Center* di Seoul, Korea Selatan Sharing Session on Digital Twin Technology and Traffic Information Centre in Seoul, South Korea	27 Mei 2025 May 27, 2025	SUWON ITS ASIA PASIFIC FORUM
			20th Asia-Pacific Forum 2025 (ITS APF 2025)	28 Mei 2025 May 28, 2025	SUWON ITS ASIA PASIFIC FORUM
			Training Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System*) dan *Go Live* Aplikasi *Regulatory Compliance System* (RCS) Training on the ISO 37301:2021-Based Compliance Management System and Go Live of the Regulatory Compliance System (RCS) App	29 September 2025 September 29, 2025	PT BSI
			Seminar aplikasi *regulatory compliance system* Seminar on the regulatory compliance system application	29 September 2025 September 29, 2025	PT BSI
			Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
			Workshop Pelaksanaan *Control Self Assessment* (CSA) Segmen ITGC Workshop on the Implementation of Control Self-Assessment (CSA) in the ITGC Segment	31 Oktober 2025 October 31, 2025	PT Jasa Marga (Persero) Tbk
			Workshop Jasa Marga *Sustainability & Communication Summit* 2025	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Training User Aplikasi *Regulatory Compliance System* (RCS) Training Users of the Regulatory Compliance System (RCS) Application	12 Desember 2025 December 12, 2025	Hukum Online

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table of the Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Ayudya Rizka Fauzia	Information Technology Group Head	Anggota Komite Committee Member	*Legal Summit*: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership"
Ari Wibowo	Corporate Secretary & Chief Administration Officer	Anggota Komite Committee Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Sekretaris Perusahaan Available in the Corporate Secretary Competency Development section		

Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
Information Technology Steering Committee Competency Development

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
Table of the Information Technology Steering Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Rivan A. Purwantono	Direktur Utama President Director	Ketua Komite Committee Chairman	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Available in the Directors Competency Development section		
Fitri Wiyanti	Direktur Operasi Director of Operations	Anggota Member			
Reza Febriano	Direktur Bisnis Director of Business	Anggota Member			
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Anggota Member			
Ari Respati	Direktur Pengembangan Usaha Director of Business Development	Anggota Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Available in the Directors Competency Development section		
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Anggota Member			

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
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Nama Name	Jabatan Position	Kedudukan Role	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Ayudya Rizka Fauzia	Information Technology Group Head	Koordinator Teknis Technical Coordinator	Dapat dilihat pada pembahasan Pengembangan Kompetensi Komite Manajemen Risiko Available in the Risk Management Committee Competency Development section		
Devi Lusyana	Risk & Quality, Health, Safety & Environment Group Head	Anggota Komite Committee Member			
Lisye Octaviana	Corporate Communication & Community Development Group Head	Anggota Komite Committee Member	Dapat dilihat pada pembahasan Pengembangan Kompetensi Komite Tata Kelola Terintegrasi Available in the Integrated Governance Committee Competency Development section		
Syailendra Wisnu Wardhana	Procurement & Fixed Asset Group Head	Anggota Komite Committee Member	*JM Talk Operational Services: Tollroad Preservation Improvement through the Implementation of Slope Management System*	14 Februari 2025 February 14, 2025	PT Jasa Marga (Persero) Tbk
			Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Pelatihan & Ujian Sertifikasi CAFM (*Certified Anti Fraud Manager*) *Batch* 73 CAFM (Certified Anti Fraud Manager) Training & Certification Examination Batch 73	21 Mei 2025 May 21, 2025	Asia Anti fraud Management (AAFM)
			BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity"	28 Mei 2025 May 28, 2025	BUMN School of Excellence (BSE)
			Dialog Ketenagakerjaan dan Pencegahan Perselisihan Hubungan Industrial di Lingkungan Jasa Marga Group Labour Dialogue and Prevention of Industrial Relations Disputes within the Jasa Marga Group	03 Juni 2025 June 3, 2025	PT Jasa Marga (Persero) Tbk
			Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
			Pelatihan *Admin Regulatory Compliance System* (RCS) Training Users of the Regulatory Compliance System (RCS) Application	04 September 2025 September 4, 2025	Hukum Online

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Syailendra Wisnu Wardhana	Procurement & Fixed Asset Group Head	Anggota Komite Committee Member	*Sharing Session* Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Implementation Toll Road Construction	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk
			Seminar Aplikasi *Regulatory Compliance System* Seminar on the regulatory compliance system application	29 September 2025 September 29, 2025	PT BSI
			Workshop Jasa Marga *Sustainability & Communication Summit 2025*	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Training User Aplikasi *Regulatory Compliance System* (RCS) Training Users of the Regulatory Compliance System (RCS) Application	11 Desember 2025 December 11, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Implementation of the Criminal Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
Gandes Aisyaharum	Strategic Transformation Group Head	Anggota Komite Committee Member	[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Kick Off dan *Workshop* "Desain dan Implementasi Internal *Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
			"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Sharing Session Sistem Manjemen Resiko - Resertifikasi QCRO Risk Management System Sharing Session – QCRO Recertification	17 April 2025 April 17, 2025	CRMS Indonesia (Center for Risk Management Studies)

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Gandes Aisyaharum	Strategic Transformation Group Head	Anggota Komite Committee Member	Perpanjangan Sertifikasi QCRO *Batch* 2 QCRO Certification Renewal – Batch 2	05 Mei 2025 May 5, 2025	CRMS Indonesia (Center for Risk Management Studies)
			Workshop Business Acumen dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI
			Proposal Presentation Business Acumen dan *Strategic Innovation Batch 2* Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI
			Business Acumen dan *Strategic Innovation Batch 2: Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
			Certified Information Privacy Manager (CIPM)	22 Agustus 2025 August 22, 2024	International Association of Privacy Professionals (IAPP)
			Coaching with Expert: Business Acumen dan *Strategic Innovation Batch 2* Coaching with Expert: Business Acumen dan Strategic Innovation Batch 2	25 Agustus 2025 August 25, 2025	PT Jasa Marga (Persero) Tbk
			Pelatihan Konvensi Hak Anak, Pengasuhan Berbasis Hak Anak, Gender dan Manajemen Keselamatan Anak Training on the Convention on the Rights of the Child, Child-Rights-Based Care, Gender, and Child Safety Management	12 September 2025 September 12, 2025	Kementerian Pemberdayaan Perempuan dan Perlindungan Anak RI Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia
			Seminar aplikasi *regulatory compliance system* Seminar on the regulatory compliance system application	29 September 2025 September 29, 2025	PT BSI
			Workshop Jasa Marga *Sustainability & Communication Summit 2025*	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			[Program Cornell] Executive Development Program for PQ People: HR Analytics Program.	27 November 2025 November 27, 2025	Cornell University
			Training User Aplikasi *Regulatory Compliance System* (RCS) Training Users of the Regulatory Compliance System (RCS) Application	12 Desember 2025 December 12, 2025	Hukum Online

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Gandes Aisyaharum	Strategic Transformation Group Head	Anggota Komite Committee Member	*Legal Summit*: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership"
Atika Dara Prahita	Operation & Maintenance Management Group Head	Anggota Komite Committee Member	Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
			Seminar Bulan K3 Nasional Tahun 2025 PT Jasa Marga (Persero) Tbk National OHS Month Seminar of 2025 in PT Jasa Marga (Persero) Tbk	11 Februari 2025 February 11, 2025	dr. Andhika Raspati, SpKO
			Workshop Jasa Marga *Communication Summit 2025 (Day 2)* Jasa Marga Communication Summit 2025 Workshop (Day 2)	21 Februari 2025 February 21, 2025	• Neneg Herbawati - Founder dan CEO IGICO Public Affairs Advisory | Founder and CEO of IGICO Public Affairs Advisory • Fardila Astari Rachmilliza - Communication Strategist di Reputasia/Vice Secretary General Perhumas • Iwet Ramadhan - Broadcaster
			[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young

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Atika Dara Prahita	Operation & Maintenance Management Group Head	Anggota Komite Committee Member	*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Workshop Business Acumen dan Strategic *Innovation Batch 2* Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI
			Proposal *Presentation Business Acumen* dan *Strategic Innovation Batch 2* Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI
			Business Acumen dan *Strategic Innovation Batch 2: Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
			Pre Class Top Gun Program 2025	08 Agustus 2025 August 8, 2025	PT Danantara Asset Management (Persero)
			Pre Class Chief Business Director Officer Program	13 Agustus 2025 August 13, 2025	PT Danantara Asset Management (Persero)
			Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
			Coaching with Expert: Business Acumen dan *Strategic Innovation Batch 2* Coaching with Expert: Business Acumen and Strategic Innovation Batch 2	25 Agustus 2025 August 25, 2025	PT Jasa Marga (Persero) Tbk

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Atika Dara Prahita	Operation & Maintenance Management Group Head	Anggota Komite Committee Member	*Training* Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System*) dan *Go Live Aplikasi Regulatory Compliance System* (RCS)	29 September 2025 September 29, 2025	PT BSI
			Seminar aplikasi *regulatory compliance system* Regulatory compliance system application seminar	29 September 2025 September 29, 2025	Hukum Online
			[Program Cornell] *Kick Off* Program Cornell Cohort 2 dan 3 [Cornell Program] Kick Off for Cornell Cohorts 2 and 3	15 Oktober 2025 October 15, 2025	Cornell University
			Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Training User Aplikasi *Regulatory Compliance System* (RCS) Regulatory Compliance System (RCS) Application User Training	12 Desember 2025 December 12, 2025	Hukum Online
Trias Andriyanto	Corporate Planning & Portfolio Management Group Head	Anggota Komite Committee Member	Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
			BSE_Masterclass Eksklusif: *Creating Business Ecosystem* BSE_Exclusive Masterclass: Creating a Business Ecosystem	21 Februari 2025 February 21, 2025	BUMN School of Excellence (BSE)
			[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
			Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Workshop Business Acumen dan *Strategic Innovation* Business Acumen and Strategic Innovation Workshop	23 Mei 2025 May 23, 2025	PT Prasetiya Mulya ELI

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Trias Andriyanto	Corporate Planning & Portfolio Management Group Head	Anggota Komite Committee Member	*Proposal Presentation* - Pelatihan *Business Acumen* dan *Strategic Innovation* Proposal Presentation - Business Acumen and Strategic Innovation Training	17 Juni 2025 June 17, 2025	PT Jasa Marga (Persero) Tbk
			Business Acumen dan *Strategic Innovation Batch 1: Online Coaching* Business Acumen and Strategic Innovation Batch 1: Online Coaching	22 Juli 2025 July 22, 2025	PT Prasetiya Mulya ELI
			Introduction to Financial Modelling	30 Juli 2025 July 30, 2025	PT DC Solutions
			Workshop to Financial Modelling	06 Agustus 2025 August 6, 2025	PT DC Solutions
			Seminar Aplikasi *Regulatory Compliance System* Regulatory Compliance System Application Seminar	29 September 2025 September 29, 2025	Hukum Online
			[Program Cornell] *Kick Off* Program Cornell Cohort 2 dan 3 [Cornell Program] Kick Off for Cornell Cohorts 2 and 3	15 Oktober 2025 October 15, 2025	Cornell University
			Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			[Program Cornell] *Executive Development Program for PQ Commercial: Growth Marketing Program* [Cornell Program] Executive Development Program for PQ Commercial: Growth Marketing Program	27 November 2025 November 27, 2025	Cornell University
			Training User Aplikasi *Regulatory Compliance System* (RCS) User Training for the Regulatory Compliance System (RCS) Application	11 Desember 2025 December 11, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership

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Ricky Ricardo Sarael Benyamin	Accounting & Tax Group Head	Anggota Komite Committee Member	Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
			Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
			BSE_Masterclass Eksklusif: *Creating Business Ecosystem* BSE_Exclusive Masterclass: Creating a Business Ecosystem	21 Februari 2025 February 21, 2025	BUMN School of Excellence (BSE)
			[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Webinar Employee Well Being Series_"Smart Working, Not Overworking: Cara Produktif Tanpa Harus *Burn Out*" Employee Well-Being Series Webinar: "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
			Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
			Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Workshop Business Acumen dan *Strategic Innovation Batch 2* Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI
			Proposal *Presentation Business Acumen* dan *Strategic Innovation Batch 2* Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI

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Ricky Ricardo Sarael Benyamin	Accounting & Tax Group Head	Anggota Komite Committee Member	*Business Acumen* dan *Strategic Innovation Batch 2: Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
			Coaching with Expert: Business Acumen dan Strategic Innovation Batch 2 Coaching with Experts: Business Acumen and Strategic Innovation Batch 2	26 Agustus 2025 August 26, 2025	PT Jasa Marga (Persero) Tbk
			Seminar Aplikasi *Regulatory Compliance System* Regulatory Compliance System Application Seminar	29 September 2025 September 29, 2025	Hukum Online
			Business Acumen dan *Strategic Innovation Grand Final Presentation* Business Acumen and Strategic Innovation Grand Final Presentation	01 Oktober 2025 October 1, 2025	Jasa Marga Learning Institute
			Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Training User Aplikasi *Regulatory Compliance System* (RCS) User Training for the Regulatory Compliance System (RCS) Application	11 Desember 2025 December 11, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
			Fostering Global Business Awareness and Insight	16 Desember 2025 December 16, 2025	SBM ITB
			Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Aprilizayanti Putri	Human Capital Development Group Head	Anggota Komite Committee Member	*Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change*	14 Januari 2025 January 14, 2025	PT Bank Mandiri (Persero) Tbk

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Aprilizayanti Putri	Human Capital Development Group Head	Anggota Komite Committee Member	Pelatihan dan Sertifikasi *Double Degree Certified Human Capital General Manager* (CHGM) Training and Certification for Double Degree Certified Human Capital General Manager (CHGM)	21 Januari 2025 January 21, 2025	HR Academy
			Sharing Session Human Capital Technology & People Analytics - FHCI Bidang 6 Sharing Session on Human Capital Technology & People Analytics - FHCI Division 6	23 Januari 2025 January 23, 2025	Forum Human Capital Indonesia (FHCI) Indonesian Human Capital Forum (FHCI)
			Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
			Seminar Bulan K3 Nasional Tahun 2025 PT Jasa Marga (Persero) Tbk National OHS Month Seminar of 2025 in PT Jasa Marga (Persero) Tbk	11 Februari 2025 February 11, 2025	dr. Andhika Raspati, SpKO
			Webinar Kesehatan Mental K3: "Mental *Health Awareness* dan Implementasi K3: Strategi Membangun Budaya Kerja yang Aman dan Sehat" Mental Health and OHS Webinar: "Mental Health Awareness and OHS Implementation: Strategies for Building a Safe and Healthy Work Culture"	11 Februari 2025 February 11, 2025	dr. Felosofa Fitriya, MMR. Pakar Kesehatan Publik dan Ahli Kesehatan dan Keselamatan Kerja (K3) | Public Health Expert and Occupational Health and Safety (OHS) Specialist
			JM Talk Operational Services: Tollroad Preservation Improvement through the Implementation of Slope Management System	14 Februari 2025 February 14, 2025	PT Jasa Marga (Persero) Tbk
			Program EWB Srikandi: "Edukasi & Bantuan Program Stunting, Ibu Hamil dan Posyandu" EWB Srikandi Program: "Education & Assistance for Stunting, Pregnant Women, and Posyandu Programs"	14 Februari 2025 February 14, 2025	Srikandi JM
			Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
			BSE_Masterclass Eksklusif: *Creating Business Ecosystem* BSE_Exclusive Masterclass: Creating a Business Ecosystem	21 Februari 2025 February 21, 2025	BUMN School of Excellence (BSE)

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Aprilizayanti Putri	Human Capital Development Group Head	Anggota Komite Committee Member	[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Perempuan dalam Kepemimpinan: Dari Inspirasi ke Aksi Women in Leadership: From Inspiration to Action	11 Maret 2025 March 11, 2025	• FM Venusiana R - Direktur Enterprise & Business Service PT Telkom Indonesia | Director of Enterprise & Business Service at PT Telkom Indonesia • Dwi Yuliawati Faiz - Head of Programmes UN Women Indonesia
			Menggali potensi SBN: Investasi aman, cuan nyaman Exploring the SBN potential: Safe investment, comfortable returns	14 Maret 2025 March 14, 2025	Jasa Marga Learning Institute
			Sosialisasi UU BUMN No. 1 tahun 2025 Socialization of SOE Law No. 1 of 2025	17 Maret 2025 March 17, 2025	UMBRA Strategic Legal Solutions
			Webinar Employee Well Being Series_"Smart Working, Not Overworking: Cara Produktif Tanpa Harus *Burn Out*" Employee Well-Being Series Webinar: "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
			Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" "Design and Implementation of Internal Control over Financial Reporting (ICOFR) PT Jasa Marga (Persero) Tbk" Kick Off and Workshop	14 April 2025 April 14, 2025	Ernst & Young
			Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
			Sharing Session Sistem Manjemen Resiko - Resertifikasi QCRO Risk Management System Sharing Session - QCRO Recertification	17 April 2025 April 17, 2025	CRMS Indonesia (Center for Risk Management Studies)
			Live Fireside Chat: AI Upskilling with Industry Leaders	22 April 2025 April 22, 2025	LinkedIn Learning
			Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment".	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
			HCM Talks_Sustainability & Public Policy	24 April 2025 April 24, 2025	Jasa Marga Learning Institute

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
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Aprilizayanti Putri	Human Capital Development Group Head	Anggota Komite Committee Member	Perpanjangan Sertifikasi QCRO *Batch* 2 QCRO Certification Extension Batch 2	05 May 2025 May 5, 2025	CRMS Indonesia (Center for Risk Management Studies)
			BSE Masterclass "Global Trade Tensions: Turning Crisis into Opportunity"	28 Mei 2025 May 28, 2025	BUMN School of Excellence (BSE)
			Webinar Employee Wellbeing (*Mental Health*) *Growing Beyond Insecurity*: Menjadi Cerdas Emosional di Tempat Kerja Employee Wellbeing (Mental Health) Webinar Growing Beyond Insecurity: Becoming Emotionally Intelligent in the Workplace	13 Juni 2025 June 13, 2025	Dessy Ilsanti, M.Psi. - Psikolog Klinis | Clinical Psychologist
			The Future of People Adaptive Organisations in the Digital Era	17 Juni 2025 June 17, 2025	International Federation of Training & Development Organisations (IFTDO)
			JM Talk Operational Services Series10 _Enhancing Tollroad Longevity through Effective Drainage Management	11 Juli 2025 July 11, 2025	PT Jasa Marga (Persero) Tbk
			Townhall Meeting JMTM: Manfaat Program BP Jamsostek dan *Sharing Session* Implementasi Tata Nilai AKHLAK JMTM Town Hall Meeting: Benefits of the BP Jamsostek Program and Sharing Session on the Implementation of AKHLAK Values	09 Juli 2025 July 9, 2025	PT Jasa Marga (Persero) Tbk
			FHCI Connect Expert: Balancing Compliance, Business Agility, and Workforce Welfare - Series 1	09 Juli 2025 July 9, 2025	Forum Human Capital Indonesia (FHCI) Indonesian Human Capital Forum (FHCI)
			PAVE Women's Leadership Training for Infrastructure BUMNs - Srikandi	29 Juli 2025 July 29, 2025	Srikandi BUMN
			The 9th Asia Pacific HR Forum "A Great *HR Management System to Realize Business Sustainability"*	27 Agustus 2025 August 27, 2025	Inti Pesan
			Pelatihan Penyusunan Dokumen Sistem Manajemen Kelangsungan Usaha Berdasarkan ISO 22301:2019 Training on the Development of Business Continuity Management System Documentation Based on ISO 22301:2019	28 Agustus 2025 August 28, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS
			Kartini Danantara Leadership Development Program_Module 1: Lead Boldly: From Within to the Future	26 September 2025 September 26, 2025	Srikandi BUMN
			Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama PT Kereta Api Indonesia (Persero) | President Director of PT Kereta Api Indonesia (Persero)

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
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Aprilizayanti Putri	Human Capital Development Group Head	Anggota Komite Committee Member	Seminar Aplikasi *Regulatory Compliance System* Regulatory Compliance System Application Seminar	29 September 2025 September 29, 2025	Hukum Online
			FHCI Connect Expert Series 3 - HC Talent Development: Global Trend, Future Insight and Development	08 Oktober 2025 October 8, 2025	PT Jasa Marga (Persero) Tbk
			[Program Cornell] *Kick Off* Program Cornell Cohort 2 dan 3 [Cornell Program] Kick Off for Cornell Cohorts 2 and 3	15 Oktober 2025 October 15, 2025	Cornell University
			Sosialisasi Sistem Pemgendalian Internal (SPIN) Internal Control System (SPIN) Socialization	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
			Kartini Danantara Leadership Development Program	30 Oktober 2025 October 30, 2025	Danantara
			(*Day 1*) Pelatihan Konvensi Hak Anak, Pengasuhan Berbasis Hak Anak, Gender dan Manajemen Keselamatan Anak (Day 1) Training on the Convention on the Rights of the Child, Child-Rights-Based Care, Gender, and Child Safety Management	31 Oktober 2025 October 31, 2025	Kementerian Pemberdayaan Perempuan dan Perlindungan Anak RI Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia
			(*Day 2*) Pelatihan Konvensi Hak Anak, Pengasuhan Berbasis Hak Anak, Gender dan Manajemen Keselamatan Anak (Day 2) Training on the Convention on the Rights of the Child, Child-Rights-Based Care, Gender, and Child Safety Management	01 November 2025 November 1, 2025	Kementerian Pemberdayaan Perempuan dan Perlindungan Anak RI Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia
			Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Learn & Share - Penerapan *Hybrid Wind Tree* sebagai Langkah Awal Efisiensi Energi di Jasa Marga [I2RI] Learn & Share - Implementation of Hybrid Wind Trees as a First Step Toward Energy Efficiency at Jasa Marga [I2RI]	14 November 2025 November 14, 2025	PT Jasa Marga (Persero) Tbk
			Sharing Session FHCI Connect Expert Series 5 "From Engagement to Impact: Building Stronger Organizations Through People Power"	19 November 2025 November 19, 2025	Forum Human Capital Indonesia (FHCI) Indonesian Human Capital Forum (FHCI)

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Aprilizayanti Putri	Human Capital Development Group Head	Anggota Komite Committee Member	*Webinar Series* BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur "Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 Novembe 29, 2025	PII
			Training User Aplikasi *Regulatory Compliance System* (RCS) User Training for the Regulatory Compliance System (RCS) Application	11 Desember 2025 December 11, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
			Fostering Global Business Awareness and Insight	16 Desember 2025 December 16, 2025	SBM ITB
			Webinar Employee Well Being: Kolaborasi Program Hunian Karyawan Perumnas dan Jasa Marga "Hunian Berkualitas - Terhubung Tanpa Batas " Employee Well-Being Webinar: Collaboration between Perumnas and Jasa Marga's Employee Housing Program "Quality Housing - Connected Without Limits"	19 Desember 2025 December 19, 2025	PT Jasa Marga (Persero) Tbk dan Perum Perumnas
			Infrastructure Outlook 2026: Trends, Risks, and Opportunities	22 Desember 2025 December 22, 2025	SBM ITB
Ivan Mawara	Legal & Compliance Group Head	Anggota Komite Committee Member	[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
			Business Intelligence Dashboard dalam rangka program *self-service analytics* Perusahaan Business Intelligence Dashboard as part of the Company's self-service analytics program	04 Juni 2025 June 4, 2025	PT Jasa Marga (Persero) Tbk
			Sharing Session Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Toll Road Construction Implementation Process	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk

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Ivan Mawara	Legal & Compliance Group Head	Anggota Komite Committee Member	*Training* Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System*) dan *Go Live* Aplikasi *Regulatory Compliance System* (RCS)	29 September 2025 September 29, 2025	PT BSI
			Pendidikan dan Sertifikasi Auditor Hukum (*Certified Legal Auditor*) Education and Certification of Legal Auditors (Certified Legal Auditor)	28 Oktober 2025 October 28, 2025	Hukum Online
			Training User Aplikasi *Regulatory Compliance System* (RCS) User Training for the Regulatory Compliance System (RCS) Application	11 Desember 2025 December 11, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
Denny Chandra Irawan	Concession Business Planning Group Head	Anggota Komite Committee Member	*Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change*	14 Januari 2025 January 14, 2025	PT Bank Mandiri (Persero) Tbk
			Jasa Marga *Executive Summit 2025*	06 Februari 2025 February 6, 2025	• Koeshartanto Koeswiranto - KTalents Asia • Panji Wasmana - Microsoft Indonesia • Dr. Ir. Waluyo MM - Anggota Komite Akreditasi Nasional | National Accreditation Committee Member
			Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
			Seminar Aplikasi *Regulatory Compliance System* Regulatory Compliance System Application Seminar	29 September 2025 September 29, 2025	Hukum Online
			Business Acumen dan *Strategic Innovation Grand Final Presentation* Business Acumen and Strategic Innovation Grand Final Presentation	01 Oktober 2025 October 1, 2025	PT Jasa Marga (Persero) Tbk

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Denny Chandra Irawan	Concession Business Planning Group Head	Anggota Komite Committee Member	Seminar HPJI 2025_Solusi Holistik Geoteknik untuk Infrastruktur Jalan Tangguh dan Berkelanjutan HPJI Seminar 2025_Holistic Geotechnical Solutions for Resilient and Sustainable Road Infrastructure	23 Oktober 2025 October 23, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
			Workshop Jasa Marga *Sustainability & Communication Summit 2025* Jasa Marga Sustainability & Communication Summit 2025 Workshop	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
			Webinar Series BK Sipil PII: Pembiayaan Kreatif Penyediaan Infrastruktur "Pembiayaan Infrastruktur Jalan Tol di Indonesia" PII Civil Engineering Webinar Series: Creative Financing for Infrastructure Provision "Toll Road Infrastructure Financing in Indonesia"	29 November 2025 November, 29, 2025	PII
			Training User Aplikasi *Regulatory Compliance System* (RCS) User Training for the Regulatory Compliance System (RCS) Application	11 Desember 2025 December 11, 2025	Hukum Online
			Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgment Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK Investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad-Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership

Pengembangan Kompetensi Unit Internal Audit
Internal Audit Unit Competency Development

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Agung Laksana Pranata	Internal Audit Senior Group Head	Dapat dilihat pada pembahasan Pengembangan Kompetensi Komite Manajemen Risiko Disclosed in Risk Management Committee Competency Development section		
Sigit Sutarno	Internal Audit Planning & Execution Department Head	[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)
		Konferensi Auditor Internal dan Munas FKSPI 2025 "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference and FKSPI National Conference 2025 "Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan Konsep Dasar dan Pentingnya Sistem Manajemen Kelangsungan Usaha Berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
		Training Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System*) dan *Go Live* Aplikasi *Regulatory Compliance System* (RCS) Training on the ISO 37301:2021-Based Compliance Management System and Go Live of the Regulatory Compliance System (RCS) App	29 September 2025 September 29, 2025	PT BSI
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Training User Aplikasi *Regulatory Compliance System* (RCS) Training for Regulatory Compliance System (RCS) Application Users	11 Desember 2025 December 11, 2025	Hukum Online
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Juairiah	Internal Audit Monitoring & Operational Management Assistant	Sertifikasi QIA Kelas Reguler Tingkat Dasar QIA Certification Basic Level – Regular Class	06 Januari 2025 January 6, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)

Tabel Pengembangan Kompetensi Unit Internal Audit
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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Juairiah	Internal Audit Monitoring & Operational Management Assistant	Pelatihan & Sertifikasi CRA CRA Training & Certification	17 Februari 2025 February 17, 2025	Smart Imdonesia Academy
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Webinar Employee Wellbeing (*Mental Health*) *Growing Beyond Insecurity*: Menjadi Cerdas Emosional di Tempat Kerja Webinar on Employee Wellbeing (Mental Health) Growing Beyond Insecurity: Becoming Emotionally Intelligent at Work	13 Juni 2025 June 13, 2025	Dessy Ilsanti, M.Psi. - Psikolog Klinis | Clinical Psychologist
		Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI Consulting
		Pelatihan dan Sertifikasi *Certified Practitioner of Internal Audit* (CPIA) Certified Practitioner of Internal Audit (CPIA) Training and Certification	21 Juli 2025 July 21, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan Konsep Dasar dan Penting nya Sistem Manajemen Kelangsungan Usaha berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director PT Kereta Api Indonesia (Persero)
		Workshop Sistem Pengendalian Internal (SPIN) *Internal Control System (SPIN) Workshop*	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Workshop Jasa Marga *Sustainability & Communication Summit 2025*	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert

Tabel Pengembangan Kompetensi Unit Internal Audit
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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Juairiah	Internal Audit Monitoring & Operational Management Assistant	Seminar Nasional Internal Audit (SNIA) 2025 *"What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years?"* National Internal Audit Seminar (SNIA) 2025 'What Drives Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years?'	03 Desember 2025 December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan Internal Control over Financial Reporting (ICoFR) - Test of Design Effectiveness (TOD) dan *Test of Operationg Effectiveness (TOE)* Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Training User Aplikasi Regulatory Compliance System (RCS)	12 Desember 2025 December 12, 2025	Hukum Online
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Hokie Fitriawan	Auditor	[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)
Hokie Fitriawan	Auditor	Pelatihan *Agreed-Upon Procedures* (AUP) Kualitas Penerapan Manajemen Risiko Agreed-Upon Procedures (AUP) Training on the Quality of Risk Management Implementation	18 Juni 2025 June 18, 2025	Harry Mulyadi
		Seminar Nasional – Bincang SPI 2025 "Menjaga Profesionalisme Direksi dalam Bingkai *Governance*, *Risk* & *Compliance* (GRC) dan *Business Judgment Rule* terhadap UU No. 1 Tahun 2025" National Seminar – SPI 2025 Discussion "Maintaining Board Professionalism within the Framework of Governance, Risk & Compliance (GRC) and Business Judgment Rule in accordance with Law No. 1 of 2025"	03 September 2025 September 3, 2025	Forum Komunikasi Satuan Pengawasan Intern Wilayah Jawa Barat & Banten Communication Forum for Internal Audit Units in West Java & Banten Regions
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Hokie Fitriawan	Auditor	*Workshop* ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Dias August Surya Putra	Senior Auditor	*Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change*	14 Januari 2025 January 14, 2025	PT Bank Mandiri (Persero) Tbk
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
		"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Konferensi Auditor Internal dan Munas FKSPI 2025 "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference and FKSPI National Conference 2025 "Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI Consulting
		Pelatihan Konsep Dasar dan Penting nya Sistem Manajemen Kelangsungan Usaha berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 August 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
		Knowledge Sharing Forum KSF Long-Span Bridge Maintenance in Japan	19 Agustus 2025 August 19, 2025	BPSDM Kementerian Pekerjaan Umum Human Resources Development Agency – Ministry of Public Works
		Program ACIIA *Conference* 2025 dan *Onsite Learning* Kuala Lumpur ACIIA Conference 2025 Program and Kuala Lumpur Onsite Learning	08 September 2025 September 8, 2025	Lembaga Profesi Auditor Internal Indonesia (LPAII) Indonesian Internal Auditor Professional Association (LPAII)
		Sharing Session Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Implementation Toll Road Construction	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Dias August Surya Putra	Senior Auditor	*Leveraging Digital Innovation to Amplify Customer Experience*	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Town Hall Meeting Jasa Marga Group: *Launching* Budaya Kerja JSMR MOVE Jasa Marga Group Town Hall Meeting: Launching the JSMR MOVE Work Culture	20 November 2025 November 20, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Krisma Perwita Sari	Internal Audit Monitoring & Operational Management Department Head	*Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change*	14 Januari 2025 January 14, 2025	PT Bank Mandiri (Persero) Tbk
		JM *Talk Operational Services*: *Tollroad Preservation Improvement through the Implementation of Slope Management System*	14 Februari 2025 February 14, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control Over Financial Reporting* (ICOFR) Internal Control Over Financial Reporting (ICOFR) Training	18 Februari 2025 February 18, 2025	PELINDO
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
		"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Pelatihan Internal Manajemen Resiko 2025 (*Batch* 2) Internal Risk Management Training 2025 (Batch 2)	16 April 2025 April 16, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Building a Sustainable Quality Program* Training on Building a Sustainable Quality Program	19 Mei 2025 May 19, 2025	PT Jasa Marga (Persero) Tbk
		Sharing Session Proses Pelaksanaan Konstruksi Jalan Tol Sharing Session on the Implementation Toll Road Construction	22 September 2025 September 22, 2025	PT Jasa Marga (Persero) Tbk

Tabel Pengembangan Kompetensi Unit Internal Audit
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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Krisma Perwita Sari	Internal Audit Monitoring & Operational Management Department Head	*Training* Sistem Manajemen Kepatuhan Berbasis ISO 37301:2021 (*Compliance Management System)* dan *Go Live* Aplikasi *Regulatory Compliance System* (RCS) Training on the ISO 37301:2021-Based Compliance Management System and Go Live of the Regulatory Compliance System (RCS) App	29 September 2025 September 29, 2025	PT BSI
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Sharing Session "Beyond Strategy: Leading Through Stakeholder Synergy"	28 Oktober 2025 October 28, 2025	PT Jasa Marga (Persero) Tbk
		Workshop Jasa Marga *Sustainability & Communication Summit 2025*	10 November 2025 November 10, 2025	• Tommy Tjokro - Founder SEPIKUL Indonesia • Maria Dian Nurani, ST, MSi, SEP, ACPH - CSR & Sustainability Management Expert
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness (TOD)* dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Training User Aplikasi *Regulatory Compliance System* (RCS) Training for Regulatory Compliance System (RCS) Application Users	12 Desember 2025 December 12, 2025	Hukum Online
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code Law 'Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code Law'	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Indri Kurnia Lestari	Internal Audit Planning & Execution Senior Specialist	[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Webinar Employee Wellbeing (*Mental Health*) *Growing Beyond Insecurity*: Menjadi Cerdas Emosional di Tempat Kerja Webinar on Employee Wellbeing (Mental Health) Growing Beyond Insecurity: Becoming Emotionally Intelligent at Work	13 Juni 2025 June, 13, 2025	Dessy Ilsanti, M.Psi. - Psikolog Klinis | Clinical Psychologist

Tabel Pengembangan Kompetensi Unit Internal Audit
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Indri Kurnia Lestari	Internal Audit Planning & Execution Senior Specialist	*Workshop Business Acumen* dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Workshop Batch 2	18 Juni 2025 June 18, 2025	PT Prasetiya Mulya ELI
		Proposal Presentation Business Acumen dan *Strategic Innovation Batch* 2 Business Acumen and Strategic Innovation Proposal Presentation Batch 2	10 Juli 2025 July 10, 2025	PT Prasetiya Mulya ELI
		Business Acumen dan *Strategic Innovation Batch* 2: *Online Coaching* Business Acumen and Strategic Innovation Batch 2: Online Coaching	28 Juli 2025 July 28, 2025	PT Prasetiya Mulya ELI
		Workshop Legal Fundamentals for Business Professional	30 Juli 2025 July 30, 2025	PT Jasa Marga (Persero) Tbk
		Coaching with Expert: Business Acumen dan Strategic Innovation Batch 2	25 Agustus 2025 August 25, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Audit For New Internal Auditor* (IAFNA) Internal Audit For New Internal Auditor (IAFNA) Training	25 Agustus 2025 August 25, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi *Certified Practitioner of Internal Audit* (CPIA) Certified Practitioner of Internal Audit (CPIA) Training and Certification	15 September 2025 September 15, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan Internal *Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness (*TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Implementation of the Criminal Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 December 2025 December 18, 2025	Ernst & Young

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Corry Annelia Poundti H.	Internal Audit Planning & Execution Senior Specialist	[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions"	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Webinar Employee Well Being Series_"Smart Working, Not Overworking: Cara Produktif Tanpa Harus *Burn Out*" Employee Well-Being Series Webinar: "Smart Working, Not Overworking: How to Be Productive Without Burning Out	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia"
		Virtual Zoom Event: 5 Ways to Thrive in an AI-Ready Future with LinkedIn Learning	23 April 2025 April 23, 2025	LinkedIn Learning
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Kartini's Legacy: Langkah Perempuan Sebagai *Change Agents* di Era Modern Kartini's Legacy: Women as Agents of Change in the Modern Era	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Former Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Pelatihan *Certificate in Data Analytics* (CertDA) Certificate in Data Analytics (CertDA) Training	02 Agustus 2025 August 2, 2025	Ikatan Akuntansi Indonesia (IAI) Indonesian Accountants Association (IAI)
		Pelatihan Konsep Dasar dan Penting nya Sistem Manajemen Kelangsungan Usaha berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
		Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025"	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)"
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama PT Kereta Api Indonesia (Persero) | President Director of PT Kereta Api Indonesia (Persero)"
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Worksop"	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Corry Annelia Poundti H.	Internal Audit Planning & Execution Senior Specialist	Sosialisasi Sistem Pemgendalian Internal (SPIN) Internal Control System (SPIN) Socialization	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Dasar Basic Level Qualified Internal Auditor (QIA) Training and Certification"	01 Desember 2025 December 1, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)"
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan T*est of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Aulia Rahmi Halida	Internal Audit Monitoring & Operational Senior Specialist	Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Income Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Webinar Employee Well Being Series_"Smart Working, Not Overworking: Cara Produktif Tanpa Harus *Burn Out*" Webinar: Employee Well-Being Series – "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
		Pelatihan ISO 37001:2016 *Anti Bribery Management System* SMAP (Sistem Manajemen Anti Suap) ISO 37001:2016 Anti-Bribery Management System (SMAP) Training	24 April 2025 April 24, 2025	PT TUV SUD Indonesia
		Sertifikasi PPP APMG (CP3P) *Level Foundation* *PPP APMG (CP3P) Level Foundation Certification*	06 Mei 2025 May 6, 2025	PT PII Penjaminan & Infrastruktur
		Pelatihan dan Sertifikasi *Qualified Auditor* (QIA) tingkat Dasar Qualified Internal Auditor (QIA) Basic Level Training and Certification	16 Juni 2025 June 16, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan & Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Lanjutan QIA Advanced Level Training and Certification	20 Oktober 2025 October 20, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Workshop Pelaksanaan *Control Self Assessment* (CSA) Segmen ITGC Workshop on the Implementation of Control Self-Assessment (CSA) in the ITGC Segment	31 Oktober 2025 October 31, 2025	PT Jasa Marga (Persero) Tbk

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Aulia Rahmi Halida	Internal Audit Monitoring & Operational Senior Specialist	Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Alif Aditya Suwandaru	Internal Audit Planning & Execution Senior Specialist	[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		JM *Talk Operational Services Series* 10: *Enhancing Tollroad Longevity through Effective Drainage Management*	11 Juli 2025 July 11, 2025	PT Jasa Marga (Persero) Tbk
		Workshop Pelaksanaan *Control Self Assessment* (CSA) Segmen ITGC Workshop on the Implementation of Control Self-Assessment (CSA) in the ITGC Segment	31 Oktober 2025 October 31, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	08 December 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Ajeng Amanda Pratiwi	Auditor	Seminar Bulan K3 Nasional Tahun 2025 PT Jasa Marga (Persero) Tbk National OHS Month Seminar of 2025 in PT Jasa Marga (Persero) Tbk	11 Februari 2025 February 11, 2025	dr Andhika Raspati,SpKO
		Pelatihan *Internal Control Over Financial Reporting* (ICOFR) Internal Control Over Financial Reporting (ICOFR) Training	18 Maret 2025 March 18, 2025	Ikatan Akuntansi Indonesia (IAI) Indonesian Accountants Association (IAI)
		Webinar *Employee Well Being Series* "*Smart Working, Not Overworking*: Cara Produktif Tanpa Harus *Burn Out*" Webinar: Employee Well-Being Series – "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Ajeng Amanda Pratiwi	Auditor	"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the Republic of Indonesia (2014-2024)
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Konferensi Auditor Internal "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference "Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI Consulting
		Pelatihan *Toll Road Business Management - Insight Talk* dengan topik "Menguatkan Pilar Ekonomi Lewat Infrastruktur: Membangun Bisnis Jalan Tol Tangguh di Masa Volatilitas Perekonomian" Kolaborasi Jasa Marga dan HPJI Toll Road Business Management Training - Insight Talk on the topic "Strengthening Economic Pillars Through Infrastructure: Building a Resilient Toll Road Business in Times of Economic Volatility" Collaboration between Jasa Marga and HPJI	20 Agustus 2025 August 20, 2025	Himpunan Pengembangan Jalan Indonesia (HPJI) Indonesian Road Developers Association (HPJI)
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
		Pelatihan *Internal Control over Financial Reporting (ICoFR) - Test of Design Effectiveness (TOD)* dan *Test of Operationg Effectiveness (TOE)* Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Saga Hayyu Suyanto	Auditor	*Towards Sustainable Future: Bank Mandiri's Commitment to Positive Change*	14 Januari 2025 January 14, 2025	PT Bank Mandiri (Persero) Tbk
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Sosialisasi UU BUMN No. 1 Tahun 2025 Socialization of SOE Law No. 1 of 2025	14 Maret 2025 March 14, 2025	UMBRA Strategic Legal Solutions
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control Over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young

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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Saga Hayyu Suyanto	Auditor	"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the RepublicofIndonesia (2014-2024)
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Dasar Qualified Internal Auditor (QIA) Basic Level Certification	05 Mei 2025 May 5, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan dan Sertifikasi QIA Tingkat Lanjutan QIA Advanced Level Training and Certification	02 Juni 2025 June 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI consulting
		Pelatihan dan Sertifikasi *Qualified Internal Auditor* (QIA) tingkat Manajerial Qualified Internal Auditor (QIA) Training and Certification for Managerial Level	28 Juli 2025 July 28, 2025	PT Jasa Marga (Persero) Tbk
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi Certified Risk Professional (CRP) Certified Risk Professional (CRP) Training and Certification	28 Oktober 2025 October 28, 2025	Smart Indonesia Academy
		Seminar Nasional Internal Audit (SNIA) 2025 "*What's Driving Change to Stay Ahead of The Curve for Internal Auditors in The Coming Years*?" National Internal Audit Seminar (SNIA) 2025 "What Drives Change to Stay Ahead of the Curve for Internal Auditors in the Coming Years?"	03 Desember 2025 December 3, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik T*est of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)s	18 Desember 2025 December 18, 2025	Ernst & Young

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
F. Willys Hendra Prasetya	Auditor	Sertifikasi QIA Kelas Reguler Tingkat Dasar QIA Certification Basic Level – Regular Class	06 Januari 2025 January 6, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level Certification	17 Februari 2025 February 17, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		[*Directorship*] Pengenalan Strategis *Merger & Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Pelatihan *Internal Control Over Financial Reporting* (ICOFR) Internal Control Over Financial Reporting (ICOFR) Training	18 Maret 2025 March 18, 2025	Ikatan Akuntansi Indonesia (IAI) Indonesian Accountants Association (IAI)
		Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)
		Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Manajerial Qualified Internal Auditor (QIA) Certification for Managerial Level	19 Mei 2025 May 19, 2025	Yayasan Pendidikan Internal Audit (YPIA)
		Konferensi Auditor Internal "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference "Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)
		Pelatihan *Certified Information System Auditor* (CISA) Certified Information Systems Auditor (CISA) Training	20 Oktober 2025 October 20, 2025	PT Jasa Marga (Persero) Tbk
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi *Certified Risk Professional* (CRP) Certified Risk Professional (CRP) Training and Certification	28 Oktober 2025 October 28, 2025	Smart Indonesia Academy
		Workshop Pelaksanaan *Control Self Assessment* (CSA) Segmen ITGC Workshop on the Implementation of Control Self-Assessment (CSA) in the ITGC Segment	31 Oktober 2025 October 31, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Fostering Global Business Awareness and Insight	16 Desember 2025 December 16, 2025	SBM ITB

Tabel Pengembangan Kompetensi Unit Internal Audit
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F. Willys Hendra Prasetya	Auditor	*Workshop* ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Indri Astuti	Quality Assurance	Sertifikasi QIA Kelas Reguler Tingkat Dasar QIA Certification Basic Level – Regular Class	06 Januari 2025 January 6, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Seminar Bulan K3 Nasional Tahun 2025 PT Jasa Marga (Persero) Tbk National OHS Month Seminar of 2025 in PT Jasa Marga (Persero) Tbk	11 Februari 2025 February 11, 2025	dr Andhika Raspati, SpKO
		Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level Certification	17 Februari 2025 February 17, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Income Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
		[*Directorship*] Pengenalan Strategis *Merger* & *Acquisition* [Directorship] Strategic Introduction to Mergers & Acquisitions	10 Maret 2025 March 10, 2025	PT Prima Wahana Caraka (PWC)
		Kick Off dan *Workshop* "Desain dan Implementasi *Internal Control Over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk" Kick-off and Workshop on "Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk"	14 April 2025 April 14, 2025	Ernst & Young
		Pelatihan ISO 37001:2016 Anti *Bribery Management System* SMAP (Sistem Manajemen Anti Suap) ISO 37001:2016 Anti-Bribery Management System (SMAP) Training	24 April 2025 April 24, 2025	PT TUV SUD Indonesia
		Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Manajerial Qualified Internal Auditor (QIA) Certification for Managerial Level	19 Mei 2025 May 19, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan *Agreed-Upon Procedures* (AUP) Kualitas Penerapan Manajemen Risiko Agreed-Upon Procedures (AUP) Training on the Quality of Risk Management Implementation	18 Juni 2025 June 18, 2025	Harry Mulyadi
		Konferensi Auditor Internal "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference "Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI Consulting
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director of PT Kereta Api Indonesia (Persero)

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Indri Astuti	Quality Assurance	*Workshop* Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Iwan Setianto	Internal Audit Planning & Execution Specialist	*Webinar Employee Well Being Series_"Smart Working, Not Overworking*: Cara Produktif Tanpa Harus *Burn Out*" Webinar: Employee Well-Being Series – "Smart Working, Not Overworking: How to Be Productive Without Burning Out"	20 Maret 2025 March 20, 2025	Alsi Mega Marsha Tengker B.A, M. Sc., M. Psi., (Caca Tengker) - Psikolog Klinis & Founder Amanasa Indonesia | Clinical Psychologist & Founder of Amanasa Indonesia
		Pelatihan Penyusunan Dokumen Sistem Manajemen Kelangsungan Usaha Berdasarkan ISO 22301:2019 Training on the Development of Business Continuity Management System Documentation Based on ISO 22301:2019	28 Agustus 2025 August 28, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS
		Leveraging Digital Innovation to Amplify Customer Experience	30 September 2025 September 30, 2025	Didiek Hartantyo - Direktur Utama | President Director PT Kereta Api Indonesia (Persero)
		JM-TALK *Business Support Series*: *Employee Engagement Survey* - Bekerja Sepenuh Hati, Berdampak Memberi Arti JM-TALK Business Support Series: Employee Engagement Survey - Bekerja Sepenuh Hati, Berdampak Memberi Arti	12 November 2025 November 12, 2025	Dr. Maharsi Anindyajati, M.Psi., Psikolog – Practitioner
		Legal Summit: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP Implementation of the Criminal Procedure Code Legal Summit: Hakordia Warning and Seminar on the Impact of the Criminal Procedure Code "Enforcement of Corruption Crimes Reviewed from the Business Judgement Rule Principle and Strategic Guidelines for Corporations in Facing the Implementation of the Criminal Procedure Code	15 Desember 2025 December 15, 2025	• Yudi Purnomo Harahap - Penyidik KPK | KPK investigator • M. Agus Salim - Hakim Ad-Hoc Tindak Pidana Korupsi | Ad Hoc Judge for Corruption Crimes • Bobby R. Manalu - Siregar Setiawan Manalu Partnership
Sriwahyuni	Internal Audit Monitoring & Operational Management Specialist	Program Implementasi Nilai ESG: Meningkatkan Keberlanjutan Perusahaan Dengan Tanggung Jawab Sosial Lingkungan Program Implementasi Nilai ESG: Meningkatkan Keberlanjutan Perusahaan Dengan Tanggung Jawab Sosial Lingkungan	21 Maret 2025 March 21, 2025	Kementerian BUMN

Tabel Pengembangan Kompetensi Unit Internal Audit
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Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Sriwahyuni	Internal Audit Monitoring & Operational Management Specialist	"*Kartini's Legacy*: Langkah Perempuan Sebagai *Change Agents* di Era Modern" "Kartini's Legacy: Women as Change Agents in the Modern Era"	28 April 2025 April 28, 2025	Retno Marsudi - Menteri Luar Negeri RI (2014-2024) | Minister of Foreign Affairs of the RepublicofIndonesia (2014-2024)
		Internal Control Over Financial (ICOFR) Jasa Marga Tahun 2025 2025 Internal Control Over Financial (ICOFR) Jasa Marga	03 Juni 2025 June 3, 2025	Ikatan Akuntansi Indonesia (IAI) Indonesian Accountants Association (IAI)
		Pelatihan *Admin Regulatory Compliance System* (RCS) Training Users of the Regulatory Compliance System (RCS) Application	04 September 2025 September 4, 2025	Hukum Online
		Pelatihan & Sertifikasi *Certified Procurement Officer* (CPOf) Training & Certification of Certified Procurement Officer (CPOf)	21 Oktober 2025 October 21, 2025	ICON Training Center
		Workshop Pelaksanaan *Control Self Assessment* (CSA) Segmen ITGC	31 Oktober 2025 October 31, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Junior Leadership* 2025 Junior Leadership Training 2025	17 November 2025 November 17, 2025	APDC Indonesia
		JM-TALK *Business Support Series*: *Employee Engagement Survey* - Bekerja Sepenuh Hati, Berdampak Memberi Arti JM-TALK Business Support Series: Employee Engagement Survey - Bekerja Sepenuh Hati, Berdampak Memberi Arti	12 November 2025 November 12, 2025	Dr. Maharsi Anindyajati, M.Psi., Psikolog – Practitioner
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Training User Aplikasi *Regulatory Compliance System* (RCS) Training for Regulatory Compliance System (RCS) Application Users	12 Desember 2025 December 12, 2025	Hukum Online
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Test of Design Effectiveness (TOD) and Test of Operational Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Mochammad Mulyanto	Internal Audit Planning & Execution Specialist	Pelatihan Pengisian dan Pelaporan SPT Orang Pribadi Karyawan PT Jasa Marga (Persero) Tbk Training on Filling Out and Reporting Personal Income Tax Returns for Employees of PT Jasa Marga (Persero) Tbk	19 Februari 2025 February 19, 2025	PT Ortax
		Pelatihan Internal Manajemen Resiko 2025 (*Batch* 2) Internal Risk Management Training 2025 (Batch 2)	16 April 2025 April 16, 2025	PT Jasa Marga (Persero) Tbk
		Workshop Implementasi *Internal Control Over Financial Reporting* (ICOFR) Workshop on the Implementation of Internal Control Over Financial Reporting (ICOFR)	07 Mei 2025 May 7, 2025	The Institute of Internal Auditors Indonesia (IIA)
		Pelatihan *Risk Maturity Index* (RMI) Risk Maturity Index (RMI) Training	09 Juli 2025 July 9, 2025	RWI Consulting
		Workshop Offline Refreshment Training SAP Analytical Cloud (SAC)	29 Juli 2025 July 29, 2025	IBM Indonesia

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Mochammad Mulyanto	Internal Audit Planning & Execution Specialist	Pelatihan Konsep Dasar dan Penting nya Sistem Manajemen Kelangsungan Usaha berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan dan Sertifikasi *Certification In Audit Committee Practices* (CACP) 2025 Training and Certification in Audit Committee Practices (CACP) 2025	19 Agustus 2025 August 19, 2025	Ikatan Komite Audit Indonesia (IKAI)
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	8 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Training User Aplikasi *Regulatory Compliance System* (RCS) Training for Regulatory Compliance System (RCS) Application Users	11 Desember 2025 December 11, 2025	Hukum Online
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young
Boyke Jaguar	Internal Audit Monitoring & Operational Management Senior Officer	Sertifikasi QIA Kelas Reguler Tingkat Lanjutan QIA Advanced Level Certification – Regular Class	06 Januari 2025 January 6, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Seminar Bulan K3 Nasional Tahun 2025 PT Jasa Marga (Persero) Tbk National OHS Month Seminar of 2025 in PT Jasa Marga (Persero) Tbk	11 Februari 2025 February 11, 2025	dr Andhika Raspati,SpKO
		Webinar Wellbeing "Strategi Investasi Emas Tanpa Cemas" Wellbeing Webinar "Strategies for Worry-Free Gold Investment"	24 April 2025 April 24, 2025	PT Bank Syariah Indonesia
		Sertifikasi *Qualified Internal Auditor* (QIA) Tingkat Manajerial Qualified Internal Auditor (QIA) Certification for Managerial Level	19 Mei 2025 May 19, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
		Pelatihan Pengenalan Sistem Manajemen Anti Penyuapan (SMAP) Sesuai Dengan ISO 37001:2016 Training on the Introduction to the Anti-Bribery Management System (SMAP) per ISO 37001:2016	12 Juni 2025 June 12, 2025	PT Madhava Dwikarya Teknologi
		Pelatihan Tanggap Darurat di Lingkungan Kantor Pusat PT Jasa Marga (Persero) Tbk Emergency Response Training at PT Jasa Marga (Persero) Tbk Headquarters	17 Juni 2025 June 17, 2025	PT Jasa Marga (Persero) Tbk
		Konferensi Auditor Internal "*Shifting Horizon for Internal Auditors: Navigating Emerging Risk, Governance and Opportunities in 2025*" Internal Auditor Conference "Shifting Horizon for Internal Auditors: Navigating Emerging Risks, Governance, and Opportunities in 2025"	02 Juli 2025 July 2, 2025	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)

Tabel Pengembangan Kompetensi Unit Internal Audit
Table of the Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu Pelaksanaan Implementation Date	Penyelenggara Organizer
Boyke Jaguar	Internal Audit Monitoring & Operational Management Senior Officer	Pelatihan Konsep Dasar dan Pentingnya Sistem Manajemen Kelangsungan Usaha Berdasar ISO 22301:2019 Training on the Basic Concepts and Importance of Business Continuity Management Systems based on ISO 22301:2019	04 Agustus 2025 August 4, 2025	Agus Doddy S.Kom, AMBCI, LA ISO BCMS - Chairman BCM Forum Indonesia & Senior Consultant JPM & Partners
		Workshop Sistem Pengendalian Internal (SPIN) Internal Control System (SPIN) Workshop	21 Oktober 2025 October 21, 2025	PT Jasa Marga (Persero) Tbk
		Sosialisasi Sistem Pengendalian Internal (SPIN) Socialisation of the Internal Control System (SPIN)	27 Oktober 2025 October 27, 2025	PT Jasa Marga (Persero) Tbk
		Pelatihan *Internal Control over Financial Reporting* (ICoFR) - *Test of Design Effectiveness* (TOD) dan *Test of Operationg Effectiveness* (TOE) Internal Control over Financial Reporting (ICoFR) Training - Design Effectiveness Testing (TOD) and Operational Effectiveness Testing (TOE)	08 Desember 2025 December 8, 2025	PT Prima Wahana Caraka (PWC)
		Workshop ICOFR: Metodologi dan Praktik *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE) ICOFR Workshop: Methodology and Practice of Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE)	18 Desember 2025 December 18, 2025	Ernst & Young

Evaluasi Pelaksanaan Pengembangan Kompetensi

Perseroan secara konsisten melakukan evaluasi atas pelaksanaan pengembangan kompetensi karyawan secara berkala. Proses evaluasi hasil pengembangan kompetensi tersebut terintegrasi dengan sistem penilaian kinerja (Jasa Marga *Performance Development*/JMPD) dan klasifikasi talent (*Talent Management System*). Dengan demikian, Perseroan akan mampu menilai hasil serta dampak pelatihan terhadap kinerja sumber daya manusia, yang tidak hanya menilai hasil kerja karyawan, tetapi juga perilaku (*behaviour*) dan kapasitas (*capacity*). Selanjutnya, Perseroan akan menjadikan hasil evaluasi tersebut sebagai *feedback* dalam menyusun program pelatihan ke depannya.

Evaluation of Competency Development Implementation

The Company consistently evaluates the implementation of employee competency development on a regular basis. The evaluation process for competency development results is integrated with the performance appraisal system (Jasa Marga Performance Development–JMPD) and talent classification (Talent Management System). Thus, the Company will be able to assess the results and impact of training on human resource performance, which not only assesses employee work performance, but also behavior and capacity. Furthermore, the Company will use the evaluation results as feedback in developing future training programs.

Biaya Pengembangan Kompetensi

Sepanjang tahun 2025, Perseroan telah merealisasikan dana sebesar Rp24.023.558.593 yang ditujukan untuk pengembangan kompetensi karyawan. Perseroan memandang bahwa biaya pengembangan kompetensi ini merupakan salah satu bentuk investasi guna menciptakan sumber daya manusia (SDM) yang unggul melalui pendekatan pembelajaran terpadu, baik secara daring maupun luring. Pengembangan kompetensi yang dilakukan memiliki fokus utama mencakup peningkatan kompetensi digital dan sertifikasi kompetensi karyawan. Langkah ini dilakukan untuk mendukung kebutuhan bisnis yang terus berkembang dan memastikan daya saing yang berkelanjutan.

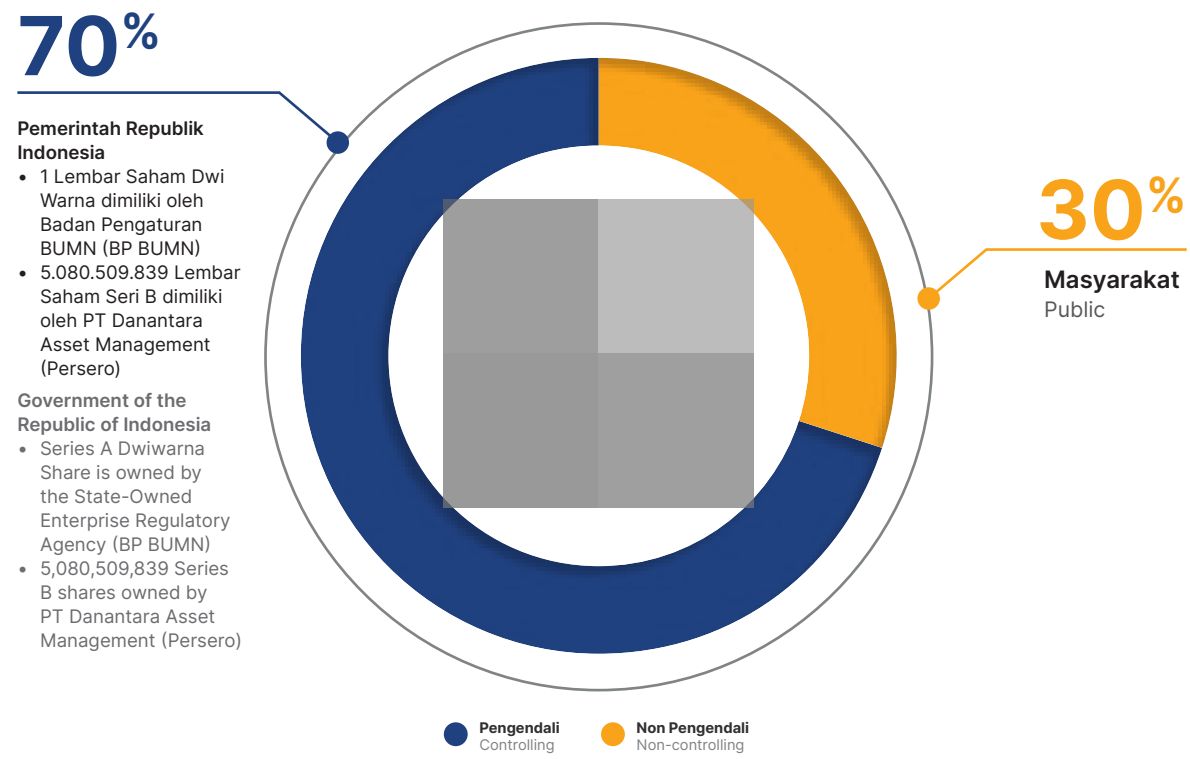
Competency Development Costs

Throughout 2025, the Company has allocated funds amounting to Rp24,023,558,593 for employee competency development. The Company views these competency development costs as a form of investment to create superior human resources (HR) through an integrated learning approach, both online and offline. The competency development carried out has a main focus on improving digital competencies and employee competency certification. This step is taken to support the Company's evolving business needs and ensure sustainable competitiveness.

Komposisi Pemegang Saham
Shareholders Composition

Sampai dengan 31 Desember 2025, komposisi pemegang saham Perseroan adalah sebagai berikut:

Until December 31, 2025, the Company's shareholder composition is as follows:



Kelompok pemegang saham publik Perseroan tidak ada yang memiliki saham di atas 5%.

None of the Company's public shareholders hold more than 5% of the shares.

Pemegang Saham Jasa Marga per 31 Desember 2025
Jasa Marga Shareholders as of December 31, 2025

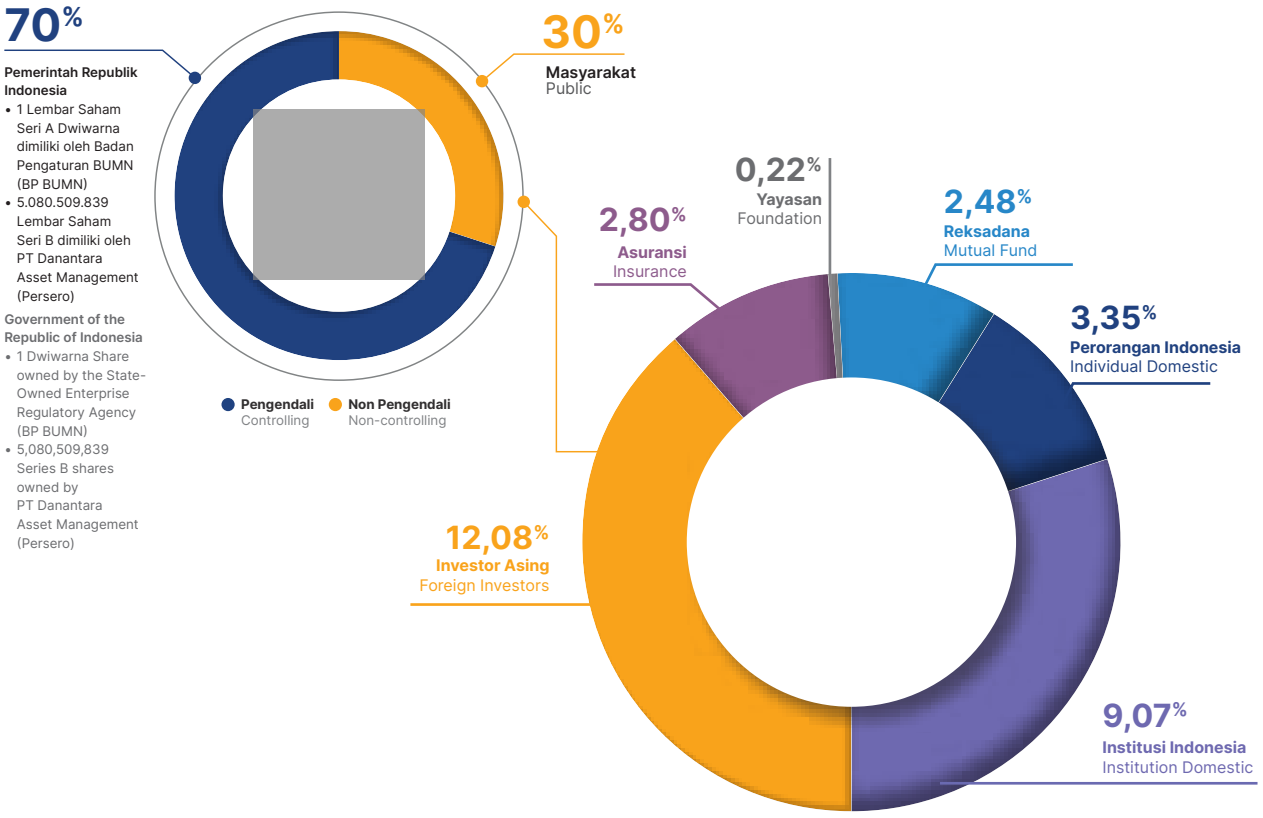
Tabel Pemegang Saham Jasa Marga per 31 Desember 2025
Table of Jasa Marga Shareholders as of December 31, 2025

Pemegang Saham Shareholders	**Jumlah Pemegang Saham** Number of Shareholders	**Jumlah Saham** Number of Shares	**Persentase (%)** Percentage (%)
Pemerintah Republik Indonesia Government of the Republic of Indonesia			
Saham Dwi Warna Badan Pengaturan Badan Usaha Milik Negara (BP BUMN) Dwiwarna Share is owned by the State-Owned Enterprise Regulatory Agency (BP BUMN)	1	1	0,00%
Saham Seri B PT Danantara Asset Management (Persero) Series B Shares PT Danantara Asset Management (Persero)	1	5.080.509.839	70,00%
Total	**2**	**5.080.509.840**	**70,00%**

Tabel Pemegang Saham Jasa Marga per 31 Desember 2025
Table of Jasa Marga Shareholders as of December 31, 2025

Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	Persentase (%) Percentage (%)
Pemodal Nasional National Investors			
Perorangan Indonesia Individual Domestic	24.243	242.863.240	3,35%
Lembaga/Badan Usaha Indonesia Indonesian Business Institutes/Entities	187	658.045.222	9,07%
Asuransi Insurance	115	203.101.211	2,80%
Yayasan Foundations	18	16.063.666	0,22%
Koperasi Cooperatives	6	555.381	0,01%
Reksadana Mutual Funds	131	179.818.095	2,48%
Sub Total	**24.700**	**1.300.446.815**	**17,92%**
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individuals	167	722.088	0,01%
Badan Usaha Asing Foreign Enterprises	251	876.192.457	12,07%
Sub Total	**418**	**876.914.545**	**12,08%**
Total	**25.120**	**7.257.871.200**	**100%**

Grafik Komposisi Pemegang Saham Jasa Marga per 31 Desember 2025
Graph of Jasa Marga Shareholder Composition as of December 31, 2025



Pemegang Saham dengan Kepemilikan Saham 5% atau Lebih
Shareholders with More than 5% Shares Ownership

Tabel Pemegang Saham yang Memiliki 5% atau Lebih Saham pada Awal dan Akhir Tahun Buku
Table of Shareholders Owned 5% or More Shares at the Beginning and End of the Fiscal Year

Pemegang Saham Shareholders	Jumlah Saham Number of Shares	Persentase (%) Percentage (%)	Status Condition
PT Danantara Asset Management (Persero)	5.080.509.839	70,00%	Pemegang Saham Pengendali Controlling Shareholders

Kelompok Pemegang Saham Masyarakat dengan Kepemilikan Saham Masing-Masing Kurang dari 5%
Public Shareholders Group with Less than 5% Shares Ownership

Tabel Kelompok Pemegang Saham Masyarakat dengan Kepemilikan Saham Masing-Masing Kurang dari 5% per 1 Januari 2025 dan 31 Desember 2025
Table of Public Shareholder Groups with Share Ownership Each Less than 5% as of January 1, 2025, and December 31, 2025

Pemegang Saham Shareholders	Jumlah Pemegang Saham pada Awal Tahun Buku* Number of Shareholders at the Beginning of the Fiscal Year*	Jumlah Pemegang Saham pada Akhir Tahun Buku** Number of Shareholders at the End of the Fiscal Year*	Jumlah Saham pada Awal Tahun Buku* Shares at the Beginning of the Fiscal Year*	Jumlah Saham pada Akhir Tahun Buku* Number of Shares at the End of the Fiscal Year*	Persentase pada Awal Tahun Buku* Percentage at Beginning of Fiscal Year*	Persentase pada Akhir Tahun Buku** Percentage at End of Fiscal Year**
Pemegang Saham Domestik Domestic Shareholders						
Perorangan Indonesia Indonesian Individuals	16.430	24.243	139.661.673	242.863.240	1,92%	3,35%
Lembaga/Badan Usaha Indonesia Indonesian Institutions/ Business Entities	166	187	643.206.582	658.045.222	8,86%	9,07%
Asuransi Insurance	123	115	305.466.711	203.101.211	4,21%	2,80%
Yayasan Foundations	17	18	17.197.266	16.063.666	0,24%	0,22%
Koperasi Cooperatives	2	6	53.081	555.381	0,00%	0,01%
Reksadana Mutual Funds	158	131	234.380.426	179.818.095	3,23%	2,48%
Pemegang Saham Asing Foreign Investors Shareholders						
Perorangan Asing Foreign Individuals	175	167	3.467.688	722.088	0,05%	0,01%
Badan Usaha Asing Foreign Enterprises	282	251	833.395.621	876.192.457	11,49%	12,07%
Total	**17.354**	**25.120**	**2.177.361.360**	**7.257.871.200**	**30%**	**30%**

Keterangan/Notes:
*) Data jumlah pemegang saham pada awal tahun buku merupakan data pemegang saham Perseroan per tanggal penutupan bursa di tahun 2024.
**) Akhir tahun buku Perseroan adalah 31 Desember 2025.
*) The number of shareholders at the beginning of the fiscal year is based on the Company's shareholder data per the closing date of the stock exchange in 2024.
**) The end of the Company's fiscal year is December 31, 2025.

20 Pemegang Saham Terbesar
Top 20 Shareholders

Tabel 20 Pemegang Saham Terbesar per 31 Desember 2025
Table of Top 20 Shareholders as of December 31, 2025

No.	Pemegang Saham Shareholders	Jumlah Saham Number of Shares	Persentase (%) Percentage (%)	Status Condition
1.	PT DANANTARA ASSET MANAGEMENT (PERSERO)	5.080.509.839	70,00	Negara Republik Indonesia State of Republic of Indonesia
2.	DJS KETENAGAKERJAAN PROGRAM JHT	247.524.233	3,41	Dana Pensiun Pension Fund
3.	HSBC BK PLC S/A THE PRUDENTIAL ASSURANCE	207.185.400	2,85	Badan Usaha Asing Foreign Enterprises
4.	PT TASPEN (PERSERO) PENSIUN - FVTOCI	159.509.900	2,20	Dana Pensiun Pension Fund
5.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	105.856.385	1,46	Badan Usaha Asing Foreign Enterprises
6.	DJS KETENAGAKERJAAN PROGRAM JP	72.410.615	1,00	Dana Pensiun Pension Fund
7.	PT TASPEN (ASURANSI) - FVTOCI	56.642.720	0,78	Dana Pensiun Pension Fund
8.	HSBC BANK PLC/M AND G FUNDS (1) ASIA PAC	33.265.500	0,46	Badan Usaha Asing Foreign Enterprises
9.	CITIBANK HONG KONG S/A 4D GLOBAL INFRAST	33.177.285	0,46	Badan Usaha Asing Foreign Enterprises
10.	SSB GMTR M&G INVT FDS (7)-M&G GLB EMG MK	29.394.800	0,41	Badan Usaha Asing Foreign Enterprises
11.	CITIBANK NEW YORK S/A ISHARES CORE MSCI	27.393.880	0,38	Badan Usaha Asing Foreign Enterprises
12.	CITIBANK NEW YORK S/A GOVERNMENT OF NORW	27.283.600	0,38	Badan Usaha Asing Foreign Enterprises
13.	CITIBANK HONG KONG S/A 4D GLOBAL INFRAST	26.864.115	0,37	Badan Usaha Asing Foreign Enterprises
14.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	24.646.559	0,34	Badan Usaha Asing Foreign Enterprises
15.	PT. PRUDENTIAL LIFE ASSURANCE - REF	23.218.100	0,32	Badan Usaha Asing Foreign Enterprises
16.	JPMCB NA RE - VANGUARD EMERGING MARKETS	23.010.604	0,32	Badan Usaha Asing Foreign Enterprises
17.	JPMCB NA RE - BLACKROCK INST TR CO N A I	19.674.900	0,27	Badan Usaha Asing Foreign Enterprises
18.	PT PRUDENTIAL LIFE ASSURANCE - REF III	17.932.300	0,25	Asuransi Insurance
19.	DANA PENSIUN ASTRA DUA	16.753.300	0,23	Asuransi Insurance
20.	NTC-EDGBASTON ASIAN EQUITY (JERSEY) TRUS	16.529.700	0,23	Badan Usaha Asing Foreign Enterprises
	Total	**6.248.783.735**	**86,10**	

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

Tabel Kepemilikan Saham Dewan Komisaris dan Direksi pada Awal dan Akhir Tahun Buku
Table of Share Ownership by the Board of Commissioners and Directors at the Beginning and End of the Fiscal Year

No.	Nama Name	Jumlah Saham Total Share				Persentase (%) Percentage (%)			
		2025		2024	2023	2025		2024	2023
		Awal Tahun Buku* Beginning of Fiscal Year*	31 Desember 2025** December 31, 2025**			Awal Tahun Buku* Beginning of Fiscal Year*	31 Desember 2025** December 31, 2025**		
Dewan Komisaris Board of Commissioners									
1.	Juri Ardiantoro	-	-	-	-	-	-	-	-
2.	Syamsul Bachri Yusuf	-	-	-	-	-	-	-	-
3.	Asrorun Ni'am Sholeh	-	-	-	-	-	-	-	-
4.	Nachrowi Ramli	-	-	-	-	-	-	-	-
5.	Rudi Antariksawan	-	-	-	-	-	-	-	-
6.	Tedi Kurniawan	-	-	-	-	-	-	-	-
Direksi Board of Directors									
1.	Rivan Achmad Purwantono	-	-	-	-	-	-	-	-
2.	Reza Febriano	560.200	560.200	560.200	289.600	0,0077185	0,0077185	0,0077185	0,0039902
3.	Yoga Tri Anggoro	-	-	-	-	-	-	-	-
4.	Fitri Wiyanti	587.800	587.800	587.800	316.600	0,0080988	0,0080988	0,0080988	0,0043622
5.	Pramitha Wulanjani	289.200	289.200	289.200	50.000	0,0039846	0,0039846	0,0039846	0,0006889
6.	Yaya Ruhiya	-	-	-	-	-	-	-	-
7.	Ari Respati	-	-	-	-	-	-	-	-

Keterangan/Notes:
*) Awal Tahun Buku Perseroan adalah 1 Januari 2025, namun demikian dikarenakan tanggal 1 Januari 2025 masih merupakan hari libur Bursa, maka data yang digunakan adalah data per 2 Januari 2025.
**) Akhir Tahun Buku Perseroan adalah 31 Desember 2025.
*) The Company's fiscal year begins on January 1, 2025; however, since January 1, 2025, is still a stock exchange holiday, the data used is as of January 2, 2025.
**) The end of the Company's fiscal year is December 31, 2025.

Kepemilikan Tidak Langsung Dewan Komisaris dan Direksi terhadap Saham Perseroan

Sepanjang tahun buku 2025, tidak terdapat anggota Dewan Komisaris dan Direksi yang memiliki kepemilikan tidak langsung atas saham Perseroan.

Pembelian/Penjualan Saham Dewan Komisaris dan Direksi

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi diwajibkan untuk menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan.

Informasi tentang Pemegang Saham Utama dan/atau Pemegang Saham Pengendali

Pemegang saham Utama Perseroan adalah Negara Republik Indonesia, yang diwakili oleh Pemerintah Republik Indonesia dengan kepemilikan sebesar 70% yang terdiri dari 1 (satu) lembar Saham Seri A Dwiwarna melalui Badan Pengaturan Badan Usaha Milik Negara Republik Indonesia (BP BUMN) dan 5.080.509.839 lembar Saham Seri B Biasa melalui PT Danantara Asset Management (Persero) yang berfungsi untuk mengelola serta mengoptimalkan aset negara, termasuk BUMN, melalui investasi strategis. Tidak terdapat pemilik individu yang menjadi pemegang saham utama dan pengendali Perseroan.

Kebijakan Saham Seri A Dwiwarna (Saham Preferen) ditempuh oleh Pemerintah selaku pemilik modal utama sebagai langkah strategi terkait status Jasa Marga sebagai entitas BUMN yang mempersyaratkan peran Pemerintah untuk mendorong BUMN dalam memberikan kontribusi bagi perkembangan perekonomian nasional pada umumnya dan penerimaan negara pada khususnya, sesuai Undang-Undang No. 19 Tahun 2003 tentang BUMN.

Adapun bagan mengenai Pemegang Saham Utama dan Pengendali Perseroan dapat dilihat di Bab Profil Perusahaan dalam Buku Laporan Tahunan ini.

Indirect Ownership of Company Shares by the Board of Commissioners and Board of Directors

Throughout the 2025 fiscal year, no members of the Board of Commissioners and Board of Directors had indirect ownership of the Company's shares.

Purchase/Sale of Shares by the Board of Commissioners and Board of Directors

In accordance with Financial Services Authority Regulation No. 11/POJK.04/2017 on Reports on Ownership or Any Changes in Ownership of Shares in Public Companies, each member of the Board of Commissioners and Board of Directors is required to submit information to the Company regarding their ownership and any changes in their ownership of the Company's shares.

Information on Major Shareholders and/or Controlling Shareholders

The Company's Major Shareholder is the Republic of Indonesia, represented by the Government of the Republic of Indonesia, with a 70% ownership consisting of 1 (one) share of Series A Dwiwarna through Indonesian State-Owned Enterprise Regulatory Agency (BP BUMN) and 5,080,509,839 shares of Series B Common Shares through PT Danantara Asset Management (Persero), which functions to manage and optimize state assets, including SOEs, through strategic investments. There are no individual owners who are major and controlling shareholders of the Company.

The Series A Dwiwarna (Preferred Share) policy was pursued by the Government as the main capital owner as a strategic measure related to Jasa Marga's status as an SOE, which requires the Government to encourage SOEs to contribute to the development of the national economy in general and state revenue in particular, in accordance with Law No. 19 of 2003 on SOEs.

The chart regarding the Company's Main Shareholders and Controlling Shareholders is available in the Company Profile chapter of this Annual Report.

Entitas Anak, Ventura Bersama, dan Entitas Asosiasi

Subsidiaries, Joint Ventures, and Associate Entities

Tabel Daftar Entitas Anak
Table of Subsidiaries List

No.	Entitas Anak Subsidiaries	Aktivitas Utama Principal Activity	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Tahun Operasi Komersial Start of Commercial Operations	Periode Masa Konsesi (Tahun) Concession Period (Year)	Total Aset Sebelum Eliminasi (dalam jutaan Rupiah) Assets Before Elimination (in Rp million)	
				31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024			2025	2024
1.	PT Jalantol Lingkarluar Jakarta (JLJ), berdiri tanggal 22 Desember 2000* Established on December 22, 2000*	Telah Dilikuidasi Liquidated	Bekasi	-	99,99	1 Oktober 2001 October 1, 2001	-	-	19.235
2.	PT Marga Sarana Jabar (MSJ), berdiri tanggal 11 Mei 2007 Established on May 11, 2007	Pengusahaan Jalan Tol Bogor Outer Ring Road Bogor Ring Road Outer Toll Road Concession Holder	Bogor	55,00	55,00	23 November 2009 November 23, 2009	50	3.130.571	3.338.289
3.	PT Marga Trans Nusantara (MTN), berdiri tanggal 14 Mei 2008 Established on May 14, 2008	Pengusahaan Ruas Jalan Tol Kunciran Serpong Kunciran Serpong Toll Road Concession Holder	Tangerang Selatan South Tangerang	60,00	60,00	20 Desember 2019 December 20, 2019	35	3.781.236	3.857.433
4.	PT Jasamarga Kunciran Cengkareng (JKC), berdiri tanggal 14 Mei 2008 Established on May 14, 2008	Pengusahaan Ruas Jalan Tol Kunciran-Cengkareng Kunciran-Cengkareng Road Concession Holder	Tangerang	88,67	88,67	11 November 2021 November 11, 2021	35	4.963.862	5.074.118
5.	PT Jasamarga Tollroad Maintenance (JMTM), berdiri tanggal 26 Agustus 1988 Established on August 26, 1988	Pengusahaan Jasa Preservasi dan Pemeliharaan Jalan Tol, Jasa Konstruksi, Jasa Sewa Alat Berat, serta Penjualan Aspal Services in Toll Road Preservation and Maintenance, Construction, Heavy Equipment Rental, and Asphalt Sales	Jakarta	99,82	99,82	10 Februari 1989 February 10, 1989	-	2.853.051	2.336.183
6.	PT Jasamarga Bali Tol (JBT), berdiri tanggal 22 Agustus 2011 Established on August 22, 2011	Pengusahaan Ruas Jalan Tol Nusa Dua - Ngurah Rai - Benoa Nusa Dua - Ngurah Rai - Benoa Toll Road Concession Holder	Denpasar	64,44	64,44	1 Oktober 2013 October 1, 2013	45	1.890.367	1.893.221

Tabel Daftar Entitas Anak
Table of Subsidiaries List

No.	Entitas Anak Subsidiaries	Aktivitas Utama Principal Activity	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Tahun Operasi Komersial Start of Commercial Operations	Periode Masa Konsesi (Tahun) Concession Period (Year)	Total Aset Sebelum Eliminasi (dalam jutaan Rupiah) Assets Before Elimination (in Rp million)	
				31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024			2025	2024
7.	PT Jasamarga Related Business (JMRB), berdiri tanggal 15 Januari 2013 Established on January 15, 2013	Pengembangan Bisnis Properti/ *Toll Corridor Development* (TCD) dan pengembangan TIP (Tempat Istirahat Pelayanan) Development In Property/ Toll Corridor Development (TCD)	Jakarta	99,94	99,94	15 Januari 2013 January 15, 2013	-	2.448.153	2.411.059
8.	PT Jasamarga Kualanamu Tol (JMKT), berdiri tanggal 25 November 2014 Established on November 25, 2014	Pengusahaan Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi Kualanamu-Tebing Tinggi Toll Road Concession Holder	Deli Serdang	55,00	55,00	13 Oktober 2017 October 13, 2017	40	4.061.404	4.085.376
9.	PT Cinere Serpong Jaya (CSJ), berdiri tanggal 10 Juli 2008 Established on July 10, 2008	Pengusahaan Ruas Jalan Tol Serpong-Cinere Toll Road Concession Holder	Tangerang Selatan South Tangerang	55,00	55,00	2 Juni 2021 June 2, 2021	35	3.452.664	3.410.460
10.	PT Jasamarga Tollroad Operator (JMTO), berdiri tanggal 21 Agustus 2015 Established on August 21, 2015	Jasa Pengoperasian Jalan Tol Toll Road Operation Services	Jakarta	99,98	99,98	31 Desember 2015 December 31, 2015	-	1.715.639	1.497.552
11.	PT Jasamarga Manado Bitung (JMB), berdiri tanggal 6 Juni 2016 Established on June 6, 2016	Pengusahaan Ruas Jalan Tol Manado-Bitung Manado-Bitung Toll Road Concession Holder	Manado	64,97	64,97	30 Oktober 2020 October 30, 2020	40	4.331.791	4.439.742
12.	PT Jasamarga Balikpapan Samarinda (JBS), berdiri tanggal 6 Juni 2016 Established on June 6, 2016	Pengusahaan Ruas Jalan Tol Balikpapan-Samarinda Balikpapan-Samarinda Toll Road Concession Holder	Balikpapan	67,39	67,39	14 Juni 2020 June 14, 2020	50	9.540.429	9.613.550
13.	PT Jasamarga Transjawa Tol (JTT), berdiri tanggal 2 Juni 2017 Established on June 2, 2017	Pengusahaan Ruas Jalan Tol Trans Jawa Trans Java Toll Road Concession Holder	Jakarta	65,00	65,00	2 Juni 2017 June 2, 2017	-	62.852.657	62.613.044
14.	PT Jasamarga Jogja Solo (JMJ), berdiri tanggal 9 September 2020 Established on September 9, 2020	Pengusahaan Ruas Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo Solo-Yogyakarta-NYIA Kulonprogo Toll Road Concession Holder	Sleman	52,82	52,82	18 September 2024 September 18, 2024	40	11.978.018	9.446.367

Tabel Daftar Entitas Anak
Table of Subsidiaries List

No.	Entitas Anak Subsidiaries	Aktivitas Utama Principal Activity	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Tahun Operasi Komersial Start of Commercial Operations	Periode Masa Konsesi (Tahun) Concession Period (Year)	Total Aset Sebelum Eliminasi (dalam jutaan Rupiah) Assets Before Elimination (in Rp million)	
				31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024			2025	2024
15.	PT Jasamarga Japek Selatan (JJS), berdiri tanggal 29 Desember 2017 Established on December 29, 2017	Pengusahaan Ruas Jalan Tol Jakarta – Cikampek II Sisi Selatan Jakarta-Cikampek II South Section Toll Road Concession Holder	Jakarta	92,33	90,97	Tahap konstruksi Under construction	35	14.718.850	11.861.448
16.	PT Jasamarga Probolinggo Banyuwangi (JPB), berdiri tanggal 29 Desember 2017 Established on December 29, 2017	Pengusahaan Ruas Jalan Tol Probolinggo – Banyuwangi Probolinggo-Banyuwangi Toll Road Concession Holder	Probolinggo	98,47	97,70	Tahap konstruksi Under construction	50	9.168.074	6.416.386
17.	PT Jasamarga Jogja Bawen (JJB), berdiri tanggal 11 November 2020 Established on November 11, 2020	Pengusahaan Ruas Jalan Tol Yogyakarta – Bawen Yogyakarta-Bawean Toll Road Concession Holder	Yogyakarta	73,18	74,09	Tahap konstruksi Under construction	40	8.235.231	5.386.707
18.	PT Jasamarga Akses Patimban (JAP), berdiri tanggal 16 Januari 2023 Established on January 16, 2023	Pengusahaan Ruas Jalan Tol Akses Patimban Patimban Access Concession Holder	Subang	66,22	62,04	Tahap pengembangan Under development	50	2.006.740	1.764.844

Keterangan/Notes:
*) Di tahun 2025, Perseroan telah melakukan likuidasi terhadap PT JLJ.
*) In 2025, the Company liquidated PT JLJ.

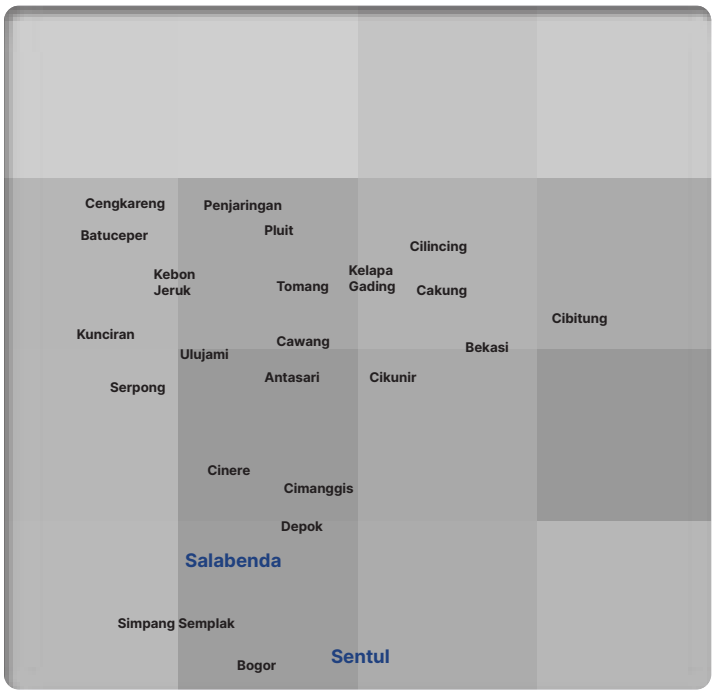
Profil Singkat Entitas Anak
Brief Profile of Subsidiaries

PT Marga Sarana Jabar (MSJ)

Profil Singkat
Brief Profile

PT MSJ berdiri pada tanggal 11 Mei 2007, mengoperasikan ruas jalan tol Lingkar Bogor atau yang lebih dikenal dengan Bogor Outer Ring Road (BORR), membentang dari Sentul Selatan hingga Salabenda dengan panjang jalan tol beroperasi 11,3 km. Jalan tol ini memudahkan mobilitas masyarakat sebagai pengguna jalan tol Jagorawi yang ingin melanjutkan perjalanan menuju Bogor bagian utara tanpa harus melalui kota Bogor terlebih dahulu.

PT MSJ was established on May 11, 2007, operating the Bogor Outer Ring Road toll road, stretching from South Sentul to Salabenda with an operational toll road length of 11.3 km. This toll road facilitates the mobility of the public as users of the Jagorawi toll road who wish to continue their journey to northern Bogor without having to pass through the city center of Bogor first.



Jalan Tol Beroperasi
Operated Toll Road

Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	55,00%
PT Citra Marga Nusaphala Persada Tbk	45,00%

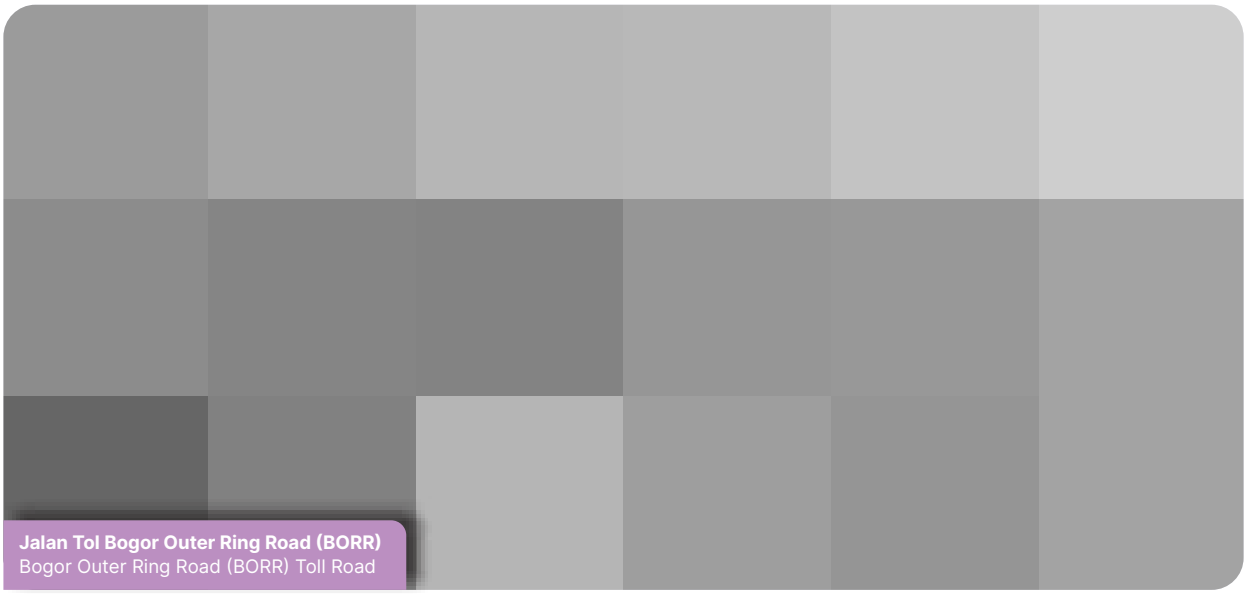
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Arief Budhy Hardono	Komisaris Utama | President Commissioner
Oscar Soebandi	Komisaris | Commissioner
Hasyim	Komisaris | Commissioner

Direksi | Board of Directors

Florysco Partogi Siahaan	Direktur Utama | President Director
Rudy H. Sabungan Pardede	Direktur Teknik | Director of Engineering
Mohammad Jusuf Hamka	Direktur Keuangan dan Administrasi | Director of Finance and Administration



Jalan Tol Bogor Outer Ring Road (BORR)
Bogor Outer Ring Road (BORR) Toll Road

PT Cinere Serpong Jaya (CSJ)

Profil Singkat
Brief Profile

PT CSJ berdiri pada tanggal 10 Juli 2008, mengoperasikan ruas jalan tol Serpong-Cinere yang terdiri dari 2 Seksi, meliputi: Seksi I (Serpong – Pamulang) sepanjang 6,5 km telah dioperasikan sejak 02 Juni 2021 dan Seksi II (Pamulang – Cinere) saat ini telah beroperasi secara fungsional sejak Desember 2023. Jalan tol ini merupakan bagian dari jaringan jalan tol Jakarta Outer Ring Road II (JORR II) yang diharapkan dapat menambah keleluasaan distribusi barang dan pergerakan ekonomi dari wilayah Jakarta ke sekitar Jakarta.

PT CSJ was established on July 10, 2008, operating the Serpong-Cinere toll road, consisting of two sections, including: Section I (Serpong–Pamulang) spanning 6.5 km, which has been operational since June 2, 2021, and Section II (Pamulang–Cinere), which has been functionally operational since December 2023. This toll road is part of the Jakarta Outer Ring Road II (JORR II) toll road network, which is expected to enhance the flexibility of goods distribution and economic movement from the Jakarta area to the surrounding areas.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**55,00%**
PT Sarana Multi Infrastruktur (Persero)	**34,99%**
PT Jakarta Propertindo	**10,00%**
PT Waskita Karya (Persero) Tbk	**1 lembar saham** 1 lembar saham



Jalan Tol Beroperasi
Operated Toll Road

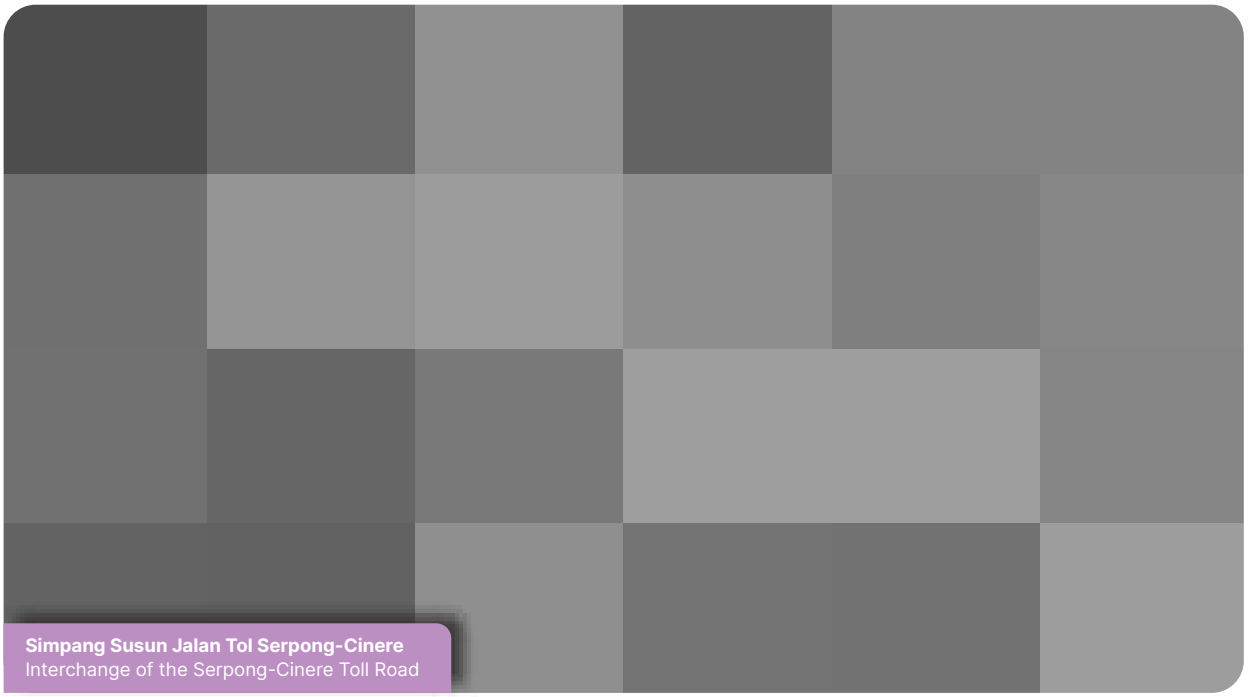
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

-	Komisaris Utama | President Commissioner
Stevanus Adrianto Passat	Komisaris | Commissioner
Rintis Sitaresmi	Komisaris | Commissioner

Direksi | Board of Directors

Mirza Nurul Handayani	Direktur Utama | President Director
Victor Edward Sasdiyarto	Direktur Teknik | Director of Engineering
Asteria	Direktur Keuangan | Director of Finance



Simpang Susun Jalan Tol Serpong-Cinere
Interchange of the Serpong-Cinere Toll Road

PT Marga Trans Nusantara (MTN)

Profil Singkat
Brief Profile

PT MTN berdiri pada tanggal 14 Mei 2008, mengoperasikan ruas jalan tol Kunciran-Serpong sepanjang 11,14 km yang telah beroperasi sejak 20 Desember 2019. Jalan tol ini diresmikan oleh Presiden Joko Widodo pada tanggal 06 Desember 2019 yang merupakan bagian dari jaringan jalan tol Jakarta Outer Ring Road II (JORR II) bersama dengan ruas Kunciran-Serpong dan Cinere-Serpong. Diharapkan pengoperasian jalan tol ini dapat menambah keleluasaan distribusi barang dan pergerakan ekonomi dari wilayah Jakarta ke sekitar Jakarta.

PT MTN was established on May 14, 2008, operating the 11.14 km Kunciran-Serpong toll road section, which has been operational since December 20, 2019. This toll road was inaugurated by President Joko Widodo on December 6, 2019, as part of the Jakarta Outer Ring Road II (JORR II) toll road network, along with the Kunciran-Serpong and Cinere-Serpong sections. It is hoped that the operation of this toll road will increase the flexibility of goods distribution and economic movement from the Jakarta area to its surrounding areas.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**60,00%**
PT Astra Tol Nusantara	**30,00%**
PT Transutama Arya Sejahtera	**10,00%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar	Presiden Komisaris | President Commissioner
Fabian Buddy Pascoal	Wakil Presiden Komisaris | Vice President Commissioner
Billy Perkasa	Komisaris | Commissioner

Direksi | Board of Directors

Oemi Vierta Moerdika	Presiden Direktur | President Director
Rachmad Soulisa	Wakil Presiden Direktur | Vice President Director
Donny Ikhwan Kinaly	Direktur | Director

Kantor Pusat PT MTN
PT MTN Head Office

PT Jasamarga Kunciran Cengkareng (JKC)

Profil Singkat
Brief Profile

PT JKC berdiri pada tanggal 14 Mei 2008, mengoperasikan ruas jalan tol Cengkareng-Batuceper-Kunciran sepanjang 13,9 km yang telah beroperasi sejak 11 November 2021. Jalan tol ini merupakan bagian dari jaringan jalan tol Jakarta Outer Ring Road II (JORR II) bersama dengan ruas Kunciran-Serpong dan Cinere-Serpong yang diharapkan dapat menambah keleluasaan distribusi barang dan pergerakan ekonomi dari wilayah Jakarta ke sekitar Jakarta.

PT JKC was established on May 14, 2008, operating the 13.9 km Cengkareng-Batuceper-Kunciran toll road section, which has been in operation since November 11, 2021. This toll road is part of the Jakarta Outer Ring Road II (JORR II) toll road network, along with the Kunciran-Serpong and Cinere-Serpong sections, which are expected to increase the flexibility of goods distribution and economic movement from the Jakarta area to its surrounding areas.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**88,67%**
PT Triputra Utama Selaras	**11,01%**
PT Nindya Karya (Persero)	**0,32%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Agung Prabowo	Komisaris Utama | President Commissioner
Irvanus Ellyus	Komisaris | Commissioner

Direksi | Board of Directors

Rini Irawaty	Direktur Utama | President Director
Eldy Ellyus	Direktur Keuangan | Director of Finance

Jalan Tol Cengkareng-Batuceper-Kunciran
Cengkareng-Batuceper-Kunciran Toll Road

PT Jasamarga Japek Selatan (JJS)

Profil Singkat
Brief Profile

PT JJS berdiri pada tanggal 29 Desember 2017. Sampai dengan 31 Desember 2025, jalan tol Jakarta-Cikampek II Selatan ini dalam tahap pembebasan lahan dan konstruksi sehingga masih belum beroperasi. Pembangunan jalan tol ini bertujuan untuk mengurangi kepadatan ruas Jakarta-Cikampek dengan menjadi alternatif pengguna jalan tol menuju jalan tol Cipularang serta menghubungkan wilayah Jabodetabek dan wilayah Bandung dengan melewati berbagai wilayah industri dan komersil.

PT JJS was established on December 29, 2017. On December 31, 2025, the Jakarta-Cikampek II Selatan toll road is still in the land acquisition and construction phase and is therefore not yet operational. The construction of this toll road aims to reduce congestion on the Jakarta-Cikampek route by providing an alternative for toll road users heading to the Cipularang toll road, as well as connecting the Jabodetabek and Bandung regions by passing through various industrial and commercial areas.



Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**92,33%**
PT Wiranusantara Bumi	**7,67%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Widiyatmiko Nursejati	Komisaris Utama | President Commissioner
Biswanto	Komisaris | Commissioner

Direksi | Board of Directors

Charles Lendra	Direktur Utama | President Director
Iman Sulaiman	Direktur Teknik | Director of Engineering
Deni Suherman	Direktur Keuangan | Director of Finance

Proyek Jalan Tol Jakarta Cikampek II Selatan
The Jakarta-Cikampek II South Toll Road Project

PT Jasamarga Jogja Bawen (JJB)

Profil Singkat
Brief Profile

PT JJB berdiri pada tanggal 12 November 2020. Sampai dengan 31 Desember 2025, jalan tol Yogyakarta-Bawen masih dalam tahap pembebasan lahan dan konstruksi sehingga belum beroperasi. Jalan Tol ini merupakan bagian dari segitiga emas Joglosemar (Jogjakarta, Solo, Semarang) yang melewati wilayah pariwisata Candi Borobudur. Adanya jalan tol ini diharapkan dapat meningkatkan kelancaran logistik, pengembangan industri dan pariwisata, serta konektivitas di wilayah DIY dan Jawa Tengah.

PT JJB was established on November 12, 2020. On December 31, 2025, the Yogyakarta-Bawen toll road is still in the land acquisition and construction phase and is not yet operational. This toll road is part of the Joglosemar (Yogyakarta, Solo, Semarang) golden triangle, passing through the Borobudur Temple tourist area. The presence of this toll road is expected to improve logistics efficiency, industrial and tourism development, and connectivity in the DIY and Central Java regions.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**73,18%**
PT Adhi Karya (Persero) Tbk	**17,93%**
PT Pembangunan Perumahan (Persero) Tbk	**4,44%**
PT Waskita Karya (Persero) Tbk	**3,56%**
PT Brantas Abipraya (Persero)	**0,89%**



Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

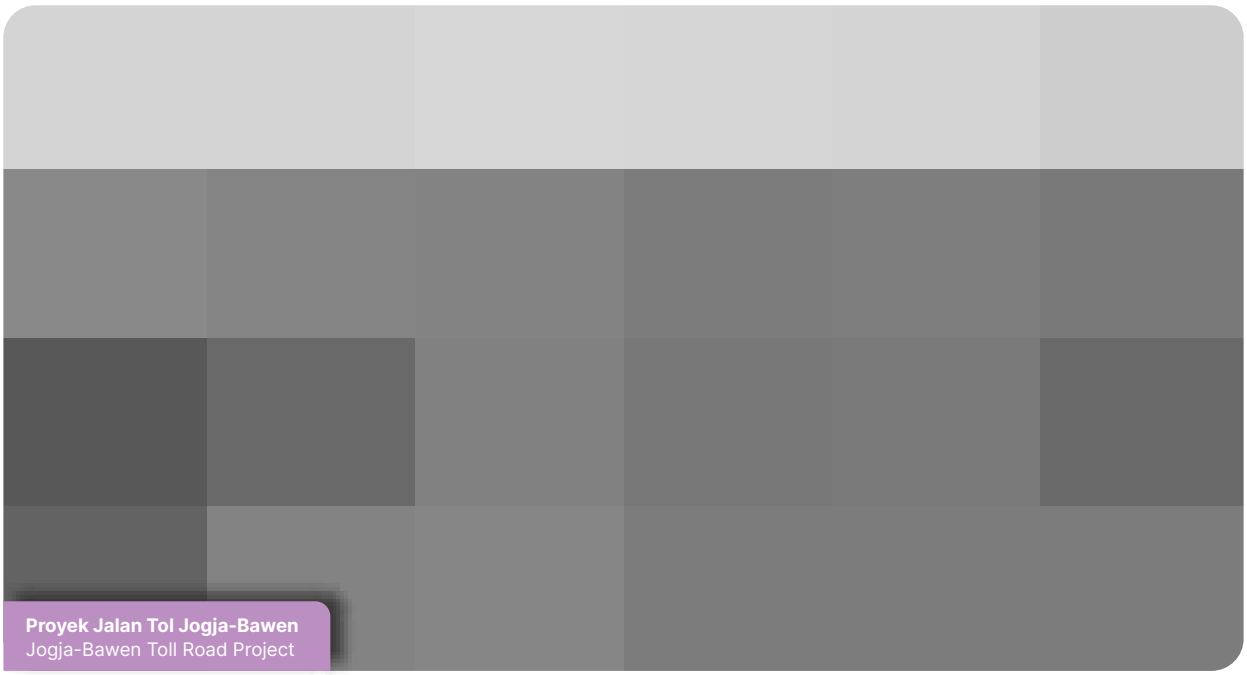
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Aldrin Maulana	Komisaris Utama | President Commissioner
Siswantono	Plt. Komisaris | Commissioner
Dimas Ricky Wahyu A	Komisaris | Commissioner

Direksi | Board of Directors

A.J. Dwi Winarsa	Direktur Utama | President Director
Radyo Wijoyo Danubroto	Direktur Teknik | Director of Engineering
Edi Sutrisno	Direktur Keuangan | Director of Finance



Proyek Jalan Tol Jogja-Bawen
Jogja-Bawen Toll Road Project

PT Jasamarga Probolinggo Banyuwangi (JPB)

Profil Singkat
Brief Profile

PT JPB berdiri pada tanggal 29 Desember 2017. Sampai dengan 31 Desember 2025, jalan tol Probolinggo-Banyuwangi dalam tahap pembebasan lahan dan konstruksi sehingga belum beroperasi. Pembangunan jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa di sisi paling timur Pulau Jawa.

PT JPB was established on December 29, 2017. On December 31, 2025, the Probolinggo-Banyuwangi toll road is still in the land acquisition and construction phase and is not yet operational. The construction of this toll road is part of the Trans Java toll road network on the easternmost side of Java Island.



Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**98,47%**
PT Brantas Abipraya (Persero)	**1,74%**
PT Waskita Karya (Persero) Tbk	**0,01%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Abram Elsajaya Barus	Komisaris Utama | President Commissioner
Ince Suil Febryan Maula	Komisaris | Commissioner

Direksi | Board of Directors

Adi Prasetyanto	Direktur Utama | President Director
Eric Januar Siahaan	Direktur Teknik I | Director of Engineering I
Iwan Rosa Putra	Direktur Teknik II | Director of Engineering II
Zulfan Pribudi	Direktur Keuangan | Director of Finance

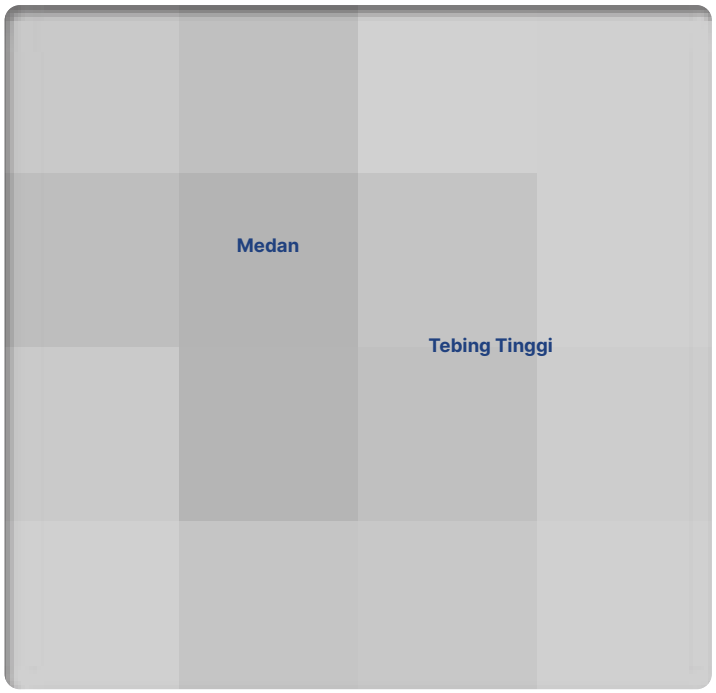
Proyek Jalan Tol Probolinggo-Banyuwangi
Probolinggo-Banyuwangi Toll Road Project

PT Jasamarga Kualanamu Tol (JMKT)

Profil Singkat
Brief Profile

PT JMKT berdiri pada tanggal 25 November 2014, mengoperasikan ruas jalan tol Medan-Kualanamu-Tebing Tinggi sepanjang 61,7 km yang telah beroperasi sejak 13 Oktober 2017. Jalan tol ini merupakan jalan tol kedua yang berada di Provinsi Sumatera Utara setelah jalan tol Belawan-Medan-Tanjung Morawa (Belmera) yang menghubungkan Belmera. Keberadaan jalan tol ini diharapkan dapat memperluas pergerakan ekonomi di seluruh area Sumatera Utara, tidak hanya terpusat di kota Medan.

PT JMKT was established on November 25, 2014, operating the 61.7 km Medan-Kualanamu-Tebing Tinggi toll road, which has been operational since October 13, 2017. This toll road is the second toll road in North Sumatra Province after the Belawan-Medan-Tanjung Morawa (Belmera) toll road connecting Belmera. The presence of this toll road is expected to expand economic activity throughout the North Sumatra region, not just concentrated in the city of Medan.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**55,00%**
Kings Ring Limited	**45,00%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Tyas Pramoda Wardhani	Komisaris Utama | President Commissioner
Andi Irianto Siahaan	Komisaris | Commissioner
Choi Hung Fat	Komisaris | Commissioner

Direksi | Board of Directors

Thomas Dwiatmanto Hartono	Direktur Utama | President Director
Rianto Mirin	Direktur Keuangan | Director of Finance

Simpang Susun Jalan Tol Medan-Kualanamu-Tebing Tinggi
Interchange of Medan-Kualanamu-Tebing Tinggi Toll Road

PT Jasamarga Balikpapan Samarinda (JBS)

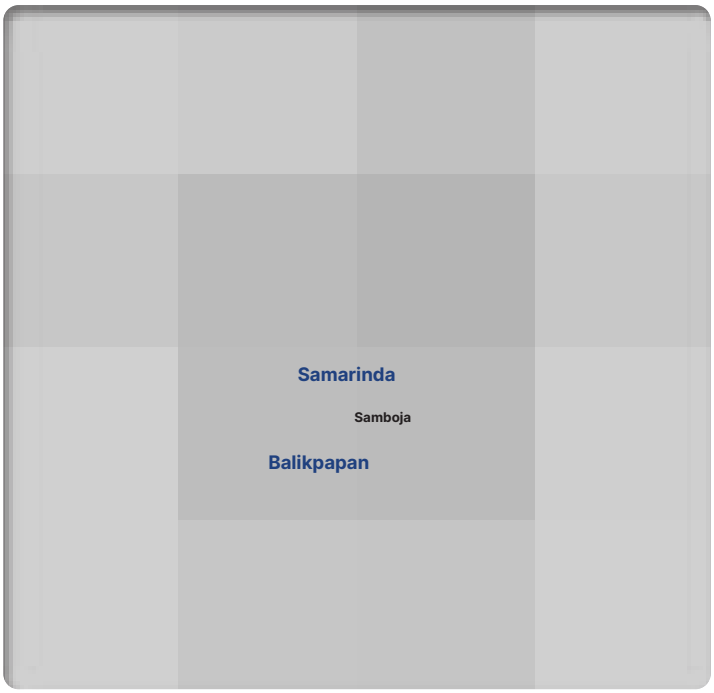
Profil Singkat
Brief Profile

PT JBS berdiri pada tanggal 06 Juni 2016. Jalan tol ini terdiri dari beberapa seksi. Pengoperasian tahap 1 terdiri dari Seksi 2, 3 dan 4 Ruas Samboja-Samarinda sepanjang 64,87 km yang telah beroperasi sejak 17 Desember 2019. Pengoperasian penuh ditandai dengan beroperasinya Seksi 1 dan 5 Ruas Bandara Sepinggan-Samboja sepanjang 32,4 km pada tanggal 25 Agustus 2021. Jalan Tol ini diharapkan dapat meningkatkan konektivitas antara dua kota besar di Kalimantan serta menghubungkan ke Ibu Kota Nusantara. Keberadaan jalan tol ini dapat mengurangi waktu tempuh perjalanan dan mendorong pengembangan kawasan industri di Kalimantan Timur.

PT JBS was established on June 6, 2016. This toll road consists of several sections. Phase 1 operations consist of Sections 2, 3, and 4 of the Samboja-Samarinda section, spanning 64.87 km, which has been operational since December 17, 2019. Full operation was marked by the opening of Sections 1 and 5 of the Sepinggan Airport-Samboja toll road, spanning 32.4 km, on August 25, 2021. This toll road is expected to improve connectivity between two major cities in Kalimantan and connect to the capital city of Nusantara. The existence of this toll road can reduce travel time and encourage industrial development in East Kalimantan.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**67,39%**
PT Wijaya Karya (Persero) Tbk	**18,29%**
PT PP (Persero) Tbk	**13,75%**
PT Bangun Tjipta Sarana	**0,56%**



Jalan Tol Beroperasi
Operated Toll Road

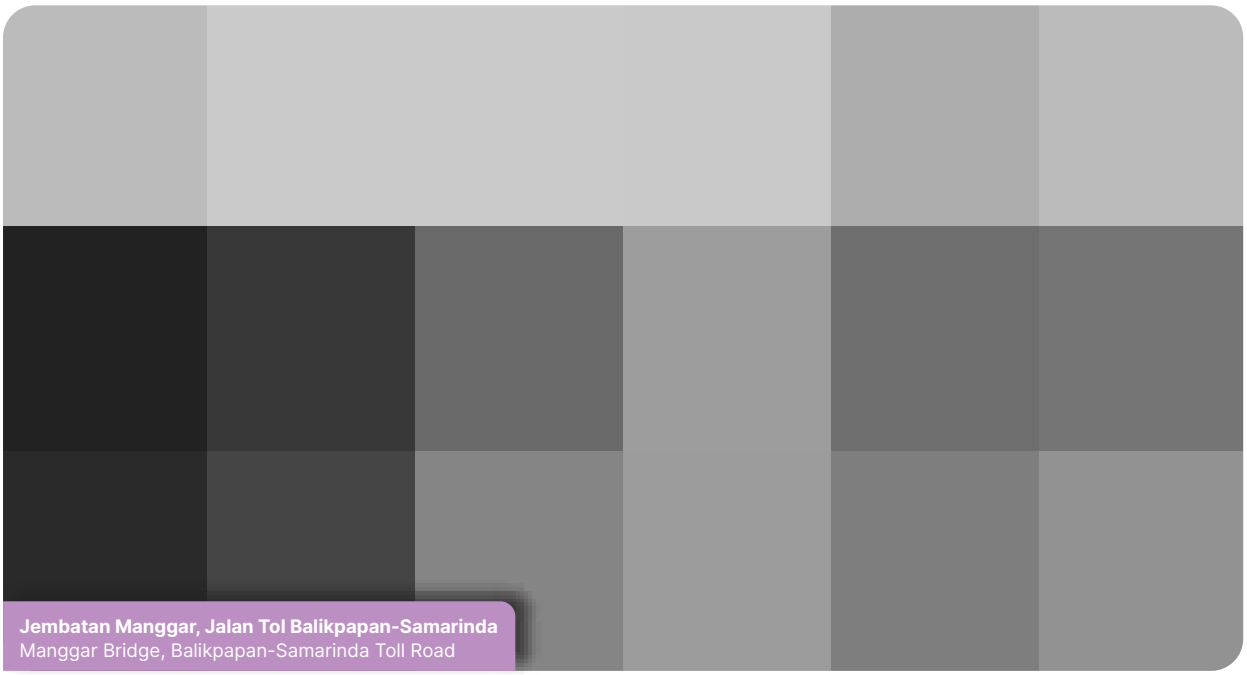
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Eko Sujiyanto	Komisaris Utama | President Commissioner
Muhammad Fauzin	Komisaris | Commissioner
Yuyun Pirngadi	Komisaris | Commissioner

Direksi | Board of Directors

Muhammad Taufiq	Direktur Utama | President Director
Mochamad Ichsan	Plt. Direktur Operasi | Plt. Direktur Operasi
Andree Iskandar	Direktur Keuangan | Director of Finance



Jembatan Manggar, Jalan Tol Balikpapan-Samarinda
Manggar Bridge, Balikpapan-Samarinda Toll Road

PT Jasamarga Manado Bitung (JMB)

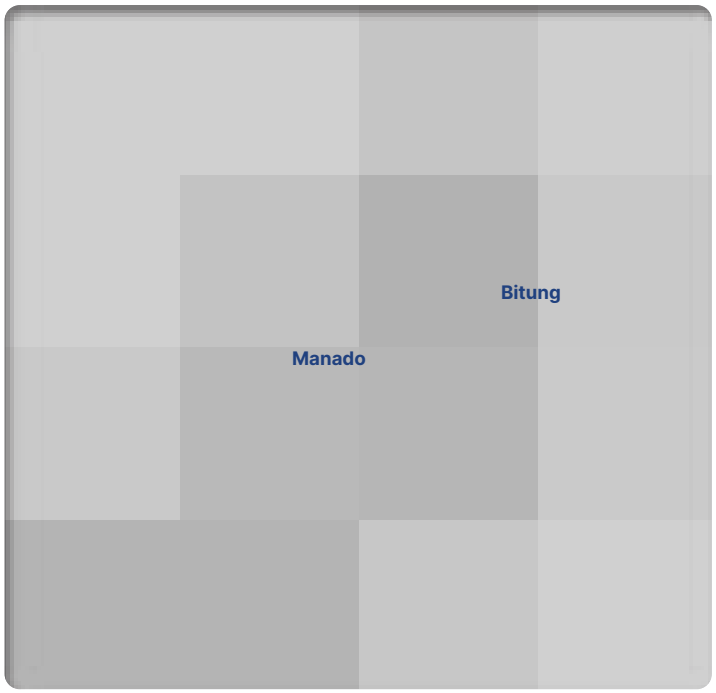
Profil Singkat
Brief Profile

PT JMB berdiri pada tanggal 06 Juni 2016. Jalan tol ini terdiri dari beberapa seksi. Pengoperasian tahap 1 terdiri dari Seksi 1 hingga Seksi 2A Ruas Manado-SS Danowudu sepanjang 26,35 km yang telah beroperasi sejak 30 September 2020. Pengoperasian penuh ditandai dengan beroperasinya Seksi 2B Ruas Danowudu-Bitung sepanjang 13,42 km pada tanggal 12 Maret 2022. Jalan tol ini menghubungkan Ibu Kota Sulawesi Utara dengan Bitung yang merupakan Kawasan Ekonomi Khusus (KEK) dimana terdapat Pelabuhan Bitung juga akan dikembangkan oleh Pemerintah sebagai akses utama gerbang logistik Indonesia di wilayah utara.

PT JMB was established on June 6, 2016. This toll road consists of several sections. Phase 1 operations consist of Sections 1 to 2A of the Manado-SS Danowudu section, which is 26.35 km long and has been operational since September 30, 2020. Full operation was marked by the opening of Section 2B of the Danowudu-Bitung section, spanning 13.42 km, on March 12, 2022. This toll road connects the capital city of North Sulawesi with Bitung, a Special Economic Zone (SEZ) where the Port of Bitung is also being developed by the government as the main logistics gateway for Indonesia in the northern region.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**64,97%**
PT Wijaya Karya (Persero) Tbk	**20,04%**
PT Pembangunan Perumahan (Persero) Tbk	**14,99%**



Jalan Tol Beroperasi
Operated Toll Road

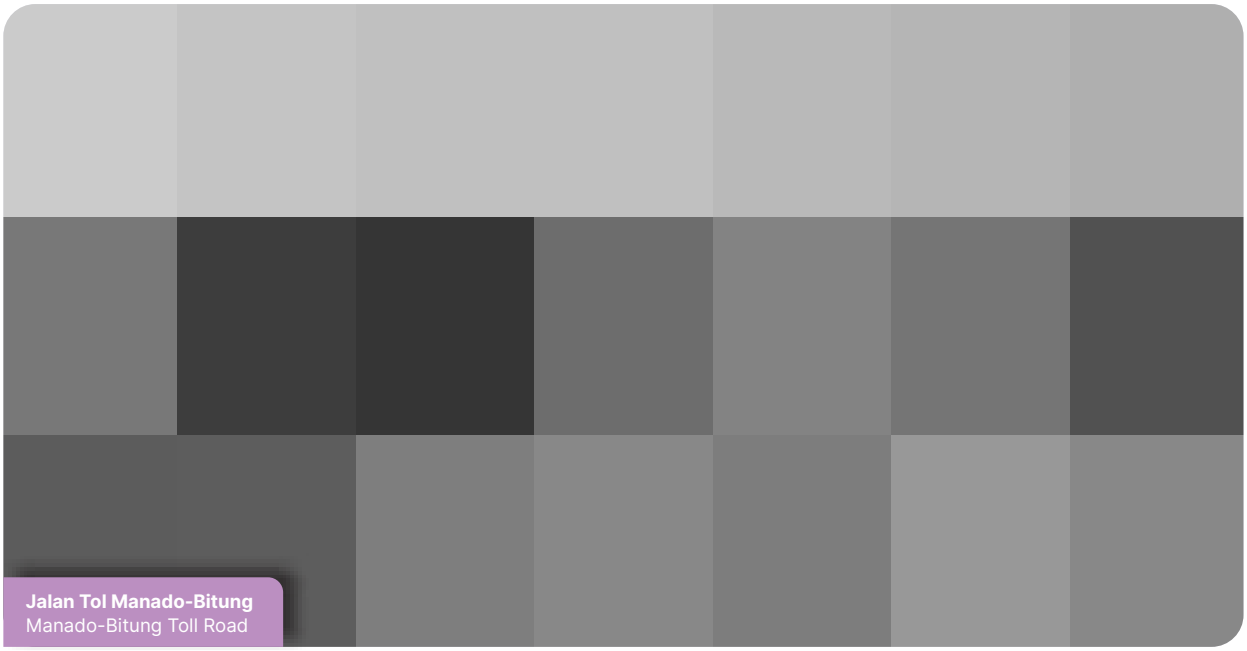
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Pande Ketut Gede Karmawan	Komisaris Utama | President Commissioner
Didin Wahyudin	Komisaris | Commissioner
Theodorus Dondokambey	Komisaris Independen | Independent Commissioner

Direksi | Board of Directors

Muhammad Taufiq	Plt. Direktur Utama | President Director
Tamjianto	Direktur Teknik | Director of Engineering



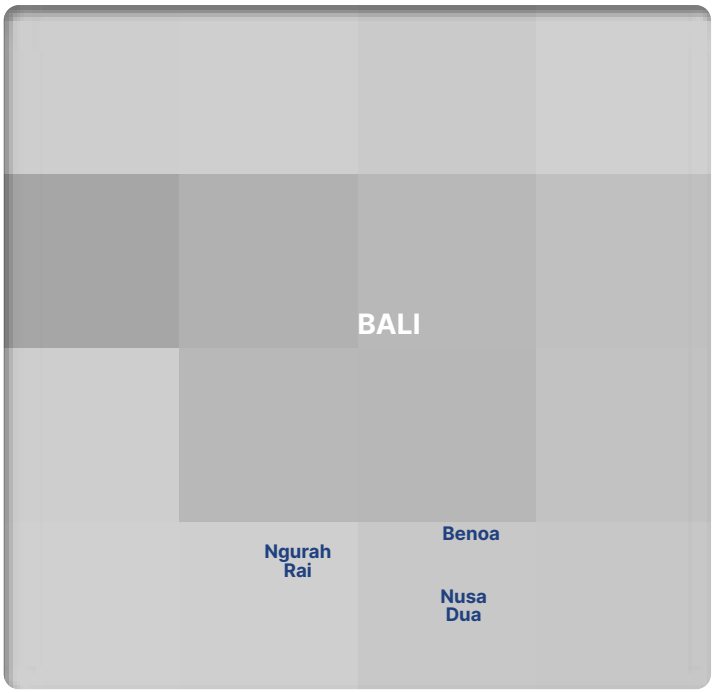
Jalan Tol Manado-Bitung
Manado-Bitung Toll Road

PT Jasamarga Bali Tol (JBT)

Profil Singkat
Brief Profile

PT JBT berdiri pada tanggal 22 Agustus 2011, mengoperasikan ruas jalan tol Nusa Dua-Ngurah Rai-Benoa (Bali Mandara) sepanjang 12,7 km yang telah beroperasi sejak 01 Oktober 2013. Jalan tol ini merupakan jalan tol pertama di Pulau Bali dengan waktu pembangunan membutuhkan waktu selama kurang lebih 1,5 tahun. Jalan tol ini diresmikan oleh Presiden Susilo Bambang Yudhoyono pada 24 September 2013. Sebagai salah satu destinasi pariwisata dunia, proyek jalan tol Nusa Dua-Ngurah Rai-Benoa dapat menjadi jawaban atas kebutuhan sarana dan prasarana infrastruktur yang memadai di pulau Bali.

PT JBT was established on August 22, 2011, operating the Nusa Dua-Ngurah Rai-Benoa (Bali Mandara) toll road section, which is 12.7 km long and has been operational since October 1, 2013. This toll road is the first toll road on the island of Bali, with construction taking approximately 1.5 years. President Susilo Bambang Yudhoyono inaugurated the toll road on September 24, 2013. As one of the world's tourist destinations, the Nusa Dua-Ngurah Rai-Benoa toll road project can be the answer to the need for adequate infrastructure facilities and infrastructure on the island of Bali.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	64,44%
PT Pelabuhan Indonesia (Persero)	13,86%
Pemerintah Provinsi Bali	6,32%
Pemerintah Kabupaten Badung	6,32%
PT Angkasa Pura Indonesia	6,31%
PT Pengembangan Pariwisata Indonesia (ITDC)	0,79%
PT Hutama Karya (Persero)	0,79%
PT Adhi Karya (Persero) Tbk	0,79%
PT Wijaya Karya (Persero) Tbk	0,40%

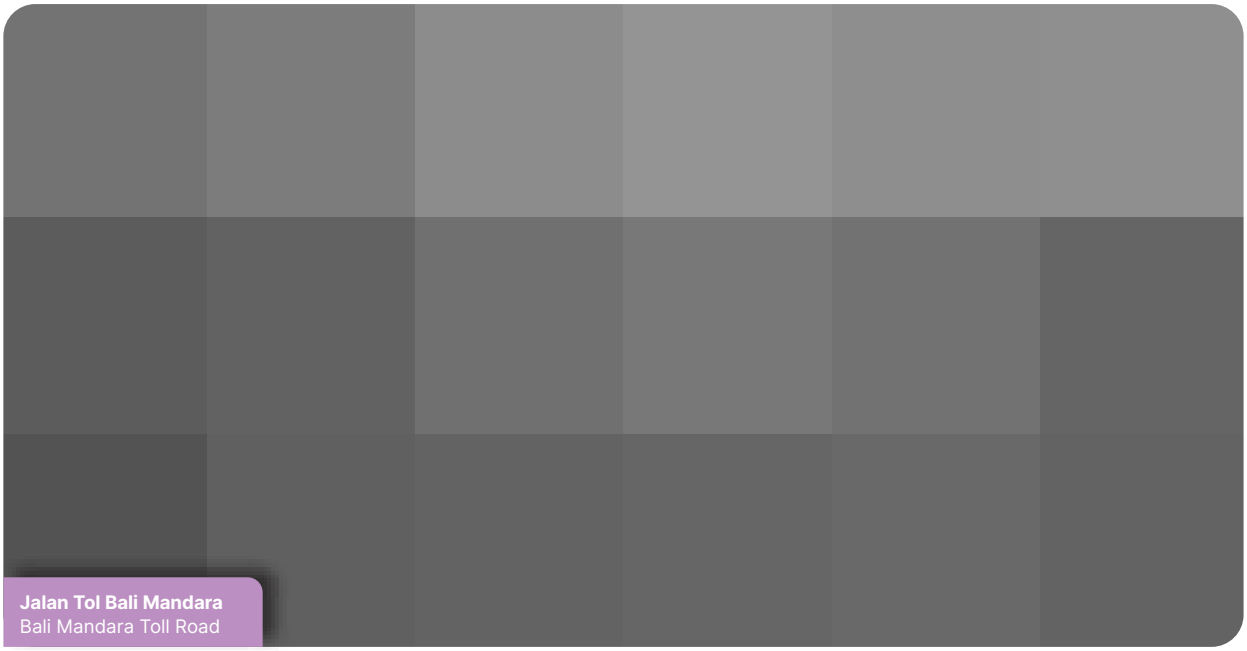
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Lisye Octaviana	Komisaris Utama | President Commissioner
Anak Agung Ngurah Maha Diptha	Komisaris | Commissioner
Kompyang Raka Swandika	Komisaris | Commissioner
Wahyudi	Plt. Komisaris | Acting Commissioner

Direksi | Board of Directors

I Ketut Adiputra Karang	Direktur Utama | President Director
I Wayan Eka Saputra	Direktur Keuangan | Director of Finance



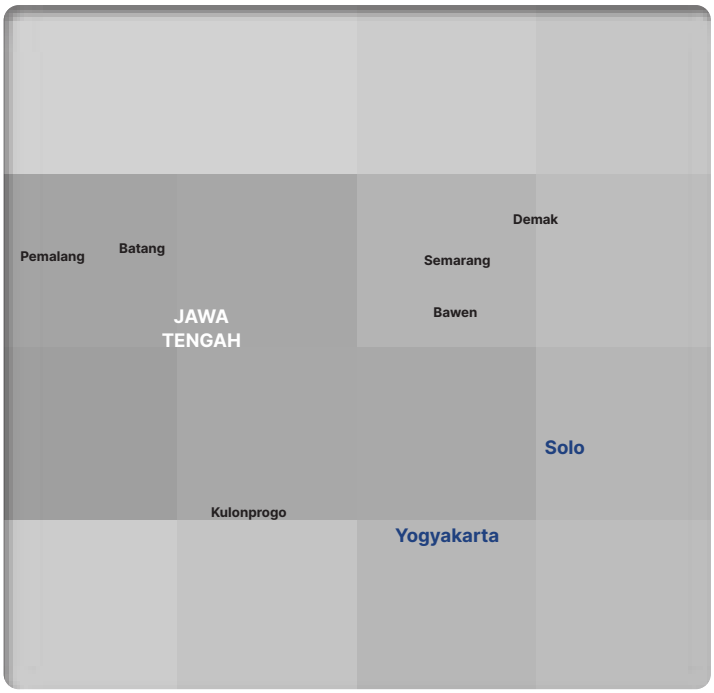
Jalan Tol Bali Mandara
Bali Mandara Toll Road

PT Jasamarga Jogja Solo (JMJ)*

Profil Singkat
Brief Profile

PT JMJ merupakan entitas anak Perseroan yang berdiri pada tanggal 09 September 2020 dalam rangka pengusahaan jalan tol Solo-Yogyakarta-NYIA Kulon Progo. Sampai dengan 31 Desember 2024, jalan tol Solo-Yogyakarta-NYIA Kulonprogo sudah dalam tahap konstruksi, beroperasi sebagian & fungsional. Pembangunan jalan tol ini diharapkan dapat mempermudah mobilitas masyarakat, arus barang, dan jasa serta meningkatkan perekonomian di wilayah selatan Jawa Tengah.

PT JMJ is a subsidiary of the Company established on September 9, 2020, for the purpose of operating the Solo-Yogyakarta-NYIA Kulon Progo toll road. On December 31, 2024, the Solo-Yogyakarta-NYIA Kulon Progo toll road is under construction, partially operational, and functional. The construction of this toll road is expected to facilitate mobility for the public, the flow of goods and services, and boost the economy in the southern part of Central Java.



Jalan Tol Beroperasi
Operated Toll Road

Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	52,82%
PT Adhi Karya (Persero) Tbk	47,18%

Kepengurusan
Management

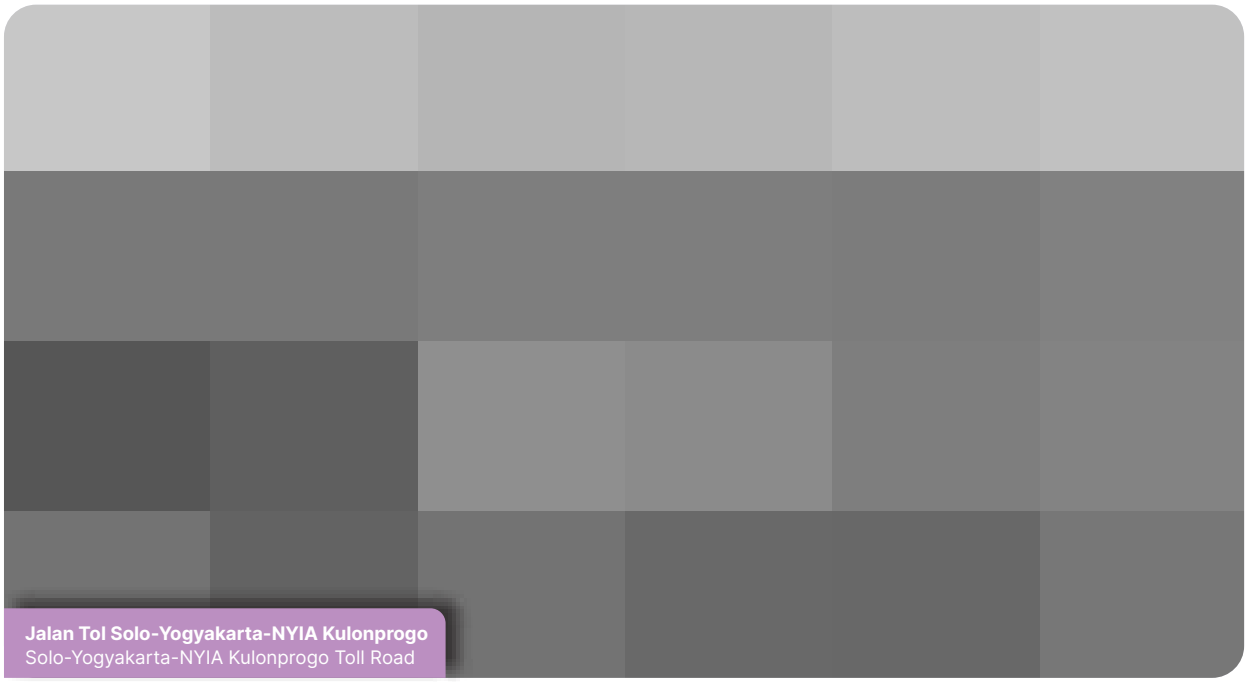
Dewan Komisaris | Board of Commissioners

Inonu Ferryanto	Komisaris Utama | President Commissioner
Sri Mulyani	Wakil Komisaris Utama | Vice President Commissioner
Sayed Junaidi Rizaldi	Komisaris | Commissioner

Direksi | Board of Directors

Rudy Hardiansyah	Direktur Utama | President Director
Yhanni Haryanto	Direktur Keuangan | Director of Finance
Pristi Wahyono	Direktur Teknik | Director of Engineering

Keterangan:
*) Di tahun 2025, PT JMJ telah menjadi Entitas Anak Perseroan.



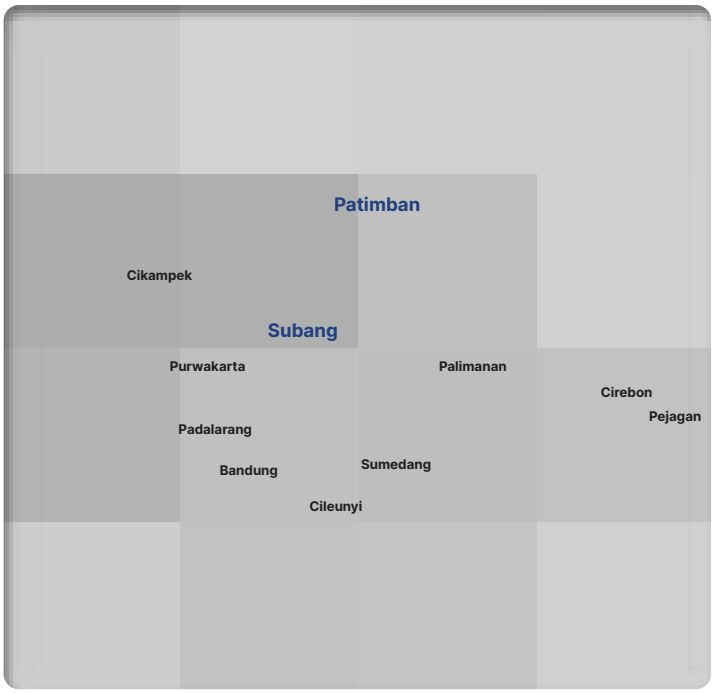
Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo
Solo-Yogyakarta-NYIA Kulonprogo Toll Road

PT Jasamarga Akses Patimban (JAP)

Profil Singkat
Brief Profile

PT JAP berdiri tanggal 16 Januari 2023 yang bergerak di bidang pengusahaan ruas jalan tol Akses Patimban. Sampai dengan akhir tahun 2025, PT JAP masih dalam tahap pembebasan lahan. Pembangunan jalan tol ini diharapkan dapat meningkatkan konektivitas di Provinsi Jawa Barat yang menghubungkan Pelabuhan Patimban dengan ruas jalan tol Cikopo-Palimanan yang termasuk dalam jaringan jalan tol Trans Jawa.

PT JAP was established on January 16, 2023, and is engaged in the operation of the Patimban Access toll road. Until the end of 2025, PT JAP is still in the land acquisition stage. The construction of this toll road is expected to improve connectivity in West Java Province, connecting Patimban Port with the Cikopo-Palimanan toll road, which is part of the Trans Java toll road network.



Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**66,22%**
PT Nusa Raya Cipta	**22,82%**
PT Adhi Karya (Persero) Tbk	**7,22%**
PT PP (Persero) Tbk	**3,02%**
PT Waskita Toll Road	**0,22%**
PT Subang Sejahtera	**0,5%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Truly Nawangsasi	Komisaris Utama | President Commissioner
Hudaya Arryanto Sumadhija	Komisaris | Commissioner
Lasarus Bambang S	Komisaris | Commissioner

Direksi | Board of Directors

Victor Nazarenko Mahandre	Direktur Utama | President Director
Dyah Indra Arianti	Direktur Teknik | Director of Engineering
Antonius Chandra Satya	Direktur Keuangan | Director of Finance

Sketsa 3D Jalan Tol Akses Patimban
3D Sketch of Akses Patimban Toll Road

PT Jasamarga Transjawa Tol (JTT)

Profil Singkat
Brief Profile

PT JTT berdiri pada tahun 2017 (pada mulanya berbentuk Regional Transjawa) berperan sebagai koordinator pengelolaan dan pengendalian 13 ruas jalan tol Jasa Marga di sepanjang Transjawa, meliputi: Jalan Tol Jakarta-Cikampek; Palimanan-Kanci; Semarang Seksi A, B, C; Surabaya-Gempol; Semarang-Batang; Solo-Ngawl; Ngawi-Kertosono; Surabaya-Mojokerto; Gempol-Pasuruan; Gempol-Pandaan; Semarang-Solo; Pandaan-Malang; Jalan Tol Layang MBZ.

Pada tanggal 27 September 2024, dilakukan pengalihan saham milik PT Jasa Marga (Persero) Tbk, peningkatan modal ditempatkan dan disetor, pengambilbagian atas saham-saham baru, dan perubahan pengurus PT JTT.

PT JTT was established in 2017 (initially as Regional Transjawa) and acts as the coordinator for the management and control of 13 Jasa Marga toll road sections along Trans Java network, including: Jakarta-Cikampek Toll Road; Palimanan-Kanci; Semarang Sections A, B, C; Surabaya-Gempol; Semarang-Batang; Solo-Ngawi; Ngawi-Kertosono; Surabaya-Mojokerto; Gempol-Pasuruan; Gempol-Pandaan; Semarang-Solo; Pandaan-Malang; MBZ Elevated Toll Road.

On September 27, 2024, the transfer of shares owned by PT Jasa Marga (Persero) Tbk, an increase in issued and paid-up capital, the acquisition of new shares, and changes to the management of PT JTT were carried out.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**65,00%**
PT Metro Pacific Tollways Indonesia Services	**20,30%**
Warrington Investment Pte. Ltd	**10,47%**
PT Marga Utama Nusantara	**4,24%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Ahmad Nasir Siregar	Komisaris Utama | President Commissioner
Francis Emmanuel Dalupan Rojas	Komisaris | Commissioner
Beni	Komisaris | Commissioner

Direksi | Board of Directors

Rudi Kurniadi	Direktur Utama | President Director
Siti Sarah	Direktur Keuangan | Director of Finance
Pratomo Bimawan Putra	Direktur Operasional | Director of Operational
Omar Danni Hasan	Direktur Bisnis dan Strategi | Director of Business and Strategic
Denn Charly Gonzales Espanola	Direktur Risiko dan Kepatuhan | Director of Risk and Compliance

Jalan Tol Jakarta-Cikampek dan Jalan Layang MBZ
The Jakarta–Cikampek Toll Road and the MBZ Flyover

PT Jasamarga Tollroad Operator (JMTO)

Profil Singkat
Brief Profile

PT JMTO adalah perusahaan yang fokus dalam bidang pengoperasian jalan tol, khususnya jasa layanan transaksi pengumpulan tol. PT JMTO yang awalnya bernama PT Jasa Layanan Operasi (JLO) didirikan pada tanggal 21 Agustus 2015. Sebagai *market leader* di bidang pengoperasian jalan tol, JMTO memiliki fokus utama kepuasan dan kepercayaan pengguna jalan tol/pelanggan dengan meningkatkan kualitas layanan transaksi melalui peningkatan kompetensi SDM, menerapkan Standar Pelayanan Minimum (SPM) dengan target maksimal 3-4 detik untuk setiap transaksi per kendaraan, menerapkan sistem integrasi data yang aman dan terpercaya, serta menerapkan sistem pemantauan online yang terpusat.

PT JMTO akan mengembangkan usahanya ke bidang layanan lalu lintas dan jasa layanan lainnya, di antaranya, pengembangan *Electronic Toll Collection* (ETC) serta pengelolaan perlengkapan dan peralatan teknologi penunjang operasi jalan tol untuk mengatasi kendala dan hambatan yang terjadi di lapangan. Dengan pengalaman dan kompetensi yang mumpuni, PT JMTO adalah mitra yang andal dan terpercaya bagi Badan Usaha Jalan Tol (BUJT), tidak hanya pada ruas jalan tol Jasa Marga, namun juga pada ruas jalan tol milik BUJT lainnya.

PT JMTO is a company that focuses on toll road operations, particularly toll collection services. PT JMTO, formerly known as PT Jasa Layanan Operasi (JLO), was established on August 21, 2015. As the market leader in toll road operations, JMTO prioritizes user satisfaction and trust by enhancing transaction service quality through improved human resource capabilities, implementing Minimum Service Standards (SPM) with a target of 3-4 seconds per transaction per vehicle, adopting secure and reliable data integration systems, and deploying a centralized online monitoring system.

PT JMTO will expand its business into traffic services and other services, including the development of Electronic Toll Collection (ETC) and the management of equipment and technological tools to support toll road operations to solve operational issues and obstacles. With its extensive experience and expertise, PT JMTO is a reliable and trusted partner for Toll Road Business Entities (BUJT), not only on Jasa Marga toll roads but also on toll roads owned by other BUJTs.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**99,98%**
Inkopkar Jasa Marga	**0,02%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Ir. Mira Handayani S	Komisaris Utama | President Commissioner
Mashudi	Komisaris Independen | Independent Commissioner
Wishnu Prawira Asmawi	Komisaris | Commissioner
Yudha Wasita Kartika Putra	Komisaris | Commissioner
Didyk Choiroel	Komisaris | Commissioner

Direksi | Board of Directors

Tri Wahyu Subekti	Direktur Utama | President Director
Herlambang Septiaji	Direktur Keuangan | Director of Finance
Shandy Maulana Haris	Direktur Teknologi Informasi | Director of Information Technology
Zakaria	Direktur Human Capital dan Manajemen Risiko| Director of Human Capital and Risk Management
Hadha Alamajibuwono	Direktur Operasi | Director of Operations

Pelayanan Lalu Lintas di Jalan Tol Jasa Marga Grup
Traffic Services on Jasa Marga Grup's Toll Road

PT Jasamarga Tollroad Maintenance (JMTM)

Profil Singkat
Brief Profile

PT JMTM merupakan perusahaan yang bergerak di bidang Jasa Manajemen Preservasi Jalan Tol dan Konstruksi yang meliputi kegiatan perencanaan dan pelaksanaan preservasi jalan tol, peningkatan kapasitas jalan tol dan Konstruksi dalam rangka pemenuhan Standar Pelayanan Minimal (SPM) jalan tol pada ruas-ruas jalan tol yang dioperasikan oleh PT Jasa Marga (Persero) Tbk dan kelompok usahanya.

PT JMTM is a company engaged in Toll Road Preservation Management and Construction Services, which includes planning and implementing toll road preservation, increasing toll road capacity, and construction to meet the Minimum Service Standards (SPM) for toll roads on sections of toll roads operated by PT Jasa Marga (Persero) Tbk and its business group.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**99,82%**
Inkopkar Jasa Marga	**0,18%**

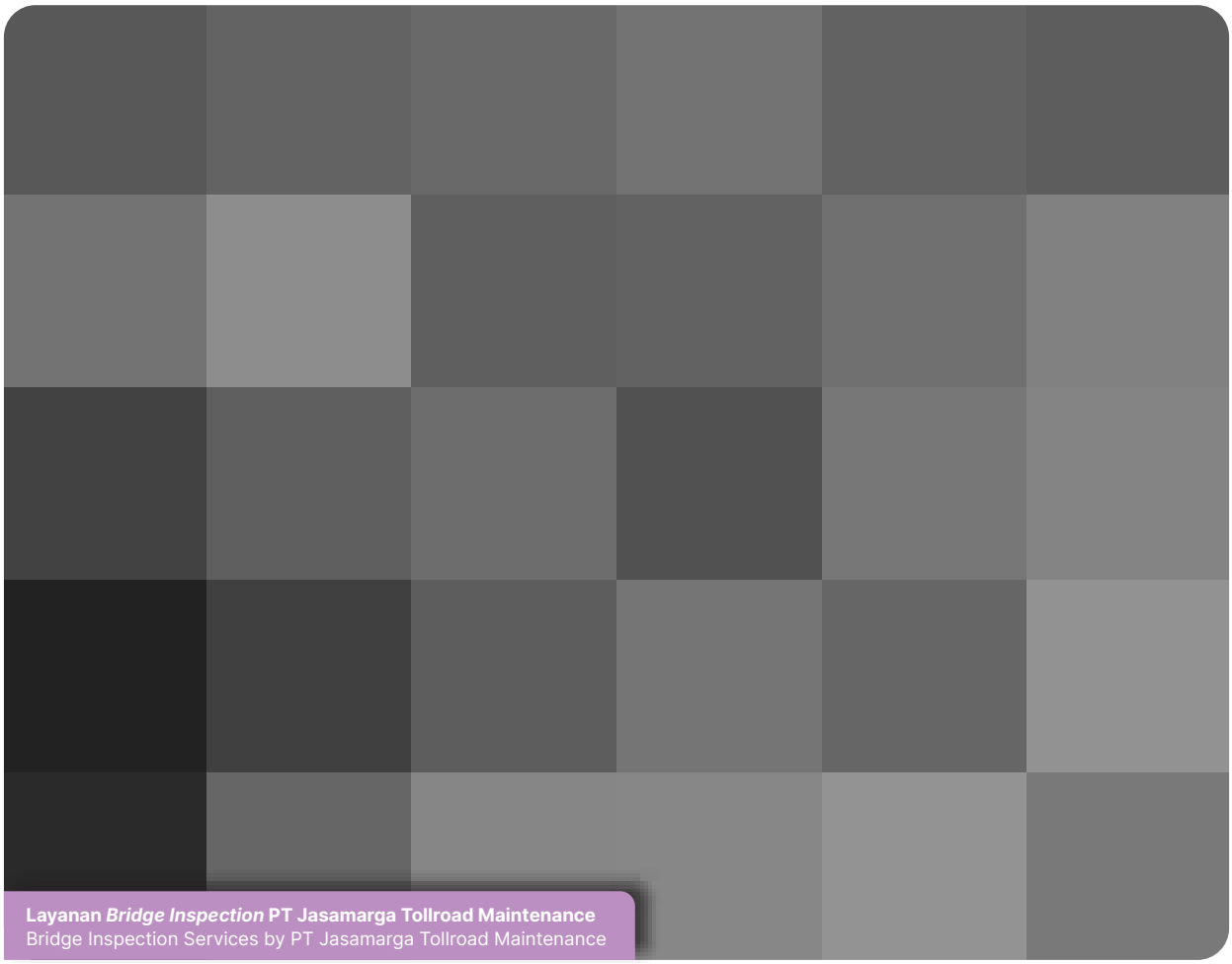
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

George I.M.P Manurung	Komisaris Utama | President Commissioner
Agustin Lumban Gaol	Komisaris | Commissioner
Nasarudin	Komisaris | Commissioner
Zulhamedy	Komisaris | Commissioner

Direksi | Board of Directors

Suchandra Paganda Hutabarat	Direktur Utama | President Director
Dadan Waradia	Direktur Keuangan dan Manajemen Risiko | Director of Finance & Risk Management
Adhi Kristiawan	Direktur Operasi | Director of Operations
Linda Pakpahan	Direktur Proyek Konstruksi & Pengembangan Bisnis | Director of Construction Project & Business Development



Layanan *Bridge Inspection* PT Jasamarga Tollroad Maintenance
Bridge Inspection Services by PT Jasamarga Tollroad Maintenance

PT Jasamarga Related Business (JMRB)

Profil Singkat
Brief Profile

PT JMRB berdiri pada 15 Januari 2013, sebagai anak perusahaan PT Jasa Marga (Persero) Tbk bidang usaha non-jalan tol. PT JMRB dibentuk dalam rangka memaksimalkan potensi bisnis di sekitar jalan tol milik Jasa Marga Grup guna mendukung perkembangan bisnis PT Jasa Marga (Persero) Tbk. Berdasarkan hasil Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019, PT Jasa Marga (Persero) Tbk menetapkan bahwa PT JMRB merupakan salah satu "*Core Business*" PT Jasa Marga (Persero) Tbk. Adapun bidang usaha PT JMRB antara lain, bidang pengembangan properti/*Toll Corridor Development* (TCD), Tempat Istirahat dan Pelayanan (TIP), dan utilitas, *building management*, serta bisnis komersil.

PT JMRB was established on January 15, 2013, as a subsidiary of PT Jasa Marga (Persero) Tbk in the non-toll road business sector. PT JMRB was formed to maximize business potential around Jasa Marga Group's toll roads to support the business development of PT Jasa Marga (Persero) Tbk. Based on the results of the 2019 Annual General Meeting of Shareholders, PT Jasa Marga (Persero) Tbk determined that PT JMRB is one of the "core businesses" of PT Jasa Marga (Persero) Tbk. The business areas of PT JMRB include property development/Toll Corridor Development (TCD), Rest Areas and Services (TIP), utilities, building management, and commercial businesses.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**99,94%**
Inkopkar Jasa Marga	**0,06%**

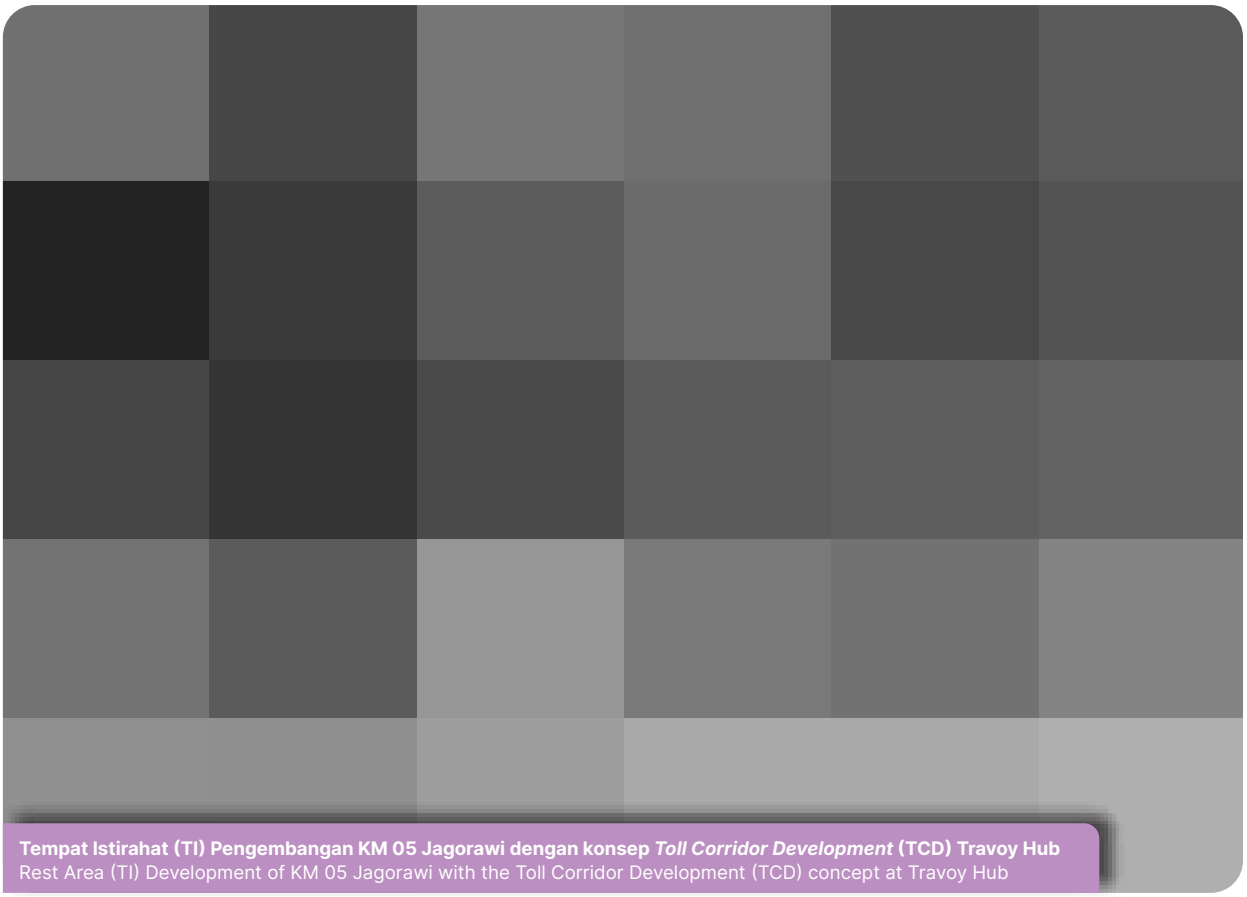
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Yohanes Baptista Satya Sannagureha	Komisaris Utama | President Commissioner
Palsal Sangadji	Komisaris | Commissioner
Syafruddin Budiman	Komisaris | Commissioner
Samira Alatas	Komisaris | Commissioner
Ancilla Yanny Irmella	Komisaris Independen | Independent Commissioner

Direksi | Board of Directors

Netty Renova	Direktur Utama | Direktur Utama
Hendra Gunawan	Direktur Keuangan, SDM, dan Umum | Direktur Keuangan, SDM, dan Umum
Bayu Nurbaya	Direktur Bisnis Koridor Jalan Tol | Direktur Bisnis Koridor Jalan Tol
Bimo Esmunantyo	Direktur Bisnis Fasilitas Jalan Tol | Director of Toll Road Corridor Business



Tempat Istirahat (TI) Pengembangan KM 05 Jagorawi dengan konsep *Toll Corridor Development* (TCD) Travoy Hub
Rest Area (TI) Development of KM 05 Jagorawi with the Toll Corridor Development (TCD) concept at Travoy Hub

PT Jalantol Lingkarluar Jakarta (JLJ)*

Profil Singkat
Brief Profile

PT JLJ didirikan pada tanggal 22 Desember 2000 yang bergerak di bidang Jasa Manajemen Layanan Transaksi, Jasa Manajemen Layanan Lalu Lintas dan Jasa Layanan Preservasi Jalan Tol dan Pengamanan aset Jalan Tol Lingkar Luar Jakarta (JORR) yang meliputi seksi W2 (Ruas Pondok Pinang-Ulujami), seksi S (Ruas Pondok Pinang-TMII IC), seksi E1 (Ruas TMII IC-Cikunir IC) dan seksi E2 + E3 (Ruas Cikunir IC-Rorotan) serta Ruas Ulujami-Pondok Aren-Serpong dan Pondok Ranji.Pada tahun 2016 hak pengoperasian Jalantol Lingkarluar Jakarta Ruas Pondok Pinang-Jagorawi (seksi S) yang semula berada pada Jasa Marga dialihkan kepada PT Hutama Karya (Persero). Menindaklanjuti hal tersebut di atas PT Hutama Karya melakukan kerja sama di bidang pengoperasian, pengamanan dan preservasi jalan tol JORR Seksi S (Ruas Pondok Pinang-Jagorawi) dengan JLJ.

Terhitung sejak tanggal 1 Januari 2020, PT Jasa Marga (Persero) Tbk. menetapkan pengalihan pelaksanaan pekerjaan preservasi ruas JORR Non S kepada PT Jasa Marga Tollroad Maintenance (PT JMTM). Sejak tanggal 1 April 2020, PT Jasa Marga (Persero) Tbk. menetapkan pengalihan pelaksanaan pengoperasian ruas JORR Non S kepada PT Jasa Marga Tollroad Operator (PT JMTO). Mulai tanggal 1 April 2020 sampai dengan saat ini, PT JLJ melaksanakan pengoperasian tol JORR Seksi S, yaitu dari Ruas Pondok Pinang-Jagorawi. Pada tanggal 8 Mei 2024, telah diadakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT JLJ dengan keputusan yaitu untuk melakukan penutupan pada PT Jalantol Lingkarluar Jakarta serta menunjuk likuidator terkait proses pembubarannya.

PT JLJ was established on December 22, 2000, and is engaged in Transaction Management Services, Traffic Management Services, and Toll Road Preservation and Security Services for the Jakarta Outer Ring Road (JORR), which includes section W2 (Pondok Pinang-Ulujami Toll Road), section S (Pondok Pinang-TMII IC Toll Road), section E1 (TMII IC-Cikunir IC Toll Road) and sections E2 + E3 (Cikunir IC-Rorotan Toll Road), as well as the Ulujami-Pondok Aren-Serpong and Pondok Ranji sections. In 2016, the Jalantol Lingkarluar Jakarta's operating rights for Pondok Pinang-Jagorawi Toll Road (section S), which Jasa Marga originally held, were transferred to PT Hutama Karya (Persero). Following up on the above, PT Hutama Karya entered into a partnership with JLJ in the operation, security, and preservation of the JORR Section S (Pondok Pinang-Jagorawi Toll Road) toll road.

Effective January 1, 2020, PT Jasa Marga (Persero) Tbk. has transferred the preservation work of the JORR Non-S section to PT Jasa Marga Tollroad Maintenance (PT JMTM). As of April 1, 2020, PT Jasa Marga (Persero) Tbk. has transferred the operation of the JORR Non-S section to PT Jasa Marga Tollroad Operator (PT JMTO). From April 1, 2020, to the present, PT JLJ has been operating the JORR Section S toll road, namely from the Pondok Pinang-Jagorawi Toll Road. On May 8, 2024, an Extraordinary General Meeting of Shareholders (EGMS) of PT JLJ was held, with the decision to close PT Jalantol Lingkarluar Jakarta and appoint a liquidator for the dissolution process.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**99,99%**
Inkopkar Jasa Marga	**0,01%**

Kepengurusan
Management

Moch. Alfi Muzakki	Direktur Utama | President Director

Keterangan | Notes:
*) Di tahun 2025, Perseroan telah melakukan likuidasi terhadap PT JLJ
*) In 2025, the Company liquidated PT JLJ.

Jasa Manajamen Layanan Lalu Lintas PT JLJ
Traffic Services Management of PT JLJ

Ventura Bersama
Joint Venture

Tabel Ventura Bersama
Table of Joint Venture

Perusahaan Company	Bidang Usaha Line of Business	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Status Operasi Status of Operation	Total Aset (dalam juta Rupiah) Total Assets (in millions of rupiah)	
			2025	2024		2025	2024
PT Marga Lingkar Jakarta (MLJ)	Pengusahaan Ruas Jalan Tol Lingkar Luar Jakarta Seksi W2 Utara Jakarta Outer Ring Road Section W2 North Toll Road Concession Holder	Jakarta	51,00	51,00	Beroperasi Operated	1.718.196	1.639.713

Profil Singkat Ventura Bersama
Brief Profile of Joint Venture

PT Marga Lingkar Jakarta (MLJ)

Profil Singkat
Brief Profile

PT MLJ merupakan entitas anak Perseroan yang berdiri tanggal 24 Agustus 2009, mengoperasikan jalan tol JORR W2 Utara (Ulujami-Kebon Jeruk) sepanjang 7,87 km. Jalan tol ini merupakan bagian dari jalan tol Jakarta Outer Ring Road (JORR) yang diresmikan pada 27 Desember 2013 dan beroperasi secara penuh pada 22 Juli 2014.

PT MLJ is a Company subsidiary established on August 24, 2009, operating the 7.87 km JORR W2 North (Ulujami-Kebon Jeruk) toll road. This toll road is part of the Jakarta Outer Ring Road (JORR) toll road, which was inaugurated on December 27, 2013, and became fully operational on July 22, 2014.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tb	**51,00%**
PT Jakarta Marga Jaya	**49,00%**



Jalan Tol Beroperasi
Operated Toll Road



Simpang Susun Meruya Jalan Tol Ulujami-Kebon Jeruk
Meruya Interchange on the Ulujami–Kebon Jeruk Toll Road

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Firman Yosafat Siregar	Komisaris Utama | President Commissioner
Ratna Indrasari	Komisaris Independen | Independent Commissioner
Oktavianus Achirudin	Komisaris | Commissioner

Direksi | Board of Directors

Widiyatmiko Nursejati	Plt. Direktur Utama | Acting President Director
Daisy Setiawan	Direktur Keuangan | Director of Finance

Entitas Asosiasi
Associates

Tabel Entitas Asosiasi
Table of Associates

Perusahaan Company	Bidang Usaha Line of Business	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Status Operasi Status of Operation	Total Aset (dalam juta Rupiah) Total Assets (in millions of rupiah)	
			2025	2024		2025	2024
PT Translingkar Kita Jaya (TLKJ)	Pengusahaan Jalan Tol Cinere-Jagorawi Cinere-Jagorawi Toll Road Concession Holder	Jakarta	21,24	21,24	Beroperasi Operate	4.380.228	4.395.314
PT Bogor Serpong Infra Selaras (BSIS)	Pengusahaan Jalan Tol Bogor-Serpong Bogor-Serpong Toll Road Concession Holder	Jakarta	26,00	26,00	Pengembangan Development	224.373	-

Profil Singkat Entitas Asosiasi
Brief Profile of Associates

PT Translingkar Kita Jaya (TLKJ)

Profil Singkat
Brief Profile

PT TLKJ merupakan entitas asosiasi Perseroan yang didirikan dalam rangka pengusahaan jalan tol Cinere-Jagorawi. Jalan tol ini merupakan bagian dari jaringan jalan tol Jakarta Outer Ring Road II (JORR II) bersama dengan jalan tol Kunciran-Cengkareng, jalan tol Kunciran-Serpong, dan jalan tol Cinere-Serpong yang diharapkan dapat menambah keleluasaan distribusi barang dan pergerakan ekonomi dari wilayah Jakarta ke sekitar Jakarta.

PT TLKJ is an associated entity of the Company established for the purpose of operating the Cinere-Jagorawi toll road. This toll road is part of the Jakarta Outer Ring Road II (JORR II) toll road network, along with the Kunciran-Cengkareng toll road, the Kunciran-Serpong toll road, and the Cinere-Serpong toll road, which are expected to increase the flexibility of goods distribution and economic movement from the Jakarta area to its surrounding areas.

Kepemilikan Saham
Shares Ownership

PT Transindo Karya Investama	**78,00%**
PT Jasa Marga (Persero) Tbk	**21,24%**
PT Kopnatel Jaya	**0,76%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Ir. Sudiro Roi Santoso	Komisaris Utama | President Commissioner
Antonius Irwan Oetama	Komisaris | Commissioner
Ir. Teddy Surianto	Komisaris | Commissioner
Bastillah Noor	Komisaris | Commissioner

Direksi | Board of Directors

Ir. Hilman Muchsin	Direktur Utama | President Director
Alfiandra	Direktur Teknik | Director of Engineering
Cherly P. Santoso	Direktur Keuangan | Director of FInance

PT Bogor Serpong Infra Selaras (BSIS)

Profil Singkat
Brief Profile

PT BSIS merupakan entitas asosiasi Perseroan yang didirikan dalam rangka pengusahaan jalan tol Bogor-Serpong. Jalan tol ini merupakan bagian dari jaringan jalan tol Jakarta Outer Ring Road III (JORR III) yang terkoneksi dengan ruas jalan tol Bogor Ring Road yang diharapkan dapat menambah keleluasaan.

PT BSIS is an associated entity of the Company established for the purpose of operating the Bogor-Serpong toll road. This toll road is part of the Jakarta Outer Ring Road III (JORR III) toll road network, which is connected to the Bogor Ring Road toll road section, expected to enhance connectivity.

Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	**26,00%**
PT Persada Utama Infra	**52,00%**
PT Adhi Karya (Persero) Tbk	**12,00%**
PT Hutama Karya Infrastruktur	**10,00%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Aldrin Maulana	Komisaris Utama | President Commissioner
Aditya Ellyus	Komisaris | Commissioner
Irvanus Ellyus	Komisaris | Commissioner
Muhammad Rozi Rinjayadi	Komisaris | Commissioner

Direksi | Board of Directors

Eldy Ellyus	Direktur Utama | President Director
Dede Hasbullah Halim	Direktur | Director
Rosma Indriyani	Direktur Teknik | Director of Engineering
Vito Adivta Nugraha	Direktur Keuangan | Director of Finance

Entitas Anak dan Ventura Bersama PT JTT
Subsidiaries and Joint Venture of PT JTT

Sehubungan dengan dilakukannya pengalihan *spin-off* atas 13 ruas jalan tol yang dimiliki Perseroan ke PT JTT per 1 Juli 2022, profil 6 (enam) entitas anak jalan tol dan 3 (tiga) ventura bersama PT JTT adalah sebagai berikut:

Due to the spin-off of 13 toll road sections owned by the Company to PT JTT as of July 1, 2022, the profiles of six toll road subsidiaries and 3 (three) joint ventures of PT JTT are as follows:

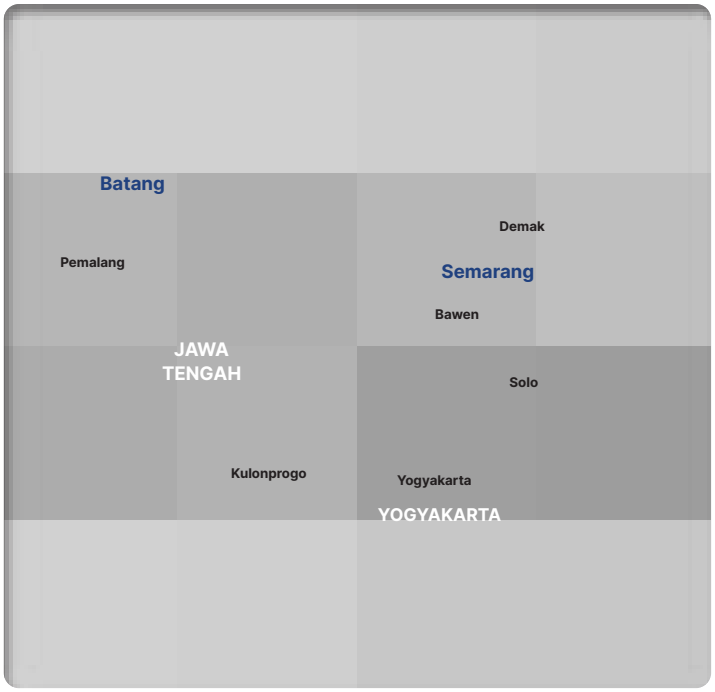
Profil Singkat Entitas Anak PT JTT
Brief Profile of PT JTT Subsidiaries

PT Jasamarga Semarang Batang (JSB)

Profil Singkat
Brief Profile

PT JSB berdiri pada tanggal 21 April 2016, mengoperasikan ruas jalan tol Batang-Semarang sepanjang 74,90 km. Jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa di mana pembangunan konstruksi jalan tol ini dimulai pada Agustus 2016 dan telah beroperasi penuh pada 20 Desember 2018. Jalan tol ini membentang dari Kabupaten Batang hingga Kota Semarang, dan terhubung dengan dua ruas tol lainnya, yaitu Pemalang- Batang dan Semarang ABC. Adanya jalan tol ini bertujuan untuk meningkatkan konektivitas antar wilayah pada beberapa kota vital di Jawa Tengah.

PT JSB was established on April 21, 2016, operating the 74.90 km Batang-Semarang toll road. This toll road is part of the Trans Java toll road network, with construction beginning in August 2016 and full operation commencing on December 20, 2018. The toll road stretches from Batang Regency to Semarang City and connects to two other toll road sections, namely Pemalang-Batang and Semarang ABC. The toll road aims to improve connectivity between several vital cities in Central Java.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**44,18%**
PT King Bless Limited	**39,77%**
PT Lintas Marga Jawa	**16,05%**

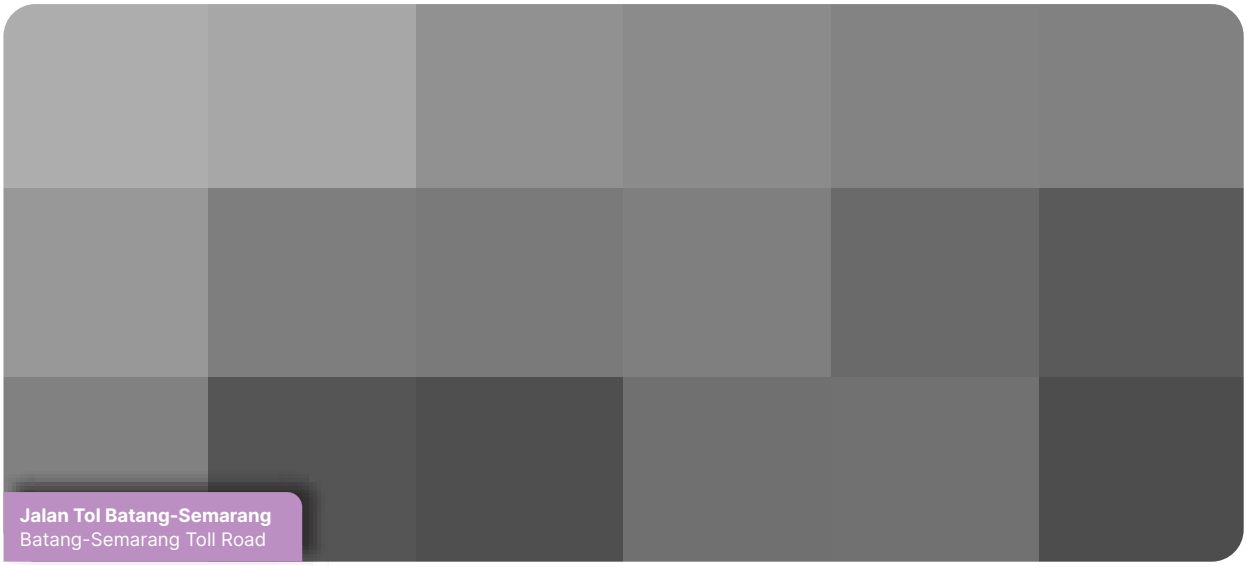
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Budy Sultan	Komisaris Utama | President Commissioner
Rina Dwi Andini	Komisaris | Commissioner
Choi Hung Fat	Komisaris | Commissioner

Direksi | Board of Directors

Nasrullah	Direktur Utama | President Director
Sofyan Abdu Syech	Direktur Keuangan | Director of Finance
Daru Satrio	Direktur Teknik dan Operasional | Director of Engineering and Operations



Jalan Tol Batang-Semarang
Batang-Semarang Toll Road

PT Jasamarga Solo Ngawi (JSN)

Profil Singkat
Brief Profile

PT JSN berdiri pada tanggal 24 Maret 2009, mengoperasikan ruas jalan tol Solo-Ngawi sepanjang 91,1 km. Jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa dan telah beroperasi penuh sejak tahun 2018. Adanya jalan tol ini diharapkan mampu menjadi katalis positif peningkatan mobilitas arus orang, barang, dan jasa serta peningkatan perekonomian khususnya di wilayah Jawa Tengah.

PT JSN was established on March 24, 2009, and operates the Solo-Ngawi toll road section spanning 91.1 km. This toll road is part of the Trans Java toll road network and has been fully operational since 2018. The presence of this toll road is expected to serve as a positive catalyst for enhancing the mobility of people, goods, and services, as well as boosting the economy, particularly in Central Java.

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**42,62%**
Kings Key Limited	**40,00%**
PT Lintas Marga Jawa	**17,38%**



Jalan Tol Beroperasi
Operated Toll Road

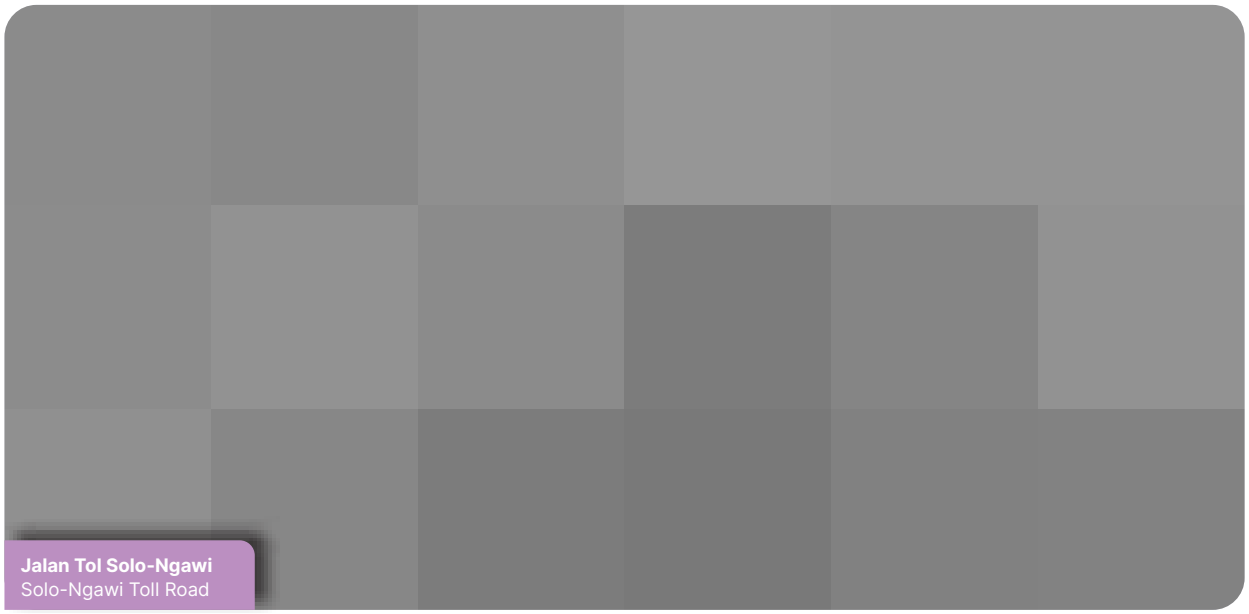
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Devi Lusyana	Komisaris Utama | President Commissioner
Iwan Agung Prasetyo	Komisaris | Commissioner
Choi Hung Fat	Komisaris | Commissioner

Direksi | Board of Directors

Mery Natacha Panjaitan	Direktur Utama | President Director
Surya Panyuluh	Direktur Keuangani | Director of Finance
M Historya Ayanda	Direktur Teknik | Director of Engineering



Jalan Tol Solo-Ngawi
Solo-Ngawi Toll Road

PT Jasamarga Ngawi Kertosono Kediri (JNK)

Profil Singkat
Brief Profile

PT JNK berdiri pada tanggal 24 Maret 2009, mengusahakan pengoperasian ruas jalan tol Ngawi-Kertosono-Kediri. Jalan tol ini diakuisisi oleh Perseroan pada tahun 2015 dan merupakan bagian dari jaringan jalan tol Trans Jawa, membentang sepanjang wilayah Kabupaten Ngawi, Kabupaten Madiun, Kabupaten Magetan, Kabupaten Nganjuk, Kabupaten Kertosono, Kabupaten Jombang, hingga Kabupaten Kediri di Provinsi Jawa Timur. Jalan tol ini terbagi dalam 5 Seksi, dimana Seksi 1 hingga Seksi 4 telah beroperasi sejak 20 Desember 2018. Sedangkan, Seksi 5 yaitu ruas Kertosono-Kediri yang konsesinya diperoleh pada 2018 saat ini masih dalam proses pembebasan lahan.

PT JNK was established on March 24, 2009, to operate the Ngawi-Kertosono-Kediri toll road section. This toll road was acquired by the Company in 2015 and is part of the Trans Java toll road network, stretching across the districts of Ngawi, Madiun, Magetan, Nganjuk, Kertosono, Jombang, and Kediri in East Java Province. The toll road is divided into five sections, with Sections 1 to 4 having been operational since December 20, 2018. Meanwhile, Section 5, the Kertosono-Kediri section, whose concession was obtained in 2018, is currently still in the land acquisition process.

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**45,03%**
Kings Key Limited	**40,00%**
PT Lintas Marga Jawa	**14,97%**



Jalan Tol Beroperasi
Operated Toll Road

Jalan Tol Fase Pembebasan Lahan & Konstruksi
Toll Road in Land Acquisition & Construction Phases

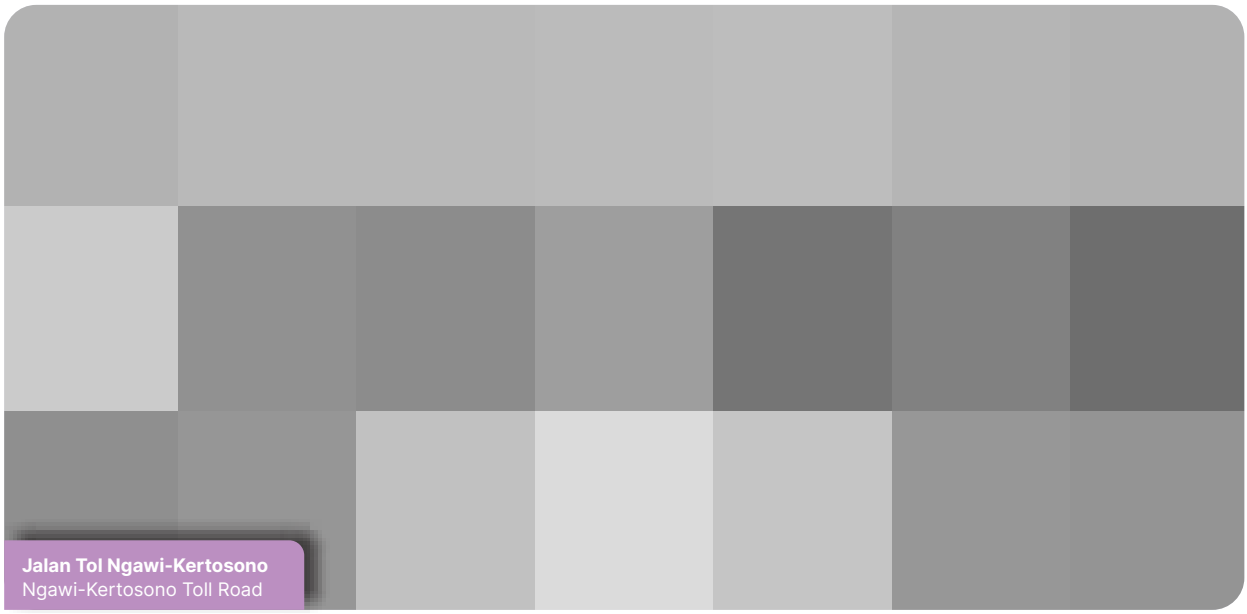
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Haning Pangastuty	Komisaris Utama | President Commissioner
Choi Hung Fat	Komisaris | Commissioner
Setia Pria Husada	Komisaris | Commissioner

Direksi | Board of Directors

Arie Irianto	Direktur Utama | President Director
R Aryo Gunanto	Direktur Teknis dan Operasional | Director of Engineering and Operations
Surya Panyuluh	Direktur Keuangan | Director of Finance



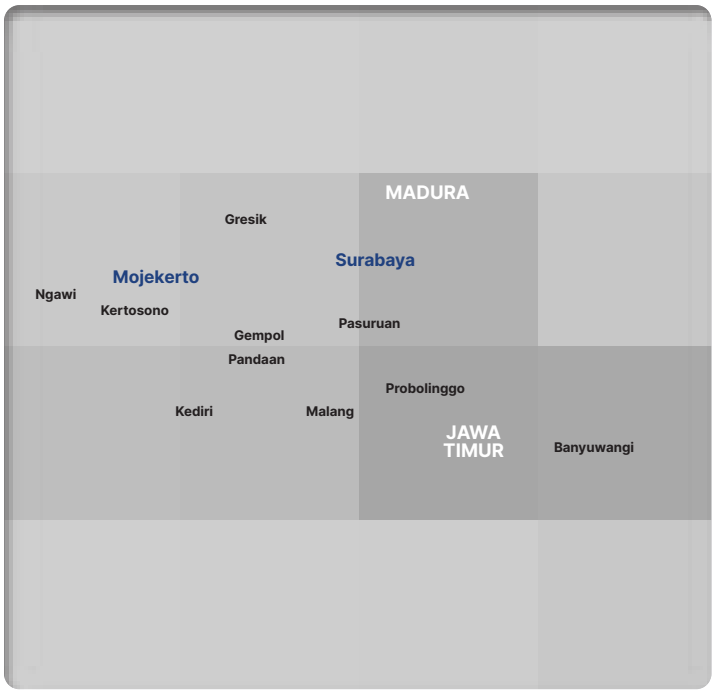
Jalan Tol Ngawi-Kertosono
Ngawi-Kertosono Toll Road

PT Jasamarga Surabaya Mojokerto (JSM)

Profil Singkat
Brief Profile

PT JSM berdiri pada tanggal 19 Agustus 1994, mengoperasikan jalan tol Surabaya-Mojokerto sepanjang 36,27 km. Jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa yang diharapkan dapat semakin menghidupkan potensi ekonomi Provinsi Jawa Timur dan sekitarnya. Jalan tol ini terhubung dengan jalan tol Surabaya-Gempol, Kertosono-Mojokerto dan jalan tol Waru-Juanda yang telah lebih dulu beroperasi serta terkoneksi dengan Krian Legundi Bunder Manyar (KLBM).

PT JSM was established on August 19, 1994, operating the 36.27 km Surabaya-Mojokerto toll road. This toll road is part of the Trans Java toll road network, which is expected to further boost the economic potential of East Java Province and its surrounding areas. The toll road is connected to the Surabaya-Gempol, Kertosono-Mojokerto, and Waru-Juanda toll roads, which have been operational for some time, and is also linked to the Krian Legundi Bunder Manyar (KLBM) toll road.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**55,51%**
PT Astra Tol Nusantara	**44,49%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Billy Perkasa	Komisaris Utama | President Commissioner
Abul Chair	Komisaris | Commissioner

Direksi | Board of Directors

Dominicus Hari Pratama	Direktur Utama | President Director
Fajar Andi Sutrisno Putro	Direktur Keuangan | Director of Finance

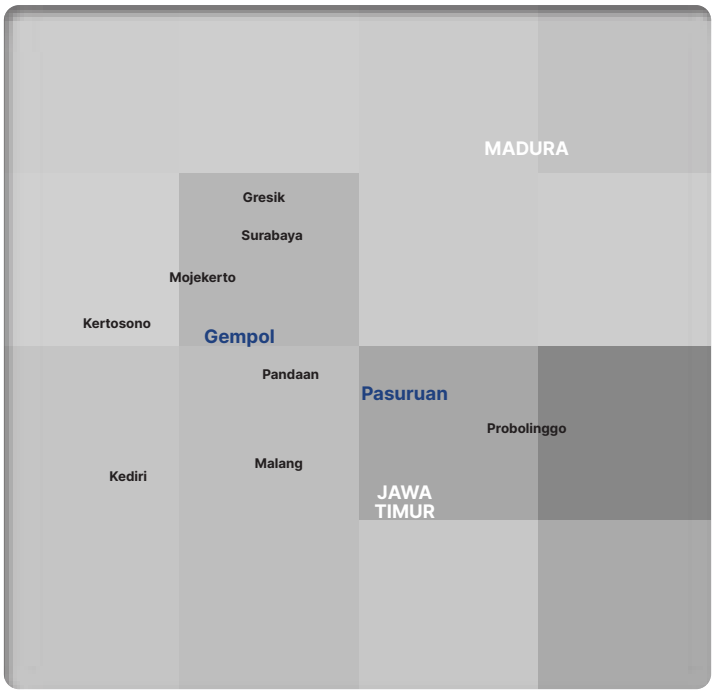
Jalan Tol Surabaya-Mojokerto
Surabaya-Mojokerto Toll Road

PT Jasamarga Gempol Pasuruan (JGP)

Profil Singkat
Brief Profile

PT JGP berdiri pada tanggal 28 Juni 2010, mengoperasikan jalan tol Gempol-Pasuruan sepanjang 34,15 km dan telah beroperasi penuh pada tahun 2018. Jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa yang menghubungkan Gempol sampai Pasuruan di Provinsi Jawa Timur. Berlokasi di salah satu kawasan industri di Pulau Jawa, jalan tol Gempol-Pasuruan diharapkan dapat memberikan kontribusi positif dalam meningkatkan arus lalu lintas dari dan ke Kota Pasuruan.

PT JGP was established on June 28, 2010, operating the 34.15 km Gempol-Pasuruan toll road, which became fully operational in 2018. This toll road is part of the Trans Java toll road network connecting Gempol to Pasuruan in East Java Province. Located in one of Java's industrial areas, the Gempol-Pasuruan toll road is expected to make a positive contribution to improving traffic flow to and from Pasuruan City.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**99,35%**
PT Jatim Prasarana Utama	**0,65%**

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Dwimawan Heru Santoso	Komisaris Utama | President Commissioner
Mirza Muttaqien	Komisaris | Commissioner

Direksi | Board of Directors

Muhammad Taufik Akbar	Direktur Utama | President Director
Aruji Murtianto	Direktur Keuangan | Director of Finance

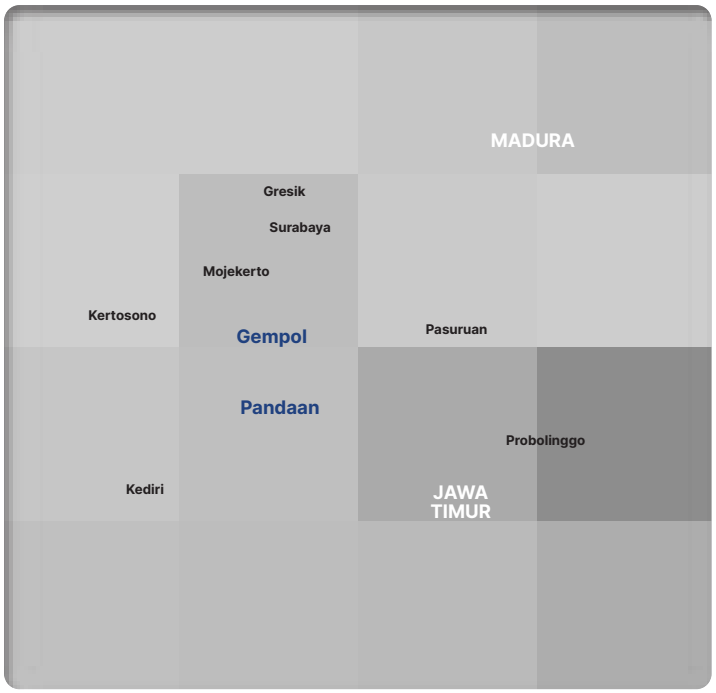
Jalan Tol Gempol-Pasuruan
Gempol-Pasuruan Toll Road

PT Jasamarga Pandaan Tol (JPT)

Profil Singkat
Brief Profile

PT JPT berdiri pada tanggal 25 September 1996, mengoperasikan ruas jalan tol Gempol-Pandaan sepanjang 13,61 km. Pelaksanaan pembangunan jalan tol ini dimulai tahun 2012 dan sepanjang 12,65 km mulai dioperasikan pada tanggal 12 Juni 2015 yang peresmiannya dilakukan oleh Presiden RI Joko Widodo pada tanggal 18 Juni 2015. Jalan tol ini telah beroperasi penuh pada tahun 2019 dan diharapkan dapat menjadi solusi mengatasi kemacetan pada jalan nasional yang ada dan meningkatkan efisiensi kegiatan logistik di Jawa Timur.

PT JPT was established on September 25, 1996, operating the 13.61 km Gempol-Pandaan toll road. Construction of this toll road began in 2012, and 12.65 km of it began operating on June 12, 2015, when it was inaugurated by Indonesian President Joko Widodo on June 18, 2015. The toll road has been fully operational since 2019 and is expected to provide a solution to traffic congestion on existing national roads and improve the efficiency of logistics activities in East Java.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	40,00%
PT Trans Optima Luhur	53,81%
PT Jalan Tol Kabupaten Pasuruan	6,19%

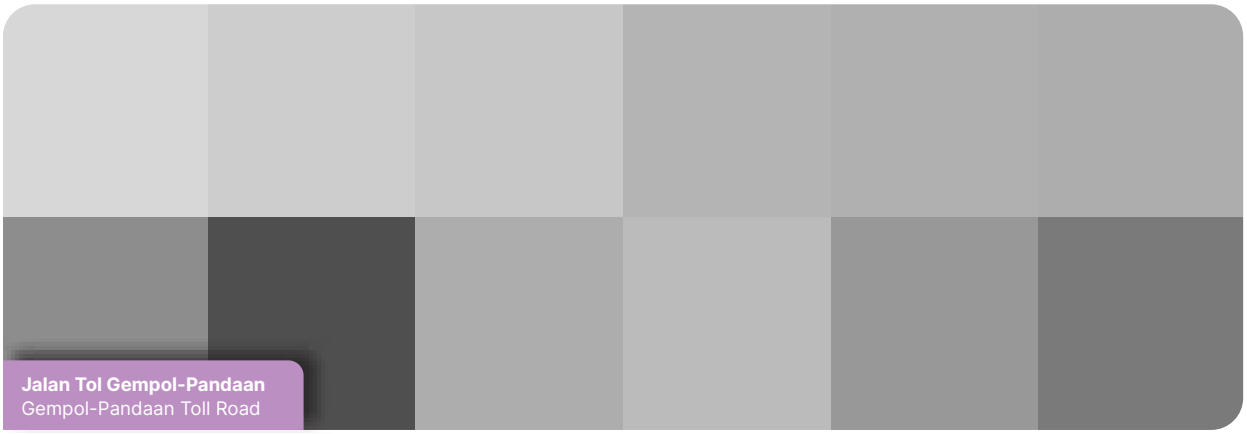
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Yudi Tria Wahyu Pamungkas	Komisaris Utama | President Commissioner
Bahrul Alam	Komisaris | Commissioner
Erwin Hidayatulloh Al-Jakartaty	Komisaris Independen | Independent Commissioner

Direksi | Board of Directors

Muhammad Taufik Akbar	Plt. Direktur Utama | President Director
Indarani	Direktur | Director



Jalan Tol Gempol-Pandaan
Gempol-Pandaan Toll Road

Selain, 6 (enam) entitas anak jalan tol, PT JTT juga memiliki 2 (dua) entitas anak lain yang dibentuk atas inisiatif alternatif pendanaan berbasis ekuitas, yakni RDPT dan Dinfra pada beberapa ruas jalan tol Transjawa, yakni PT Lintas Marga Jawa (LMJ) dan PT Trans Optima Luhur (TOL).

In addition to 6 (six) toll road subsidiaries, PT JTT also has 2 (two) other subsidiaries established through alternative equity-based financing initiatives, namely RDPT and Dinfra on several Trans Java toll road sections, namely PT Lintas Marga Jawa (LMJ) and PT Trans Optima Luhur (TOL).

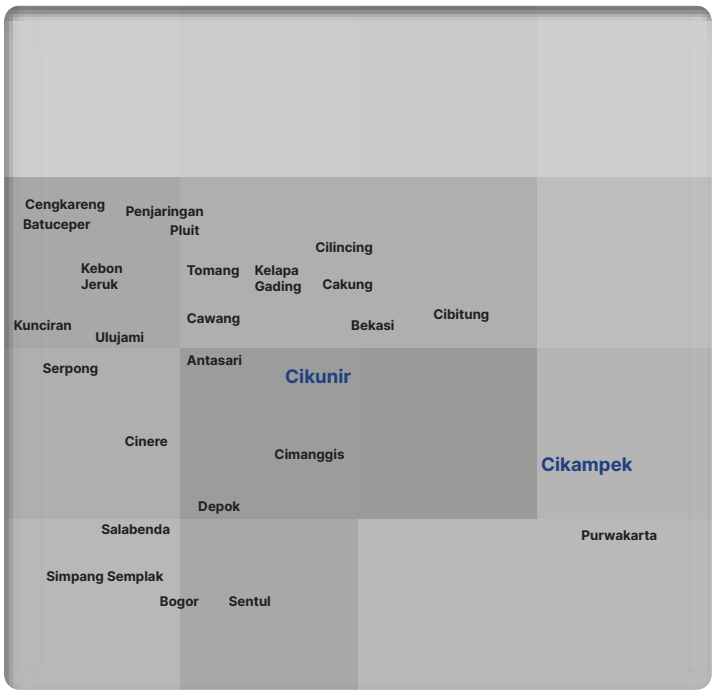
Profil Singkat Ventura Bersama PT JTT
Brief Profile of PT JTT Joint Venture

PT Jasamarga Jalanlayang Cikampek (JJC)

Profil Singkat
Brief Profile

PT JJC berdiri pada tanggal 24 November 2016, mengoperasikan ruas jalan tol Jakarta-Cikampek II Elevated atau yang dikenal dengan jalan tol Layang MBZ sepanjang 38 km. Jalan tol ini menghubungkan Cikunir-Karawang Barat dan telah beroperasi sejak Desember 2019. Jalan tol ini dibangun sebagai jalur alternatif dari Jakarta menuju Karawang, Cikampek dan Bandung serta merupakan bagian dari jaringan jalan tol Trans Jawa. Adanya jalan tol ini diharapkan dapat mengurai kepadatan karena jalan tol Jakarta-Cikampek sebelumnya sudah mencapai kapasitas optimalnya. Diharapkan jalan tol ini dapat memperlancar arus orang, barang, dan jasa dari wilayah Jakarta ke arah timur Pulau Jawa.

PT JJC was established on November 24, 2016, and operates the Jakarta-Cikampek II Elevated toll road, also known as the MBZ Elevated Toll Road, which is 38 km long. This toll road connects Cikunir and Karawang Barat and has been operational since December 2019. This toll road was built as an alternative route from Jakarta to Karawang, Cikampek, and Bandung and is part of the Trans Java toll road network. The toll road is expected to reduce congestion as the previous Jakarta-Cikampek toll road has reached its optimal capacity. It is hoped that this toll road will facilitate the flow of people, goods, and services from the Jakarta area to the eastern part of Java Island.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**40,00%**
PT Margautama Nusantara	**40,00%**
PT Ranggi Sugiron Perkasa	**20,00%**

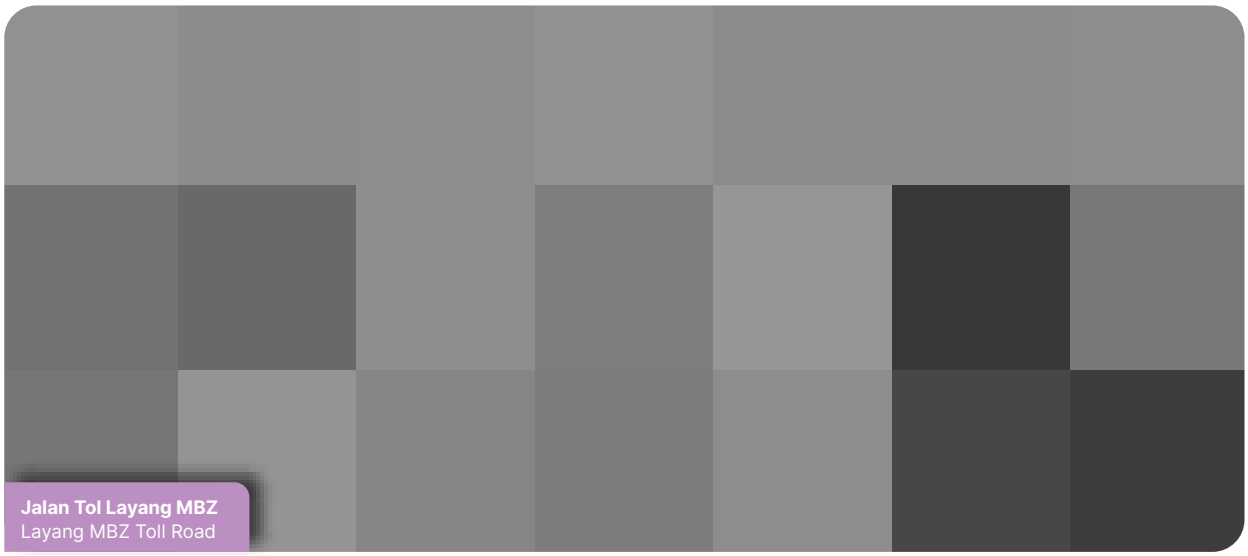
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Muhammad Ramdani Basri	Komisaris Utama | President Commissioner
Budi Harimawan Semihardjo	Komisaris | Commissioner
Labuan Nababan	Komisaris | Commissioner

Direksi | Board of Directors

Hendri Taufik	Direktur Utama | President Director
Harris Prayudi	Direktur | Director
Satria Surjati	Direktur | Director



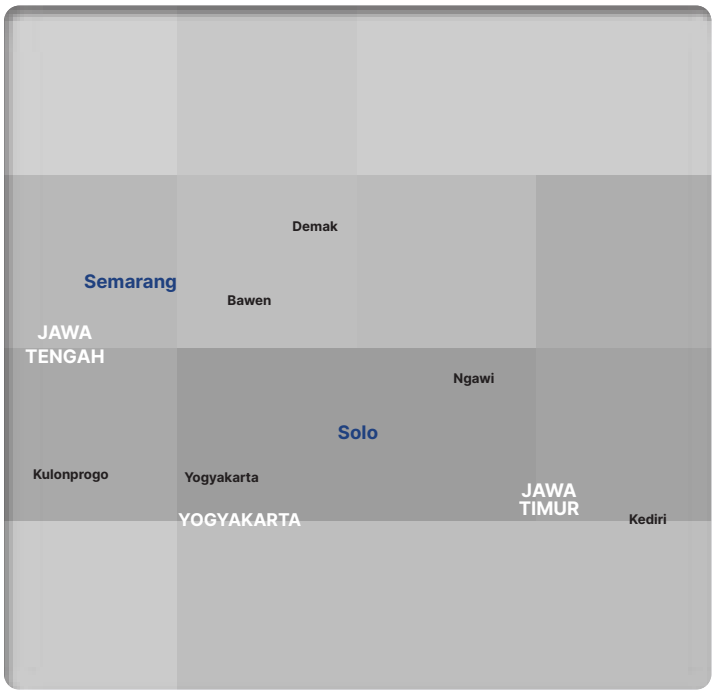
Jalan Tol Layang MBZ
Layang MBZ Toll Road

PT Trans Marga Jateng (TMJ)

Profil Singkat
Brief Profile

PT TMJ berdiri pada tanggal 07 Juli 2007, mengoperasikan jalan tol Semarang-Solo sepanjang 72,64 km. Jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa dan telah beroperasi secara penuh pada tahun 2019. Jalan tol ini menghubungkan beberapa daerah di wilayah Jawa Tengah, yaitu Semarang, Ungaran, Bawen, dan Salatiga serta Boyolali. Pengoperasian Seksi I Semarang-Ungaran sepanjang 10,85 km, pengoperasian Seksi II Semarang-Bawen sepanjang 11,99 km, pengoperasian Seksi III Bawen-Salatiga sepanjang 17,99 km, serta pengoperasian Seksi IV dan Seksi V ruas Salatiga-Kartasura sepanjang 32,21 km yang merupakan bagian akhir dari seluruh seksi di ruas Jalan Tol Semarang-Solo telah beroperasi sejak tanggal 14 Januari 2019.

PT TMJ was established on July 7, 2007, operating the 72.64 km Semarang-Solo toll road. This toll road is part of the Trans Java toll road network and has been fully operational since 2019. It connects several areas in Central Java, namely Semarang, Ungaran, Bawen, Salatiga, and Boyolali. The operation of Section I Semarang-Ungaran is 10.85 km long, Section II Semarang-Bawen at 11.99 km long, Section III Bawen-Salatiga at 17.99 km long, and Sections IV and V of the Salatiga-Kartasura section, spanning 32.21 km, which is the final section of the entire Semarang-Solo Toll Road. These sections have been operational since January 14, 2019.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	**50,91%**
PT Astra Tol Nusantara	**40,00%**
PT Trans Optima Luhur	**8,00%**
PT Sarana Pembangunan Jawa Tengah	**1,09%**

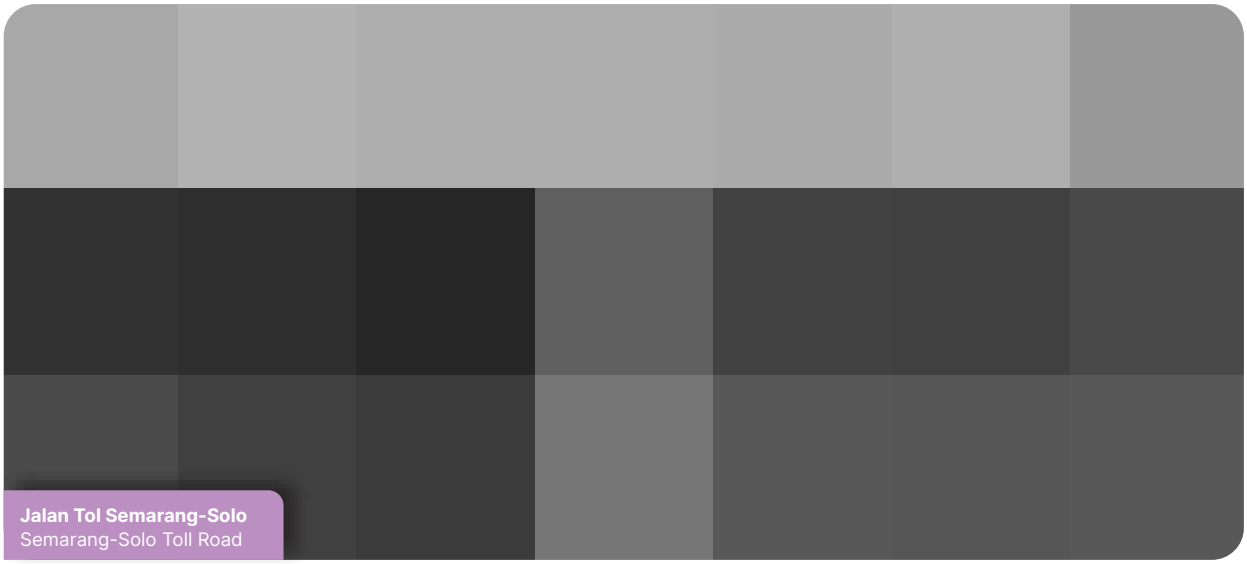
Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Billy Perkasa	Komisaris Utama | President Commissioner
Sunaryo	Komisaris | Commissioner
Tino Rahardian	Komisaris | Commissioner

Direksi | Board of Directors

Prajudi	Direktur Utama | President Director
Sutomo	Direktur Keuangan dan Administrasi | Director of Finance and Administration



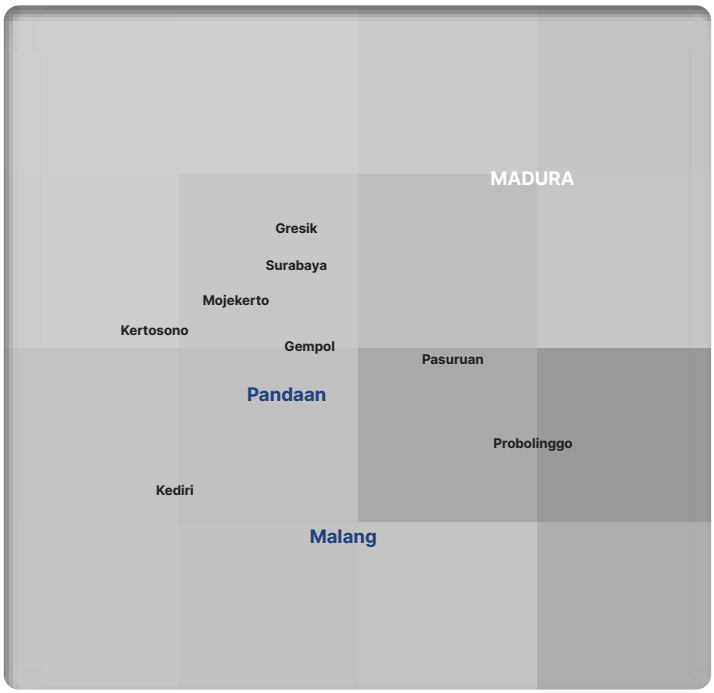
Jalan Tol Semarang-Solo
Semarang-Solo Toll Road

PT Jasamarga Pandaan Malang (JPM)

Profil Singkat
Brief Profile

PT JPM berdiri pada tanggal 06 Juni 2016, mengoperasikan ruas jalan tol Pandaan-Malang sepanjang 38,49 km. Jalan tol ini dibangun sebagai salah satu alternatif jalan yang menghubungkan kota dan kabupaten di Jawa Timur menuju Kota Malang. Kota ini menjadi salah satu tujuan wisata di Pulau Jawa sehingga diharapkan dengan adanya jalan tol Pandaan-Malang dapat memberikan manfaat guna meningkatkan arus lalu lintas dari dan menuju Kota Malang serta menghidupkan ekonomi pada wilayah sekitarnya.

PT JPM was established on June 6, 2016, operating the 38.49 km Pandaan-Malang toll road. This toll road was built as an alternative route connecting cities and regencies in East Java to the city of Malang. This city is one of the tourist destinations on the island of Java, so it is hoped that the Pandaan-Malang toll road will provide benefits in increasing traffic flow to and from the city of Malang and revitalizing the economy in the surrounding area.



Jalan Tol Beroperasi
Operated Toll Road

Kepemilikan Saham
Shares Ownership

PT Jasamarga Transjawa Tol	51%
PT Astra Tol Nusantara	49%

Kepengurusan
Management

Dewan Komisaris | Board of Commissioners

Billy Perkasa	Komisaris Utama | President Commissioner
Chrisman Damanik	Komisaris | Commissioner

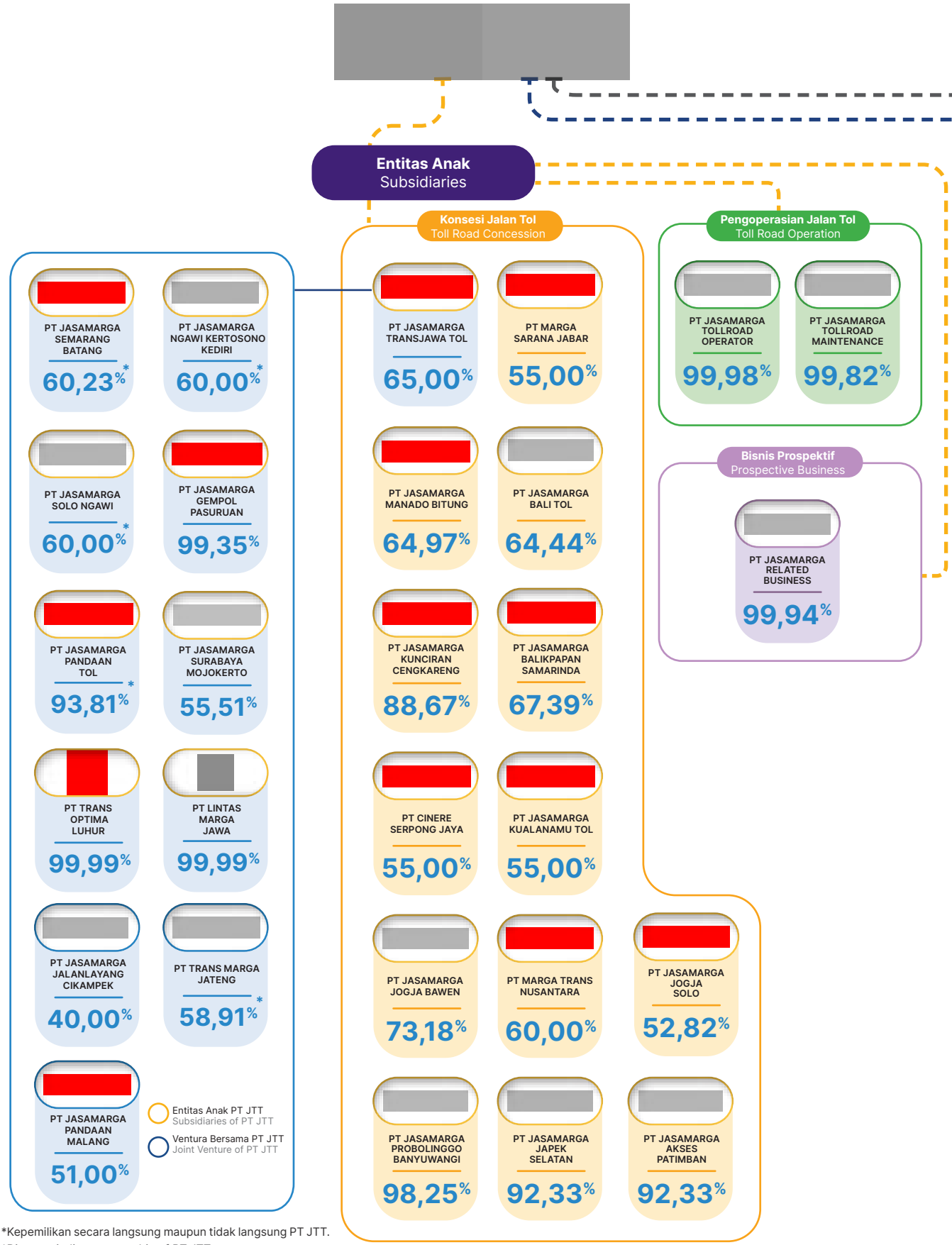
Direksi | Board of Directors

Muhammad Taufik Akbar	Plt. Direktur Utama | President Director
Fajar Andi Sutrisno Putro	Direktur Keuangan dan Administrasi | Director of Finance and Administration

Jalan Tol Pandaan-Malang
Pandaan-Malang Toll Road

Struktur Grup Perseroan

Company's Group Structure



*Kepemilikan secara langsung maupun tidak langsung PT JTT.
*Direct or indirect ownership of PT JTT.

Entitas Asosiasi dan Ventura Bersama
Associates and Joint Ventures

PT TRANSLINGKAR KITA JAYA	21,24%
PT MARGA LINGKAR JAKARTA	51,00%
PT BOGOR SERPONG INFRA SELARAS	26,00%

Aset Keuangan
Financial Assets

PT MARGA MANDALA SAKTI	1,94%
PT CITRA MARGATAMA SURABAYA	3,17%
PT MAKASSAR METRO NETWORK	0,38%
PT KRESNA KUSUMA DYANDRA MARGA	0,11%
PT PILAR SINERGI BUMN INDONESIA	7,08%
PT JATIM PRASARANA UTAMA	7,41%
PT SINERGI COLOMADU	0,63%
PT FINTEK KARYA NUSANTARA	8,97%
PT HUTAMA MARGA WASKITA	0,41%
PT PP SINERGI BANJARATMA	6,21%

Kronologi Penerbitan dan/atau Pencatatan Saham

Chronology of Share Issuance and/or Listing

Tabel Kronologi Penerbitan dan/atau Pencatatan Saham
Table of the Chronology of Share Issuance and/or Listing

No.	Periode Period	Keterangan Remarks	Saham Shares	Nilai Nominal Par Value (Rp)	Harga Penawaran Offering Price (Rp)	Jumlah Saham yang Diterbitkan Total Shares Issued (Shares)	Modal Ditempatkan dan Disetor Issued and Fully-Paid Capital		
							Jumlah Saham (Lembar) Total Shares (Shares)	Total Nilai Nominal Total Par Value (Rp)	Total Harga Penawaran Total Offering Price (Rp)
1.	Sebelum IPO Pre-IPO		Saham Biasa Seri B Ordinary Shares Series B	500	-	-	4.760.000.000	2.380.000.000.000	-
2.	12 November 2007 November 12, 2007	IPO di Bursa Efek Jakarta IPO at Indonesia Stock Exchange	Saham Biasa Seri B Ordinary Shares Series B	500	1.700	2.040.000.000	6.800.000.000	3.400.000.000.000	11.560.000.000.000
3.	13 Oktober 2008 - 12 Januari 2009 October 13, 2008 - January 12, 2009	Pembelian Kembali Saham Share Buyback	Saham Biasa Seri B Ordinary Shares Series B	500	-	-	6.800.000.000	3.400.000.000.000	-
4.	05 April 2012 - 25 Juni 2012 April 5, 2012 - June 25, 2012	Penjualan Kembali Saham Share Buyback	Saham Biasa Seri B Ordinary Shares Series B	500	-	-	6.800.000.000	3.400.000.000.000	-
5.	02 – 08 Desember 2016 December 2 - 8, 2016	Penawaran umum terbatas I melalui Hak Memesan Efek Terlebih Dahulu (HMETD) Limited public offering I through Preemptive Rights (HMETD)	Saham Biasa Seri B Ordinary Shares Series B	500	3.900	457.871.200	7.257.871.200	3.628.935.600.000	1.785.697.680.000
6.	Status per 31 Desember 2025 Status as of December 31, 2025		Saham Biasa Seri B Ordinary Shares Series B	500	-	-	7.257.871.200	3.628.935.600.000	-

Seluruh saham Perseroan dicatatkan pada Bursa Efek Indonesia. Informasi terkait dengan pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, pelaksanaan efek konversi, serta pelaksanaan penambahan dan pengurangan modal dapat dilihat pada Bab 1 Ikhtisar Kinerja Utama pada Buku Laporan Tahunan ini.

All of the Company's shares are listed on the Indonesia Stock Exchange. Information related to stock splits, reverse stock splits, stock dividends, bonus shares, changes in the nominal value of shares, the implementation of convertible securities, and the implementation of capital increases and reductions is available in Chapter 1, Main Performance Highlights, of this Annual Report.

Kronologi Penerbitan dan/atau Pencatatan Obligasi

Chronology of Bonds Issuance and/or Listing

Tabel Kronologi Penerbitan Obligasi Jasa Marga

Table of the Chronology of the Bonds Issuance and/or Listing

No.	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Milions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2025	2024	2023	
1.	Jasa Marga I (A)	11 Maret 1983 March 11, 1983	5	Rp	23.718	11 Maret 1988 March 11, 1988	15,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
2.	Jasa Marga II/1 (B)	31 Oktober 1983 October 31, 1983	5	Rp	40.000	31 Oktober 1988 October 31, 1988	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
3.	Jasa Marga II/2 (C)	6 Februari 1984 February 6, 1984	5	Rp	20.000	6 Februari 1989 February 6 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
4.	Jasa Marga II/2 (D)	5 Maret 1984 March 5, 1984	5	Rp	20.000	5 Maret 1989 March 5, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
5.	Jasa Marga II/2 (E)	31 Maret 1984 March 31, 1984	5	Rp	20.000	31 Maret 1989 March 31, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
6.	Jasa Marga III/1 (F/1)	28 Desember 1984 December 28, 1984	5	Rp	40.000	28 Desember 1989 December 28, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
7.	Jasa Marga III/2 (F/2)	1 Maret 1985 March 1, 1985	5	Rp	30.000	1 Maret 1990 March 1, 1990	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
8.	Jasa Marga IV/1 (G/1)	27 Desember 1985 December 27, 1985	5	Rp	40.000	27 Desember 1990 December 27, 1990	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
9.	Jasa Marga IV/2 (G/2)	24 Maret 1986 March 24, 1986	5	Rp	60.000	24 Maret 1991 March 24, 1991	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
10.	Jasa Marga V/1 (H)	6 Juli 1987 July 6, 1987	5	Rp	60.000	6 Juli 1992 July 6, 1992	16,37%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
11.	Jasa Marga V/2 (I)	19 November 1987 November 19, 1987	5	Rp	40.000	19 November 1992 November 19, 1992	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
12.	Jasa Marga VI/1 (J)	20 Juni 1988 June 20, 1988	8	Rp	75.000	20 Juni 1996 June 20, 1996	17,00%	Lunas Fully Paid	-	-	-	-
13.	Jasa Marga VI/2 (K)	1 Februari 1989 February 1, 1989	8	Rp	50.000	1 Februari 1997 Februay 1, 1997	18,00%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
14.	Obligasi Indeks Pendapatan Tahap I	31 Juli 1989 July 31, 1989	12	Rp	40.000	31 Juli 2001 July 31, 2001	16,75%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
15.	Obligasi Indeks Pendapatan Tahap II	21 September 1989 September 21, 1989	12	Rp	30.000	21 September 2001 September 21, 2001	16,75%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
16.	Jasa Marga VII (L)	8 Juni 1990 June 8, 1990	8	Rp	100.000	8 Juni 1998 June 8, 1998	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
17.	Jasa Marga VIII (M)	27 Maret 2000 March 27, 2000	8	Rp	150.000	27 Maret 2008 March 27, 2008	16,50%	Lunas Fully Paid	-	-	-	PT Bank Mandiri (Persero)
18.	Jasa Marga IX (N)	12 April 2002 April 12, 2002	5	Rp	400.000	12 April 2007 April 12, 2007	18,50% dan/and *Floating* (*range* 16,50%–20,00%)	Lunas Fully Paid	-	-	-	PT Bank Mandiri (Persero)
19.	Jasa Marga X (O)	4 Desember 2002 December 4, 2002	8	Rp	650.000	4 Desember 2010 December 4, 2010	16,15%	Lunas Fully Paid	-	-	-	PT Bank Rakyat Indonesia (Persero)
20.	Jasa Marga XI (P)	10 Oktober 2003 October 10, 2003	10	Rp	1.000.000	10 Oktober 2013 October 10, 2013	12,30% pembayaran ke-1 – 20 dan 13,00% pembayaran ke-21 – 40 1st-20th payments: 12.30% and 21st - 40th payments: 13.00%	Lunas Fully Paid	-	-	-	PT Bank Rakyat Indonesia (Persero)
21.	Jasa Marga I (JM-10)	10 Desember 2010 December 10, 2010	3	Rp	500.000	10 Desember 2013 December 10, 2013	Tanpa Bunga Zero-interest	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of the Chronology of the Bonds Issuance and/or Listing

No.	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Milions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2025	2024	2023	
22.	JORR I	19 November 2003 November 19, 2003	10	Rp	274.260	19 November 2013 November 19, 2013	SBI 3 bulanan selama rata-rata 6 bulan Quarter SBI for average 6 months	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
23.	JORR II (A)	5 Januari 2006 January 5, 2006	10	Rp	77.377	5 Januari 2016 January 5, 2016	15,25%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
	JORR II (B)	5 Januari 2006 January 5, 2006	12	Rp	77.377	5 Januari 2018 January 5, 2018	15,25%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
	JORR II (C)	5 Januari 2006 January 5, 2006	15	Rp	104.400	5 Januari 2021 January 5, 2021	15,50%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
24.	Jasa Marga XII (Q)	6 Juli 2006 July 6, 2006	10	Rp	1.000.000	6 Juli 2016 July 6, 2016	13,50%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
25.	Jasa Marga XIII (R)	21 Juni 2007 June 21, 2007	10	Rp	1.500.000	21 Juni 2017 June 21, 2017	10,25%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
26.	Jasa Marga XIV (JM-10)	10 Desember 2010 December 10, 2010	10	Rp	1.000.000	10 Desember 2020 December 10, 2020	9,35%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
27.	Obligasi Berkelanjutan I Jasa Marga Tahap I Tahun 2013 Seri S-Seri A Shelf Registration Bond I Jasa Marga Phase I Year 2013 Series S-Series A	27 September 2013 September 27, 2013	370 hari 370 days	Rp	700.000	2 Oktober 2014 October 2, 2014	8,40%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan I Jasa Marga Tahap I Tahun 2013 Seri S-Seri B Shelf Registration Bond I Jasa Marga Phase I Year 2013 Series S-Series B	27 September 2013 September 27, 2013	3	Rp	400.000	27 September 2016 September 27, 2016	8,70%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan I Jasa Marga Tahap I Tahun 2013 Seri S-Seri C Shelf Registration Bond I Jasa Marga Phase I Year 2013 Series S-Series C	27 September 2013 September 27, 2013	5	Rp	1.000.000	27 September 2018 September 27, 2018	8,90%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
28.	Obligasi Berkelanjutan I Jasa Marga Tahap II Tahun 2014 Seri T Shelf Registration Bond I Jasa Marga Phase II Year 2014 Series T	22 September 2014 September 22, 2014	5	Rp	1.000.000	22 September 2019 September 22, 2019	9,85%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
29.	Obligasi I Marga Lingkar Jakarta 2017 Seri A Bond I Marga Lingkar Jakarta 2017 Series A	8 November 2017 November 8, 2017	3	Rp	200.000	8 November 2020 November 8, 2020	7,45%	Lunas Fully Paid	-	-	-	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri B Bond I Marga Lingkar Jakarta 2017 Series B	8 November 2017 November 8, 2017	5	Rp	217.000	8 November 2022 November 8, 2022	7,75%	Lunas Fully Paid	-	-	idAAA (sf)	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri C Bond I Marga Lingkar Jakarta 2017 Series C	8 November 2017 November 8, 2017	7	Rp	299.000	8 November 2024 November 8, 2024	8,30%	Lunas Fully Paid	-	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri D Bond I Marga Lingkar Jakarta 2017 Series D	8 November 2017 November 8, 2017	10	Rp	320.000	8 November 2027 November 8, 2027	8,70%	Belum Lunas Outstanding	idAAA (sf)	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri E Bond I Marga Lingkar Jakarta 2017 Series E	8 November 2017 November 8, 2017	12	Rp	464.000	8 November 2029 November 8, 2029	8,85%	Belum Lunas Outstanding	idAAA (sf)	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
30.	*Komodo Bond*	13 Desember 2017 December 13, 2017	3	Rp	4.000.000	13 Desember 2020 December 13, 2020	7,50%	Lunas Fully Paid	-	-	-	Bank of New York Mellon

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of the Chronology of the Bonds Issuance and/or Listing

No.	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Milions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2025	2024	2023	
31.	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri A Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series A	8 September 2020 September 8, 2020	3	Rp	1.100.350	8 September 2023 September 8, 2023	7,90%	Lunas Fully Paid	-	-	IdAA	PT Bank Mega Tbk
	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri B Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series B	8 September 2020 September 8, 2020	5	Rp	286.000	8 September 2025 September 8, 2025	8,25%	Lunas Fully Paid	IdAA	IdAA	IdAA	PT Bank Mega Tbk
	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri C Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series C	8 September 2020 September 8, 2020	7	Rp	90.050	8 September 2027 September 8, 2027	8,60%	Belum Lunas Outstanding	IdAA	IdAA	IdAA	PT Bank Mega Tbk
	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri D Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series D	8 September 2020 September 8, 2020	10	Rp	523.600	8 September 2030 September 8, 2030	9,00%	Belum Lunas Outstanding	IdAA	IdAA	IdAA	PT Bank Mega Tbk
32.	Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri A Shelf Registration Bond III Jasa Marga Phase I Year 2024 Series A	5 Juli 2024 July 5, 2024	3	Rp	90.155	5 Juli 2027 July 5, 2027	6,90%	Belum Lunas Outstanding	IdAA	idAA	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri B Shelf Registration Bond III Jasa Marga Phase I Year 2024 Series B	5 Juli 2024 July 5, 2024	5	Rp	241.055	5 Juli 2029 July 5, 2029	7,00%	Belum Lunas Outstanding	IdAA	idAA	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri C Shelf Registration Bond III Jasa Marga Phase I Year 2024 Series C	5 Juli 2024 July 5, 2024	10	Rp	601.140	5 Juli 2034 July 5, 2034	7,20%	Belum Lunas Outstanding	idAA	idAA	-	PT Bank Mega Tbk
33.	Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri A Shelf Registration Bond III Jasa Marga Phase II Year 2025 Series A	4 September 2025 September 4, 2025	3	Rp	120.000	4 September 2028 September 4, 2028	6,40%	Belum Lunas Outstanding	idAA	-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri B Shelf Registration Bond III Jasa Marga Phase II Year 2025 Series B	4 September 2025 September 4, 2025	5	Rp	100.000	4 September 2030 September 4, 2030	6,60%	Belum Lunas Outstanding	idAA	-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri C Shelf Registration Bond III Jasa Marga Phase II Year 2025 Series C	4 September 2025 September 4, 2025	10	Rp	780.000	4 September 2035 September 4, 2035	7,15%	Belum Lunas Outstanding	idAA	-	-	PT Bank Mega Tbk

Seluruh obligasi Jasa Marga dicatatkan pada Bursa Efek Indonesia, kecuali Komodo Bond yang dicatatkan pada *London Stock Exchange* dan *Singapore Stock Exchange*. Untuk obligasi yang diterbitkan dan dicatatkan di Bursa Efek Indonesia, Jasa Marga menggunakan Pefindo sebagai lembaga pemeringkat obligasi. Sementara untuk Komodo Bond, Jasa Marga menunjuk Moody's dan S&P Global sebagai lembaga pemeringkat obligasi.

All Jasa Marga bonds are listed on the Indonesia Stock Exchange, except for Komodo Bonds, which are listed on the London Stock Exchange and Singapore Stock Exchange. For bonds issued and listed on the Indonesia Stock Exchange, Jasa Marga uses Pefindo as its bond rating agency. Meanwhile, for Komodo Bonds, Jasa Marga appoints Moody's and S&P Global as bond rating agencies.

Obligasi Jasa Marga yang Belum Jatuh Tempo

Jasa Marga Outstanding Bonds

Obligasi PT Marga Lingkar Jakarta (MLJ)

Pada 31 Oktober 2017, PT Marga Lingkar Jakarta (MLJ) yang merupakan Ventura Bersama Perseroan telah berhasil memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Marga Lingkar Jakarta Tahun 2017 ("Obligasi"). Total dana yang diterima PT MLJ pada tanggal 8 November 2017 dari hasil penerbitan Obligasi yaitu sebesar Rp1.500.000.000.000,00. Informasi rinci mengenai Obligasi I Marga Lingkar Jakarta 2017 yang belum jatuh tempo disajikan sebagai berikut:

PT Marga Lingkar Jakarta (MLJ) Bonds

On October 31, 2017, PT Marga Lingkar Jakarta (MLJ), a joint venture of the Company, successfully obtained an effective approval from the Financial Services Authority (OJK) for the issuance of the 2017 Marga Lingkar Jakarta Bond I ("Bonds"). The total funds received by PT MLJ on November 8, 2017, from the issuance of the Bonds amounted to Rp1,500,000,000,000.00. Detailed information regarding the Jakarta Ring Road Bond I 2017, which has not yet matured, is presented as follows:

Uraian Description	**Tanggal Penerbitan** Issuance Data	**Tenor (Tahun)** Tenor (Year)	**Mata Uang** Currecny	**Jumlah Obligasi (Juta)** Total Bonds (Million)	**Tanggal Jatuh Tempo** Maturity Date	**Tingkat Suku Bunga (%)** Interest Rate(%)	**Status Pembayaran** Payment Status	**Peringkat** Rating	**Wali Amanat** Trustee
								2025	
Obligasi I Marga Lingkar Jakarta 2017 Seri D Jakarta Ring Road I Bonds 2017 Series D	8 November 2017 November 8, 2017	10	Rp	320.000	8 November 2027 November 8, 2027	8,70%	Belum Lunas Outstanding	idAAA (sf)	PT Bank Mega Tbk
Obligasi I Marga Lingkar Jakarta 2017 Seri E Jakarta Ring Road I Bonds 2017 Series E	8 November 2017 November 8, 2017	12	Rp	464.000	8 November 2029 November 8, 2029	8,85%	Belum Lunas Outstanding	idAAA (sf)	PT Bank Mega Tbk

Tabel 5 Besar Pemegang Obligasi MLJ Seri D
Table of the Top 5 Holders of MLJ Series D Bonds

No.	**Nama** Name	**Jumlah Efek (Rp)** Total Bonds (Rp)	**%**
1.	PT Taspen (Pensiun) - AMC	150.000.000.000	46,9%
2.	PT Asuransi Jiwa Central Asia Raya	50.000.000.000	15,6%
3.	PT Asuransi Tugu Pratama Indonesia	20.000.000.000	6,3%
4.	DP. Telkom	15.000.000.000	4,7%
5.	Reksa Dana Bahana Obligasi Ganesha	13.450.000.000	4,2%

Tabel 5 Besar Pemegang Obligasi MLJ Seri E
Table of the Top 5 Holders of MLJ Series E Bonds

No.	**Nama** Name	**Jumlah Efek (Rp)** Total Bonds (Rp)	**%**
1.	PT Taspen (Asuransi) - AMC	100.000.000.000	21,6%
2.	PT Taspen (Pensiun) - AMC	70.000.000.000	15,1%
3.	Dana Pensiun Astra Dua	52.000.000.000	11,2%
4.	PT. Asuransi Jiwa Inhealth Indonesia-KPD Mandiri Inhealth	45.000.000.000	9,7%
5.	Reksa Dana Bahana Income Stream	45.000.000.000	9,7%

Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020

Pada tanggal 31 Agustus 2020, Jasa Marga memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020. Total dana yang diterima Jasa Marga pada tanggal 8 September 2020 dari hasil penerbitan Obligasi adalah sebesar Rp2.000.000.000.000,00. Informasi rinci mengenai Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 yang belum jatuh tempo disajikan sebagai berikut:

Jasa Marga Shelf-Registered Bond II Phase I Year 2020

On August 30, 2020, Jasa Marga successfully obtained an effective approval from the Financial Services Authority (OJK) for the issuance of the Jasa Marga Shelf-Registered Bond II Phase I Year 2020. The total funds received by Jasa Marga on September 8, 2020, from the issuance of the Bonds amounted to Rp2,000,000,000,000.00. Detailed information regarding Jasa Marga's Phase I 2020 Continuous Bond II is presented as follows:

Uraian Description	**Tanggal Penerbitan** Issuance Data	**Tenor (Tahun)** Tenor (Year)	**Mata Uang** Currecny	**Jumlah Obligasi (Juta)** Total Bonds (Million)	**Tanggal Jatuh Tempo** Maturity Date	**Tingkat Suku Bunga (%)** Interest Rate(%)	**Status Pembayaran** Payment Status	**Peringkat** Rating **2025**	**Wali Amanat** Trustee
Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri C Jasa Marga Phase I 2020 Series C Sustainable Bonds II	8 September 2020 September 8, 2020	7	Rp	90.050	8 September 2027 September 8, 2027	8,60%	Belum Lunas Outstanding	IdAA	PT Bank Mega Tbk
Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri D Jasa Marga Phase I 2020 Series D Sustainable Bonds II	8 September 2020 September 8, 2020	10	Rp	523.600	8 September 2030 September 8, 2030	9,00%	Belum Lunas Outstanding	IdAA	PT Bank Mega Tbk

Tabel 5 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri C
Table of the Top 5 Holders of Jasa Marga Shelf-Registered Bond II Phase I Year 2020 Series C

No.	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1.	Dana Pensiun Bank Mandiri	12.000.000.000	13,3%
2.	REKSA DANA SETIABUDI DANA KOMBINASI DINAMIS	10.000.000.000	11,1%
3.	KOP. KESEHATAN PEG. & PENSIUNAN BANK MANDIRI (MANDIRI HEALTCARE)	10.000.000.000	11,1%
4.	DP Pos Indonesia	10.000.000.000	11,1%
5.	DANA PENSIUN KOMPAS GRAMEDIA	10.000.000.000	11,1%

Tabel 5 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri D
Table of the Top 5 Holders of Jasa Marga Shelf-Registered Bond II Phase I Year 2020 Series D

No.	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1.	PT Taspen	165.000.000.000	31,5%
2.	Persek Dapenma Pamsi	100.000.000.000	19,1%
3.	BPJS Kesehatan	47.000.000.000	9,0%
4.	Dana Pensiun Bank Mandiri	30.000.000.000	5,7%
5.	PT Asuransi Jiwa Central Asia Raya	24.000.000.000	4,6%

Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024

Pada tanggal 26 Juni 2024, Jasa Marga memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024. Total dana yang diterima Jasa Marga pada tanggal 5 Juli 2024 dari hasil penerbitan Obligasi adalah sebesar Rp932.350.000.000,00. Informasi rinci mengenai Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 yang belum jatuh tempo disajikan sebagai berikut:

Jasa Marga Shelf-Registered Bond III Phase I Year 2024

On June 26, 2024, Jasa Marga successfully obtained an effective approval from the Financial Services Authority (OJK) for the issuance of the Jasa Marga Shelf-Registered Bond III Phase I Year 2024. The total funds received by Jasa Marga on July 5, 2024, from the issuance of the Bonds amounted to Rp932,350,000,000.00. Detailed information regarding the Jasa Marga 2024 Series III Continuous Bonds, Phase I, which have not yet matured, is presented as follows:

Uraian Description	**Tanggal Penerbitan** Issuance Data	**Tenor (Tahun)** Tenor (Year)	**Mata Uang** Currecny	**Jumlah Obligasi (Juta)** Total Bonds (Million)	**Tanggal Jatuh Tempo** Maturity Date	**Tingkat Suku Bunga (%)** Interest Rate(%)	**Status Pembayaran** Payment Status	**Peringkat** Rating **2025**	**Wali Amanat** Trustee
Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri A Jasa Marga Phase I Sustainable Bonds III 2024 Series A	5 Juli 2024 July 5, 2024	3	Rp	90.155	5 Juli 2027 July 5, 2027	6,90%	Belum Lunas Outstanding	IdAA	PT Bank Mega Tbk
Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri B Jasa Marga Phase I 2024 Series B Sustainable Bonds III	5 Juli 2024 July 5, 2024	5	Rp	241.055	5 Juli 2029 July 5, 2029	7,00%	Belum Lunas Outstanding	IdAA	PT Bank Mega Tbk
Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri C Jasa Marga Phase I 2024 Series C Sustainable Bonds III	5 Juli 2024 July 5, 2024	10	Rp	601.140	5 Juli 2034 July 5, 2034	7,20%	Belum Lunas Outstanding	idAA	PT Bank Mega Tbk

Tabel 5 Besar Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri A
Table of the Top 5 Holders of Jasa Marga Shelf-Registered Bond III Phase I Year 2024 Series A

No.	**Nama** Name	**Jumlah Efek (Rp)** Total Bonds (Rp)	**%**
1.	DPLK BANK RAKYAT INDONESIA - PENDAPATAN TETAP	25.000.000.000	27,7%
2.	PT.ASABRI (Persero)	15.000.000.000	16,6%
3.	PRIME FIXED INCOME-KPD	12.000.000.000	13,3%
4.	SOMPO INSURANCE INDONESIA	10.000.000.000	11,1%
5.	Dana Pensiun Bank Mandiri Dua	5.000.000.000	5,6%

Tabel 5 Besar Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri B
Table of the Top 5 Holders of Jasa Marga Shelf-Registered Bond III Phase I Year 2024 Series B

No.	**Nama** Name	**Jumlah Efek (Rp)** Total Bonds (Rp)	**%**
1.	PT BANK DIGITAL BCA	100.000.000.000	41,5%
2.	Treasury bank bjb	100.000.000.000	41,5%
3.	PT REASURANSI INDONESIA UTAMA (PERSERO)	30.000.000.000	12,5%
4.	Dana Pensiun Bank Mandiri Dua	5.000.000.000	2,1%
5.	Dana Pensiun Bank Mandiri Empat	3.000.000.000	1,2%

Tabel 5 Besar Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Seri C
Table of the Top 5 Holders of Jasa Marga Shelf-Registered Bond III Phase I Year 2024 Series C

No.	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1.	DJS Ketenagakerjaan Program JP	400.000.000.000	66,5%
2.	Dana Pensiun Jasa Marga	60.000.000.000	10,0%
3.	PT Panin Dai-ichi Life - Shareholder IDR	50.000.000.000	8,3%
4.	DPK Indocement T.P	30.000.000.000	5,0%
5.	Persek Dapenma Pamsi	25.000.000.000	4,2%

Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025

Pada tanggal 26 Juni 2024, Jasa Marga memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025. Total dana yang diterima Jasa Marga pada tanggal 4 September 2025 dari hasil penerbitan Obligasi adalah sebesar Rp1.000.000.000.000,00. Informasi rinci mengenai Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 yang belum jatuh tempo disajikan sebagai berikut:

Jasa Marga Shelf-Registered Bond III Phase II Year 2025

On June 26, 2024, Jasa Marga successfully obtained an effective approval from the Financial Services Authority (OJK) for the issuance of the Jasa Marga Shelf-Registered Bond III Phase II Year 2025. The total funds received by Jasa Marga on September 4, 2025, from the issuance of the Bonds amounted to Rp1,000,000,000,000.00. Detailed information regarding the Jasa Marga 2025 Series III Continuous Bonds, Phase II, which have not yet matured, is presented as follows:

Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Sukuk (Milions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating	Wali Amanat Trustee
								2025	
Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri A Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Series A	4 September 2025 September 4, 2025	3	Rp	120.000	4 September 2028 September 4, 2028	6,40%	Belum Lunas Outstanding	idAA	PT Bank Mega Tbk
Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri B Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Series B	4 September 2025 September 4, 2025	5	Rp	100.000	4 September 2030 September 4, 2030	6,60%	Belum Lunas Outstanding	idAA	PT Bank Mega Tbk
Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri C Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Series C	4 September 2025 September 4, 2025	10	Rp	780.000	4 September 2035 September 4, 2035	7,15%	Belum Lunas Outstanding	idAA	PT Bank Mega Tbk

Tabel Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri A
Table of Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Series A Bondholders

No.	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1.	PT BANK MAYBANK INDONESIA	87.000.000.000	72,5%
2.	BDI Treasury ALM Family	32.000.000.000	26,7%
3.	PT. ASS JASA TANIA	1.000.000.000	0,8%

Tabel 5 Besar Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri B
Table of the Top 5 Holders of Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Series B

No.	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1.	BCA- TREASURY DEPT	69.000.000.000	69,0%
2.	REKSA DANA BAHANA PENDAPATAN TETAP MAKARA PRIMA	8.000.000.000	8,0%
3.	DANA PENSIUN KARYAWAN BPJS KETENAGAKERJAAN - SAHAM	7.000.000.000	7,0%
4.	PRIME FIXED INCOME-KPD	5.000.000.000	5,0%
5.	YAYASAN KESEJAHTERAAN PEGAWAI OJK - MP	4.000.000.000	4,0%

Tabel 5 Besar Pemegang Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri C
Table of Top 5 Holders of Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Series C

No.	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1.	KPD ASKRINDO KUR KORPORASI	170.000.000.000	21,8%
2.	LEMBAGA PENGELOLA DANA PENDIDIKAN SEKRETARIAT JENDERAL	60.805.000.000	7,8%
3.	Dana Pensiun Bank Mandiri	58.000.000.000	7,4%
4.	DPLK BNI - Obligasi	55.000.000.000	7,1%
5.	PT. AIAF HY PAR - IDR FI	55.000.000.000	7,1%

Kronologi Penerbitan dan/atau Pencatatan Sukuk

Chronology of Sukuk Issuance and/or Listing

Tabel Kronologi Penerbitan Sukuk Jasa Marga
Table of Jasa Marga Sukuk Issuance Chronology

No.	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Sukuk (Milions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2025	2024	2023	
1.	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Seri A Sukuk Ijarah PT Jasamarga Pandaan Tol Year 2019 Series A	17 Juli 2019 July 17, 2019	3	Rp	100.000	17 Juli 2022 July 17, 2022	8,50%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Seri B Medium term Sukuk Ijarah PT Jasamarga Pandaan Tol Year 2019 Seri B	17 Juli 2019 July 17, 2019	5	Rp	685.000	17 Juli 2024 July 17, 2024	9,00%	Lunas Fully paid	-	-	idAA-(sy)	PT Bank Mega Tbk

Jasa Marga melalui salah satu Ventura Bersama dari PT Jasamarga Transjawa Tol (JTT) yaitu PT Jasamarga Pandaan Tol (JPT) menerbitkan Sukuk Ijarah Menengah PT Jasamarga Pandaan Tol Tahun 2019 pada 17 Juli 2019. Total dana yang diterima dari hasil penerbitan sukuk ini adalah sebesar Rp785.000.000.000,00 yang digunakan untuk melakukan pembayaran dan/atau pembayaran dipercepat atas utang-utang perbankan PT JPT serta untuk memenuhi kebutuhan modal kerja PT JPT. Dalam hal ini, PT JPT menggunakan Pefindo sebagai lembaga pemeringkat. Pada tanggal 17 Juli 2024, Perseroan melalui PT Jasamarga Pandaan Tol (JPT) telah melunasi seluruh *outstanding* sukuk.

Jasa Marga, through one of its joint ventures, PT Jasamarga Transjawa Tol (JTT), namely PT Jasamarga Pandaan Tol (JPT), issued the 2Medium-Term Sukuk Ijarah of PT Jasamarga Pandaan Tol Year 2019 on July 17, 2019. The total funds received from the issuance of this sukuk amounted to Rp785,000,000,000.00, which was utilized to make payments and/or accelerated payments on PT JPT's bank debts and to meet PT JPT's working capital requirements. In this case, PT JPT engaged Pefindo as the rating agency. On July 17, 2024, the Company, through PT Jasamarga Pandaan Tol (JPT), has fully redeemed all outstanding sukuk.

Kronologi Penerbitan dan/atau Pencatatan Sumber Pendanaan Lainnya

Chronology of Other Sources of Funding Issuance and/or Listing

Tabel Kronologi Penerbitan Sumber Pendanaan Lainnya Jasa Marga
Table of Jasa Marga's Other Funding Sources Issuance Chronology

No.	Uraian Description	Tahun Terbit Issuance Year	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Nilai (Juta) Value (Million)	Jatuh Tempo Maturity	Tingkat Imbal Hasil (%) Yield (%)	Peringkat Rating	Tujuan Penerbitan Purpose of Issuance
1.	Kontrak Investasi Kolektif Efek Beragun Aset (KIK- EBA) Mandiri JSMR01 - Hak Atas Pendapatan Tol Jagorawi* Assets-Backed Securities Collective Investment Contract (KIK-EBA) Mandiri JSMR 01 – Concession on Revenues from Jagorawi Toll Road*	2017	5	Rp	2.000.000	2022	8,40	idAAA oleh/by Pefindo	Mendanai pembangunan ruas jalan tol baru Financing new toll road construction
2.	Reksa Dana Penyertaan Terbatas Mandiri Infrastruktur Ekuitas Transjawa (RDPT MIET) Mandiri Limited Mutual Funds of Mandiri Infrastructure Equity Transjawa (RDPT MIET)	2018	-	Rp	1.970.000	-	-	-	Mendanai ekuitas di PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi, dan PT Jasamarga Ngawi Kertosono Kediri Financing equity at PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi and PT Jasamarga Ngawi Kertosono Kediri
3.	Kontrak Investasi Kolektif Dana Investasi Infrastruktur (KIKDINFRA) Toll Road Mandiri 001* Investment Contract Infrastructure Investment Funds (KIKDINFRA) Toll Road Mandiri 001*	2019	-	Rp	1.303.400	-	-	-	Mendanai ekuitas di PT Trans Marga Jateng dan PT Jasamarga Pandaan Tol Financing equity at PT Trans Marga Jateng and PT Jasamarga Pandaan Tol
4.	Surat Berharga Komersial I Jasa Marga Tahun 2020 Commercial Securities I Jasa Marga Year 2020	2020	1	Rp	566.000	2021	6,80	idA1+ oleh/by Pefindo	Memperbaiki arus kas Perseroan dalam jangka pendek dan dapat digunakan sebagai modal kerja serta belanja modal Perseroan Improve the Company's shortterm cash flows and allocated as the Company's working capital and capital expenditure

Keterangan/Notes:
*) Dicatatkan di Bursa Efek Indonesia.
*) Listed at Indonesia Stock Exchange.

Lembaga dan/atau Profesi Penunjang
Supporting Institutions and/or Professions

Biro Administrasi Efek
Securities Registrar

Nama Perusahaan Company's Name	PT Datindo Entrycom
Alamat Address	Jl. Hayam Wuruk No. 28 Lantai 2, Jakarta 10120
Telp/Fax/Email Telp/Fax/Email	Tel : 6221 350 8077 (Hunting) Fax : 6221 350 8078 Website : www.datindo.com
Ruang Lingkup Pekerjaan Scope of Work	Memelihara Daftar Pemegang Saham (DPS) dan melaksanakan pencatatan perubahan-perubahan pada DPS yang tercatat di Bursa Efek Indonesia Maintain Shareholders List (DPS) and record any change in DPS registered at the Indonesia Stock Exchange
Periode Penugasan Assignment Period	2009 – Sekarang 2009 – Present
Biaya Fee	Rp44.400.000,00

Wali Amanat
Trustee

Nama Perusahaan Company's Name	PT Bank Mega Tbk
Alamat Address	Menara Bank Mega Jl. Kapten Tendean Kav. 12-14A Jakarta 12790
Telp/Fax/Email Telp/Fax/Email	Tel : 6221 5140 1340 Fax : 6221 5140 1350 Website : www.bankmega.com
Ruang Lingkup Pekerjaan Scope of Work	Mewakili kepentingan investor pemegang efek bersifat utang Representing the interests of investors holding debt securities
Periode Penugasan Assignment Period	2010 – Sekarang 2010 – Present
Biaya Fee	Rp122.100.000,00

Kantor Akuntan Publik
Public Accountant Firm

Nama Perusahaan Company's Name	Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia)
Alamat Address	Plaza ASIA lantai 10. Jl. Jenderal Sudirman Kav. 59 Jakarta 12190
Telp/Fax/Email Telp/Fax/Email	Tel : (021) 5140-1340 Fax : (021) 5140-1350 Website : www.rsm.global/indonesia/id
Ruang Lingkup Pekerjaan Scope of Work	1. Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk. untuk Tahun Buku yang berakhir tanggal 31 Desember 2025; 2. Adapun lingkup pekerjaan yang dimaksud meliputi hal-hal sebagai berikut: a. Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk untuk tahun buku yang berakhir 31 Desember 2025; b. Audit atas Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PT Jasa Marga (Persero) Tbk untuk tahun buku yang berakhir 31 Desember 2025;

	c. Audit atas Kepatuhan PT Jasa Marga (Persero) Tbk terhadap Peraturan Perundang-undangan dan Pengendalian Internal sebagai wujud penerapan Pernyataan Standar Audit (PSA) No.62 yang dilaksanakan sebagai bagian dari audit atas Laporan Keuangan Tahun Buku yang berakhir 31 Desember 2025 berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia; d. Agreed Upon Procedure (AUP) dan Jasa Atestasi Laporan Keuangan Tahun Buku 2025 PT Jasa Marga (Persero) Tbk. yang terdiri dari: • AUP *Key Performance Indicators* Kolegial dan Individual sebagaimana disebutkan dalam Lampiran 2 dan 3 Kontrak ini; • AUP Anaplan/*reporting package* Kementerian Badan Usaha Milik Negara (KBUMN) sebagaimana disebutkan dalam Lampiran 1 Kontrak ini; e. Jasa Profesional lainnya yang terdiri dari : • Membantu menyiapkan dokumen-dokumen pendukung yang berhubungan dengan Audit atas Laporan Keuangan Perusahaan seperti management representation, apabila diperlukan sesuai ketentuan yang berlaku; • Melakukan rapat-rapat koordinasi dengan pihak-pihak yang terkait dengan Pelaksanaan Audit Umum seperti rapat dengan Tim Rekan Imbang, rapat dengan Komite Audit, rapat dengan Accounting & Tax Group dan Unit Corporate Communication & Community Development Group, menghadiri Rapat Umum Pemegang Saham Tahunan PT Jasa Marga (Persero) Tbk dan rapat-rapat lainnya yang terkait dan relevan dengan Pekerjaan. 1. Audit on PT Jasa Marga (Persero) Tbk Consolidated Financial Statements for the Fiscal Year ended on December 31, 2025; 2. The scope of work referred to includes the following: a. Audit of the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk for the financial year ending December 31, 2025; b. Audit of the Financial Statements of the Micro and Small Business Funding Programme (PUMK) of PT Jasa Marga (Persero) Tbk for the financial year ending December 31, 2025; c. Audit of PT Jasa Marga (Persero) Tbk compliance with laws and regulations and internal controls as a manifestation of the implementation of Statement of Auditing Standards (PSA) No. 62, carried out as part of the audit of the Financial Statements for the financial year ending December 31, 2025 based on the Auditing Standards established by the Indonesian Institute of Public Accountants; d. Agreed Upon Procedure (AUP) and Financial Statement Attestation Services for the 2025 Financial Year of PT Jasa Marga (Persero) Tbk., consisting of: • AUP Key Performance Indicators for the Board and Individuals as specified in Appendices 2 and 3 of this Contract; • AUP Anaplan/reporting package of the Ministry of State-Owned Enterprises (KBUMN) as mentioned in Appendix 1 of this Contract; e. Other Professional Services consisting of: • Assisting in preparing supporting documents related to the Audit of the Company's Financial Statements such as management representation, if necessary in accordance with applicable regulations; • Conducting coordination meetings with parties related to the Implementation of the General Audit, such as meetings with the Counterparty Team, meetings with the Audit Committee, meetings with the Accounting & Tax Group and the Corporate Communication & Community Development Group Unit, attending the Annual General Meeting of Shareholders of PT Jasa Marga (Persero) Tbk and other meetings related and relevant to the Work.
Periode Penugasan Assignment Period	2025
Biaya Fee	Nilai Kontrak untuk Pekerjaan sebagaimana dimaksud Pasal 1 Kontrak ini adalah sebesar Rp2.263.155.000 (Dua milyar dua ratus enam puluh tiga juta seratus lima puluh lima ribu rupiah) sudah termasuk Pajak Pertambahan Nilai (PPN) sesuai dengan ketentuan yang berlaku The Contract Value for the Work as referred to in Article 1 of this Contract is in the amount of Rp2,263,155,000 (two billion two hundred sixty-three million one hundred fifty-five thousand rupiah), including Value Added Tax (VAT) in accordance with applicable regulations

Lembaga Pemeringkat Efek
Rating Agency

Nama Perusahaan Company's Name	PT Pemeringkat Efek Indonesia (Pefindo)
Alamat Address	Equity Tower, Lantai 30 Sudirman Central Business District Lot 9 Jl. Jenderal Sudirman Kav. 52-53 Jakarta 12190, Indonesia
Telp/Fax/Email Telp/Fax/Email	Tel : 6221 5096 8469 Fax : 6221 5096 8468 Website : www.pefindo.com
Ruang Lingkup Pekerjaan Scope of Work	Pemeringkatan Perusahaan dan Obligasi Rating of Companies and Bonds
Periode Penugasan Assignment Period	2013 – Sekarang 2013 – Present
Biaya Fee	Rp915.750.000,00

Notaris
Notary

Nama Perusahaan Company's Name	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
Alamat Address	Jl. Panglima Polim V/11, Kebayoran Baru, Jakarta
Telp/Fax/Email Telp/Fax/Email	Tel : (62-21) 7244650 – 7392801 – 7209645 Fax : (62-21) 7265090 Website : cahyanie72@yahoo.co.id; poerbaningsih@yahoo.com
Ruang Lingkup Pekerjaan Scope of Work	Notaris dalam pelaksanaan Rapat Umum Pemegang Saham Tahunan Notary for the Annual General Meeting of Shareholders Implementation
Periode Penugasan Assignment Period	2017 – Sekarang 2017 – Present

Konsultan Hukum
Legal Advisor

Nama Perusahaan Company's Name	UMBRA Strategic Legal Solutions
Alamat Address	Telkom Landmark Tower, Tower 2, Lantai 49 Jl. Gatot Subroto Kav. 52, Jakarta
Telp/Fax/Email Telp/Fax/Email	Tel : 6221 5082 0999 Website : www.umbra.law
Ruang Lingkup Pekerjaan Scope of Work	Konsultan hukum dalam pelaksanaan Rapat Umum Pemegang Saham (RUPS) Legal Advisor for the General Meeting of Shareholders (GMS) Implementation
Periode Penugasan Assignment Period	2018 – Sekarang 2018 – Present

Informasi Situs *Web* Perseroan
Information on the Company's Website

Jasa Marga memiliki situs *web* yang ditujukan sebagai media komunikasi dengan pihak eksternal maupun internal untuk menyampaikan beragam informasi umum mengenai Perseroan. Seluruh informasi yang ditampilkan pada situs *web* Perseroan dikelola secara profesional dan transparan sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.04/2015 tentang Situs *Web* Emiten atas Perusahaan Publik. Seluruh informasi yang dimuat pada situs *web* Perseroan disajikan dalam 2 (dua) bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris. Perseroan senantiasa memperbarui informasi secara berkala agar dapat selalu menampilkan informasi terkini dan akurat bagi para pemangku kepentingan.

Jasa Marga has a website that serves as a medium of communication with external and internal parties to convey various general information about the Company. All information displayed on the Company's website is managed professionally and transparently in accordance with the provisions of Financial Services Authority Regulation (POJK) No. 8/POJK.04/2015 on Issuers' Websites for Public Companies. All information contained on the Company's website is presented in 2 (two) languages, i.e, Indonesian and English. The Company continuously updates the information regularly to always display the latest and most accurate information for its stakeholders.

Situs *web* Perseroan menyajikan beragam informasi yang relevan sebagai bentuk keterbukaan informasi kepada publik, antara lain: informasi laporan keuangan tahunan, laporan keuangan per triwulan dan laporan keuangan tengah tahunan, kinerja saham, presentasi dari manajemen untuk setiap triwulan atas kinerja Perseroan serta informasi dan kegiatan Perseroan lainnya.

The Company's website presents a variety of relevant information as a form of information disclosure to the public, including: annual financial statements, quarterly financial statements and semi-annual financial statements, stock performance, presentations from management for each quarter on the Company's performance, as well as other information and activities of the Company.

Pemenuhan informasi pada situs Perseroan sesuai dengan POJK No. 8/POJK.04/2015 dapat dilihat pada tabel berikut:

Compliance with information requirements on the Company's website in accordance with POJK No. 8/POJK.04/2015 can be seen in the following table:

Tabel Keterbukaan Informasi pada Situs *Web* Perseroan
Table of Information Disclosure on the Company's Website

No.	Cakupan Informasi Scope of Information	Ketersediaan di Situs *Web* www.jasamarga.com Availability on Website www. jasamarga.com
1.	Informasi pemegang saham sampai dengan pemilik akhir individu. Shareholder information up to individual ultimate owner.	■
2.	Isi Kode Etik. Contents of Code of Conduct.	■
3.	Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang, meliputi: bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan. Information on the General Meeting of Shareholders (GMS) at least including the agenda discussed in the GMS, summary of GMS minutes, and information on important dates, including the GMS announcement date, GMS invitation date, GMS implementation date, the date when the GMS summary will be announced.	■
4.	Laporan keuangan tahunan terpisah (5 tahun terakhir). Separated Annual Reports (for 5 current years).	■
5.	Profil Dewan Komisaris dan Direksi. Profiles of the Board of Commissioners and Board of Directors.	■
6.	Piagam/*Charter* Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal. Charter of Commissioners Charter, Board of Directors Charter, Charters of the Committees, and Internal Audit Charter.	■

Secara lebih spesifik, informasi dalam kanal yang tersedia di situs Perseroan adalah sebagai berikut:

More specifically, the information available on the Company's website is as follows:

Tentang Kami
About Us

- Profil Perusahaan
  Company Profile
- Bisnis Jasa Marga
  Jasa Marga Business
- Tata Kelola
  Corporate Governance
- Keberlanjutan
  Sustainability
- Sistem Manajemen Mutu, K3, dan Lingkungan
  Quality, Occupational Safety & Health and Environment Management System

Pengadaan
Procurement

- Pengadaan
  Procurement
- Pengumuman Paket Pengadaan
  Procurement Package Announcement
- Daftar Rekanan Jasa Marga
  List of Jasa Marga Partners
- PADI UMKM
- TKDN

Media & Informasi
Media & Information

- Media
- Miles
- Keterbukaan Informasi Publik
  Public Information Disclosure
- Program Lainnya
  Other Program

Jalan Tol
Toll Road

- Jalan Tol Jasa Marga
  Jasa Marga Toll Road

Karir
Career

- Karir
  Career

Kontak Kami
Contact Us

- Kantor Pusat
  Head Office
- PT Jasamarga Transjawa Tol
- Regional Metropolitan
- Regional Nusantara
- Anak Usaha Bidang Pengoperasian Jalan Tol
  Toll Road Operation Subsidiaries
- Anak Usaha Bidang Prospektif
  Prospective Field Subsidiaries
- Kantor Asosiasi
  Association Office

Hubungan Investor
Investor Relation

- *IR Home*
- Info Perseroan
  Corporate Info
- Info Finansial
  Financial Info
- Keterbukaan
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  Stock/Bond Info
- Permintaan Info
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Material Information Regarding Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, Debt and Capital Restructuring, Material Transactions, and Affiliated Transactions

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Commitments and Contingencies

Jasa Marga terus memperkuat kinerjanya melalui fundamental keuangan yang solid dan disiplin operasional yang konsisten. Optimalisasi portofolio dan efisiensi biaya dijalankan untuk memastikan setiap aset berkontribusi maksimal terhadap kinerja perusahaan. Melalui percepatan transformasi layanan, Jasa Marga berupaya menghadirkan layanan jalan tol yang semakin andal, efektif, dan berorientasi pada kepuasan pengguna.

Jasa Marga continues to strengthen its performance through solid financial fundamentals and consistent operational discipline. Portfolio optimization and cost efficiency are implemented to ensure that each asset contributes maximally to the company's performance. Through the acceleration of service transformation, Jasa Marga strives to provide toll road services that are increasingly reliable, effective, and oriented towards user satisfaction.



Tinjauan Umum
General Overview

Tinjauan Makroekonomi 2025

Iklim Perekonomian Global

Sebagaimana dikutip dari buku Pertemuan Tahunan Bank Indonesia 2025 yang bertajuk Tangguh dan Mandiri: Sinergi Mendorong Pertumbuhan Ekonomi Lebih Tinggi dan Berdaya Tahan, menjelaskan bahwa, perekonomian global berada dalam fase perlambatan yang tidak merata antar negara dan kawasan. Pertumbuhan ekonomi dunia cenderung tertahan, terutama dipengaruhi oleh kinerja negara maju yang melemah, sementara negara berkembang relatif menunjukkan ketahanan yang lebih baik. Dalam paparan Bank Indonesia, pertumbuhan ekonomi global diproyeksikan berada di kisaran ±3,0%, mencerminkan tekanan berlanjut dari kebijakan moneter ketat, fragmentasi geopolitik, serta normalisasi aktivitas ekonomi pascapandemi yang belum sepenuhnya merata.

Di kelompok negara maju, kinerja ekonomi menunjukkan tren perlambatan yang lebih nyata. Sebaliknya, negara berkembang, khususnya di kawasan Asia, menunjukkan prospek pertumbuhan yang relatif lebih kuat. Pertumbuhan ekonomi di kawasan Asia ditopang oleh permintaan domestik yang tetap solid, peningkatan investasi, serta dukungan kebijakan pemerintah yang lebih akomodatif. Namun demikian, Bank Indonesia menekankan bahwa ketahanan tersebut tetap dihadapkan pada risiko eksternal, termasuk volatilitas arus modal, fluktuasi nilai tukar, dan ketidakpastian perdagangan global.

Dari sisi inflasi global, tekanan harga menunjukkan tren penurunan, namun masih berada pada level yang relatif tinggi di sejumlah negara utama. Kondisi ini mendorong bank sentral global untuk mempertahankan kebijakan moneter yang ketat secara berhati-hati. Lingkungan suku bunga global yang tinggi tersebut berdampak pada ketatnya likuiditas internasional, serta berlanjutnya volatilitas di pasar keuangan global.

Ke depan, Bank Indonesia memproyeksikan bahwa pemulihan ekonomi global akan berlangsung bertahap dan tetap disertai risiko, dengan potensi perbaikan yang bergantung pada stabilisasi inflasi, arah kebijakan moneter global, serta perkembangan tensi geopolitik dan perdagangan antar negara.

Iklim Perekonomian Nasional

Sementara itu, di tengah perlambatan global, Bank Indonesia mencatat bahwa perekonomian Indonesia menunjukkan ketahanan yang kuat dan kinerja yang relatif lebih baik dibandingkan banyak negara lain. Pertumbuhan ekonomi nasional diproyeksikan berada pada kisaran 4,7%–5,5%, didukung oleh permintaan domestik yang tetap solid serta bauran kebijakan yang konsisten antara pemerintah dan Bank Indonesia.

2025 Macroeconomic Overview

Global Economic Climate

As quoted from Bank Indonesia's 2025 Annual Meeting book entitled Resilient and Independent: Synergy Driving Higher and More Resilient Economic Growth, it explains that the global economy is in a phase of uneven slowdown between countries and regions. World economic growth tends to be sluggish, mainly influenced by the weakening performance of developed countries, while developing countries are relatively more resilient. In Bank Indonesia's presentation, global economic growth is projected to be in the range of ±3.0%, reflecting continued pressure from tight monetary policy, geopolitical fragmentation, and the uneven normalisation of post-pandemic economic activity.

In the developed countries group, economic performance shows a more pronounced slowdown trend. In contrast, developing countries, particularly in Asia, show relatively stronger growth prospects. Economic growth in Asia is supported by solid domestic demand, increased investment, and more accommodative government policies. However, Bank Indonesia emphasises that this resilience remains exposed to external risks, including capital flow volatility, exchange rate fluctuations, and global trade uncertainty.

In terms of global inflation, price pressures are showing a downward trend, but remain at relatively high levels in a number of major countries. This has prompted global central banks to maintain a cautious monetary policy stance. The high global interest rate environment has resulted in tight international liquidity, and continued volatility in global financial markets.

Going forward, Bank Indonesia projects that the global economic recovery will be gradual and accompanied by risks, with the potential for improvement depending on inflation stabilisation, the direction of global monetary policy, and developments in geopolitical tensions and trade between countries.

National Economic Climate

Meanwhile, amid the global slowdown, Bank Indonesia notes that the Indonesian economy has shown strong resilience and relatively better performance compared to many other countries. National economic growth is projected to be in the range of 4.7%–5.5%, supported by solid domestic demand and a consistent policy mix between the government and Bank Indonesia.

Konsumsi rumah tangga tetap menjadi motor utama pertumbuhan ekonomi nasional, seiring terjaganya daya beli masyarakat dan meningkatnya aktivitas ekonomi domestik. Selain itu, investasi menunjukkan tren pertumbuhan yang berkelanjutan, didukung oleh perbaikan iklim usaha, pembangunan infrastruktur, serta berlanjutnya realisasi investasi, termasuk pada sektor-sektor bernilai tambah tinggi.

Dari sisi inflasi, Bank Indonesia memproyeksikan tingkat inflasi tetap berada dalam sasaran 2,5%±1%, mencerminkan keberhasilan pengendalian harga melalui sinergi kebijakan moneter, fiskal, dan pengendalian inflasi pusat dan daerah. Inflasi inti yang terjaga serta inflasi pangan yang terkendali memberikan ruang bagi stabilitas ekonomi makro yang berkelanjutan.

Pada sektor eksternal, neraca pembayaran Indonesia diperkirakan tetap berada dalam kondisi yang sehat, didukung oleh kinerja ekspor yang cukup baik serta cadangan devisa yang memadai. Ketahanan eksternal ini berperan penting dalam menjaga stabilitas nilai tukar Rupiah di tengah volatilitas pasar keuangan global dan ketidakpastian arus modal internasional.

Bank Indonesia juga menegaskan bahwa stabilitas sistem keuangan nasional tetap terjaga, dengan permodalan perbankan yang kuat, likuiditas yang memadai, serta risiko kredit yang terkendali. Kondisi tersebut memberikan ruang bagi sektor perbankan untuk terus meningkatkan penyaluran pembiayaan kepada sektor produktif guna mendukung pertumbuhan ekonomi nasional secara berkelanjutan.

Household consumption remains the main driver of national economic growth, in line with sustained purchasing power and increased domestic economic activity. In addition, investment shows a sustainable growth trend, supported by an improved business climate, infrastructure development, and continued investment realisation, including in high value-added sectors.

In terms of inflation, Bank Indonesia projects that the inflation rate will remain within the target range of 2.5%±1%, reflecting the success of price control through the synergy of monetary and fiscal policies and central and regional inflation control. Controlled core inflation and food inflation provide room for sustainable macroeconomic stability.

In the external sector, Indonesia's balance of payments is expected to remain healthy, supported by fairly good export performance and adequate foreign exchange reserves. This external resilience plays an important role in maintaining the stability of the Rupiah exchange rate amid global financial market volatility and uncertainty in international capital flows.

Bank Indonesia also emphasised that the stability of the national financial system remains intact, with strong banking capital, adequate liquidity, and controlled credit risk. These conditions provide room for the banking sector to continue increasing financing to the productive sector in order to support sustainable national economic growth.

Tinjauan Industri

Hingga akhir Tahun 2025, perekonomian Indonesia menunjukkan ketahanan yang kuat dan momentum pertumbuhan yang tetap solid di tengah dinamika ekonomi global yang masih diliputi ketidakpastian. Pemerintah menargetkan pertumbuhan ekonomi pada kisaran 5,0–5,2%, didukung oleh kebijakan fiskal yang tetap akomodatif, stimulus belanja negara, serta peningkatan investasi pada sektor-sektor strategis, termasuk infrastruktur transportasi. Bank Indonesia secara konsisten menjaga stabilitas moneter dengan inflasi yang terkendali pada kisaran 2,5±1% serta nilai tukar Rupiah yang relatif stabil. Sinergi kebijakan fiskal dan moneter tersebut menciptakan iklim investasi yang kondusif dan berkelanjutan, khususnya dalam mendukung pembangunan infrastruktur jalan tol sebagai tulang punggung konektivitas dan pertumbuhan ekonomi nasional.

Dalam konteks makroekonomi, pembangunan infrastruktur, khususnya jalan tol, memainkan peran krusial sebagai penggerak pertumbuhan wilayah, pendorong efisiensi logistik, dan katalis pengembangan kawasan industri serta pariwisata. Jalan tol berfungsi sebagai simpul utama yang menghubungkan pusat produksi dengan pasar, mempersingkat waktu distribusi, serta menekan biaya transportasi nasional. Melalui pembangunan jaringan jalan tol yang merata dan terintegrasi, pemerintah berupaya memperkuat struktur ekonomi domestik sekaligus memperluas daya saing Indonesia di kawasan ASEAN.

Industry Overview

By the end of 2025, Indonesia's economy has demonstrated strong resilience and maintained solid growth momentum amid global economic dynamics that remain fraught with uncertainty. The Government targets economic growth in the range of 5.0–5.2%, supported by accommodative fiscal policies, state spending stimulus, and increased investment in strategic sectors, including transportation infrastructure. Bank Indonesia has consistently maintained monetary stability, with inflation kept within the 2.5±1% target range and a relatively stable Rupiah exchange rate. The synergy between fiscal and monetary policies has created a conducive and sustainable investment climate, particularly in supporting the development of toll road infrastructure as the backbone of national economic connectivity and growth.

In the macroeconomic context, infrastructure development, particularly toll roads, plays a crucial role as a driver of regional growth, a catalyst for logistics efficiency, and a catalyst for industrial and tourism development. Toll roads serve as key nodes connecting production centers with markets, shortening distribution times and reducing national transportation costs. By developing a balanced, integrated toll road network, the government seeks to strengthen Indonesia's domestic economic structure and expand its competitiveness in the ASEAN region.

Sebagai pemimpin industri jalan tol nasional dengan pangsa pasar sekitar 42% berdasarkan panjang jalan beroperasi, Jasa Marga berperan sentral dalam mendukung agenda pembangunan tersebut. Hingga akhir 2025, Perseroan mengelola total konsesi sepanjang 1.736 km, dengan 1.294 km di antaranya telah beroperasi secara penuh. Portofolio bisnis ini mencakup ruas-ruas strategis yang menjadi tulang punggung konektivitas di Pulau Jawa, Sumatra, dan Sulawesi. Salah satu capaian penting di periode ini adalah penyelesaian Jalan Tol Solo–Yogyakarta–NYIA Kulonprogo (Paket 1.2A Ruas Klaten–Prambanan) yang memperkuat akses menuju destinasi ekonomi dan pariwisata utama di wilayah Jawa Tengah dan Daerah Istimewa Yogyakarta.

As the leader of the national toll road industry with a market share of approximately 42% based on the length of roads in operation, Jasa Marga plays a central role in supporting this development agenda. By the end of 2025, the Company has managed a total concession of 1,736 km, of which 1,294 km is already fully operational. This business portfolio includes strategic toll roads that form the backbone of connectivity on the islands of Java, Sumatra, and Sulawesi. One of the important achievements during this period was the completion of the Solo–Yogyakarta–NYIA Kulonprogo Toll Road (Phase 1.2A Klaten–Prambanan Toll Road), which strengthens access to major economic and tourist destinations in Central Java and the Special Region of Yogyakarta.

Perseroan juga tengah menyelesaikan 5 (lima) ruas tol dalam tahap konstruksi, dengan pendekatan investasi yang selektif berdasarkan kelayakan finansial dan keberlanjutan jangka panjang. Strategi pengembangan diarahkan tidak hanya untuk memperluas jaringan, tetapi juga untuk memperkuat struktur bisnis dan efisiensi operasional melalui pembentukan model organisasi berbasis regional, yaitu Regional Metropolitan Tollroad (RMT), Regional Nusantara Tollroad (RNT), dan subholding PT Jasamarga Transjawa Tollroad (JTT). Model ini memungkinkan pengelolaan aset dan operasi jalan tol dilakukan secara lebih terintegrasi, adaptif, dan efisien sesuai karakteristik wilayah.

The Company is also completing 5 (five) toll road sections currently under construction, with a selective investment approach based on financial feasibility and long-term sustainability. The development strategy is aimed not only at expanding the network but also at strengthening the business structure and operational efficiency through the formation of a regional-based organizational model, namely the Regional Metropolitan Tollroad (RMT), the Regional Nusantara Tollroad (RNT), and PT Jasamarga Transjawa Tollroad (JTT) subholding. This model enables more integrated, adaptive, and efficient management of toll road assets and operations, tailored to regional characteristics.

Dari sisi permintaan, volume lalu lintas pada tahun 2025 mencapai 1.306,40 juta transaksi, atau relatif stabil dengan peningkatan sebesar 0,35% dibandingkan periode yang sama tahun sebelumnya. Capaian ini tetap mencerminkan tren mobilitas masyarakat yang tinggi, seiring dengan berlanjutnya pemulihan aktivitas ekonomi, pertumbuhan konsumsi rumah tangga, serta meningkatnya kepercayaan publik terhadap jalan tol sebagai moda transportasi yang aman, nyaman, dan efisien. Selain faktor musiman seperti libur panjang, kinerja lalu lintas juga mendapat dukungan dari peningkatan kualitas dan kapasitas jalan tol, yang mendorong semakin banyak pengguna beralih dari jalan nasional ke jalan tol.

From the demand side, traffic volume in 2025 reached 1,306.40 million transactions, relatively stable with an increase of 0.35% compared to the same period last year. This achievement continues to reflect the high mobility of the public, in line with the ongoing recovery of economic activity, growth in household consumption, and increased public confidence in toll roads as a safe, comfortable, and efficient mode of transportation. In addition to seasonal factors such as long holidays, traffic performance was also supported by improvements in the quality and capacity of toll roads, which encouraged more users to switch from national roads to toll roads.

Untuk menjaga keberlanjutan usaha dan mutu layanan, Perseroan melakukan penyesuaian tarif tol secara bertahap pada sejumlah ruas utama, seperti Manado–Bitung, Bogor Outer Ring Road (BORR), Semarang ABC, Kunciran–Serpong, Pandaan-Malang, dan Gempol-Pasuruan. Penyesuaian ini dilaksanakan sesuai ketentuan pemerintah dengan mempertimbangkan inflasi, kemampuan bayar pengguna, serta pemenuhan Standar Pelayanan Minimum (SPM) yang menjadi indikator utama kualitas layanan jalan tol.

To maintain business sustainability and service quality, the Company has gradually adjusted toll rates on several major routes, including Manado–Bitung, Bogor Outer Ring Road (BORR), Semarang ABC, Kunciran–Serpong, Pandaan-Malang, and Gempol-Pasuruan. These adjustments are carried out in accordance with government regulations, taking into account inflation, users' ability to pay, and compliance with Minimum Service Standards (SPM), which are the main indicators of toll road service quality.

Dalam jangka menengah, arah pengembangan industri jalan tol nasional berfokus pada tiga agenda utama: efisiensi operasional, integrasi jaringan, dan diversifikasi sumber pendapatan. Pemerintah mendorong keterlibatan sektor swasta melalui skema *Public-Private Partnership* (PPP), dengan prioritas pada ruas-ruas yang mendukung konektivitas antarwilayah ekonomi strategis seperti kawasan industri, pelabuhan, dan bandara. Kebijakan ini membuka peluang bagi Jasa Marga untuk memperluas perannya tidak hanya sebagai operator, tetapi juga sebagai mitra strategis pemerintah dalam pengembangan infrastruktur nasional yang berkelanjutan.

In the medium term, the direction of national toll road industry development focuses on three main agendas: operational efficiency, network integration, and diversification of revenue sources. The government encourages private sector involvement through Public-Private Partnership (PPP) schemes, with priority given to sections that support connectivity between strategic economic regions such as industrial estates, ports, and airports. This policy opens up opportunities for Jasa Marga to expand its role not only as an operator but also as a strategic partner of the government in developing sustainable national infrastructure.

Menanggapi arah kebijakan tersebut, Jasa Marga mengembangkan strategi *beyond toll road* melalui pengelolaan aset pendukung dan optimalisasi potensi ekonomi di sekitar ruas tol. Beberapa inisiatif utama yang dijalankan meliputi pengembangan *Toll Corridor Development* (TCD) sebagai bentuk *value creation* di sepanjang koridor tol, pengelolaan Tempat Istirahat dan Pelayanan (TIP) yang semakin modern, mendukung prinsip ESG, dan ramah pengguna. Jasa Marga juga menjalin kerja sama strategis dalam penyediaan Stasiun Pengisian Kendaraan Listrik Umum (SPKLU). Seluruh upaya ini diarahkan untuk meningkatkan nilai tambah bisnis dan mendukung transisi menuju ekosistem transportasi yang cerdas dan berkelanjutan.

Dengan landasan ekonomi makro yang stabil, prospek pertumbuhan permintaan yang positif, serta dukungan kebijakan pemerintah terhadap pembangunan infrastruktur, industri jalan tol nasional memiliki potensi yang kuat untuk terus tumbuh secara berkelanjutan. Dalam konteks tersebut, Jasa Marga berkomitmen untuk memperkuat posisi sebagai *national toll road champion* yang tidak hanya berfokus pada ekspansi jaringan, tetapi juga pada peningkatan kualitas layanan, efisiensi operasional, dan penciptaan nilai ekonomi bagi seluruh pemangku kepentingan.

Strategi Jasa Marga

Dalam rangka mewujudkan visi dan misi baru, Perseroan telah menetapkan sejumlah strategi yang berfokus pada pertumbuhan usaha, inovasi, keberlanjutan, serta pelayanan yang baik. Perseroan juga telah menetapkan roadmap jangka panjang yang dibagi ke dalam 3 (tiga) fase utama, yakni jangka pendek (5 tahun), jangka menengah (5-10 tahun), dan jangka panjang (10-15 tahun). Seluruh strategi ini telah ditetapkan dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2025-2029.

Di tahun 2025, Perseroan mulai menjalankan strategi jangka pendek yang ditetapkan dengan tujuan untuk meningkatkan kinerja portofolio yang sudah ada, serta melibatkan dan memahami pelanggan dengan lebih baik. Adapun fokus utama dalam mencapai tujuan tersebut, antara lain:

1. Memaksimalkan teknologi sebagai *enabler* dalam memberikan layanan infrastruktur jalan tol yang inovatif serta sesuai dengan kebutuhan pengguna.
2. Meningkatkan performa portofolio *existing* serta mulai menjajaki peluang ekspansi ke pasar yang lebih luas.
3. Meningkatkan inovasi melalui kolaborasi dengan *stakeholders* pada ekosistem jalan tol sekaligus pengembangan kapabilitas inti.
4. Memperluas implementasi solusi teknologi ETC *(Electronic Toll Collection)* di seluruh Indonesia melalui skema kerja sama dengan mitra strategis, pengembang teknologi, operator jalan tol lainnya, atau pelanggan.
5. Menetapkan target dan menjalankan inisiatif berkelanjutan yang berkontribusi pada target dekarbonisasi nasional.

In response to this policy direction, Jasa Marga has developed a strategy that goes beyond toll roads through the management of supporting assets and the optimization of economic potential around toll road sections. Several key initiatives have been implemented, including the development of Toll Corridor Development (TCD) as a form of value creation along toll corridors, the management of increasingly modern Rest and Service Areas (TIP), supporting ESG principles, and user-friendliness. Jasa Marga has also established strategic partnerships in the provision of Public Electric Vehicle Charging Stations (SPKLU). All of these efforts are aimed at increasing business added value and supporting the transition to a smart and sustainable transportation ecosystem.

With a stable macroeconomic foundation, positive growth prospects, and government policy support for infrastructure development, the national toll road industry has strong potential for continued sustainable growth. In this context, Jasa Marga is committed to strengthening its position as the national toll road champion, focusing not only on network expansion but also on improving service quality, operational efficiency, and creating economic value for all stakeholders.

Jasa Marga's Strategy

To realize its new vision and mission, the Company has established strategies focused on business growth, innovation, sustainability, and customer service. The Company has also established a long-term roadmap divided into 3 (three) main phases, namely short-term (5 years), medium-term (5-10 years), and long-term (10-15 years). All of these strategies have been set out in the Company's Long-Term Plan (RJPP) for 2025-2029.

In 2025, the Company began implementing a short-term strategy to improve the performance of its existing portfolio and better engage and understand its customers. The main focus in achieving these objectives includes:

1. Maximizing technology as an enabler in providing innovative toll road infrastructure services that meet user needs.
2. Improving the performance of the existing portfolio and exploring opportunities for expansion into broader markets.
3. Enhancing innovation through collaboration with stakeholders in the toll road ecosystem while developing core capabilities.
4. Expanding the implementation of ETC (Electronic Toll Collection) technology solutions throughout Indonesia through cooperation schemes with strategic partners, technology developers, other toll road operators, or customers.
5. Setting targets and implementing sustainable initiatives that advance national decarbonization goals.

Selanjutnya, Perseroan membagi strategi yang disusun ke dalam 9 (sembilan) aspek utama berdasarkan arah gerak Perseroan selama 5 (lima) tahun ke depan yang didukung dengan sejumlah inisiatif strategis yang akan diimplementasikan selama periode RJPP 2025-2029. Berdasarkan pembagian tersebut, 3 (tiga) strategi utama merupakan strategi yang berkaitan langsung dengan aspek usaha perusahaan, seperti Bisnis Konsesi, Bisnis Pendukung Jalan Tol, dan Bisnis Prospektif. Sementara, 6 (enam) aspek lainnya merupakan aspek pendukung untuk memastikan operasi yang efisien.

1. Strategi Bisnis
   a. Bisnis Konsesi
      Optimalisasi kinerja portofolio konsesi jalan tol melalui standarisasi biaya pengoperasian dan preservasi dan *recycling* aset yang *underperformance*.
   b. Bisnis Pendukung Jalan Tol
      Ekspansi pasar melalui pemanfaatan *Unique Selling Point* dari *Service Provider* Pengoperasian dan Preservasi.
   c. Bisnis Prospektif
      Meningkatkan utilisasi aset non-tol untuk peningkatan pendapatan non-tol dan *brand image* Jasa Marga.
2. Strategi Fungsional
   a. Inovasi & *Customer Experience*
      Mengembangkan dan mengkomersialisasi produk serta layanan yang *customer centric* melalui manajemen inovasi dan kolaborasi.
   b. Pengembangan Bisnis
      Transisi ke model bisnis investasi *brownfield* dan mengeksplor ekspansi ke pasar internasional.
   c. Teknologi
      Pengembangan kapasitas dan infrastruktur teknologi untuk mendukung pengambilan keputusan berbasis data (*data-driven*).
   d. Finansial
      Efisiensi biaya keuangan melalui pendanaan alternatif dan meningkatkan pengelolaan portofolio perusahaan melalui *integrated asset management*.
   e. Organisasi dan Sumber Daya Manusia (SDM)
      Restrukturisasi organisasi, *upskilling*, dan pembentukan layanan bersama untuk mendukung tercapainya rencana bisnis Perseroan.
   f. *Environmental, Social, and Governance* (ESG)
      Meningkatkan adopsi *usecase green initiative* pada kegiatan operasional utama dan membuka peluang untuk menerbitkan pendanaan hijau.

Pada penerapannya, Perseroan juga memiliki kebijakan sebagai ketentuan yang menjadi pegangan bagi manajemen dalam melaksanakan kegiatan usaha Perseroan. Dalam menjalankan bisnisnya, Perseroan menerapkan 5 (lima) kebijakan sebagai berikut:

1. Pengembangan Usaha
   a. Kebijakan Utama
      Kebijakan ini diterapkan pada lini bisnis konsesi jalan tol dan lini bisnis lainnya yang relevan. Ketentuan-ketentuan dalam kebijakan utama untuk melakukan pengembangan usaha adalah sebagai berikut:

Furthermore, the Company divides its strategy into 9 (nine) main aspects aligned with its direction for the next 5 (five) years, supported by strategic initiatives to be implemented during the 2025-2029 RJPP period. Based on this division, 3 (three) main strategies are directly related to the Company's business, namely Concession Business, Toll Road Support Business, and Prospective Business. Meanwhile, the other 6 (six) aspects are supporting aspects to ensure efficient operations.

1. Business Strategy
   a. Concession Business
      Optimizing the performance of the toll road concession portfolio through operating costs standardization as well as preservation and recycling of underperforming assets.
   b. Toll Road Support Business
      Market expansion through the utilization of the Unique Selling Point of the Operation and Preservation Service Provider.
   c. Prospective Business
      Increasing the utilization of non-toll assets to boost non-toll revenue and Jasa Marga's brand image.

2. Functional Strategy
   a. Innovation & Customer Experience
      Developing and commercializing customer-centric products and services through innovation management and collaboration.
   b. Business Development
      Transitioning to a brownfield investment business model and exploring expansion into international markets.
   c. Technology
      Capacity building and technological infrastructure development to support data-driven decision making.
   d. Financial
      Financial cost efficiency through alternative financing and improved corporate portfolio management through integrated asset management.
   e. Organization and Human Resources (HR)
      Organizational restructuring, upskilling, and the establishment of shared services to support the achievement of the Company's business plan.
   f. Environmental, Social, and Governance (ESG)
      Increasing the adoption of green initiative use cases across key operational activities and opening opportunities for green financing.

In its implementation, the Company also has policies as guidelines for management in carrying out the Company's business activities. In conducting its business, the Company implements the following 5 (five) policies:

1. Business Development
   a. Key Policy
      This policy is applied to the toll road concession business line and other relevant business lines. The provisions in the main policy for business development are as follows:

i. Menyelesaikan ruas-ruas dalam tahapan konstruksi dengan selalu menjaga tingkat kelayakan sesuai dengan perjanjian pengusahaan jalan tol;
ii. Menambah kepemilikan jalan tol dengan skema investasi terbaik berdasarkan kapasitas keuangan Perseroan pada ruas yang telah beroperasi dan/atau mengutamakan ruas jalan tol potensial yang memiliki koneksi dengan jalan tol yang telah ada;
iii. Mendorong peningkatan nilai pada ruas tol operasional; dan
iv. Melakukan studi kelayakan ruas jalan tol potensial dan bisnis lainnya yang berpotensi dalam rangka mengembangkan pasar dan meningkatkan kinerja Perseroan.

b. Kebijakan Prospektif
Kebijakan ini diterapkan pada lini bisnis prospektif, yaitu PT Jasamarga Related Business (JMRB). JMRB melakukan pengembangan kawasan dalam rangka mendukung bisnis jalan tol Perseroan dengan memperhatikan hal-hal sebagai berikut:
i. Pengembangan Tempat Istirahat dan Pelayanan (TIP) atau *rest area* di sepanjang jalan tol, termasuk konsep pemisahan fungsi *rest area* dari *service area* untuk menciptakan nilai tambah dan peningkatan *non-core revenue*;
ii. Mengembangkan layanan dan produk baru yang memanfaatkan infrastruktur dan teknologi baru yang tersedia di sepanjang koridor jalan tol, termasuk peningkatan layanan ritel dan hiburan pada *rest area*;
iii. Pengembangan *rest area* ramah lingkungan melalui penggunaan energi terbarukan, daur ulang sampah dan air limbah;
iv. Pengembangan bisnis prospektif dapat dilakukan sendiri maupun bermitra dengan pemangku kepentingan lainnya yang berpengalaman, khususnya melalui sinergi BUMN dan atau anak perusahaannya;
v. Proporsi pendanaan masing-masing proyek diupayakan dengan skema terbaik;
vi. Melakukan *asset recycling*;
vii. Dalam jangka pendek, JMRB harus dapat melakukan pembelian lahan untuk *land value creation* sepanjang koridor jalan tol; dan
viii. Dalam jangka menengah dan panjang, JMRB diharapkan dapat melakukan pengembangan *Transit Corridor Development* (TCD) yang bersinergi dengan pengembangan jalan tol.

2. Operasional
a. Peningkatan kualitas jalan tol melalui inovasi teknologi dalam operasi dan preservasi;
b. Meningkatkan efisiensi operasi melalui penggunaan teknologi, termasuk menggunakan sistem manajemen lalu lintas yang cerdas (*artificial intelligence*) untuk mengurangi kemacetan, menggunakan sensor *Internet of Things* (IoT) untuk memantau kondisi jalan dan infrastruktur, dan menggunakan data analitik untuk meningkatkan proses pengambilan keputusan;

i. Completing toll roads in the construction phase while always maintaining the level of feasibility in accordance with the toll road concession agreement;
ii. Increasing toll road ownership with the best investment scheme based on the Company's financial capacity on sections that are already operational and/or prioritizing potential toll road sections that are connected to existing toll roads;
iii. Promoting value enhancement on operational toll road sections; and
iv. Conducting feasibility studies on potential toll road sections and other potential businesses to develop the market and improve the Company's performance.

b. Prospective Policy
This policy is applied to prospective business lines, i.e., PT Jasamarga Related Business (JMRB). JMRB develops areas to support the Company's toll road business by considering the following:

i. Development of Rest Areas and Services (TIP) along toll roads, including the concept of separating the functions of rest areas from service areas to create added value and increase non-core revenue;
ii. Developing new services and products that utilize new infrastructure and technology available along the toll road corridor, including improving retail and entertainment services at rest areas;
iii. Development of environmentally friendly rest areas using renewable energy, waste recycling, and wastewater recycling;
iv. Prospective business development can be carried out independently or in partnership with other experienced stakeholders, particularly through synergies between state-owned enterprises and/or their subsidiaries;
v. The funding proportion for each project is determined using the best possible scheme;
vi. Conducting asset recycling;
vii. In the short term, JMRB must be able to purchase land for land value creation along the toll road corridor; and
viii. In the medium and long term, JMRB is expected to develop Transit Corridor Development (TCD) that synergizes with toll road development.

2. Operational
a. Improving toll road quality through technological innovation in operations and preservation;
b. Improving operational efficiency through the use of technology, including using intelligent traffic management systems (artificial intelligence) to reduce congestion, using Internet of Things (IoT) sensors to monitor road and infrastructure conditions, and using data analytics to improve decision-making processes;

c. Mempromosikan keberlanjutan dengan mengembangkan solusi yang lebih ramah lingkungan untuk operasi jalan tol, termasuk menggunakan kendaraan bertenaga listrik dan energi terbarukan, mengurangi emisi gas rumah kaca, dan mempromosikan praktik berkelanjutan di antara pengguna jalan tol;
d. Memenuhi Standar Pelayanan Minimal (SPM);
e. Modernisasi sistem dan teknologi operasi untuk meningkatkan kualitas layanan dan pengendalian transaksi berbasis *cashless transaction* serta mendorong implementasi transaksi nirhenti dan nirsentuh dengan skema yang terbaik bagi Perseroan maupun pengguna jalan tol;
f. Menggunakan *green technology* atau energi terbarukan dan *green construction*;
g. Melaksanakan rekonstruksi jalan tol secara bertahap (*staging*);
h. Manajemen kendaraan angkutan barang di jalan tol dengan *Weigh In Motion* untuk pengendalian *overload* dan integrasi dengan sistem Bukti Lulus Uji Elektronik (BLUe) menggunakan RFID;
i. Implementasi pengendalian aset jalan tol menggunakan teknologi I*ntegrated Tollroad Maintenance System* berupa Aplikasi Jasamarga *Integrated Maintenance Management System* (JIMMS);
j. PT Jasamarga Tollroad Operator (JMTO) mengoperasikan ruas jalan tol yang dimiliki Jasa Marga Grup dan aktif mencari peluang usaha secara eksternal dengan *margin optimum*;
k. PT Jasamarga Tollroad Maintenance (JMTM) melakukan preservasi ruas jalan tol yang dimiliki oleh Jasa Marga Grup dan selalu meningkatkan kualitas layanan preservasi jalan tol; dan
l. Memperhatikan unsur Peningkatan Penggunaan Produksi Dalam Negeri (P3DN) dalam kegiatan operasional Perseroan.

3. Keuangan
   a. Mengembangkan bisnis dilakukan dengan memperhatikan stabilitas finansial jangka panjang yang tercermin oleh *Interest Coverage Ratio* (ICR) minimum 1,1; *Debt to Equity Ratio* (DER) maksimal 5; dan pemeringkatan hutang Perseroan serta menjaga rasio-rasio keuangan lainnya;
   b. Investasi peningkatan kapasitas operasional dan kualitas layanan operasional dilakukan dengan menggunakan dana internal Perseroan;
   c. Investasi pengembangan bisnis, peningkatan kapasitas operasional dan peningkatan kualitas layanan operasional memperhatikan rasio finansial;
   d. Menerapkan perhitungan amortisasi jalan tol berbasis *unit of usage*; dan
   e. Mengembangkan bisnis, meningkatkan kapasitas operasional dan meningkatkan kualitas layanan operasional dengan memperhatikan rasio finansial (*Return on Equity*/ROE, pertumbuhan laba bersih, dan lainnya).

c. Promoting sustainability by developing more environmentally friendly solutions for toll road operations, including using electric vehicles and renewable energy, reducing greenhouse gas emissions, and promoting sustainable practices among toll road users;
d. Meeting Minimum Service Standards (SPM);
e. Modernizing systems and operational technology to improve service quality and control cashless transactions, as well as encouraging the implementation of non-stop and contactless transactions with the best scheme for the Company and toll road users;
f. Using green technology or renewable energy and green construction;
g. Carry out toll road reconstruction in stages;
h. Management of goods transport vehicles on toll roads using Weigh In Motion for overload control and integration with the Electronic Test Pass Certificate (BLUe) system using RFID.;
i. Implementing toll road asset control using Integrated Tollroad Maintenance System technology in the form of the Jasamarga Integrated Maintenance Management System (JIMMS) application;
j. PT Jasamarga Tollroad Operator (JMTO) operates toll road sections owned by Jasa Marga Group and actively seeks external business opportunities with optimal margins;
k. PT Jasamarga Tollroad Maintenance (JMTM) preserves toll road sections owned by the Jasa Marga Group and continuously improves the quality of toll road preservation services; and
l. Pay attention to the element of Increasing the Use of Domestic Production (P3DN) in the Company's operational activities.

3. Finance
   a. Business development is carried out with consideration for long-term financial stability, as reflected by a minimum Interest Coverage Ratio (ICR) of 1.1; a maximum Debt-to-Equity Ratio (DER) of 5; and the Company's debt rating, while maintaining other financial ratios;
   b. Investments in increasing operational capacity and improving operational service quality are made using the Company's internal funds;
   c. Investments in business development, operational capacity enhancement, and operational service quality improvement take financial ratios into account;
   d. Implementing toll road amortization calculations based on unit of usage; and
   e. Developing the business, increasing operational capacity, and improving the quality of operational services by paying attention to financial ratios (Return on Equity/ROE, net profit growth, and others).

4. Organisasi dan Sumber Daya Manusia
   a. Memperbaiki rantai nilai, proses bisnis, dan matriks akuntabilitas, serta menata organisasi sesuai dengan arah dan kebutuhan pengembangan bisnis Perseroan baik jangka pendek maupun jangka panjang;
   b. Menyusun *manpower planning* yang selalu *update* sesuai kebutuhan Perseroan dan menata sistem manajemen *human capital* berbasis *Information* & *Communication Technology* (ICT) mengacu pada *best practice* Perusahaan kelas dunia;
   c. Melakukan rekrutmen atas kebutuhan kader pemimpin, yang dilakukan dengan sumber eksternal dan internal serta *professional hire*, sesuai dengan *manpower planning* dengan memperhatikan rasio jumlah karyawan yang wajar dan dampak finansial jangka panjang;
   d. Mengembangkan *human capital development plan* yang terintegrasi untuk penyiapan kader pemimpin Perseroan masa depan dengan personal *quality global*;
   e. Mengembangkan *human capital* untuk membentuk kader pemimpin yang berkarakter dan bertalenta; dan
   f. Mengembangkan inisiatif tentang peningkatan kompetensi sumber daya manusia (SDM) yang diperlukan untuk meningkatkan kompetensi kunci yang diperlukan dalam rangka pengembangan Perseroan ke depannya.
5. Teknologi
   a. Menekankan pada percepatan transformasi digital untuk meningkatkan kinerja bisnis dengan fokus pada perkuatan infrastruktur Teknologi Informasi (TI), percepatan adopsi teknologi melalui penggunaan teknologi yang lebih luas dalam proses bisnis Perseroan dan meningkatkan talenta digital;
   b. Modernisasi TI harus berdampak pada efisiensi proses kerja dan efisiensi biaya bagi Perseroan;
   c. Pengembangan TI Perseroan mengacu pada *masterplan* TI yang sudah disesuaikan;
   d. Mengintegrasikan *back-office system* dengan operasional jalan tol;
   e. Pengadaan TI terpusat;
   f. Standarisasi spesifikasi TI; dan
   g. Implementasi TI mengacu kepada KPTS Kebijakan Tata Kelola TI dan Data yang berlaku di Jasa Marga.

4. Organization and Human Resources
   a. Improving the value chain, business processes, and accountability matrix, as well as structuring the organisation in accordance with the direction and needs of the Company's business development, both in the short and long term;
   b. Developing manpower planning that is always updated in accordance with the Company's needs and structuring a human capital management system based on Information & Communication Technology (ICT) with reference to the best practices of world-class companies;
   c. Recruit leaders based on needs, using external and internal sources as well as professional hires, in accordance with workforce planning, taking into account reasonable employee ratios and long-term financial impacts.
   d. Developing an integrated human capital development plan to prepare future leaders of the Company with global personal qualities;
   e. Developing human capital to build character and talented leadership cadres; and
   f. Developing initiatives to improve the competencies of human resources (HR) needed to enhance the key competencies required for the Company's future development.
5. Technology
   a. Emphasizing the acceleration of digital transformation to improve business performance with a focus on strengthening Information Technology (IT) infrastructure, accelerating technology adoption through the wider use of technology in the Company's business processes, and improving digital talent;
   b. IT modernization must have an impact on work process efficiency and cost efficiency for the Company;
   c. The Company's IT development refers to the adjusted IT master plan;
   d. Integrating back-office systems with toll road operations;
   e. Centralized IT procurement;
   f. Standardization of IT specifications; and
   g. IT implementation refers to the applicable IT and Data Governance Policy KPTS at Jasa Marga.

Tinjauan Operasi per Segmen Usaha
Operations Review per Business Segment

Berdasarkan Pasal 3 Anggaran Dasar Perseroan, maksud dan tujuan usaha Jasa Marga adalah turut serta melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang pengusahaan jalan tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip Perseroan Terbatas. Untuk mencapai maksud dan tujuan tersebut, Perseroan melaksanakan kegiatan usaha sebagai berikut:

1. Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau preservasi jalan tol.
2. Mengusahakan lahan di ruang milik jalan tol (Rumijatol) dan lahan yang berbatasan dengan Rumijatol untuk tempat istirahat dan pelayanan, berikut dengan fasilitas-fasilitas dan usaha lainnya.
3. Melakukan kegiatan pengembangan kawasan yang terintegrasi dengan pengembangan jaringan jalan tol.
4. Melakukan kegiatan di bidang jasa layanan pengoperasian dan preservasi jalan tol.
5. Aktivitas jalan tol, mencakup pelayanan lalu lintas kendaraan melalui jalan atau jembatan tol.
6. Melakukan investasi termasuk penyertaan modal pada perusahaan lainnya sejalan dengan dan untuk mencapai maksud dan tujuan Perseroan.

Perseroan secara melakukan investasi secara selektif dengan mempertimbangkan optimalisasi portofolio bisnisnya sehingga diharapkan pengembangan bisnis pada lini bisnis konsesi jalan tol, lini bisnis pendukung jalan tol, dan lini bisnis prospektif dapat memberikan nilai tambah bagi Perseroan dari aspek komersial dan operasional serta memberikan kontribusi positif bagi seluruh pemangku kepentingan dalam jangka panjang.

Segmen Usaha Jalan Tol

Berdasarkan Anggaran Dasar Perseroan, Jasa Marga menjalankan bisnis di bidang jalan tol. Pada segmen usaha ini, Perseroan mengelola konsesi yang diperoleh dari Pemerintah dari hulu ke hilir, yaitu dari mulai mendapatkan konsesi, melakukan konstruksi, hingga mengoperasikan jalan tol. Sampai dengan akhir tahun 2025, Perseroan telah memiliki 1.736 km konsesi jalan tol, baik dalam tahap operasi, operasi sebagian, maupun dalam tahap konstruksi. Seluruh konsesi jalan tol ini dikelola oleh entitas induk, entitas anak, dan ventura bersama. Adapun rincian dari masing-masing konsesi jalan tol Perseroan dapat dilihat sebagai berikut:

Based on Article 3 of the Company's Articles of Association, the purpose and objective of Jasa Marga's business is to participate in and support government policies and programs in the field of economics and national development in general, particularly development in the field of toll road operations and supporting facilities, by applying the principles of a limited liability company. To achieve these objectives, the Company carries out the following business activities:

1. Conducting technical planning, construction, operation, and/or preservation of toll roads.
2. Utilizing land within the toll road right-of-way (Rumijatol) and land adjacent to Rumijatol for rest areas and services, along with other facilities and businesses.
3. Conducting integrated area development activities in conjunction with toll road network development.
4. Conducting activities in the field of toll road operation and maintenance services.
5. Toll road activities, including vehicle traffic services through toll roads or bridges.
6. Making investments, including capital participation in other companies, in line with and to achieve the Company's objectives and goals.

The Company selectively invests by considering the optimization of its business portfolio so that business development in the toll road concession business line, toll road support business line, and prospective business line can provide added value to the Company from a commercial and operational perspective and make a positive contribution to all stakeholders in the long term.

Toll Road Business Segment

Based on the Company's Articles of Association, Jasa Marga operates in the toll road business. In this business segment, the Company manages concessions obtained from the government from upstream to downstream, including obtaining concessions, constructing, and operating toll roads. Until the end of 2025, the Company has 1,736 km of toll road concessions, either in operation, partially in operation, or under construction. All of these toll road concessions are managed by the parent entity, subsidiaries, and joint ventures. The details of each of the Company's toll road concessions are as follows:

Entitas Induk
Parent Entity

Ruas Jagorawi
Jagorawi Toll Road

Ruas Toll Road	**Jakarta-Bogor-Ciawi (Jagorawi)**
Panjang Jalan Road Length	59 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1978
Jumlah Gardu Total Booths	152
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,57 (A) – 0,58 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Jakarta-Tangerang-Cengkareng
Jakarta-Tangerang-Cengkareng Toll Road

Ruas Toll Road	**Prof. Dr. Ir. Sedyatmo, Cawang-Tomang-Pluit, Jakarta-Tangerang**
Panjang Jalan Road Length	Prof. Dr. Ir. Sedyatmo (14,30 km); Cawang-Tomang-Pluit (23,55 km); Jakarta-Tangerang (33 km)
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1984 (Jakarta-Tangerang), 1985 (Prof. Dr. Ir. Sedyatmo), dan/and 1987 (Cawang-Tomang-Pluit)
Jumlah Gardu Total Booths	240
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,79 (A) dan/and 0,89 (B) (Prof. Dr. Ir. Sedyatmo & Cawang-Tomang-Pluit) dan/and 0,94 (A) - 0,96 (B) (Jakarta-Tangerang)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Jakarta Outer Ring Road (JORR) Non S dan Ruas Ulujami-Bintaro Viaduct-Pondok Aren
Jakarta Outer Ring Road (JORR) Non-S and Ulujami-Bintaro Viaduct-Pondok Aren Toll

Ruas Toll Road	**JORR Seksi/**Section **E1, E2, E3, W2S dan/**and **Ulujami-Bintaro Viaduct-Pondok Aren**
Panjang Jalan Road Length	JORR Seksi E1, E2, E3, W2S (31,4 km) dan/and Ulujami-Bintaro Viaduct-Pondok Aren (5,6 km)
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1991 (JORR Seksi E1, E2, E3, W2S) dan/and 2001 (Ulujami-Bintaro Viaduct-Pondok Aren)
Jumlah Gardu Total Booths	114
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,66 (A) - 0,61 (B) (JORR E1-E3) dan/and 0,4 (A) - 0,4 (B) (JORR W2S & Ulujami-Bintaro Viaduct-Pondok Aren)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Purbaleunyi
Purbaleunyi Toll Road

Ruas / Toll Road	Cikampek-Padalarang (Cipularang) dan/and Padalarang-Cileunyi (Padaleunyi)
Panjang Jalan / Road Length	Cikampek-Padalarang (58,50 km) dan/and Padalarang-Cileunyi (64,40 km)
Konsesi sampai dengan Tahun / Concession Maturity Year	2044
Tahun Beroperasi / Year of Operations	2003 (Cikampek-Padalarang) dan/and 1990 (Padalarang-Cileunyi)
Jumlah Gardu / Total Booths	159
Volume Capacity (V/C) Rasio Rata-Rata / Volume Capacity (V/C) Average Ratio	0,74 (A) - 0,77 (B)
Sistem Pengoperasian / Operating System	Tertutup / Closed
Lokasi Jalan Tol / Toll Road Location	Jawa Barat / West Java

Ruas Belmera
Belmera Toll Road

Ruas / Toll Road	Belawan-Medan-Tanjung Morawa (Belmera)
Panjang Jalan / Road Length	42,70 km
Konsesi sampai dengan Tahun / Concession Maturity Year	2044
Tahun Beroperasi / Year of Operations	1986
Jumlah Gardu / Total Booths	65
Volume Capacity (V/C) Rasio Rata-Rata / Volume Capacity (V/C) Average Ratio	0,46 (A) – 0,45 (B)
Sistem Pengoperasian / Operating System	Tertutup / Closed
Lokasi Jalan Tol / Toll Road Location	Sumatera Utara / North Sumatra

Entitas Anak
Subsidiaries

PT Marga Trans Nusantara (MTN)

Ruas / Toll Road	Kunciran-Serpong
Panjang Jalan / Road Length	11,1 km
Konsesi sampai dengan Tahun / Concession Maturity Year	2052
Tahun Beroperasi / Year of Operations	2019
Jumlah Gardu / Total Booths	36
Volume Capacity (V/C) Rasio Rata-Rata / Volume Capacity (V/C) Average Ratio	0,49 (A) - 0,47 (B)
Sistem Pengoperasian / Operating System	Tertutup / Closed
Lokasi Jalan Tol / Toll Road Location	Banten

PT Marga Sarana Jabar (MSJ)

Ruas Toll Road	**Bogor Outer Ring Road**
Panjang Jalan Road Length	11,3 km
Konsesi sampai dengan Tahun Concession Maturity Year	2059
Tahun Beroperasi Year of Operations	2009
Jumlah Gardu Total Booths	21
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,54 (A) - 0,54 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

PT Cinere Serpong Jaya (CSJ)

Ruas Toll Road	**Serpong-Cinere**
Panjang Jalan Road Length	10,14 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	2023
Jumlah Gardu Total Booths	20
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,41 (A) - 0,41 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Banten

PT Jasamarga Kunciran Cengkareng (JKC)

Ruas Toll Road	**Cengkareng-Batuceper-Kunciran**
Panjang Jalan Road Length	14,2 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	2021
Jumlah Gardu Total Booths	51
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,35 (A) - 0,35 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Banten

PT Jasamarga Kualanamu Tol (JMKT)

Ruas / Toll Road	Medan-Kualanamu-Tebing Tinggi
Panjang Jalan / Road Length	61,7 km
Konsesi sampai dengan Tahun / Concession Maturity Year	2056
Tahun Beroperasi / Year of Operations	2017
Jumlah Gardu / Total Booths	35
Volume Capacity (V/C) Rasio Rata-Rata / Volume Capacity (V/C) Average Ratio	0,17 (A) - 0,17 (B)
Sistem Pengoperasian / Operating System	Tertutup / Closed
Lokasi Jalan Tol / Toll Road Location	Sumatera Utara / North Sumatra

PT Jasamarga Bali Tol (JBT)

Ruas / Toll Road	Nusa Dua-Tanjung Benoa
Panjang Jalan / Road Length	9,7 km
Konsesi sampai dengan Tahun / Concession Maturity Year	2057
Tahun Beroperasi / Year of Operations	2013
Jumlah Gardu / Total Booths	24
Volume Capacity (V/C) Rasio Rata-Rata / Volume Capacity (V/C) Average Ratio	0,20 (A) - 0,25 (B)
Sistem Pengoperasian / Operating System	Terbuka / Open
Lokasi Jalan Tol / Toll Road Location	Bali

PT Jasamarga Balikpapan Samarinda (JBS)

Ruas / Toll Road	Balikpapan-Samarinda
Panjang Jalan / Road Length	97,3 km
Konsesi sampai dengan Tahun / Concession Maturity Year	2066
Tahun Beroperasi / Year of Operations	2019
Jumlah Gardu / Total Booths	26
Volume Capacity (V/C) Rasio Rata-Rata / Volume Capacity (V/C) Average Ratio	0,05 (A) - 0,05 (B)
Sistem Pengoperasian / Operating System	Tertutup / Closed
Lokasi Jalan Tol / Toll Road Location	Kalimantan Timur / East Kalimantan

PT Jasamarga Manado Bitung (JMB)

Ruas Toll Road	Manado-Bitung
Panjang Jalan Road Length	39,8 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2020
Jumlah Gardu Total Booths	24
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,04 (A) - 0,04 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Sulawesi Utara North Sulawesi

PT Jasamarga Jogja Solo (JMJ)*

Ruas Toll Road	Solo-Yogyakarta-NYIA Kulon Progo
Panjang Jalan Road Length	96,57 km
Konsesi sampai dengan Tahun Concession Maturity Year	2061
Tahun Beroperasi Year of Operations	Beroperasi sebagian sejak 2024 Partially operational since 2024
Jumlah Gardu Total Booths	40
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,16 (A) - 0,17 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Daerah Istimewa Yogyakarta dan Jawa Tengah Yogyakarta Province and Central Java

* Keterangan/Note:
Di tahun 2025, PT JMJ telah menjadi Entitas Anak Perseroan.
In 2025, PT JMJ became a subsidiary of the Company.

Tabel Kemajuan Jalan Tol Solo - Yogyakarta - NYIA Kulon Progo
Table of Solo - Yogyakarta - NYIA Kulon Progo Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement %		Konstruksi % Construction %	
			2025	2024	2025	2024
Paket 1.1 Phase 1.1	Kartasura - Klaten	22,30	99,46	99,09	100,00	100,00
Paket 1.2 Phase 1.2	Klaten - Purwomartani	20,08	99,53	98,84	95,53	78,51
Paket 2.1A Phase 2.1A	Purwomartani - Maguwoharjo	3,63	94,60	96,00	27,63	2,08
Paket 2.2B Phase 2.2B	Trihanggo - Junction Sleman	3,25	96,14	98,39	78,51	44,64
Paket 2 Phase 2	Junction Sleman - Purworejo	8,75	17,05	0	0	0
Paket 3 Phase 3	Maguwoharjo - Trihanggo	38,59	6,86	7,62	0	0

PT Jasamarga Jogja Bawen (JJB)

Ruas Toll Road	Yogyakarta-Bawen
Panjang Jalan Road Length	75,82 km
Konsesi sampai dengan Tahun Concession Maturity Year	2062
Tahun Beroperasi Year of Operations	Belum beroperasi Not operational yet
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

Tabel Kemajuan Jalan Tol Yogyakarta-Bawen
Table of Yogyakarta-Bawen Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement %		Konstruksi % Construction %	
			2025	2024	2025	2024
Seksi 1 Section 1	Yogyakarta - Banyurejo	8,25	96,45	96,04	89,02	75,40
Seksi 2 Section 2	Banyurejo - Borobudur	15,26	92,21	91,92	0	0
Seksi 3 Section 3	Borobudur - Magelang	8,08	79,94	58,86	0	0
Seksi 4 Section 4	Magelang - Temanggung	16,46	63,22	5,67	0	0
Seksi 5 Section 5	Temanggung - Ambarawa	22,56	24,75	5,19	0	0
Seksi 6 Section 6	Ambarawa - Bawen	5,21	97,10	95,51	90,00	50,90

PT Jasamarga Japek Selatan (JJS)

Ruas Toll Road	Jatiasih-Sadang
Panjang Jalan Road Length	64 km
Konsesi sampai dengan Tahun Concession Maturity Year	2054
Tahun Beroperasi Year of Operations	Belum beroperasi Not operational yet
Lokasi Jalan Tol Toll Road Location	Jawa Barat East Java

Tabel Kemajuan Jalan Tol Jakarta-Cikampek II Sisi Selatan
Table of Jakarta-Cikampek II South Side Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement %		Konstruksi % Construction %	
			2025	2024	2025	2024
Seksi 1 Section 1	Jatiasih - Setu	9,7	10,17	8,44	0	0
Seksi 2A Section 2A	Setu - Sukaragam	9,65	87,65	82,28	81,25	50,86
Seksi 2B Section 2B	Sukaragam - Bojongmangu	15,6	98,19	95,92	72,01	48,97
Seksi 3 Section 3	Bojongmangu - Sadang	29,05	98,06	98,03	93,09	89,01

PT Jasamarga Probolinggo-Banyuwangi (JPB)

Ruas Toll Road	Probolinggo-Banyuwangi
Panjang Jalan Road Length	172,9 km
Konsesi sampai dengan Tahun Concession Maturity Year	2073
Tahun Beroperasi Year of Operations	Belum beroperasi Not operational yet
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

Tabel Kemajuan Jalan Tol Probolinggo-Banyuwangi
Table of Probolinggo-Banyuwangi Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement %		Konstruksi % Construction %	
			2025	2024	2025	2024
Paket 1 Phase 1	Suko - Kraksaan	6,53	100,00	99,30	99,41	85,54
Paket 2 Phase 2	Kraksaan - Paiton	15,75	100,00	99,58	100,00	72,35
Paket 3.1 Phase 3.1	Paiton – Banyuglugur (Seksi 1) Paiton – Banyuglugur (Section 1)	21,89	100,00	99,96	92,24	60,29
Paket 3.2 Phase 3.2	Banyuglugur - Besuki (Seksi 2) Banyuglugur - Besuki (Section 2)		100,00	98,92		
Paket 4 Phase 4	Besuki - Situbondo	43,48	0	0	0	0
Paket 5 Phase 5	Situbondo - Asembagus	17,65	0	0	0	0
Paket 6 Phase 6	Asembagus - Bajulmati	43,61	0	0	0	0
Paket 7 Phase 7	Bajulmati - Ketapang	24,00	0	0	0	0

PT Jasamarga Akses Patimban (JAP)

Ruas Toll Road	Akses Patimban
Panjang Jalan Road Length	37,05 km
Konsesi sampai dengan Tahun Concession Maturity Year	50 tahun sejak tanggal efektif 50 years from the effective date
Tahun Beroperasi Year of Operations	Belum beroperasi Not operational yet
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

Tabel Kemajuan Jalan Tol Akses Patimban
Table of Akses Patimban Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement %		Konstruksi % Construction %	
			2025	2024	2025	2024
Paket 1 Phase 1	STA 00+000 - 07+100 (BUJT)	7,10	85,30	63,34	0	0
Paket 2 Phase 2	STA 07+100 - 14+110 (BUJT)	7,01	97,34	84,21	0	0

Tabel Kemajuan Jalan Tol Akses Patimban
Table of Akses Patimban Toll Road Progress

Ruas Toll Road		Panjang (km) Length (km)	Pengadaan Tanah % Land Procurement %		Konstruksi % Construction %	
			2025	2024	2025	2024
Paket 1 Phase 1	STA 14+110 - 21+800 (*Viability Gap Funding* Pemerintah/Government)	7,69	96,85	89,94	Konstruksi dilakukan oleh Pemerintah karena merupakan *Viability Gap Funding* Pemerintah. The construction was carried out by the government as part of its Viability Gap Funding programme.	
Paket 2 Phase 2	STA 21+800 - 28+000 (*Viability Gap Funding* Pemerintah/ Government)	6,20	98,99	91,78		
Seksi 3 Phase 3	STA 28+000 - 33+500 a (*Viability Gap Funding* Pemerintah/ Government)	5,50	94,57	81,20		
Paket 4 Phase 4	STA 33+500 - 37+050 (*Viability Gap Funding* Pemerintah/ Government)	3,55	98,21	83,28		

PT Jasamarga Transjawa Tol

Setelah dilakukannya pemisahan (*spin off*) Regional Transjawa Tollroad kepada PT Jasamarga Transjawa Tol (JTT) pada 1 Juli 2022 dan *buyback* atas penyertaan Reksadana Penyertaan Terbatas (RDPT) pada 5 Juli 2023, serta *buyback* atas penyertaan Dana Investasi Infrastruktur (Dinfra) pada September 2024 maka PT Jasamarga Transjawa Tol (JTT) sebagai entitas anak Perseroan memiliki 13 ruas konsesi jalan tol.

PT Jasamarga Transjawa Tol

Following the spin-off of Regional Transjawa Tollroad to PT Jasamarga Transjawa Tol (JTT) on July 1, 2022, and the buyback of Limited Participation Mutual Funds (RDPT) on July 5, 2023, as well as the buyback of the Infrastructure Investment Fund (Dinfra) participation in September 2024, PT Jasamarga Transjawa Toll (JTT), as a subsidiary of the Company, owns 13 toll road concessions.

Ruas Jakarta-Cikampek
Jakarta-Cikampek Toll Road

Ruas Toll Road	Jakarta-Cikampek (Japek)
Panjang Jalan Road Length	72,5 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1988
Jumlah Gardu Total Booths	213
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,60(A) - 0,59 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Palimanan-Kanci
Palimanan-Kanci Toll Road

Ruas Toll Road	Palimanan-Kanci (Palikanci)
Panjang Jalan Road Length	28,84
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1998
Jumlah Gardu Total Booths	31

Ruas Palimanan-Kanci
Palimanan-Kanci Toll Road

Ruas Toll Road	Palimanan-Kanci (Palikanci)
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,66 (A) - 0,64 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

Ruas Semarang Seksi A, B, C
Semarang Sections A, B, C Toll Roads

Ruas Toll Road	Semarang A,B,C
Panjang Jalan Road Length	24,75 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1983
Jumlah Gardu Total Booths	37
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,61 (A) - 0,58 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

Ruas Surabaya-Gempol
Surabaya-Gempol Toll Road

Ruas Toll Road	Surabaya-Gempol
Panjang Jalan Road Length	44,4 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1986
Jumlah Gardu Total Booths	122
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,60 (A) - 0,60 (B)
Sistem Pengoperasian Operating System	Terbuka dan Tertutup Open and Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Surabaya Mojokerto (JSM)

Ruas Toll Road	Surabaya-Mojokerto
Panjang Jalan Road Length	36,27 km
Konsesi sampai dengan Tahun Concession Maturity Year	2049
Tahun Beroperasi Year of Operations	2011
Jumlah Gardu Total Booths	65
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,45 (A) - 0,47 (B)
Sistem Pengoperasian Operating System	Terbuka dan Tertutup Open and Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Gempol Pasuruan (JGP)

Ruas Toll Road	Gempol-Pasuruan
Panjang Jalan Road Length	34,15 km
Konsesi sampai dengan Tahun Concession Maturity Year	2063
Tahun Beroperasi Year of Operations	2017
Jumlah Gardu Total Booths	28
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,25 (A) - 0,27 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Semarang Batang (JSB)

Ruas Toll Road	Batang-Semarang
Panjang Jalan Road Length	75,0 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2018
Jumlah Gardu Total Booths	45
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,31 (A) - 0,31 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Solo Ngawi (JSN)

Ruas Toll Road	Solo-Ngawi
Panjang Jalan Road Length	91,06 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2018
Jumlah Gardu Total Booths	46
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,25 (A) - 0,26 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Ngawi Kertosono Kediri (JNK)

Ruas Toll Road	Ngawi-Kertosono-Kediri
Panjang Jalan Road Length	108 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	Beroperasi sebagian sejak 2018 Partially operational since 2018
Jumlah Gardu Total Booths	17
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,21 (A) - 0,21 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Jalanlayang Cikampek (JJC)

Ruas Toll Road	Jalan Layang MBZ Sheikh Mohamed Bin Zayed
Panjang Jalan Road Length	36,4 km
Konsesi sampai dengan Tahun Concession Maturity Year	2062
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	-
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,56 (A) - 0,58 (B)
Sistem Pengoperasian Operating System	Terbuka (Terintegrasi Jakarta - Cikampek) Open (Integrated with Jakarta - Cikampek)
Lokasi Jalan Tol Toll Road Location	Jabodetabek

PT Trans Marga Jateng (TMJ)

Ruas Toll Road	Semarang-Solo
Panjang Jalan Road Length	72,64 km
Konsesi sampai dengan Tahun Concession Maturity Year	2060
Tahun Beroperasi Year of Operations	2011
Jumlah Gardu Total Booths	61
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,39 (A) - 0,37 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Pandaan Tol (JPT)

Ruas Toll Road	Gempol-Pandaan
Panjang Jalan Road Length	13,61 km
Konsesi sampai dengan Tahun Concession Maturity Year	2049
Tahun Beroperasi Year of Operations	2015
Jumlah Gardu Total Booths	12
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,44 (A) - 0,43 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Pandaan Malang (JPM)

Ruas Toll Road	Pandaan-Malang
Panjang Jalan Road Length	38,49 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	35
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,28 (A) - 0,26 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

Ventura Bersama
Joint Ventures

PT Marga Lingkar Jakarta (MLJ)

Ruas Toll Road	**Ulujami-Kebon Jeruk (JORR W2 Utara)** Ulujami-Kebon Jeruk (North JORR W2)
Panjang Jalan Road Length	7,87 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	2014
Jumlah Gardu Total Booths	38
Volume Capacity (V/C) Rasio Rata-Rata Volume Capacity (V/C) Average Ratio	0,54 (A) - 0,54 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jakarta

Kinerja Segmen Usaha Jalan Tol

Di tahun 2025, volume lalu lintas transaksi tercatat mengalami peningkatan dibandingkan dengan tahun 2024. Peningkatan tersebut lebih disebabkan oleh peningkatan konektivitas dengan adanya jaringan jalan tol baru. Adapun realisasi volume lalu lintas masing-masing ruas jalan tol pada Entitas Induk dan Entitas Anak Perseroan adalah sebagai berikut:

Toll Road Business Segment Performance

In 2025, the volume of transaction traffic increased compared to 2024. This increase was mainly due to increased connectivity due to the presence of a new toll road network. The realization of traffic volume for each toll road section at the Parent Entity and Subsidiary Entities of the Company is as follows:

Tabel Volume Lalu Lintas Transaksi
Table of Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in millions of vehicle transactions)

No.	**Ruas** Toll Roads	**2025**		**2024**		**Pertumbuhan** Growth	
		Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	**Proporsi** Proportion **(%)**	**Jumlah (Transaksi Kendaraan)** Total (Vehicle Transaction)	**Proporsi** Proportion **(%)**	**Jumlah (Transaksi Kendaraan)** Total (Vehicle Transaction	**(%)**
Perseroan **Company**							
1.	Jakarta-Bogor-Ciawi	155,5	12,4	154,8	12,4	0,7	0,50
2.	JORR Seksi/Section Non S	54,3	4,3	54,8	4,4	-0,4	-0,007
3.	Cikampek-Padalarang	18,4	1,5	18,8	1,5	-0,3	-0,016
4.	Jakarta-Tangerang	146,1	11,6	144,7	11,6	1,4	0,01
5.	Cawang-Tomang-Pluit	199,2	15,8	200,2	16,0	-0,9	-0,005
6.	Prof. Dr. Ir. Sedyatmo	80,2	6,4	80,3	6,4	-0,02	0
7.	Padalarang-Cileunyi	64,1	5,1	62,3	5,0	1,8	0,03
8.	Pondok Aren-Bintaro Viaduct-Ulujami	34,2	2,7	34,0	2,7	0,2	0,007
9.	Belawan-Medan-Tanjung Morawa	28,3	2,3	28,8	2,3	(0,5)	-1,7
Sub Total **Subtotal**		**780,7**	**62,1**	**778,7**	**62,1**	**2,1**	**0,3**

Tabel Volume Lalu Lintas Transaksi
Table of Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in millions of vehicle transactions)

No.	Ruas Toll Roads	2025		2024		Pertumbuhan Growth	
		Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction	(%)
Entitas Anak Subsidiary							
1.	Jasamarta Transjawa Tol (PT JTT)						
	Jakarta-Cikampek	163,2	13,0	164,3	13,1	(1,1)	-0,7
	Surabaya-Gempol	100,6	8,0	102,0	8,1	(1,4)	-1,4
	Palimanan-Kanci	10,5	0,8	10,5	0,8	0,0	0,4
	Semarang Seksi A,B,C	36,5	2,9	37,1	3,0	(0,5)	-1,5
2.	Semarang-Batang (PT JSB)	10,2	0,8	10,1	0,8	0,2	1,5
3.	Solo-Ngawi (PT JSN)	8,7	0,7	11,8	0,9	(3,2)	-26,8
4.	Ngawi-Kertosono-Kediri (PT JNK)	3,3	0,3	3,2	0,3	0,1	4,4
5.	Surabaya-Mojokerto (PT JSM)	30,8	2,5	31,0	2,5	(0,2)	-0,6
6.	Cengkareng-Batuceper-Kunciran (PT JKC)	25,8	2,0	24,5	2,0	0,7	2,9
7.	Medan-Kualanamu-Tebing Tinggi (PT JKT)	5,4	0,4	6,2	0,5	(0,8)	-12,2
8.	Kunciran-Serpong (PT MTN)	16,6	1,3	15,3	1,2	1,3	8,8
9.	Serpong-Cinere (PT CSJ)	8,8	0,7	7,9	0,6	1,0	12,2
10.	Balikpapan-Samarinda (PT JBS)	4,2	0,3	4,2	0,3	(0,0)	-0,3
11.	Gempol-Pasuruan (PT JGP)	3,3	0,3	2,9	0,2	0,4	14,1
12.	Bogor Ring Road (PT MSJ)	18,6	1,5	18,5	1,5	0,1	0,7
13.	Jogja-Solo (PT JMJ)*	4,7	0,4	1,3	0,1	3,5	267,7
14.	Nusa Dua-Ngurah Rai-Benoa (PT JBT)	20,3	1,6	18,3	1,5	2,0	10,7
15.	Gempol-Pandaan (PT JPT)	3,5	0,3	3,4	0,3	0,1	2,1
16.	Manado-Bitung (PT JMB)	2,3	0,2	2,1	0,2	0,2	9,5
Sub Total Subtotal		477,0	37,9	474,6	37,9	2,4	0,5
Total		**1.257,7**	**100,0**	**1.253,2**	**100,0**	**4,5**	**0,4**

Keterangan/Note:
*) PT JMJ pada tahun 2024 dikategorikan pada ventura bersama, namun pada 24 Juli 2025 menjadi Entitas Anak Perseroan.
*) PT JMJ was categorized as a joint venture in 2024, but on July 24, 2025, it became a subsidiary of the Company.

Volume lalu lintas pada ruas jalan tol ventura bersama yang telah beroperasi sampai dengan tahun 2025 adalah sebagai berikut:

The traffic volume on the joint venture toll road sections that have been in operation until 2025 is as follows:

Tabel Volume Lalu Lintas Transaksi Ventura Bersama
Table of Joint Venture Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in millions of vehicle transactions)

No.	Ruas Toll Roads	2025		2024		Pertumbuhan Growth	
		Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	(%)
1.	Ulujami-Kebon Jeruk (PT MLJ)	22,12	100,0	21,6	100,0	0,5	2,3
Total		**22,12**	**100,0**	**21,6**	**100,0**	**0,5**	**2,3**

Tabel Volume Lalu Lintas Transaksi Ventura Bersama PT JTT
Table of PT JTT Joint Venture Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in millions of vehicle transactions)

No.	Ruas Toll Roads	2025		2024		Pertumbuhan Growth	
		Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Total (Vehicle Transaction)	(%)
1.	Semarang-Solo (PT TMJ)	16,2	61,0	16,7	61,9	(0,5)	-3,1
2.	Pandaan-Malang (PT JPM)	10,4	39,0	10,3	38,1	0,1	0,8
3.	Jalanlayang Cikampek (PT JJC)	-	-	-	-	-	-
Total		**26,6**	**100,0**	**27,0**	**100,0**	**(0,4)**	**-1,6**

Selain pertumbuhan volume lalu lintas, penyesuaian tarif berdasarkan inflasi pada beberapa ruas jalan tol juga menjadi faktor pendorong pertumbuhan pendapatan tol Perseroan pada tahun 2025.

In addition to traffic volume growth, tariff adjustments based on inflation on several toll road sections will also be a driving factor for the Company's toll revenue growth in 2025.

Adapun kinerja pendapatan tol pada masing-masing ruas dalam 2 (dua) tahun terakhir adalah sebagai berikut:

The toll revenue performance for each section in the last 2 (two) years is as follows:

Tabel Pendapatan Tol
Table of Toll Revenue

(dalam juta Rupiah)
(in million Rupiah)

No.	Ruas / Toll Roads	2025 Jumlah / Total (Rp)	2025 Proporsi / Proportion (%)	2024 Jumlah / Total (Rp)	2024 Proporsi / Proportion (%)	Pertumbuhan / Growth (Rp)	Pertumbuhan / Growth (%)
Perseroan / Company							
1.	Jakarta-Bogor-Ciawi	1.216.025	6,7	1.215.853	7,1	172	0,0
2.	JORR Seksi/Section Non S	1.199.363	6,6	1.190.437	6,9	8.926	0,7
3.	Cikampek-Padalarang	1.164.933	6,4	1.184.986	6,9	(20.053)	-1,7
4.	Jakarta-Tangerang	1.082.963	6,0	1.023.563	5,9	59.400	5,8
5.	Cawang-Tomang-Pluit	1.017.243	5,6	990.049	5,7	27.194	2,7
6.	Prof. Dr. Ir. Sedyatmo	697.901	3,8	697.901	4,1	-	0,0
7.	Padalarang-Cileunyi	488.668	2,7	470.745	2,7	17.923	3,9
8.	Pondok Aren-Bintaro Viaduct-Ulujami	185.279	1,0	183.900	1,1	1.379	0,7
9.	Belawan-Medan-Tanjung Morawa	179.112	1,0	181.150	1,1	(2.038)	-1,1
Sub total / Subtotal		**7.231.487**	**39,8**	**7.138.584**	**41,4**	**92.903**	**1,3**
Entitas Anak / Subsidiary							
1.	Jasamarga Transjawa Tol (JTT)						
	Jakarta-Cikampek	1.867.444	10,3	1.785.627	10,4	81.817	4,6
	Surbaya-Gempol	912.026	5,0	919.201	5,3	(7.175)	-0,8
	Palimanan-Kanci	283.672	1,6	281.352	1,6	2.320	0,8
	Semarang Seksi A,B,C	233.732	1,3	226.048	1,3	7.684	3,4
2.	Semarang-Batang (PT JSB)	1.224.800	6,7	1.212.123	7,0	12.677	1,0
3.	Solo-Ngawi (PT JSN)	1.019.543	5,6	1.023.186	5,9	(3.643)	-0,4
4.	Ngawi-Kertosono-Kediri (PT JNK)	710.893	3,9	690.771	4,0	20.122	2,9
5.	Surabaya-Mojokerto (PT JSM)	650.437	3,6	610.232	3,5	40.205	6,6
6.	Cengkareng-Batuceper-Kunciran (PT JKC)	562.732	3,1	541.957	3,1	20.775	3,8
7.	Medan-Kualanamu-Tebing Tinggi (PT JKT)	555.904	3,1	568.325	3,3	(12.421)	-2,2
8.	Kunciran-Serpong (PT MTN)	520.595	2,9	451.410	2,6	69.185	15,3
9.	Serpong-Cinere (PT CSJ)	491.504	2,7	387.134	2,2	104.370	27,0
10.	Balikpapan-Samarinda (PT JBS)	413.084	2,3	414.638	2,4	(1.554)	-0,4
11.	Gempol-Pasuruan (PT JGP)	406.563	2,2	384.132	2,2	22.431	5,8
12.	Bogor Ring Road (PT MSJ)	297.245	1,6	282.048	1,6	15.197	5,4
13.	Jogja-Solo (PT JMJ)*	281.582	1,6	36.614	0,2	244.968	669,1
14.	Nusa Dua-Ngurah Rai-Benoa (PT JBT)	214.919	1,2	194.479	1,1	20.440	10,5
15.	Gempol-Pandaan (PT JPT)**	210.263	1,2	19.399	0,1	190.864	983,9
16.	Manado-Bitung (PT JMB)	64.908	0,4	55.074	0,3	9.834	17,9
Sub total / Subtotal		**10.921.846**	**60,2**	**10.083.750**	**58,6**	**838.096**	**8,3**
Total		**18.153.333**	**100,0**	**17.222.334**	**100,0**	**930.999**	**5,4**

*) PT JMJ pada Tahun 2024 dikategorikan pada Ventura Bersama, namun pada 24 Juli 2025 menjadi Entitas Anak Perseroan.
**) PT JPT kembali dikonsolidasikan oleh Perseroan pada 2 Desember 2024 setelah Perseroan melakukan aksi korporasi berupa pembelian kembali (*buyback*) Unit Reksa Dana Penyertaan Terbatas (RDPT) atas ruas tol tersebut melalui PT JTT. Dengan demikian, pendapatan pada tabel ini di Tahun 2024 mencerminkan pendapatan PT JPT untuk periode 2-31 Desember 2024.
*) PT JMJ was categorized as a joint venture in 2024, but on July 24, 2025, it became a subsidiary of the Company.
**) PT JPT was re-consolidated by the Company on December 2, 2024, following the Company's corporate action involving the buyback of Limited Participation Mutual Fund Units (RDPT) for that toll road section through PT JTT. Consequently, the revenue in this table for 2024 reflects PT JPT's revenue for the period December 2-31, 2024.

Sementara itu, pendapatan tol pada masing-masing ruas yang dioperasikan oleh ventura bersama adalah sebagai berikut:

Meanwhile, toll revenues for each toll road operated by joint ventures are as follows:

Tabel Pendapatan Tol Ventura Bersama
Table of Joint Venture Toll Revenue

(dalam juta Rupiah)
(in million Rupiah)

No.	Ruas Toll Roads	2025 Jumlah Total (Rp)	2025 Proporsi Proportion (%)	2024 Jumlah Total (Rp)	2024 Proporsi Proportion (%)	Pertumbuhan Growth (Rp)	Pertumbuhan Growth (%)
1.	Ulujami-Kebon Jeruk (PT MLJ)	351.847	100,0	350.592	100,0	2.870	0,8
Total		**351.847**	**100,0**	**350.592**	**100,0**	**2.870**	**0,8**

Tabel Pendapatan Tol Ventura Bersama PT JTT
Table of PT JTT Joint Venture Toll Revenue

(dalam juta Rupiah)
(in million Rupiah)

No.	Ruas Toll Roads	2025 Jumlah Total (Rp)	2025 Proporsi Proportion (%)	2024 Jumlah Total (Rp)	2024 Proporsi Proportion (%)	Pertumbuhan Growth (Rp)	Pertumbuhan Growth (%)
1.	Jalanlayang Cikampek (PT JJC)	1.134.710	43,1	1.091.494	42,7	43.215	4,0
2.	Semarang-Solo (PT TMJ)	1.120.595	42,3	1.091.188	42,7	29.407	2,7
3.	Pandaan-Malang (PT JPM)	386.994	14,7	372.765	14,6	14.229	3,8
Total		**2.634.442**	**100,0**	**2.555.447**	**100,0**	**78.995**	**3,1**

Profitabilitas Segmen Usaha Jalan Tol

Di tahun 2025, segmen usaha jalan tol berhasil membukukan laba usaha sebesar Rp9,43 triliun, mengalami peningkatan 10,94% dibanding tahun 2024 sebesar Rp8,50 triliun. Kenaikan tersebut terutama disebabkan oleh pengoperasian ruas tol baru dari PT Jasamarga Jogja Solo (JMJ).

Di samping itu, Perseroan juga melaksanakan beberapa aksi korporasi di tahun 2025 untuk mengoptimalkan portofolio bisnis dan mendorong pertumbuhan kinerja, antara lain melakukan adendum terhadap ketentuan pengendalian dalam Perjanjian Pemegang Saham PT JMJ selaku Ventura Bersama dimana saat ini Perseroan menjadi pengendali penuh atas PT JMJ.

Toll Road Business Segment Profitability

In 2025, the toll road business segment recorded an operating profit of Rp9.43 trillion, an increase of 10.94% compared with the 2024 figure of Rp8.50 trillion. This increase was primarily driven by the opening of new toll road sections by PT Jasamarga Jogja Solo (JMJ).

In addition, the Company carried out several corporate actions in 2025 to optimize its business portfolio and drive performance growth, including amending the control provisions in the Shareholders Agreement of PT JMJ to designate the Company as the Joint Venture Control, thereby making the Company the sole controller of PT JMJ.

Tabel Profitabilitas Segmen Usaha Jalan Tol*
Table of Toll Road Business Segment Profitability

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline) Rp	Pertumbuhan (Penurunan) Growth (Decline) %
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Usaha Revenues	18.253.861	17.341.825	912.036	5,26
Pendapatan Konstruksi Construction Revenues	10.079.023	13.021.772	(2.942.749)	-22,60
Beban Usaha Operating Expenses	(7.287.187)	(6.707.883)	(579.304)	8,64

Tabel Profitabilitas Segmen Usaha Jalan Tol*
Table of Toll Road Business Segment Profitability

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Konstruksi Construction Expenses	(10.021.420)	(12.949.812)	2.928.392	-22,61
Laba Bruto Gross Profit	11.024.277	9.363.793	1.660.484	17,73
Beban Umum dan Administrasi General and Administration Expenses	(2.231.681)	(2.103.961)	(127.720)	6,07
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	633.553	260.947	372.606	142,79
Laba Usaha Operating Profit	9.426.149	8.496.251	929.898	10,94
Aset Segmen Segment Assets	198.675.611	183.022.739	15.652.872	8,55
Liabilitas Segmen Segment Liabilities	100.629.728	92.276.187	8.353.541	9,05

Keterangan | Note:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The figures presented in the table above are pre-elimination figures.

Prospek Usaha Segmen Jalan Tol

Melihat pertumbuhan volume lalu lintas dan profitabilitas segmen jalan tol, Perseroan optimis bahwa segmen ini masih sangat baik sejalan dengan pertumbuhan infrastruktur di Indonesia. Pengembangan konektivitas antarwilayah yang terus dilakukan dan pengembangan wilayah di sekitar area jalan tol dapat mendorong peningkatan volume lalu lintas jalan tol Jasa Marga Grup sehingga dapat mendorong pertumbuhan kinerja pendapatan Perseroan.

Analisa Kinerja dan Prospek Usaha Jalan Tol Beroperasi

Entitas Induk

Jagorawi

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas Jakarta Bogor-Ciawi meningkat dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas masyarakat dikarenakan adanya konektivitas jalan tol baru yang terhubung dengan ruas terkait

  Laba usaha mengalami peningkatan dikarenakan adanya efisiensi beban usaha pada ruas segmen Jakarta-Bogor Ciawi.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Jagorawi ditopang oleh beberapa wilayah pada akses keluar ruas Jagorawi yang sudah banyak dikembangkan oleh para pengembang menjadi pemukiman atau pusat perbelanjaan baru bagi masyarakat di wilayah sekitar.

Toll Road Segment Business Prospects

Seeing the growth in traffic volume and profitability of the toll road segment, the Company is optimistic that this segment will continue to perform well in line with Indonesia's infrastructure growth. Ongoing development of interregional connectivity and development of areas surrounding toll roads can drive an increase in traffic volume on Jasa Marga Group toll roads, thereby boosting the Company's revenue performance.

Performance Analysis and Business Prospects of Operational Toll Roads

Parent Entity

Jagorawi

- **Performance Analysis**
  Traffic volume and toll revenue on the Jakarta-Bogor-Ciawi section increased compared to the previous year, driven by increased community mobility resulting from the new toll road connectivity linking the relevant sections.

  Profit from Operations increased due to cost-efficiency improvements in the Jakarta-Bogor-Ciawi segment.

- **Business Prospects**
  In the future, the growth of Jagorawi's performance will be supported by several areas at the Jagorawi exit, which developers have developed into new residential areas or shopping centers for the surrounding community.

Selain itu, Pemerintah Kabupaten Bogor akan mewujudkan Kota Cibinong Raya, seperti wilayah Sentul dan Sukaraja menjadi Kawasan *Central Business District* (CBD).

In addition, the Bogor Regency Government will develop the Greater Cibinong City, such as the Sentul and Sukaraja areas, into a Central Business District (CBD).

Jakarta-Tangerang-Cengkareng

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas Jakarta Tangerang-Cengkareng meningkat dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas masyarakat khususnya ruas Jakarta Tangerang dikarenakan adanya konektivitas jalan tol baru yang terhubung dengan ruas terkait.

  Di sisi lain, laba usaha mengalami peningkatan yang dikarenakan oleh upaya-upaya optimalisasi beban yang dilakukan oleh Jasa Marga.

- **Prospek Usaha**
  Pertumbuhan kinerja ruas Jakarta-Tangerang-Cengkareng akan terus ditopang oleh aktivitas perekonomian di Jakarta, aktivitas penerbangan udara maupun penambahan kapasitas terminal di Bandara Soekarno Hatta, dan pengembangan wilayah di area Tangerang, Jakarta Utara, dan sekitarnya.

Jakarta-Tangerang-Cengkareng

- **Performance Analysis**
  Traffic volume and toll revenue on the Jakarta-Tangerang-Cengkareng section increased compared to the previous year due to increased community mobility, particularly on the Jakarta-Tangerang section, as a result of the new toll road connecting to the relevant sections.

  On the other hand, profit from operations increased due to Jasa Marga's efforts to optimize expenses.

- **Business Prospects**
  Growth in performance on the Jakarta-Tangerang-Cengkareng route will continue to be supported by economic activity in Jakarta, air travel activity, additional terminal capacity at Soekarno Hatta Airport, as well as regional development in Tangerang, North Jakarta, and surrounding areas.

Jakarta Outer Ring Road (JORR) Non S dan Pondok Aren-Bintaro Viaduct-Ulujami

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas JORR untuk seksi E1, E2, E3, W2S serta Pondok Aren-Bintaro Viaduct-Ulujami mengalami peningkatan dibandingkan tahn sebelumnya. Hal ini, dikarenakan adanya konektivitas jalan tol baru yang terhubung dengan ruas jalan tol JORR.

  Dari sisi profitabilitas, laba usaha ruas JORR Non S dan Pondok Aren-Bintaro Viaduct-Ulujami mengalami penurunan akibat bertambahnya program rekonstruksi untuk pemenuthan tarif tahun 2026 sehingga beban amortisasi lebih tinggi dari tahun sebelumnya.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas JORR ditopang oleh konektivitas dengan jalan tol Depok-Antasari sehingga akan menimbulkan bangkitan lalu lintas baru terhadap volume lalu lintas JORR.

Jakarta Outer Ring Road (JORR) Non-S and Pondok Aren-Bintaro Viaduct-Ulujami

- **Performance Analysis**
  Traffic volume and toll revenue for the JORR sections E1, E2, E3, W2S, and Pondok Aren-Bintaro Viaduct-Ulujami increased compared to the previous year. This was due to the new toll road connecting to the JORR toll road section.

  In terms of profitability, profits from operations for the JORR Non-S and Pondok Aren-Bintaro Viaduct-Ulujami sections declined due to additional reconstruction programs for the 2026 tariff adjustment, resulting in higher amortization expenses than in the previous year.

- **Business Prospects**
  In the future, JORR's growth will be supported by connectivity to the Depok-Antasari toll road, which will generate new traffic and increase JORR's traffic volume.

Purbaleunyi

- **Analisis Kinerja**
  Volume lalu lintas mengalami peningkatan namun pendapatan tol ruas Cipularang dan Padaleunyi (Purbaleunyi) menurun dibandingkan tahun sebelumnya dikarenakan adanya pengoperasian moda transportasi lain dan konektivitas baru pada ruas Purbaleunyi.

  Di sisi profitabilitas, laba usaha mengalami penurunan karena untuk kebutuhan pemenuhan SPM.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Purbaleunyi ditopang oleh konektivitas dengan jalan tol yang sudah beroperasi yaitu jalan tol Soreang-Pasir Koja dan jalan tol Cileunyi-Sumedang-Dawuan (Cisumdawu).

Purbaleunyi

- **Performance Analysis**
  Traffic volume increased, but toll revenue on the Cipularang and Padaleunyi (Purbaleunyi) sections decreased compared to the previous year due to the operation of other modes of transportation and new connectivity on the Purbaleunyi section.

  In terms of profitability, profit from operations declined due to the need to fulfill SPM requirements.

- **Business Prospects**
  In the future, Purbaleunyi's growth will be supported by connectivity to existing toll roads, namely the Soreang-Pasir Koja toll road and the Cileunyi-Sumedang-Dawuan (Cisumdawu) toll road.

Belmera

- **Analisis Kinerja**
  Volume lalu lintas transaksi tercatat menurun karena penurunan kondisi perekonomian di wilayah Sumatera Utara, serta adanya cuaca ekstrim di wilayah Sumatera Utara yang berdampak pada penurunan mobilitas masyarakat. Hal tersebut berdampak pada penurunan laba usaha dibandingkan tahun sebelumnya.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Belawan-Medan-Tanjung Morawa selain didukung oleh terintegrasinya dengan jalan tol Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, dan Indrapura-Kisaran, di samping itu juga adanya kawasan Pelabuhan Kuala Tanjung dan Kawasan Ekonomi Khusus Sei Mangkei serta Danau Toba yang merupakan destinasi prioritas wisata di Indonesia juga akan menjadi peluang pertumbuhan lalu lintas di wilayah ruas Belawan-Medan-Tanjung Morawa.

Belmera

- **Performance Analysis**
  The volume of transactions recorded a decline due to the deterioration of economic conditions in North Sumatra, as well as extreme weather in North Sumatra, which impacted people's mobility. This resulted in a decline in business profits compared to the previous year.

- **Business Prospects**
  In the future, the growth of the Belawan-Medan-Tanjung Morawa route will be supported by its integration with the Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, and Indrapura -Kisaran, but also by the Kuala Tanjung Port area and the Sei Mangkei Special Economic Zone, as well as Lake Toba, which is a priority tourist destination in Indonesia, will also provide opportunities for traffic growth in the Belawan-Medan-Tanjung Morawa section.

Entitas Anak

Kunciran-Serpong (PT Marga Trans Nusantara)

- **Analisis Kinerja**
  Volume lalu lintas transaksi tercatat meningkat akibat tersambungnya Ruas JORR 2 Barat sampai dengan bagian Timur.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Kunciran-Serpong akan meningkatkan pendapatan Perseroan dengan tersambungnya seluruh ruas JORR 2. Diharapkan dengan tersambungnya ruas JORR 2 dapat meningkatkan konektivitas di wilayah Jabodetabek.

Bogor Outer Ring Road (PT Marga Sarana Jabar)

- **Analisis Kinerja**
  Volume lalu lintas dan pendapatan tol ruas Bogor Outer Ring Road (BORR) meningkat dibandingkan tahun sebelumnya dikarenakan peningkatan volume lalu lintas khususnya pada Triwulan IV 2025.

  Di sisi profitabilitas, laba usaha tumbuh dibandingkan tahun sebelumnya dikarenakan pengendalian beban usaha kas.

- **Prospek Usaha**
  Pertumbuhan kinerja ruas BORR akan ditopang oleh beroperasinya seluruh ruas BORR di masa yang akan datang, yang kemudian akan tersambung dengan ruas Depok-Antasari, sehingga dapat meningkatkan bangkitan lalu lintas baru di ruas BORR.

Serpong-Cinere (PT Cinere Serpong Jaya)

- **Analisis Kinerja**
  Jumlah volume lalu lintas transaksi dan pendapatan tol tercatat meningkat akibat tersambungya Ruas JORR 2 Barat sampai dengan bagian timur.

Subsidiaries

Kunciran-Serpong (PT Marga Trans Nusantara)

- **Performance Analysis**
  Transaction traffic volume has increased due to the connection of the West JORR 2 section to the East section.

- **Business Prospects**
  In the future, the performance growth of the Kunciran-Serpong toll road will increase the Company's revenue with the connection of the entire JORR 2 toll road. It is expected that the JORR 2 toll road will improve connectivity in Jabodetabek area.

Bogor Outer Ring Road (PT Marga Sarana Jabar)

- **Performance Analysis**
  Traffic volume and toll revenue on the Bogor Outer Ring Road (BORR) increased compared to the previous year due to an increase in traffic volume, particularly in the fourth quarter of 2025.

  In terms of profitability, operating profit grew compared to the previous year due to control of cash operating expenses.

- **Business Prospects**
  The growth of BORR's performance will be supported by the operation of all BORR sections in the future, which will then be connected to the Depok-Antasari section, thereby increasing new traffic generation on the BORR section.

Serpong-Cinere (PT Cinere Serpong Jaya)

- **Performance Analysis**
  The volume of traffic transactions and toll revenue has increased due to the connection of the JORR 2 West section to the east.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Cinere-Serpong akan meningkatkan pendapatan Perseroan dengan telah tersambungnya seluruh ruas jaringan JORR 2 yang diharapkan dapat meningkatkan konektivitas serta kelancaran arus lalu lintas wilayah Jabodetabek.

Cengkareng-Batuceper-Kunciran (PT Jasamarga Kunciran Cengkareng)

- **Analisis Kinerja**
  Volume lalu lintas di sepanjang ruas JORR 2 mengalami peningkatan akibat tersambungnya Ruas JORR 2 Barat sampai dengan bagian Timur.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Kunciran-Cengkareng akan meningkatkan pendapatan Perseroan dengan telah tersambungnya seluruh ruas jaringan JORR 2 yang diharapkan dapat meningkatkan konektivitas serta kelancaran arus lalu lintas wilayah Jabodetabek. Selain itu, pertumbuhan kinerja ruas Kunciran-Cengkareng juga didukung oleh peningkatan aktivitas di Bandara Soekarno-Hatta.

Medan-Kualanamu-Tebing Tinggi (PT Jasamarga Kualanamu Tol)

- **Analisis Kinerja**
  Volume lalu lintas transaksi tercatat menurun dibandingkan tahun sebelumnya yang dipengaruhi oleh tidak dioperasikannya gerbang tol Tebing Tinggi sejak 2 April 2024 karena telah dilakukan integrasi dengan ruas jalan tol Kuala Tanjung-Tebing Tinggi-Parapat serta penurunan kondisi perekonomian serta adanya cuaca ekstrim di wilayah Sumatera Utara. Pendapatan tol tercatat menurun dibandingkan dengan tahun sebelumnya yang dipengaruhi oleh karena penurunan mobilitas masyarakat serta terintegrasinya dengan ruas jalan tol Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, dan Indrapura-Kisaran.

- **Prospek Usaha**
  Di masa yang akan datang, pertumbuhan kinerja ruas Medan-Kualanamu-Tebing Tinggi ditopang oleh meningkatnya aktivitas penerbangan di Bandara Internasional Kualanamu dan terintegrasinya ruas ini dengan ruas Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, dan Indrapura-Kisaran. Selain itu, adanya kawasan Pelabuhan Kuala Tanjung dan Kawasan Ekonomi Khusus Sei Mangkei serta Danau Toba menjadi 10 (sepuluh) destinasi prioritas wisata di Indonesia.

Nusa Dua-Ngurah Rai-Benoa (PT Jasamarga Bali Tol)

- **Analisis Kinerja**
  Volume lalu lintas transaksi dan pendapatan tol tercatat meningkat dibandingkan dengan tahun sebelumnya, yang dipengaruhi oleh meningkatnya kunjungan wisatawan domestik dan mancanegara, dan meningkatnya kegiatan kenegaraan maupun kegiatan nasional dan internasional.

- **Business Prospects**
  In the future, the performance growth of the Cinere-Serpong section will increase the Company's revenue with the connection of all JORR 2 network sections, which is expected to improve connectivity and traffic flow in the Jabodetabek area.

Cengkareng-Batuceper-Kunciran (PT Jasamarga Kunciran Cengkareng)

- **Performance Analysis**
  Traffic volume along the JORR 2 section has increased due to the connection of the West JORR 2 section to the East section.

- **Business Prospects**
  In the future, improved performance of the Kunciran-Cengkareng section will increase the Company's revenue by connecting the entire JORR 2 network, thereby improving connectivity and traffic flow in the Jabodetabek area. In addition, the performance of the Kunciran-Cengkareng section has also improved, supported by increased activity at Soekarno-Hatta Airport.

Medan-Kualanamu-Tebing Tinggi (PT Jasamarga Kualanamu Toll Road)

- **Performance Analysis**
  Traffic volume recorded a decline compared to the previous year, influenced by the closure of the Tebing Tinggi toll gate since 2 April 2024 due to its integration with the Kuala Tanjung-Tebing Tingg-Parapat toll road section, as well as the economic downturn and extreme weather conditions in North Sumatra. Toll revenue decreased compared to the previous year, influenced by a decline in community mobility and integration with the Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, and Indrapura-Kisaran toll road sections.

- **Business Prospects**
  In the future, the growth of the Medan-Kualanamu-Tebing Tinggi route will be supported by increased flight activity at Kualanamu International Airport and the integration of this route with the Medan-Kualanamu-Tebing Tinggi, Medan-Binjai, Kuala Tanjung-Tebing Tinggi-Parapat, and Indrapura-Kisaran routes. In addition, the Kuala Tanjung Port area, the Sei Mangkei Special Economic Zone, and Lake Toba are among the 10 (ten) priority tourist destinations in Indonesia.

Nusa Dua-Ngurah Rai-Benoa (PT Jasamarga Bali Toll Road)

- **Performance Analysis**
  The volume of traffic transactions and toll revenue increased compared to the previous year, influenced by an increase in domestic and foreign tourist visits, as well as an increase in state, national, and international activities.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Nusa Dua-Ngurah Rai-Benoa ditopang oleh pemulihan sektor pariwisata dan rencana pembangunan jalan Lingkar Selatan Badung, jalan tol Gilimanuk-Mengwi, pengembangan Pelabuhan Benoa, pengembangan Bandara I Gusti Ngurah Rai, dan pembangunan Kawasan Ekonomi Khusus (KEK) Sanur.

- **Business Prospects**
  In the future, the growth of the Nusa Dua-Ngurah Rai-Benoa section will be supported by the recovery of the tourism sector and plans to build the Badung Southern Ring Road, the Gilimanuk-Mengwi toll road, the development of Benoa Port, the development of I Gusti Ngurah Rai Airport, and the construction of the Sanur Special Economic Zone (KEK).

Balikpapan-Samarinda (PT Jasamarga Balikpapan Samarinda)

- **Analisis Kinerja**
  Penurunan pendapatan tol yang terjadi terutama dipengaruhi oleh penurunan mobilitas masyarakat di wilayah Balikpapan dan Samarinda, serta penurunan aktivitas Ibu Kota Negara (IKN) baru.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Balikpapan-Samarinda akan meningkat ditopang oleh pengembangan wilayah dan industri di area Balikpapan dan Samarinda, serta adanya rencana pengembangan Ibu Kota Negara (IKN) baru dan pengoperasian akses jalan tol menuju ke Ibu Kota Negara (IKN) baru.

Balikpapan-Samarinda (PT Jasamarga Balikpapan Samarinda)

- **Performance Analysis**
  The decrease in toll revenue was mainly influenced by reduced mobility among the population in the Balikpapan and Samarinda areas, as well as decreased activity in the new national capital.

- **Business Prospects**
  In the future, traffic growth on the Balikpapan-Samarinda route will increase, supported by regional and industrial development in the Balikpapan and Samarinda areas, as well as plans to develop a new national capital and the operation of a toll road to the new national capital.

Manado-Bitung (PT Jasamarga Manado Bitung)

- **Analisis Kinerja**
  Volume lalu lintas tercatat meningkat dibandingkan dengan tahun sebelumnya dipengaruhi oleh adanya berbagai kegiatan nasional dan internasional selama tahun 2025 seperti Ibadah Syukur HUT-RI GMIM, Lomba Paduan Suara se-Sinode GMIM 2025, Drag Bike Kabo 2025, dan Festival Pesona Selat Lembeh 2025.

- **Prospek Usaha**
  Di masa yang akan datang, pertumbuhan kinerja ruas Manado-Bitung akan meningkatkan pendapatan Perseroan dengan tersambungnya ruas Manado-Danowudu dan pengembangan wilayah di Manado dan Bitung, salah satunya dengan rencana pengembangan Kawasan Ekonomi Khusus (KEK) Bitung dan pengembangan pariwisata di pulau Lembeh.

Manado-Bitung (PT Jasamarga Manado Bitung)

- **Performance Analysis**
  Traffic volume increased compared to the previous year, influenced by various national and international events during 2025, such as the GMIM Independence Day Thanksgiving Service, the 2025 GMIM Synod Choir Competition, the 2025 Kabo Drag Bike Race, and the 2025 Lembeh Strait Festival.

- **Business Prospects**
  In the future, the growth in performance of the Manado-Bitung route will increase the Company's revenue with the connection of the Manado-Danowudu route and regional development in Manado and Bitung, one of which is the planned development of the Bitung Special Economic Zone (KEK) and the development of tourism on Lembeh Island.

Jogja-Solo (PT JMJ)

- **Analisis Kinerja**
  Pada tahun 2025, Jogja-Solo Seksi 1.2A mulai beroperasi dan memberikan kontribusi terhadap pendapatan tol seiring dengan mobilitas masyarakat yang menggunakan ruas tol tersebut.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas Jogja-Solo akan dapat mendorong kelancaran arus lalu lintas di area selatan Jawa Tengah dan meningkatkan perekonomian di wilayah tersebut. Dengan demikian dapat mendorong peningkatan pendapatan Perseroan ke depannya.

Yogyakarta-Solo (PT JMJ)

- **Performance Analysis**
  In 2025, the Jogja-Solo Section 1.2A will begin operations and contribute to toll revenue in line with the mobility of people using the toll road.

- **Business Prospects**
  In the future, the growth in performance of the Yogyakarta-Solo route will improve traffic flow in southern Central Java and boost the economy in the region. This will lead to an increase in the Company's revenue going forward.

PT Jasamarga Transjawa Tol (JTT)

- **Analisis Kinerja**
  Volume lalu lintas transaksi di sepanjang ruas jalan tol Transjawa mengalami penurunan dibandingkan dengan tahun sebelumnya yang dipengaruhi oleh penurunan volume lalu lintas pada ruas segmen/APJT pada ruas PT Jasamarga Transjawa Tol.

PT Jasamarga Transjawa Tol (JTT)

- **Performance Analysis**
  Traffic volume along the Transjawa toll road experienced a decline compared to the previous year, which was influenced by a decrease in traffic volume on the segment/APJT on the PT Jasamarga Transjawa Toll road.

- **Prospek Usaha**
  Ke depan pertumbuhan pendapatan tol untuk ruas Jakarta-Cikampek akan ditopang oleh pengembangan wilayah di area sekitar koridor ruas Jakarta-Cikampek, peningkatan sistem jaringan jalan tol antara lain konektivitas Transjawa, dioperasikannya ruas Jalan Layang MBZ Sheikh Mohamed Bin Zayed, dan pembangunan ruas Jakarta-Cikampek Selatan serta Jakarta Outer Ring Road (JORR) 2. Seiring dengan telah tersambungnya ruas lainnya dalam Jalan tol Trans Jawa mulai dari Jawa Barat hingga Jawa Timur dan pengembangan wilayah di daerah sekitarnya, maka volume lalu lintas diharapkan dapat semakin meningkat dan dapat mendukung kinerja PT Jasamarga Transjawa Tol (JTT) secara keseluruhan di masa yang akan datang.

Ventura Bersama

Ulujami-Kebon Jeruk (PT Marga Lingkar Jakarta)

- **Analisis Kinerja**
  Volume lalu lintas mengalami penurunan dibandingkan tahun sebelumnya dikarenakan adanya peningkatan konektivitas jalan baru. Namun di sisi pendapatan tol dapat terjaga yang juga merupakan dampak positif penyesuaian tarif pada tahun sebelumnya.

  Dari aspek profitabilitas, laba usaha mengalami penurunan dikarenakan adanya perubahan proyeksi volume lalin yang mengakibatkan adanya peningkatan beban amortisasi serta adanya peningkatan program *overlay* dalam rangka percepatan proses penyesuaian tarif.

- **Prospek Usaha**
  Di masa yang akan datang pertumbuhan kinerja ruas JORR W2 Utara ditopang oleh konektivitas dengan jalan tol Depok-Antasari dan pengembangan wilayah di area Tangerang sehingga akan menimbulkan bangkitan lalu lintas baru terhadap volume lalu lintas JORR.

Segmen Usaha Pengoperasian

Dalam rangka mengoptimalkan aset yang dimiliki, Perseroan melakukan pengembangan bisnis jasa pengoperasian jalan tol. Perseroan telah membentuk Entitas Anak yang bergerak dalam bisnis pengoperasian jalan tol, yaitu PT Jasamarga Tollroad Operator (JMTO). PT JMTO memperoleh kontrak pengoperasian jalan tol yang dikelola oleh Regional dan Entitas Anak Jasa Marga, serta Badan Usaha Jalan Tol lain sejumlah 41 ruas tol, yang terdiri dari 34 ruas tol Jasa Marga Grup dan 7 ruas Non-Jasa Marga Grup dengan 39 ruas telah beroperasi dan 2 ruas belum beroperasi. Ruas-ruas yang dioperasikan oleh PT JMTO dapat dilihat pada bagian penjelasan Produk dan Jasa di Bab Profil Perusahaan dalam Laporan Tahunan ini.

PT JMTO memiliki tiga lini bisnis usaha, yaitu:
1. Pengoperasian Jalan Tol yang terdiri dari:
   a. Layanan Transaksi
      Layanan transaksi yang disediakan PT JMTO meliputi perencanaan, pengelolaan dan pelaksanaan layanan transaksi pengoperasian jalan tol. Contoh jasa transaksi, antara lain: Pelayanan Pengumpulan Tol, sewa kendaraan *shuttle*, *consumables*, dan lain-lain.

- **Business Prospects**
  Going forward, toll revenue growth for the Jakarta-Cikampek section will be supported by regional development in the area surrounding the Jakarta-Cikampek corridor, improvements to the toll road network system, including Transjawa connectivity, the operation of the MBZ Sheikh Mohamed Bin Zayed Flyover, and the construction of the Jakarta-Cikampek Selatan section and the Jakarta Outer Ring Road (JORR) 2. With the completion of other sections of the Trans-Java Toll Road from West Java to East Java and regional development in the surrounding areas, traffic volume is expected to increase and support the overall performance of PT Jasamarga Transjawa Tol (JTT) in the future.

Joint Ventures

Ulujami-Kebon Jeruk (PT Marga Lingkar Jakarta)

- **Performance Analysis**
  Traffic volume decreased compared to the previous year due to increased road connectivity. However, toll revenue remained stable, a positive impact of the previous year's tariff adjustment.

  In terms of profitability, operating profit declined due to changes in traffic volume projections, which resulted in an increase in amortisation expenses and an increase in overlay programmes in order to accelerate the tariff adjustment process.

- **Business Prospects**
  In the future, the growth of the JORR W2 North toll road will be supported by connectivity with the Depok-Antasari toll road and regional development in the Tangerang area, which will generate new traffic to the JORR.

Operations Business Segment

To optimize its assets, the Company is developing its toll road operations business. The Company has established a subsidiary engaged in the toll road operation business, namely PT Jasamarga Tollroad Operator (JMTO). PT JMTO has obtained toll road operation contracts managed by Regional and Jasa Marga Subsidiaries, as well as other Toll Road Business Entities, for a total of 41 toll road sections, consisting of 34 Jasa Marga Group toll roads and seven Non-Jasa Marga Group toll roads, with 39 toll roads already in operation and two toll roads not yet in operation. The toll roads operated by PT JMTO are available in the Products and Services section of the Company Profile chapter in this Annual Report.

PT JMTO has three business lines, namely:
1. Toll Road Operation, which includes:
   a. Transaction Services
      The transaction services provided by PT JMTO include planning, management, and implementation of toll road operations. Examples of transaction services include: Toll Collection Services, shuttle vehicle rentals, consumables, and others.

b. Layanan Lalu Lintas
Layanan lalu lintas yang disediakan PT JMTO meliputi perencanaan, pengelolaan dan pelaksanaan pelayanan lalu lintas di jalan tol. Contoh layanan lalu lintas, antara lain: sewa kendaraan operasional (patroli, derek, *rescue, ambulance*, kamtib, Patroli Jalan Raya/PJR), sewa radio komunikasi, dan lain-lain.
c. Layanan Pemeliharaan
Layanan pemeliharaan yang disediakan PT JMTO meliputi perencanaan, pengelolaan, dan pelaksanaan pemeliharaan rutin jalan tol. Contoh layanan pemeliharaan, antara lain: pengaturan layanan pemeliharaan, pemeliharaan kantor dan gerbang tol, dan layanan pemeliharaan lainnya.

2. Layanan Berbasis Teknologi Informasi
Layanan Berbasis Teknologi Informasi yang disediakan PT JMTO, antara lain mencakup:
a. Pemasangan dan pemeliharaan peralatan tol.
b. Pemasangan dan pemeliharaan CCTV.
c. Pemasangan dan pemeliharaan *Dynamic Message Signs* (DMS) atau papan informasi berbasis *display matrix* yang berfungsi memberikan informasi terkini seputar jalan tol secara cepat.
d. Penyedia dan pemeliharaan *mobile reader* yang berfungsi mengurangi kemacetan karena transaksi dilakukan melalui alat *tap* uang elektronik yang dibawa oleh petugas menghampiri mobil-mobil yang mengantre di gerbang tol.
e. Penyedia peralatan penimbang kendaraan.
f. Penyedia Layanan *One Call Center* 133 dan Pusat Informasi Pengendalian Lalu Lintas terpadu (Jasamarga Tollroad Command Center).
g. Penyedia solusi *seat management*.

3. *Electronic Toll Collection*
Layanan *Electronic Toll Collection* yang disediakan JMTO antara lain layanan pengelolaan nontunai (*e-payment*) dengan memanfaatkan *settlement monitoring tool*, implementasi *Automatic Vehicle Classification* (AVC), layanan teknologi nirsentuh *Single Lane Free Flow* (SLFF) berbasis *Radio-Frequency Identification* (RFID) (Travoy Go), dan fitur resi digital pada Travoy apps. Selain itu, PT JMTO juga memiliki berbagai bisnis baru yang meliputi sistem pembayaran yang terintegrasi dengan *payment gateway* (Travoy Pay), dan pengelolaan parkir (Travoy Park).

Kinerja Segmen Usaha Pengoperasian

PT JMTO terus mendapatkan kepercayaan untuk mengoperasikan jalan tol berkat kapasitas dan keunggulan yang dimilikinya. Di tahun 2025, terdapat penambahan panjang ruas tol yang dioperasikan oleh PT JMTO yaitu ruas Jogja – Solo sepanjang 7,85 km.

Kontrak manajemen pada ruas tol Jasa Marga Grup, antara lain:
- Ruas Jakarta – Bogor – Ciawi;
- Ruas JORR seksi E, W2S dan Ulujami – Pondok Aren;
- Ruas Dalam Kota, Sedyatmo dan Jakarta – Tangerang;
- Ruas Cikampek – Padalarang dan Padalarang - Cileunyi;

b. Traffic Services
The traffic services provided by PT JMTO include planning, management, and implementation on toll roads. Examples of traffic services include: operational vehicle rentals (patrol, towing, rescue, ambulance, security, Highway Patrol/PJR), radio communication rentals, and others.
c. Maintenance Services
The maintenance services provided by PT JMTO include planning, management, and implementation of routine toll road maintenance. Examples of maintenance services include: maintenance service arrangements, maintenance of toll offices and gates, and other maintenance services.

2. Information Technology-Based Services
Information Technology-Based Services provided by PT JMTO include:
a. Installation and maintenance of toll equipment.
b. Installation and maintenance of CCTV.
c. Installation and maintenance of Dynamic Message Signs (DMS) or matrix display-based information boards that provide up-to-date information about the toll road quickly.
d. Provision and maintenance of mobile readers that reduce congestion by enabling transactions to be carried out using electronic money tap devices carried by officers who approach vehicles queuing at toll gates.
e. Supply of vehicle weighing equipment.
f. Provision of the One Call Center 133 and the Integrated Traffic Control Information Center (Jasamarga Tollroad Command Center).
g. Seat management solution provider.

3. Electronic Toll Collection
Electronic Toll Collection services provided by JMTO include cashless management services (e-payment) using settlement monitoring tools, implementation of Automatic Vehicle Classification (AVC), contactless Single Lane Free Flow (SLFF) technology based on Radio-Frequency Identification (RFID) (Travoy Go), and digital receipt features in the Travoy app. In addition, PT JMTO also has various new businesses, including payment systems integrated with payment gateways (Travoy Pay) and parking management (Travoy Park).

Operations Business Segment Performance

PT JMTO continues to earn trust to operate toll roads thanks to its capacity and excellence. In 2025, the length of toll roads operated by PT JMTO was extended by 7.85 km, i.e., the Jogja-Solo toll road.

Management contracts for Jasa Marga Group toll roads include:
- Jakarta – Bogo r– Ciawi Toll Road;
- JORR sections E, W2S, and Ulujami – Pondok Aren Toll Roads;
- Inner City, Sedyatmo, and Jakarta – Tangerang Toll Roads;
- Cikampek – Padalarang and Padalarang – Cileunyi Toll Roads;

- Ruas Belawan – Medan – Tanjung Morawa;
- Ruas Jakarta – Cikampek;
- Ruas Surabaya – Gempol;
- Ruas Semarang A, B, C;
- Ruas Palimanan – Kanci;
- Ruas Kebon Jeruk – Ulujami
- Ruas Bogor Outer Ring Road;
- Ruas Kunciran – Serpong;
- Ruas Cengkareng – Batuceper – Kunciran
- Ruas Serpong – Cinere;
- Ruas Medan – Kualanamu – Tebing Tinggi;
- Ruas Nusa Dua – Tanjung Benoa;
- Ruas Balikpapan – Samarinda;
- Ruas Manado – Bitung;
- Ruas Jogja – Solo;
- Ruas Jalan Layang MBZ Sheikh Mohamed Bin Zayed;
- Ruas Semarang – Solo;
- Ruas Semarang – Batang;
- Ruas Solo – Ngawi;
- Ruas Surabaya – Mojokerto;
- Ruas Gempol – Pandaan;
- Ruas Gempol – Pasuruan;
- Ruas Pandaan – Malang;
- Ruas Ngawi – Kertosono;
- Ruas Jakarta – Cikampek II Sisi Selatan; dan
- Ruas Probolinggo – Banyuwangi.

PT JMTO juga berhasil memperoleh kontrak pengoperasian pada ruas tol Non Jasa Marga Grup, antara lain:

- Ruas Krian – Legundi – Bunder – Manyar;
- Ruas Cimanggis – Cibitung;
- Ruas Bogor – Ciawi – Sukabumi;
- Ruas Cibitung – Cilincing – Tanjung Priok;
- Ruas Serpong – Balaraja;
- Ruas Kayu Agung – Palembang – Betung; dan
- Ruas Semarang – Demak.

Profitabilitas Segmen Usaha Pengoperasian

Di tahun 2025, segmen usaha pengoperasian membukukan laba usaha sebesar Rp444,3 miliar, mengalami peningkatan 23,3% dari tahun 2024 yang sebesar Rp360,2 miliar. Hal tersebut terutama disebabkan oleh adanya kenaikan 8,6% pada pendapatan usaha dibanding tahun sebelumnya dan adanya upaya efisiensi terhadap beban sehingga mampu memberikan margin yang lebih baik

- Belawan – Medan – Tanjung Morawa Toll Road;
- Jakarta – Cikampek Toll Road;
- Surabaya – Gempol Toll Road;
- Semarang A, B, C Toll Roads;
- Palimanan – Kanci Toll Road;
- Kebon Jeruk – Ulujami Toll Road
- Bogor Outer Ring Road Toll Road;
- Kunciran – Serpong Toll Road;
- Cengkareng – Batuceper – Kunciran Toll Road;
- Serpong – Cinere Toll Road;
- Medan – Kualanamu – Tebing Tinggi Toll Road;
- Nusa Dua – Tanjung Benoa Toll Road;
- Balikpapan – Samarinda Toll Road;
- Manado – Bitung Toll Road;
- Jogja – Solo section;
- MBZ Sheikh Mohamed Bin Zayed Elevated Road Toll Road;
- Semarang – Solo Toll Road;
- Semarang – Batang Toll Road;
- Solo – Ngawi Toll Road;
- Surabaya – Mojokerto Toll Road;
- Gempol – Pandaan Toll Road;
- Gempol – Pasuruan Toll Road;
- Pandaan – Malang Toll Road;
- Ngawi – Kertosono Toll Road;
- Jakarta – Cikampek II South Toll Road; and
- Probolinggo – Banyuwangi Toll Road.

PT JMTO also successfully obtained operating contracts for toll road sections not managed by the Jasa Marga Group, including:

- Krian – Legundi – Bunder – Manyar Toll Road;
- Cimanggis – Cibitung Toll Road;
- Bogor – Ciawi – Sukabumi Toll Road;
- Cibitung – Cilincing –Tanjung Priok Toll Road;
- Serpong – Balaraja Toll Road;
- Kayu Agung – Palembang – Betung Toll Road; and
- Semarang – Demak Toll Road.

Operations Business Segment Profitability

In 2025, the operating segment posted an operating profit of Rp444.3 billion, an increase of 21.6% from Rp360.2 billion in 2024. This was mainly due to an 8.6% increase in operating revenue compared to the previous year and efficiency efforts in expenses, which resulted in better margins.

Tabel Kinerja Segmen Usaha Pengoperasian*
Table of Operations Business Segment Performance*

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
Pendapatan Usaha Operating Revenues	2.327.287	2.142.978	184.309	8,6
Beban Usaha Operating Expenses	(1.750.004)	(1.670.004)	(80.000)	4,8
Laba Bruto Gross Profit	577.283	472.974	104.309	22,1
Beban Umum dan Administrasi General and Administration Expenses	(104.123)	(102.623)	(1.500)	1,5

Tabel Kinerja Segmen Usaha Pengoperasian*
Table of Operations Business Segment Performance*

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	(28.890)	(10.177)	(18.713)	183,9
Laba Usaha Operating Profit	444.270	360.174	84.096	23,3
Pajak Pajak	(127.515)	(98.160)	(29.355)	29,9
Laba Bersih Net Profit	308.139	256.113	50.026	20,3
Aset Assets	1.641.439	1.565.081	76.358	4,9
Liabilitas Liabilities	924.083	854.469	69.614	8,1

Keterangan/Note:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The figures presented in the table above are pre-elimination figures.

Analisis Kinerja Tahun 2025

Pada tahun 2025, segmen usaha pengoperasian jalan tol membukukan Pendapatan Usaha sebesar Rp2.237 miliar, meningkat 8,6% dari tahun sebelumnya yang sebesar Rp2.142 miliar. Peningkatan tersebut didorong atas bertambahnya pengoperasian seksi ruas tol yang dioperasikan oleh PT Jasamarga Tollroad Operator (JMTO) serta pengendalian beban usaha sehingga JMTO berhasil mencetak laba usaha tahun 2025 sebesar Rp444,3 miliar, meningkat 23,3% dari tahun 2024 yang sebesar Rp360,2 miliar.

Prospek Usaha Segmen Usaha Pengoperasian

Seiring dengan bertambahnya pengoperasian ruas-ruas tol baru di Indonesia, prospek usaha segmen usaha pengoperasian juga akan semakin baik yang akan berpotensi meningkatkan pendapatan usaha. Untuk menjaga keberlanjutan bisnis sebagai pemimpin di bidang pengoperasian jalan tol di Indonesia, PT JMTO berfokus pada layanan pengoperasian jalan tol yang terpadu dan terintegrasi dengan menyediakan layanan operasi, peralatan tol serta sistem informasi dan komunikasi (sisinfokom) berbasis teknologi informasi, sehingga memberikan layanan pengoperasian jalan tol secara menyeluruh (*one stop solution*). Selain itu juga, sebagai upaya peningkatan digitalisasi PT JMTO mengembangkan Travoy Apps yang terdiri dari beberapa fitur seperti Travoy Go, Travoy Pay, Travoy Park dan lainnya yang akan menjadi *revenue stream* baru di bidang Pengoperasian Jalan Tol. Dari sisi pengoperasian jalan tol, untuk memperkuat dan memperbesar skala bisnisnya, PT JMTO akan terus senantiasa melaksanakan atau mengikuti lelang terbuka pada ruas jalan tol baru milik BUJT selain Jasa Marga Grup.

2025 Performance Analysis

In 2025, the toll road operation business segment posted operating revenue of Rp2,237 billion, an increase of 8.6% from the previous year's Rp2,142 billion. This increase was driven by the addition of toll road sections operated by PT Jasamarga Tollroad Operator (JMTO) and business cost control, enabling JMTO to record an operating profit of Rp444.3 billion in 2025, an increase of 23.3% from Rp360.2 billion recorded in 2024.

Operations Segment Business Prospects

As more new toll road sections come into operation in Indonesia, the business prospects for the toll road operation segment will also improve, with the potential to increase business revenue. To maintain its business sustainability as a leader in toll road operation in Indonesia, PT JMTO focuses on integrated toll road operation services by providing operation services, toll equipment, and information and communication systems (sisinfokom) based on information technology, thereby providing comprehensive toll road operation services (one-stop solution). In addition, as an effort to increase digitalization, PT JMTO has developed the Travoy Apps, which consists of several features such as Travoy Go, Travoy Pay, Travoy Park, and others, which will become a new revenue stream in the Toll Road Operation sector. From the toll road operation side, to strengthen and expand its business scale, PT JMTO will continue to participate in or follow open auctions for new toll road sections owned by BUJT other than the Jasa Marga Group.

Segmen Usaha Preservasi

Selain melakukan pengembangan usaha jasa pengoperasian jalan tol, Perseroan juga terus mengoptimalkan aset yang dimiliki dengan menjalankan bisnis jasa preservasi jalan tol. Hal ini dilakukan dengan membentuk Entitas Anak yang bergerak dalam bisnis preservasi jalan tol, yaitu PT Jasamarga Tollroad Maintenance (JMTM). Di samping melaksanakan pekerjaan preservasi jalan tol di Jasa Marga Grup, PT JMTM juga memberikan layanan jasa konstruksi baik di dalam maupun di luar Jasa Marga Grup.

Tujuan dari pendirian PT JMTM adalah untuk:
1. Memiliki kemampuan dalam pengelolaan pemenuhan Standar Pelayanan Minimal (SPM) jalan tol yang menjadi aspek utama BUJT dalam pengoperasian jalan tol. SPM ini merupakan indikator terpenting dalam memberikan kualitas pelayanan kepada pengguna jalan tol dan mempengaruhi terhadap penyesuaian tarif untuk setiap ruas jalan tol yang telah beroperasi.
2. Memberikan nilai lebih dari segi efisiensi biaya preservasi kepada BUJT. Biaya Preservasi merupakan biaya yang perlu dikelola dengan cermat agar tidak menggerus pendapatan tol BUJT.
3. Memaksimalkan potensi bisnis jasa preservasi yang terus meningkat dengan bertambahnya panjang jalan tol yang beroperasi. BUJT yang telah menyelesaikan konstruksi jalan tol dan masuk dalam fase operasional akan membutuhkan pihak ketiga dalam melakukan preservasi jalan tol untuk memenuhi SPM.

Di samping melaksanakan pekerjaan preservasi jalan tol di Jasa Marga Grup, PT JMTM juga memberikan layanan jasa preservasi jalan tol dan konstruksi baik di dalam maupun di luar Jasa Marga Grup.

Layanan dan produk preservasi yang disediakan oleh JMTM terdiri dari:
1. Layanan manajemen aset: layanan preservasi jalan tol secara komprehensif dalam rangka pemenuhan SPM jalan tol yang meliputi kegiatan perencanaan dan pelaksanaan preservasi jalan tol;
2. Layanan preservasi infrastruktur: layanan jasa pekerjaan sipil jalan, jembatan, dan infrastruktur lain serta sarana pelengkap jalan tol;
3. Layanan survei & pengukuran: layanan pengukuran ketidakrataan dan kekesatan jalan, *assessment element* jembatan, dan iRAP *assessment* dengan memanfaatkan Hawkeye 2000 dan *Bridge Inspection*; dan
4. Material dan alat berat: penyediaan material seperti aspal *hotmix* dan *coldmix* yang telah tersertifikasi TKDN serta sewa alat berat.

Untuk mencapai tujuan sebagai *service provider* yang andal dan terpercaya, PT JMTM mulai melakukan investasi di bidang teknologi, antara lain dengan melakukan pembelian *Road Inspection* Hawkeye 2000 dan *Bridge Inspection*. *Road Inspection* Hawkeye 2000 dioperasikan menggunakan sistem yang mengintegrasikan beberapa peralatan sensor yang spesifik untuk mendapatkan data karakteristik

Preservation Business Segment

In addition to developing toll road operations services, the Company continues to optimize its assets by providing toll road preservation services. This is done by establishing a subsidiary engaged in toll road preservation, namely PT Jasamarga Tollroad Maintenance (JMTM). In addition to carrying out toll road preservation work within the Jasa Marga Group, PT JMTM also provides construction services both within and outside the Jasa Marga Group.

The purpose of establishing PT JMTM is to:
1. Possess the ability to manage compliance with Minimum Service Standards (SPM) for toll roads, which is a key aspect of BUJT in toll road operations. These SPMs are the most important indicators for providing quality service to toll road users and influence tariff adjustments for each section of the toll road in operation.
2. Providing added value in terms of preservation cost-efficiency for BUJT. Preservation costs are expenses that must be managed carefully to avoid eroding BUJT's toll revenue.
3. Maximizing the potential of the preservation service business, which continues to grow with the increase in the length of toll roads in operation. BUJT, which has completed the construction of toll roads and entered the operational phase, will require a third party to carry out toll road preservation to meet SPM requirements.

In addition to carrying out toll road preservation work within the Jasa Marga Group, PT JMTM also provides toll road preservation and construction services both within and outside the Jasa Marga Group.

The preservation services and products provided by JMTM include:
1. Asset management services: comprehensive toll road preservation services to meet toll road SPM, including toll road preservation planning and implementation activities;
2. Infrastructure preservation services: civil engineering services for roads, bridges, and other infrastructure, as well as toll road supporting facilities;
3. Survey & measurement services: services for measuring road unevenness and roughness, bridge element assessment, and iRAP assessment using Hawkeye 2000 and Bridge Inspection; and
4. Materials and heavy equipment: provision of materials such as hot mix and cold mix asphalt that have been TKDN certified, as well as heavy equipment rental.

To achieve its goal of becoming a reliable and trusted service provider, PT JMTM has begun investing in technology, including the purchase of Road Inspection Hawkeye 2000 and Bridge Inspection. The Road Inspection Hawkeye 2000 uses a system that integrates several specific sensors to obtain data on road condition characteristics and is equipped with Automatic Crack Detection, which automatically

kondisi jalan dan telah dilengkapi dengan *Automatic Crack Detection* sehingga alat ini mampu mendeteksi retak dan lubang secara otomatis. Teknologi ini dapat membantu untuk melakukan inventarisasi data aset jalan tol dan penilaian kondisi jalan tol secara akurat, efektif, dan efisien. Data yang dihasilkan kemudian dapat digunakan untuk menyusun program preservasi jalan tol sehingga dapat diperoleh biaya preservasi yang optimal.

detects cracks and potholes. This technology can help perform an inventory of toll road asset data and assess toll road conditions accurately, effectively, and efficiently. The data generated can then be used to develop a toll road preservation program to achieve optimal preservation costs.

Bridge Inspection dioperasikan sebagai platform atau alat bantu untuk melakukan pengecekan/inspeksi kondisi jembatan baik bentang pendek maupun bentang panjang pada ketinggian yang sulit terjangkau dari bawah jembatan. Platform ini secara detil dapat membantu pemeriksaan kondisi fisik elemen jembatan, seperti pemeriksaan *bearing pad*, retak dan cacat pada *girder*, *pier* jembatan serta mendukung preservasi jembatan seperti pembersihan sekitar *pierhead, coating,* pengencangan baut, pembersihan tanaman, serta pemantauan kesehatan jembatan secara menyeluruh. Hasil dari inspeksi kondisi jembatan kemudian dapat digunakan untuk menyusun program preservasi jembatan dengan biaya preservasi yang optimal.

Bridge Inspection is operated as a platform or tool to inspect the condition of both short and long spans of bridges at heights difficult to reach from below. This platform can assist with detailed physical inspections of bridge elements, such as bearing pad inspections, cracks and defects in girders and bridge piers, and support bridge preservation activities, including cleaning around pierheads, coating, bolt tightening, vegetation removal, and comprehensive bridge health monitoring. The results of bridge condition inspections can then be used to develop bridge preservation programs with optimal preservation costs.

Kinerja Segmen Usaha Preservasi

Di tahun 2025, segmen usaha preservasi membukukan pendapatan usaha sebesar Rp3.342,2 miliar, meningkat 31,17% dari tahun sebelumnya yang sebesar Rp2.548,0 miliar. Hal ini terutama disebabkan oleh kenaikan pada segmen usaha kontrak manajemen dikarenakan pada tahun 2025 terdapat beberapa ruas jalan tol yang akan melakukan penyesuaian tarif sehingga lingkup dan volume pekerjaan bertambah.

Daftar pekerjaan yang dikerjakan oleh PT JMTM di tahun 2025 dapat dilihat pada bagian Produk dan Jasa di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Preservation Business Segment Performance

In 2025, the preservation business segment recorded operating revenue of Rp3,342.2 billion, an increase of 31.17% from the previous year's Rp2,548.0 billion. This was mainly due to an increase in the contract management business segment because in 2025 there will be several toll road sections that will adjust their tariffs, thereby increasing the scope and volume of work.

The list of projects undertaken by PT JMTM in 2025 is available in the Products and Services section of the Company Profile chapter in this Annual Report.

Profitabilitas Segmen Usaha Preservasi

Pada tahun 2025, segmen usaha preservasi membukukan laba usaha sebesar Rp293,9 miliar, meningkat 26,06% dari tahun 2024 yang tercatat sebesar Rp233,1 miliar. Hal tersebut dikarenakan adanya efisiensi yang dilakukan atas beban langsung sehingga mampu memberikan margin yang lebih baik. Selain itu, pengelolaan dana seperti penempatan deposito juga memberikan kontribusi yang cukup signifikan bagi profitabilitas segmen usaha preservasi.

Preservation Business Segment Profitability

In 2025, the preservation business segment posted an operating profit of Rp293.9 billion, an increase of 26.06% from 2024, which was recorded at Rp233.1 billion. This was due to efficiencies made in direct expenses, which resulted in better margins. In addition, fund management, such as deposit placements, also contributed significantly to the profitability of the preservation business segment.

Tabel Kinerja Segmen Usaha Preservasi*
Table of Preservation Business Segment Performance

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
Pendapatan Usaha Operating Revenues	1.404.944	1.014.748	390.196	38,5
Beban Usaha Operating Expenses	(1.005.254)	(690.377)	(314.877)	45,6
Laba Bruto Gross Profit	399.690	324.371	75.319	23,2
Beban Umum dan Administrasi General and Administration Expenses	(152.931)	(130.053)	(22.878)	17,6

Tabel Kinerja Segmen Usaha Preservasi*
Table of Preservation Business Segment Performance

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	68.419	50.083	18.336	57,1
Laba Usaha Operating Profit	315.178	244.401	70.777	29,0
Aset Assets	2.853.050	2.336.181	516.869	22,1
Liabilitas Segmen Segment Liability	2.059.367	1.634.297	425.070	26,0

Keterangan/Note:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The figures presented in the table above are pre-elimination figures.

Analisis Kinerja Tahun 2025

Pada tahun 2025, pendapatan segmen usaha preservasi meningkat 38,5% dari tahun sebelumnya dikarenakan hal hal sebagai berikut:

1. Pendapatan Proyek Infrastruktur meningkat karena bertambahnya kontrak pekerjaan yang berhasil diperoleh untuk tahun 2025 khususnya yang berasal dari luar Jasa Marga Group dan peningkatan kapasitas penggunaan *Ashplat Mixing Plant* melalui program *Supply by Owner*.

2. Pendapatan kontrak manajemen meningkat karena terdapat beberapa ruas jalan tol yang akan melakukan penyesuaian tarif sehingga lingkup dan volume pekerjaan bertambah.

Prospek Usaha Segmen Usaha Preservasi

Pada tahun 2025, PT JMTM mencatatkan perolehan kontrak preservasi jalan tol melaui kontrak manajemen sepanjang 1.134 km dan melalui proyek infrastruktur sepanjang 53 km sehingga total preservasi jalan tol sepanjang 1.187 km.

Ke depannya, Perseroan optimis bahwa segmen usaha preservasi akan terus meningkat seiring dengan bertambahnya panjang jalan tol yang beroperasi di Indonesia. Hal ini dikarenakan BUJT yang telah menyelesaikan konstruksi jalan tol dan masuk ke dalam fase operasional akan membutuhkan pihak ketiga dalam melakukan preservasi jalan tol untuk memastikan pemenuhan SPM jalan tol.

PT JMTM telah mengilmplementasikan teknologi *Intelligence Tollroad Maintenance System* (ITMS), yang salah satunya diwujudkan melalui penggunaan Hawkeye 2000. Hawkeye 2000 adalah kendaraan khusus berteknologi pintar yang sangat bermanfaat untuk mendapatkan nilai kondisi jalan, data *geometric*, dan data *asset* jalan dengan lebih akurat. Beroperasi sejak tahun 2018, Hawkeye 2000 tidak hanya digunakan untuk melakukan survei kondisi jalan tol Jasa Marga Grup di Pulau Jawa tetapi juga pada ruas jalan tol non Jasa Marga Grup. Pada tahun 2025, Hawkeye 2000 telah mengolah data kondisi sepanjang 5.223 km lajur jalan tol yang dikelola oleh Jasa Marga Grup dan 149 km lajur jalan tol non Jasa Marga Grup.

2025 Performance Analysis

In 2025, revenue from the preservation business segment increased by 38.5% from the previous year due to the following factors:

1. Infrastructure Project revenue increased due to the addition of successful work contracts for 2025, particularly those originating from outside the Jasa Marga Group, and an increase in the capacity utilization of the Asphalt Mixing Plant through the Supply by Owner program.
2. Contract management revenue increased due to several toll roads undergoing tariff adjustments, which expanded the scope and volume of work.

Preservation Segment Business Prospects

In 2025, PT JMTM recorded the acquisition of motorway preservation contracts through management contracts covering 1,134 km and through infrastructure projects covering 53 km, bringing the total motorway preservation to 1,187 km.

Going forward, the Company is optimistic that the preservation business segment will continue to grow in line with the lengthening of toll roads operating in Indonesia. This is because BUJT, which has completed construction of toll roads and entered the operational phase, will require third parties to maintain the toll roads to ensure compliance with the toll road SPM.

PT JMTM has implemented the Intelligent Tollroad Maintenance System (ITMS) technology, one of which is realized through the use of Hawkeye 2000. Hawkeye 2000 is a specialized smart-technology vehicle that is highly useful for obtaining more accurate road condition, geometric, and road asset data. Operating since 2018, the Hawkeye 2000 is used not only to survey the condition of Jasa Marga Group toll roads in Java but also on non-Jasa Marga Group toll road sections. By 2025, the Hawkeye 2000 had processed data on the condition of 5,223 km of toll road lanes managed by the Jasa Marga Group and 149 km of non-Jasa Marga Group toll road lanes.

Sistem manajemen jembatan juga telah menggunakan platform *Bridge Inspection* MOOG dengan tipe *gantry*. Teknologi ini membantu dalam proses penilalan kondisi jembatan, perolehan data teknis jembatan serta membantu tenaga lapangan untuk dapat mengakses stuktur bawah serta komponen lainnya yang sulit dijangkau. Sejumlah kondisi yang bisa memanfaatkan alat inspeksi jembatan ini antara lain jembatan dengan *pier* yang tinggi, jembatan yang berada di atas sungai sehingga tidak memungkinkan untuk dipasang perancah atau *sky worker* serta jembatan dengan lalu lintas yang padat di bawahnya. Saat ini, *Bridge Inspection* telah digunakan untuk melakukan pemeriksaan pada beberapas jembatan yang terdapat pada Ruas Tol milik Jasa Marga Grup maupun non Jasa Marga Grup, seperti pada Ruas Tol, Cipularang, Semarang Solo, dan Akses Tanjung Priok.

The bridge management system also uses the MOOG Bridge Inspection platform with a gantry type. This technology assists in the process of assessing bridge conditions, obtaining technical bridge data, and helping field personnel to access under-structure and other components that are difficult to reach. Some of the conditions that can benefit from this bridge inspection tool include bridges with high piers, bridges over rivers that do not allow for scaffolding or sky workers to be installed, and bridges with heavy traffic underneath. Currently, Bridge Inspection has been used to conduct inspections on several bridges located on toll roads owned by Jasa Marga Group and non-Jasa Marga Group, such as the Cipularang Toll Road, Semarang Solo Toll Road, and Tanjung Priok Access Road.

Penambahan 1 unit AMP baru (Linhoff) yang dilakukan di tahun 2025 direncakan untuk perluasan pangsa pasar ke wilayah Jawa Tengah untuk memenuhi kebutuhan material aspal. Bertambahnya ruas jalan tol yang akan beroperasi di wilayah Jawa Tengah merupakan potensi bagi peningkatan pendapatan segmen usaha preservasi.

The addition of one new AMP unit (Linhoff) in 2025 is planned to expand market share in Central Java to meet the demand for asphalt materials. The increase in toll roads operating in Central Java has the potential to boost revenue in the preservation business segment.

Segmen Usaha Lainnya

Jasa Marga menjalankan bisnis segmen usaha lainnya untuk mengembangkan bisnis prospektif dengan cara mengoptimalkan aset Perseroan di ruang milik jalan tol (Rumijatol) dan di sepanjang jalan tol milik Jasa Marga Grup. Pengembangan segmen ini dilakukan oleh entitas anak Perusahaan, yaitu PT Jasamarga Related Business (JMRB). Saat ini PT JMRB sedang mengembangkan kawasan industri, perumahan, dan *Toll Corridor Development* (TCD) dengan *branding* "Travoy", pengelolaan Tempat Istirahat Pelayanan (TIP), *building management*, serta bisnis komersil. PT JMRB juga terus melakukan inovasi dan menjalin kerja sama strategis dengan mitra untuk mengembangkan bisnis prospektif lainnya.

Other Business Segments

Jasa Marga operates other business segments to develop prospective businesses by optimizing the Company's assets in toll road areas (Rumijatol) and along toll roads owned by the Jasa Marga Group. This segment is developed by a subsidiary, PT Jasamarga Related Business (JMRB). Currently, PT JMRB is developing industrial areas, Toll Corridor Development (TCD) with the "Travoy" brand, residential areas, and Toll Corridor Development (TCD), managing Rest Areas (TIP), building management, and commercial businesses. PT JMRB also continues to innovate and establish strategic partnerships with partners to develop other prospective businesses.

Kinerja Segmen Usaha Lainnya

Kemajuan bisnis properti PT Jasamarga Related Business (JMRB) menunjukkan perkembangan yang signifikan dalam beberapa tahun terakhir. Hal ini tercermin dari progres pembangunan *Toll Corridor Development* (TCD) Taman Mini fase 1, yang telah mencapai tingkat okupansi sebesar 83,60%. Keberlanjutan pembangunan fase 2 dan 3 yang akan mencakup area ritel dan rumah sakit hasil kerja sama dengan Brawijaya *Healthcare* semakin menegaskan komitmen JMRB dalam memperluas portofolio bisnis propertinya. Capaian tersebut mencerminkan bahwa JMRB terus tumbuh secara masif dan konsisten memperkuat posisinya sebagai pengembang properti strategis di bawah naungan Jasa Marga Group.

Other Business Segment Performance

Kemajuan bisnis properti PT Jasamarga Related Business (JMRB) menunjukkan perkembangan yang signifikan dalam beberapa tahun terakhir. Hal ini tercermin dari progres pembangunan Toll Corridor Development (TCD) Taman Mini fase 1, yang telah mencapai tingkat okupansi sebesar 83.60%. Keberlanjutan pembangunan fase 2 dan 3 yang akan mencakup area ritel dan rumah sakit hasil kerja sama dengan Brawijaya Healthcare semakin menegaskan komitmen JMRB dalam memperluas portofolio bisnis propertinya. Capaian tersebut mencerminkan bahwa JMRB terus tumbuh secara masif dan konsisten memperkuat posisinya sebagai pengembang properti strategis di bawah naungan Jasa Marga Group.

Profitabilitas Segmen Usaha Lainnya

Segmen usaha lainnya berhasil membukukan laba usaha sebesar Rp70,6 miliar pada tahun 2025, mengalami peningkatan 198,21% dibandingkan tahun 2024 yang sebesar Rp23,6 miliar.

Other Business Segment Profitability

The other business segment recorded an operating profit of Rp70.6 billion in 2025, marking a 198.21% increase compared to Rp23.6 billion in 2024.

Analisis Kinerja Segmen Usaha Lainnya
Other Business Segment Performance Analysis

Tabel Kinerja Segmen Usaha lainnya*
Table of Other Business Segment Performance*

(dalam juta Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
Pendapatan Usaha Operating Revenues	1.043.358	957.674	85.684	8,95
Beban Usaha Operating Expenses	(901.467)	(850.978)	(50.489)	5,93
Laba Bruto Gross Profit	141.891	106.696	35.195	32,99
Beban Umum dan Administrasi General and Administration Expenses	(74.954)	(79.357)	4.403	-5,55
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	3.628	(3.676)	7.304	-198,7
Laba Usaha Operating Profit	70.565	23.663	46.902	198,21
Aset Assets	2.449.154	2.411.058	38.096	1,58
Liabilitas Segmen Segment Liability	612.487	632.439	(19.952)	-3,15

Keterangan/Note:
*) Angka yang tersaji pada tabel di atas merupakan angka sebelum eliminasi.
*) The figures presented in the table above are pre-elimination figures.

Prospek Usaha Segmen Usaha Lainnya

Perseroan melihat segmen usaha lainnya memiliki prospek yang baik ke depannya. Perseroan melalui PT JMRB terus mengkaji dan mengembangkan segmen usaha lainnya agar dapat meningkatkan kontribusi pendapatan Perseroan di masa yang akan datang. Potensi peningkatan pendapatan ini didukung oleh penambahan pengoperasian jalan tol baru.

Salah satu upaya untuk mengembangkan segmen usaha lain yaitu mengoptimalisasi aset di sepanjang jalan tol Perseroan, dengan mengembangkan TCD, dengan cara melakukan penjajakan kerja sama dengan beberapa mitra strategis baik perusahaan swasta bidang properti maupun sinergi BUMN. Saat ini, PT JMRB tengah fokus melakukan pengembangan TCD Taman Mini atau Travoy Hub. Travoy Hub sebagai pengembangan yang berbasis transit, atau *Transit-Oriented Development* (TOD) pertama di Indonesia. Travoy Hub merupakan pengembangan Tempat Istirahat dan Pelayanan (TIP) yang memadukan Stasiun LRT Taman Mini dengan pusat bisnis dan *gathering point* antar moda transportasi.

Selain itu, PT JMRB juga mengembangkan bisnis komersil di sepanjang koridor jalan tol milik Jasa Marga Grup. PT JMRB terus menjalin kerja sama dengan mitra-mitra strategis untuk menambah daya saing dan memperluas cakupan pasar khususnya dalam bidang utilitas.

Other Segment Business Prospects

The Company sees other business segments as having good prospects for the future. Through PT JMRB, the Company continues to review and develop other business segments in order to increase the Company's revenue contribution in the future. This potential increase in revenue is supported by the addition of new toll road operations.

One of the efforts to develop other business segments is to optimize assets along the Company's toll roads by developing TCDs, by exploring cooperation with several strategic partners, both private property companies and synergistic state-owned enterprises. Currently, PT JMRB is focusing on developing the Taman Mini TCD or Travoy Hub. Travoy Hub is a transit-based development, or Transit-Oriented Development (TOD), which is the first of its kind in Indonesia. Travoy Hub is a Rest and Service Area (TIP) development that combines the Taman Mini LRT Station with a business center and gathering point for various modes of transportation.

In addition, PT JMRB is also developing commercial businesses along the toll road corridor owned by the Jasa Marga Group. PT JMRB continues to collaborate with strategic partners to increase competitiveness and expand market coverage, especially in the utility sector.

PT JMRB senantiasa mengembangkan bisnis usaha lain dan mengikuti perkembangan teknologi dengan memanfaatkan teknologi digital dalam rangka memaksimalkan peluang usaha yang dimiliki serta pelayanan terhadap pelanggan Perseroan. Guna meningkatkan pelayanan kepada pengguna TIP, PT JMRB melakukan langkah-langkah prediktif dengan memasang *Smart CCTV* di TIP jalan tol untuk *monitoring* kondisi TIP, serta menyediakan Travoy Nitro di *rest area* untuk pengisian nitrogen kendaraan.

PT JMRB continues to develop other businesses and keep up with technological developments by utilizing digital technology in order to maximize business opportunities and customer service. In order to improve services to TIP users, PT JMRB is taking predictive measures by installing Smart CCTV in toll road TIPs to monitor TIP conditions, as well as providing Travoy Nitro in rest areas for vehicle nitrogen refills.

PT JMRB turut berkomitmen dalam mengembangkan bisnis yang ramah lingkungan, salah satunya dengan pemanfaatan energi baru terbarukan melalui pemasangan panel surya di TIP yang bekerja sama dengan salah satu mitra potensial. Selain itu, PT JMRB melakukan pemasangan Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) di TIP untuk pengisian tenaga kendaraan listrik dalam rangka mendukung pemerintah dalam meningkatkan penggunaan kendaraan listrik yang lebih ramah lingkungan.

PT JMRB is also committed to developing environmentally friendly businesses, one of which is through the use of new and renewable energy by installing solar panels at TIP in collaboration with one of its potential partners. In addition, PT JMRB has installed Public Electric Vehicle Charging Stations (SPKLU) at TIP for charging electric vehicles in order to support the government in increasing the use of more environmentally friendly electric vehicles.

PT JMRB terus berinovasi untuk mendukung pelayanan yang aman dan nyaman bagi pengguna TIP dengan menjajaki kerja sama dengan mitra dalam pembangunan *Executive Lounge* yang telah beroperasi tahun 2024. Selain itu, pada tahun 2025, Perseroan melalui PT JMRB telah meresmikan Brawijaya Hospital sebagai salah satu bagian dari pengembangan TCD Taman Mini.

PT JMRB continues to innovate to support safe and comfortable services for TIP users by exploring cooperation with partners in the construction of an Executive Lounge, which has been operational since 2024. In addition, in 2025, the Company, through PT JMRB, inaugurated Brawijaya Hospital as part of the development of TCD Taman Mini.

Tinjauan Keuangan
Financial Overview

Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk dan entitas anaknya yang disajikan sesuai dengan prinsip-prinsip akuntansi keuangan yang berlaku umum di Indonesia (PSAK) untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 menjadi dasar dalam melakukan analisis atas kinerja keuangan Perseroan. Laporan Keuangan tahun 2025 telah diaudit oleh Kantor Akuntan Publik (KAP), dan memperoleh pendapat/opini wajar, dalam semua hal yang material. Adapun Laporan Keuangan tahun 2024 telah diaudit oleh KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan dan memperoleh pendapat/opini wajar, dalam semua hal yang material.

Pemahaman atas uraian tinjauan keuangan yang tersaji tetap memperhatikan penjelasan pada Catatan Laporan Keuangan Konsolidasian (CALK) sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini. Analisis terkait kinerja keuangan Perseroan juga mengacu pada kinerja keuangan di tahun sebelumnya sebagai data pembanding sehingga analisis yang disampaikan lebih komprehensif.

The Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk and its subsidiaries, presented in accordance with generally accepted accounting principles in Indonesia (PSAK) for the years ended December 31, 2025, and 2024, form the basis for analyzing the Company's financial performance. The 2025 Financial Statements have been audited by Public Accounting Firm (KAP), and have received an unqualified opinion in all material respects. Meanwhile, the 2024 Financial Statements have been audited by KAP Amir Abadi Jusuf, Aryanto, Mawar & Partners, and have received an unqualified opinion in all material respects.

The understanding of the financial review presented should take into account the explanations in the Notes to the Consolidated Financial Statements (CALK), which are an integral part of this Annual Report. Analysis of the Company's financial performance also uses the previous year's financial performance as comparative data, making the analysis presented more comprehensive.

Laporan Posisi Keuangan Konsolidasian

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statement of Financial Position

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset **Assets**				
Aset Lancar **Current Assets**				
Kas dan Setara Kas Cash and Cash Equivalents	6.750.913	5.123.252	1.627.661	31,77
Investasi Jangka Pendek Short-Term Investments	24.458	22.791	1.667	7,31
Piutang Lain-lain Other Receivables	1.398.240	1.170.367	227.873	19,47
Persediaan Inventories	167.233	147.978	19.255	13,01
Biaya Dibayar di Muka dan Uang Muka – Neto Prepaid Expenses and Advances-Net	107.197	109.588	(2.391)	-2,18
Pajak Dibayar di Muka Prepaid Taxes	302.283	135.854	166.429	122,51
Dana Dibatasi Penggunaannya Restricted Funds	518.346	487.735	30.611	6,28
Total Aset Lancar **Total Current Assets**	**9.268.670**	**7.197.565**	**2.071.105**	**28,78**
Aset Tidak Lancar **Non-Current Assets**				
Piutang Lain-lain Other Receivables	341.071	312.946	28.125	**8,99**

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statement of Financial Position

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Dana Dibatasi Penggunaannya Restricted Funds	401.671	232.738	168.933	72,59
Aset pajak tangguhan Deferred tax assets	74.200	67.529	6.671	9,88
Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto Investments in Associates and Joint Ventures – Net	5.923.773	5.608.831	314.942	5,62
Aset Tetap – Neto Fixed Assets – Net	643.799	508.170	135.629	26,69
Properti Investasi – Neto Investment Property – Net	1.012.267	979.181	33.086	3,38
Aset Tak Berwujud – Neto Intangible Assets – Net				
Hak Pengusahaan Jalan Tol Toll Road Concession Rights	140.973.316	132.004.237	8.969.079	6,79
Lainnya Others	89.027	88.278	749	0,85
Goodwill	41.849	41.849	-	0,00
Aset Keuangan Lainnya – Neto Other Financial Assets – Net	246.587	259.846	(13.259)	-5,10
Aset Tidak Lancar Lainnya – Neto Other Non-Current Assets – Net	979.055	1.415.350	(436.295)	-30,83
Aset Derivatif Derivative Assets	-	-	-	-
Total Aset Tidak Lancar **Total Non-Current Assets**	**150.726.615**	**141.518.955**	**9.207.660**	**6,51**
Total Aset **Total Assets**	**159.995.285**	**148.716.520**	**11.278.765**	**7,58**
Liabilitas **Liabilities**				
Liabilitas Jangka Pendek **Current Liabilities**				
Utang Usaha Accounts Payable	71.936	151.278	(79.342)	-52,45
Utang Kontraktor Contractors Payable	402.940	494.361	(91.421)	-18,49
Utang Pajak Taxes Payable	419.456	1.807.837	(1.388.381)	-76,80
Beban Akrual Accrued Expenses	9.367.488	11.403.302	(2.035.814)	-17,85
Utang Bank Bank Loans	57.559	630.868	(573.309)	-90,88
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun: Current Maturities of Long-Term Liabilities				
Utang Bank Bank Loans	3.622.723	4.882.857	(1.260.134)	-25,81
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statement of Financial Position

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Obligasi Bonds Payable	-	286.000	-	0,00
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	-	-	-	-
Liabilitas Sewa Lease Liabilities	87.593	64.199	23.394	36,44
Provisi Pelapisan Jalan Tol Provision for Overlay	716.991	728.154	(11.163)	-1,53
Pendapatan Diterima di Muka Unearned Revenue	130.663	104.112	26.551	25,50
Liabilitas Imbalan Kerja Employee Benefits Liability	53.761	45.228	8.533	18,87
Liabilitas Keuangan Jangka Pendek Lainnya Other Current Financial Liability	1.064.745	968.023	96.722	9,99
Total Liabilitas Jangka Pendek **Total Current Liabilities**	**15.995.855**	**21.566.219**	**(5.570.364)**	**-25,83**
Liabilitas Jangka Panjang **Non-Current Liabilities**				
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	5.607.408	5.229.244	378.164	7,23
Utang Kontraktor Jangka Panjang Long-Term Contractors Payable	1.375.330	967.428	407.902	42,16
Beban Akrual Jangka Panjang Long-Term Accrued Expenses	712.202	700.629	11.573	1,65
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun: Long-Term Liabilities – Net of Current Maturities				
Utang Bank Bank Loans	68.800.868	57.178.416	11.622.452	20,33
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	272.000		0,00
Utang Obligasi Bonds Payable	2.536.062	1.538.161	997.901	64,88
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	108.292	109.008	(716)	-0,66
Liabilitas Sewa Lease Liabilities	101.997	59.819	42.178	70,51
Provisi Pelapisan Jalan Tol Provision for Overlay	670.741	683.207	(12.466)	-1,82
Pendapatan Diterima di Muka Unearned Revenue	66.326	70.594	(4.268)	-6,05
Liabilitas Imbalan Kerja Jangka Panjang Long-Term Employee Benefits	1.346.780	1.261.969	84.811	6,72
Liabilitas Derivatif Derivative Liabilities	-	-	-	-
Liabilitas Jangka Panjang Lainnya Other Long-Term Liabilities	311.707	246.585	65.122	26,41
Total Liabilitas Jangka Panjang **Total Long-Term Liabilities**	**81.637.713**	**68.317.060**	**13.320.653**	**19,50**
Total Liabilitas **Total Liabilities**	**97.633.568**	**89.883.279**	**7.750.289**	**8,62**

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statement of Financial Position

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Ekuitas **Equity**				
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk Equity Attributable to Owners of the Parent Entity				
Modal Saham - Nilai Nominal Rp 500 (Rupiah Penuh) per Saham Modal Dasar 19.040.000.000 Saham Modal Ditempatkan dan Disetor Penuh - 1 Saham Seri A Dwiwarna dan 7.257.871.199 Saham Seri B Capital Stock – Rp 500 Par Value (Full Rupiah) per Share Authorized Capital 19,040,000,000 Shares Issued and Fully Paid Capital – 1 Series A Dwiwarna Share and 7,257,871,199 Series B Shares	3.628.936	3.628.936	-	0,00
Tambahan Modal Disetor – Neto Additional Paid-in Capital – Net	3.997.085	3.997.085	-	0,00
Selisih atas Transaksi Entitas Non-Pengendali Difference from Non-Controlling Interest Transactions	1.955.333	1.955.333	-	0,00
Saldo Laba Retained Earnings				
Telah Ditentukan Penggunaannya Appropriated	8.971.304	8.971.304	-	0,00
Belum Ditentukan Penggunaannya Unappropriated	20.481.497	17.955.853	2.525.644	14,07
Penghasilan Komprehensif Lain: Other Comprehensive Income:				
Kerugian yang Belum Direalisasi dari Aset Keuangan pada Nilai Wajar Unrealized Loss on Financial Assets at Fair Value	(1.352.992)	(1.344.089)	(8.903)	0,66
Pengukuran Nilai Wajar Derivatif Lindung Nilai Arus Kas Measurement of Fair Value Derivative for Cashflow Hedge	-	-	-	-
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang Remeasurement of Long-Term Employee Benefits Liability	(1.325.549)	(1.130.887)	(194.662)	17,21
Ekuitas Neto yang Dapat diatribusikan kepada: Net Equity Attributable to				
Pemilik Entitas Induk Owners of the Parent Entity	36.355.614	34.033.535	2.322.079	6,82
Kepentingan Non Pengendali Non-Controlling Interests	26.006.103	24.799.706	1.206.397	4,86
Total Ekuitas **Total Equity**	**62.361.717**	**58.833.241**	**3.528.476**	**6,00**
Total Liabilitas dan Ekuitas **Total Liabilities and Equity**	**159.995.285**	**148.716.520**	**11.278.765**	**7,58**

Aset

Per 31 Desember 2025, total aset Perseroan tercatat mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini terutama disebabkan oleh peningkatan hak pengusahaan jalan tol dengan adanya kemajuan konstruksi pengembangan jalan tol baru.

Assets

On December 31, 2025, the Company's total assets increased compared to the previous year. This was mainly due to increased toll road concession rights with the progress of new toll road development construction.

Tabel Aset
Assets Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset Lancar **Current Assets**				
Kas dan Setara Kas Cash and Cash Equivalents	6.750.913	5.123.252	1.627.661	31,77
Investasi Jangka Pendek Short-Term Investments	24.458	22.791	1.667	7,31
Piutang Lain-lain Other Receivables	1.398.240	1.170.367	227.873	19,47
Persediaan Inventories	167.233	147.978	19.255	13,01
Biaya Dibayar di Muka dan Uang Muka – Neto Prepaid Rxpenses and Advances-Net	107.197	109.588	(2.391)	-2,18
Pajak Dibayar di Muka Prepaid Taxes	302.283	135.854	166.429	122,51
Dana Dibatasi Penggunaannya Restricted Funds	518.346	487.735	30.611	6,28
Total Aset Lancar **Total Current Assets**	**9.268.670**	**7.197.565**	**2.071.105**	**28,78**
Aset Tidak Lancar **Non-Current Assets**				
Piutang Lain-lain Other Receivables	341.071	312.946	28.125	8,99
Dana Dibatasi Penggunaannya Restricted Funds	401.671	232.738	168.933	72,59
Aset pajak tangguhan Deferred tax assets	74.200	67.529	6.671	9,88
Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto Investments in Associates and Joint Ventures – Net	5.923.773	5.608.831	314.942	5,62
Aset Tetap – Neto Fixed Assets – Net	643.799	508.170	135.629	26,69
Properti Investasi – Neto Investment Property – Net	1.012.267	979.181	33.086	3,38
Aset Tak Berwujud – Neto Intangible Assets – Net				
Hak Pengusahaan Jalan Tol Toll Road Concession Rights	140.973.316	132.004.237	8.969.079	6,79
Lainnya Others	89.027	88.278	749	0,85
Goodwill	41.849	41.849	-	0,00
Aset Keuangan Lainnya – Neto Other Financial Assets – Net	246.587	259.846	(13.259)	-5,10

Tabel Aset
Assets Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset Tidak Lancar Lainnya – Neto Other Non-Current Assets – Net	979.055	1.415.350	(436.295)	-30,83
Aset Derivatif Derivative Assets	-	-	-	-
Total Aset Tidak Lancar **Total Non-Current Assets**	**150.726.615**	**141.518.955**	**9.207.660**	**6,51**
Total Aset **Total Assets**	**159.995.285**	**148.716.520**	**11.278.765**	**7,58**

Aset Lancar

Di tahun 2025, aset lancar Perseroan tercatat mengalami peningkatan dibanding tahun 2024. Hal ini terutama disebabkan oleh peningkatan kas dan setara kas yang berasal dari bertambahnya cadangan kas di bank serta deposito berjangka.

Current Assets

In 2025, the Company's current assets increased compared to 2024. This was mainly due to an increase in cash and cash equivalents resulting from higher cash reserves held in banks and time deposits.

Tabel Aset Lancar
Table of Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kas dan Setara Kas Cash and Cash Equivalents	6.750.913	5.123.252	1.627.661	31,77
Investasi Jangka Pendek Short-Term Investments	24.458	22.791	1.667	7,31
Piutang Lain-lain Other Receivables	1.398.240	1.170.367	227.873	19,47
Persediaan Inventories	167.233	147.978	19.255	13,01
Biaya Dibayar di Muka dan Uang Muka – Neto Prepaid Expenses and Advances-Net	107.197	109.588	(2.391)	-2,18
Pajak Dibayar di Muka Prepaid Taxes	302.283	135.854	166.429	122,51
Dana Dibatasi Penggunaannya Restricted funds	518.346	487.735	30.611	6,28
Total Aset Lancar **Total Current Assets**	**9.268.670**	**7.197.565**	**2.071.105**	**28,78**

*) Disajikan kembali, lihat Catatan 51 pada Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025
*) Restatement; see Note 51 to the Company's Consolidated Financial Statements for the 2025 Fiscal Year

Kas dan Setara Kas

Kas dan setara kas Perseroan di tahun 2025 tercatat mengalami peningkatan. Hal ini dikarenakan adanya peningkatan cadangan kas di bank dan deposito berjangka.

Cash and Cash Equivalents

The Company's cash and cash equivalents in 2025 increased. This is due to increase in cash reserves in banks and time deposits.

Tabel Kas dan Setara Kas
Table of Cash and Cash Equivalents

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kas Cash	9.591	7.607	1.984	26,08
Bank Bank	2.599.402	1.555.377	1.044.025	67,12
Deposito Berjangka Time Deposits	4.141.920	3.560.268	581.652	16,34
Total	**6.750.913**	**5.123.252**	**1.627.661**	**31,77**

Investasi Jangka Pendek

Pada tahun 2025, investasi jangka pendek Perseroan mengalami peningkatan dikarenakan adanya kenaikan *mark-to-market* reksadana.

Short-Term Investments

In 2025, the Company's short-term investments increased due to the increase in the mark-to-market value of mutual funds.

Tabel Investasi Jangka Pendek
Table of Short-Term Investments

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Efek yang Diukur pada Nilai Wajar melalui Penghasilan Komprehensif Lain Marketable Securities Measured at Fair Value through Other Comprehensive Income				
Reksadana Mandiri Investasi Dana Obligasi Seri II Mutual Fund Mandiri Investment – Bond II Series	4.530	4.530	-	0,00%
STAR-MMKU	3.192	-	3.192	100,00%
Reksadana BRI Seruni Pasar Uang	3.192	-	3.192	100,00%
Reksadana Insight Money	-	2.544	(2.544)	-100,00%
STAR-SMM	2.396	2.396	-	0,00%
Reksadana Insight Money Syariah	-	3.577	(3.577)	-100,00%
Reksadana BRI Seruni Pasar Uang Syariah	2.682	2.682	-	0,00%
BRI MELATI	-	1	-	-
Kenaikan Nilai Aset Neto Increase in Net Assets Value	8.466	7.061	1.405	19,90%
Total	**24.458**	**22.791**	**1.667**	**7,31%**

Piutang Lain-lain – Neto

Piutang lain-lain lancar di tahun 2025 mengalami peningkatan dibandingkan tahun sebelumnya dikarenakan peningkatan piutang pihak berelasi dan pihak ketiga.

Other Receivables – Net

Current other receivables in 2025 increased compared to the previous year due to increase in receivables from related parties and third parties.

Tabel Piutang Lain-lain – Lancar
Table of Other Receivables – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Piutang Lain-lain Lancar **Other Receivables – Current**				
Pihak Berelasi Related Parties	542.175	350.154	192.021	54,84
Pihak Ketiga Third Parties	990.436	930.752	59.684	6,41
Dikurangi: Less:				
Cadangan Kerugian Penurunan Piutang Allowance for Impairment Losses	(134.371)	(110.539)	(23.832)	21,56
Sub total **Subtotal**	**856.065**	**820.213**	**35.852**	**4,37**
Total	**1.398.240**	**1.170.367**	**227.873**	**19,47**

Persediaan

Jumlah persediaan Perseroan di tahun 2025 mengalami peningkatan dibanding tahun 2024. Hal ini disebabkan oleh peningkatan persediaan properti pada anak usaha bisnis prospektif.

Inventories

The Company's inventory in 2025 increased compared to 2024. This is mainly due to the increase in property inventory at prospective business subsidiaries.

Tabel Persediaan
Inventories Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Persediaan Properti Property Inventory	154.458	135.186	19.272	14,26
Persediaan Lain-lain Other Inventory	6.667	7.073	(406)	-5,74
Persediaan Manufaktur Manufacturing Inventory	6.108	5.719	389	6,80
Total	**167.233**	**147.978**	**19.255**	**13,01**

Biaya Dibayar di Muka dan Uang Muka – Neto

Pada tahun 2025, biaya dibayar di muka dan uang muka tercatat menurun dibandingkan dengan tahun sebelumnya karena penurunan premi jaminan pelaksanaan PT Jasamarga Jogja Bawen serta penurunan biaya atas bangunan pengganti di PT Jasamarga Jogja Solo.

Prepaid Expenses and Advances – Net

In 2025, prepaid expenses and advance payments decreased compared to the previous year due to a reduction in performance bond premiums at PT Jasamarga Jogja Bawen and a decrease in costs related to replacement structures at PT Jasamarga Jogja Solo.

Tabel Biaya Dibayar di Muka dan Uang Muka – Neto
Table of Prepaid Expenses and Advances – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Uang Muka Pekerjaan Work Advances	64.510	60.566	3.944	6,51
Biaya Dibayar di Muka Prepaid Expenses	28.665	32.061	(3.396)	-10,59
Uang Muka Operasional Operational Advances	14.022	16.961	(2.939)	-17,33
Total	**107.197**	**109.588**	**(2.391)**	**-2,18**

Pajak Dibayar di Muka

Perseroan mencatatkan peningkatan pajak dibayar di muka pada tahun 2025. Hal tersebut seiring dengan adanya PPN dan PPh 21 Perusahaan dan Entitas Anak.

Prepaid Taxes

The Company recorded an increase in prepaid taxes in 2025. This was due to VAT and Income Tax Article 21 of the Company and Subsidiaries.

Tabel Pajak Dibayar di Muka
Table of Prepaid Taxes

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perusahaan Company				
Pajak Penghasilan Pasal 21 Income Tax Article 21	90.662	62.631	28.031	44,76
Entitas Anak Subsidiaries				
Pasal 21 Article 21	10.839	1.437	9.402	654,28
Pasal 4 (2) Article 4 (2)	1.395	-	1.395	100,00
Pasal 23 Article 23	47	-	47	100,00
Pajak Pertambahan Nilai Value Added Tax	199.340	71.786	127.554	177,69
Total	**302.283**	**135.854**	**166.429**	**122,51**

Dana Dibatasi Penggunaannya – Aset Lancar

Perseroan mencatatkan adanya peningkatan dana dibatasi penggunaannya jangka pendek di tahun 2025 dibandingkan dengan tahun sebelumnya. Hal tersebut dikarenakan adanya peningkatan rekening amanat pendapatan tol.

Restricted Funds – Current Assets

The Company recorded an increase in restricted funds for short-term use in 2025 compared to the previous year. This was due to the increase in toll collection escrow account.

Tabel Dana Dibatasi Penggunaannya – Aset Lancar
Table of Restricted Funds – Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Bank **Banks**				
Rekening Pembebasan Tanah Land Aquisition Account	8.399	14.070	(5.671)	-40,31
Jaminan Sindikasi Bank Syndicated Bank Guarantee	211.097	220.701	(9.604)	-4,35
Jaminan Pelaksanaan Performance Bond	56.214	44.821	11.393	25,42
Rekening Amanat Pendapatan Tol Toll Collection Escrow Account	235.291	201.184	34.107	16,95
Deposito **Deposits**				
Jaminan Pemeliharaan Syndicated Bank Guarantee	7.345	5.231	2.114	40,41
Jaminan Pembebasan Tanah Land Aquisition Account	-	1.728	(1.728)	-100,00
Total	**518.346**	**487.735**	**30.611**	**6,28**

Aset Tidak Lancar

Pada tahun 2025, Perseroan mencatatkan peningkatan jumlah aset tidak lancar akibat adanya penambahan progres konstruksi di ruas tol baru.

Non-Current Assets

In 2025, the Company recorded an increase in the amount of non-current assets due to additional construction progress on the new toll road section.

Tabel Aset Tidak Lancar
Table of Non-Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Piutang Lain-lain Other Receivables	341.071	312.946	28.125	8,99
Dana Dibatasi Penggunaannya Restricted Funds	401.671	232.738	168.933	72,59
Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto Investments in Associates and Joint Ventures – Net	5.923.773	5.608.831	314.942	5,62
Aset Tetap – Neto Fixed Assets – Net	643.799	508.170	135.629	26,69
Properti Investasi – Neto Investment Property – Net	1.012.267	979.181	33.086	3,38
Aset Tak Berwujud – Neto Intangible Assets – Net				
Hak Pengusahaan Jalan Tol Toll Road Concession Rights	140.973.316	132.004.237	8.969.079	6,79
Lainnya Others	89.027	88.278	749	0,85
Goodwill	41.849	41.849	-	0,00
Aset Keuangan Lainnya – Neto Other Financial Assets – Net	246.587	259.846	(13.259)	-5,10

Tabel Aset Tidak Lancar
Table of Non-Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset Tidak Lancar Lainnya – Neto Other Non-Current Assets – Net	979.055	1.415.350	(436.295)	-30,83
Aset Derivatif Derivative Assets	-	-	-	-
Aset pajak tangguhan Deferred tax assets	74.200	67.529	6.671	9,88
Total Aset Tidak Lancar **Total Non-Current Assets**	**150.726.615**	**141.518.955**	**9.207.660**	**6,51**

Piutang Lain-Lain – Tidak Lancar

Perseroan mencatatkan adanya peningkatan piutang lain-lain tidak lancar di tahun 2025 karena penambahan piutang pinjaman dari PT JTT pada entitas ventura bersama.

Other Receivables – Non-Current

The Company recorded an increase in other non-current receivables in 2025 due to the addition of loan receivables from PT JTT to its joint ventures.

Tabel Piutang Lain-lain - Tidak Lancar
Table of Other Receivables – Non-Current

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	341.071	312.946	28.125	8,99
Total	**341.071**	**312.946**	**28.125**	**8,99**

Dana Dibatasi Penggunaannya - Tidak Lancar

Pada tahun 2025, dana dibatasi penggunaannya tercatat mengalami peningkatan akibat peningkatan jaminan sindikasi bank.

Restricted Funds – Non-Current

In 2025, restricted funds recorded an increase due to the increase in syndication bank guarantees.

Tabel Dana Dibatasi Penggunaannya – Aset Tidak Lancar
Table of Restricted Funds – Non-Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Bank **Banks**				
Pembebasan Tanah Performance Bond	24.067	20.041	4.026	20,09
Jaminan Sindikasi Bank Syndicated Bank Guarantee	372.373	199.933	172.440	86,25
Deposito **Deposits**				
Jaminan Pelaksanaan Performance Bond	-	7.345	(7.345)	-100,00
Jaminan Sindikasi Bank Syndicated Bank Guarantee	-	5.419	(5.419)	-100,00

Tabel Dana Dibatasi Penggunaannya – Aset Tidak Lancar
Table of Restricted Funds – Non-Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Jaminan Pemeliharaan Maintenance Bond	5.231	-	5.231	100,00
Total	**401.671**	**232.738**	**168.933**	**72,59**

Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto

Investment in Associates and Joint Ventures – Net

Investasi pada entitas asosiasi dan ventura bersama – neto Perseroan tercatat mengalami peningkatan di tahun 2025 yang disebabkan oleh penyertaan ke BSIS serta serap laba dan rugi entitas asosiasi dan ventura bersama.

The Company's investments in associates and joint ventures – net recorded an increase in 2025 due to the inclusion in BSIS and absorption of profits and losses of associates and joint ventures.

Tabel Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto
Table of Investment in Associates and Joint Ventures – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perusahaan **The Company**				
Entitas Asosiasi **Associated Entities**				
PT Trans Lingkar Kita Jaya (TLKJ)	299.934	272.753	27.181	9,97
PT Citra Bhakti Margatama Persada (CBMP)	56.787	56.787	-	0,00
PT Citra Ganesha Marga Nusantara (CGMN)	16.914	16.914	-	0,00
PT Bukaka Marga Utama (BMU)	9.436	9.436	-	0,00
PT Jasamarga Gedebage Cilacap (JGC)	15.324	15.324	-	0,00
PT Bogor Serpong Infra Selaras (BSIS)	55.848	4.394	51.454	1171,01
Ventura Bersama **Joint Ventures**				
PT Marga Lingkar Jakarta (MLJ)	1.020.650	989.802	30.848	3,12
Penyertaan tidak langsung melalui JTT **Indirect investment through JTT**				
Ventura Bersama **Joint Ventures**				
PT Trans Marga Jateng (TMJ)	2.033.450	1.735.439	298.011	17,17
PT Jasamarga Pandaan Malang (JPM)	994.634	1.024.283	(29.649)	-2,89
PT Jasamarga Jalanlayang Cikampek (JJC)	1.519.257	1.582.160	(62.903)	-3,98
Total Penyertaan Total Investment	6.022.234	5.707.292	314.942	5,52
Dikurangi: Deducted:				
Penurunan Nilai Penyertaan pada CBMP Impairment of Investment in CBMP	(56.787)	(56.787)	-	0,00
Penurunan Nilai Penyertaan pada CGMN Impairment of Investment in CGMN	(16.914)	(16.914)	-	0,00

Tabel Investasi pada Entitas Asosiasi dan Ventura Bersama – Neto
Table of Investment in Associates and Joint Ventures – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Penurunan Nilai Penyertaan pada BMU Impairment of Investment in BMU	(9.436)	(9.436)	-	0,00
Penurunan Nilai Penyertaan pada JGC Impairment of Investment in JGC	(15.324)	(15.324)	-	0,00
Total	**5.923.773**	**5.608.831**	**314.942**	**5,62**

*) Disajikan kembali | Restatement

Aset Tetap Neto

Pada tahun 2025, jumlah aset tetap - neto Perseroan mengalami peningkatan dibandingkan dengan tahun 2024. Hal tersebut disebabkan oleh peningkatan aset tetap kepemilikan langsung.

Fixed Assets – Net

In 2025, the Company's net fixed assets increased compared to 2024. This was due to the increase in directly owned fixed assets.

Tabel Aset Tetap Neto
Table of Fixed Assets – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Harga Perolehan **Acquisition Cost**				
Aset Tetap Pemilikan Langsung Direct Acquisition Assets	1.192.008	1.068.198	123.810	11,59
Aset Tetap dalam Konstruksi Construction in Progress	28.856	25.630	3.226	12,59
Aset Hak Guna Right of Use Assets	468.932	385.366	83.566	21,68
Total Harga Perolehan **Total Acquisition Cost**	**1.689.796**	**1.479.194**	**210.602**	**14,24**
Akumulasi Penyusutan **Accumulated Depreciation**				
Aset Tetap Pemilikan Langsung Direct Acquisition Assets	767.236	709.191	58.045	8,18
Aset Hak Guna Right of Use Assets	278.761	261.833	16.928	6,47
Total Akumulasi Penyusutan **Total Accumulated Depreciations**	**1.045.997**	**971.024**	**74.973**	**7,72**
Total	**643.799**	**508.170**	**135.629**	**26,69**

*) Disajikan kembali | Restatement

Properti Investasi – Neto

Pada tahun 2025, properti investasi Perseroan mengalami peningkatan dibandingkan tahun sebelumnya karena pembangunan *Transit Oriented Development* (TOD) Taman Mini fase 2 dan fase 3.

Investment Properties – Net

In 2025, the Company's investment property experienced an increase compared to the previous year due to the construction of Transit-Oriented Development (TOD) in Taman Mini, phases 2 and 3.

Tabel Properti Investasi – Neto
Table of Investment Properties – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan **At Cost**				
Properti Investasi Investment Properties	1.178.306	1.121.368	56.938	5,08
Akumulasi Penyusutan **Accumulated Depreciation**				
Properti Investasi Investment Properties	166.039	142.187	23.852	16,78
Total	**1.012.267**	**979.181**	**33.086**	**3,38**

Hak Pengusahaan Jalan Tol – Neto

Aset tak berwujud hak pengusahaan jalan tol - neto mengalami peningkatan di tahun 2025 dibandingkan tahun sebelumnya karena penambahan dari *progress* konstruksi di ruas tol.

Toll Road Concession Rights – Net

Intangible assets related to toll road concessions – net increased in 2025 compared to the previous year due to the additional progress in toll road construction.

Tabel Hak Pengusahaan Jalan Tol – Neto
Table of Toll Road Concession Rights – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition Cost	164.175.315	152.232.625	11.942.690	7,85%
Akumulasi Amortisasi Accumulated Amortization	23.201.999	20.228.388	2.973.611	14,70%
Total	**140.973.316**	**132.004.237**	**8.969.079**	**6,79%**

*) Disajikan kembali | Restatement

Aset Tak Berwujud Lainnya – Neto

Pada tahun 2025, aset tak berwujud lainnya - neto mengalami peningkatan dibandingkan tahun sebelumnya disebabkan oleh peningkatan biaya perolehan perangkat lunak.

Other Intangible Assets – Net

In 2025, other intangible assets – net increased compared to the previous year due to the increase in software acquisition costs.

Tabel Aset Tak Berwujud Lainnya – Neto
Table of Other Intangible Assets – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan **Acquisition Cost**				
Perangkat Lunak Software	524.348	496.512	27.836	5,61%
Akumulasi Penyusutan Accumulated Depreciation	435.321	408.234	27.087	6,64%
Total	**89.027**	**88.278**	**749**	**0,85%**

Goodwill

Di tahun 2025, *Goodwill* Perseroan tidak mengalami peningkatan maupun penurunan karena saldo *goodwill* merupakan selisih antara nilai wajar aset neto Perseroan yang diakuisisi dari pihak ketiga dengan nilai akuisisi secara keseluruhan atas akuisisi PT JSM, PT JMTM, dan PT JKC.

Goodwill

In 2025, the Company's goodwill did not increase or decrease because the goodwill balance is the difference between the fair value of the Company's net assets acquired from third parties and the total acquisition value of PT JSM, PT JMTM, and PT JKC.

Tabel *Goodwill*
Goodwill Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Nilai Tercatat **Carrying Amount**				
Akuisisi PT Jasamarga Surabaya Mojokerto (JSM) Acquisition of PT Jasamarga Surabaya Mojokerto (JSM)	36.880	36.880	-	0,00
Akuisisi PT Jasamarga Tollroad Maintenance (JMTM) Acquisition of PT Jasamarga Tollroad Maintenance (JMTM)	2.848	2.848	-	0,00
Akuisisi PT Jasamarga Kunciran Cengkareng (JKC) Acquisition of PT Jasamarga Kunciran Cengkareng (JKC)	2.121	2.121	-	0,00
Total	**41.849**	**41.849**	**-**	**0,00**

Aset Keuangan Lainnya – Neto

Aset keuangan lainnya - neto di tahun 2025 mengalami penurunan dibandingkan tahun sebelumnya dari pengaruh disebabkan karena penurunan nilai penyertaan tidak langsung Perseroan pada pada PT Fintek Karya Nusantara (Finarya) melalui PT JMTO.

Other Financial Assets – Net

Other financial assets - net in 2025 decreased compared to the previous year due to the decrease in the value of the Company's indirect investment in PT Fintek Karya Nusantara (Finarya) through PT JMTO.

Tabel Aset Keuangan Lainnya – Neto
Table of Other Financial Assets – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PT Marga Mandala Sakti (MMS)	75.209	66.482	8.727	13,13
PT Citra Margatama Surabaya (CMS)	29.947	23.504	6.443	27,41
PT Marga Nurindo Bhakti (MNB)	-	-	-	-
PT Citra Mataram Satriamarga Persada (CMSP)	-	-	-	-
PT Margaraya Jawa Tol (MJT)	-	-	-	-
PT Makassar Metro Network (MMN) d/h PT Bosowa Marga Nusantara (BMN)	3.286	3.620	(334)	-9,23
PT Jatim Prasarana Utama (JPU)	938	1.042	(104)	-9,98
PT Marga Mawatindo Esprit (MME)	-	-	-	-
PT Marga Net One Limited (MNOL)	-	-	-	-
PT Pilar Sinergi BUMN Indonesia (PSBI)	-	-	-	-
PT Kresna Kusuma Dyandra Marga (KKDM)	2.121	1.280	841	65,70
PT Hutama Marga Waskita (HAMAWAS)	13.262	15.235	(1.973)	-12,95

Tabel Aset Keuangan Lainnya – Neto
Table of Other Financial Assets – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Penyertaan Tidak Langsung melalui JMTO **Indirect Investment through JMTO**				
PT Fintek Karya Nusantara (Finarya)	116.532	143.666	(27.134)	-18,89
Penyertaan Tidak Langsung melalui JMRB **Indirect Investment through JMRB**				
PT Sinergi Colomadu (SC)	91	91	-	0,00
PT PP Sinergi Banjaratma (PPSB)	4.121	4.926	(805)	-16,34
Penyertaan Tidak Langsung melalui JMTM **Indirect Investment via JMTM**				
PT Waskita Beton Precast (WSBP) Tbk	1.080	-	1.080	100
Total	**246.587**	**259.846**	**(13.259)**	**-5,10**

Aset Tidak Lancar Lainnya – Neto

Pada tahun 2025, aset tidak lancar lainnya menurun dibandingkan tahun sebelumnya karena penurunan pada uang muka kontraktor dan konsultan serta biaya prakarsa.

Other Non-Current Assets – Net

In 2025, other non-current assets decreased compared to the previous year due to a decline in advance payments to contractors and consultants, as well as project initiation costs.

Tabel Aset Tidak Lancar Lainnya – Neto
Table of Other Non-Current Assets – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Tanah dalam Pengembangan Land under Development	666.997	668.700	(1.703)	-0,25
Biaya Prakarsa Initiative Cost	83.519	127.237	(43.718)	-34,36
Taksiran Tagihan Pajak Entitas Anak Estimated Claim for Subsidiary Tax Refund	57.006	67.528	(10.522)	-15,58
Uang Muka Pembelian Tanah Advances for Purchase of Land	47.620	47.620	-	0,00
Aset Diambil Alih Foreclosed Assets	26.102	26.102	-	0,00
Uang Muka Setoran Modal Advances for Capital Investment	20.690	55.816	(35.126)	-62,93
Bangunan Tanah Pengganti Replacement Land Building	18.416	-	18.416	100
Uang Muka Kontraktor dan Konsultan Advances for Contractors and Consultants	115.020	505.904	(390.884)	-77,26
Uang Muka Biaya Fasilitas Pinjaman Advances for Loans Facility Fee	-	141	(141)	-100,00
Lainnya Others	16.202	23.945	(7.743)	-32,34
Total Aset Lain-lain Total Other Assets	1.051.572	1.522.993	(471.421)	-30,95
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses				
Biaya Prakarsa Initiative Cost	(25.725)	(25.725)	-	0,00

Tabel Aset Tidak Lancar Lainnya – Neto
Table of Other Non-Current Assets – Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset Diambil Alih Foreclosed Assets	(26.102)	(26.102)	-	0,00
Uang Muka Setoran Modal Advances for Capital Investment	(20.690)	(55.816)	35.126	-62,93
Total Penurunan Nilai Total Impairment Losses	(72.517)	(107.643)	35.126	-32,63
Total – Bersih **Total – Net**	**979.055**	**1.415.350**	**(436.295)**	**-30,83**

Liabilitas

Per 31 Desember 2025, total liabilitas Perseroan tercatat mengalami peningkatan dibanding tahun 2024 yang disebabkan oleh peningkatan utang bank jangka panjang atas Anak Perusahaan.

Liabilities

On December 31, 2025, the Company's total liabilities increased compared to 2024 due to the increase in long-term bank loans of Subsidiaries.

Tabel Liabilitas
Liabilities Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas **Liabilities**				
Liabilitas Jangka Pendek **Current Liabilities**				
Utang Usaha Accounts Payable	71.936	151.278	(79.342)	-52,45
Utang Kontraktor Contractors Payable	402.940	494.361	(91.421)	-18,49
Utang Pajak Taxes Payable	419.456	1.807.837	(1.388.381)	-76,80
Beban Akrual Accrued Expenses	9.367.488	11.403.302	(2.035.814)	-17,85
Utang Bank Bank Loans	57.559	630.868	(573.309)	-90,88
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun: Current Maturities of Long-Term Liabilities				
Utang Bank Bank Loans	3.622.723	4.882.857	(1.260.134)	-25,81
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-
Utang Obligasi Bonds Payable	-	286.000	-	0,00
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	-	-	-	-

Tabel Liabilitas
Liabilities Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas Sewa Lease Liabilities	87.593	64.199	23.394	36,44
Provisi Pelapisan Jalan Tol Provision for Overlay	716.991	728.154	(11.163)	-1,53
Pendapatan Diterima di Muka Unearned Revenue	130.663	104.112	26.551	25,50
Liabilitas Imbalan Kerja Employee Benefits Liability	53.761	45.228	8.533	18,87
Liabilitas Keuangan Jangka Pendek Lainnya Other Current Financial Liability	1.064.745	968.023	96.722	9,99
Total Liabilitas Jangka Pendek **Total Current Liabilities**	**15.995.855**	**21.566.219**	**(5.570.364)**	**-25,83**
Liabilitas Jangka Panjang **Non-Current Liabilities**				
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	5.607.408	5.229.244	378.164	7,23
Utang Kontraktor Jangka Panjang Long-Term Contractors Payable	1.375.330	967.428	407.902	42,16
Beban Akrual Jangka Panjang Long-Term Accrued Expenses	712.202	700.629	11.573	1,65
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun: Long-Term Liabilities – Net of Current Maturities				
Utang Bank Bank Loans	68.800.868	57.178.416	11.622.452	20,33
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	272.000	-	0,00
Utang Obligasi Bonds Payable	2.536.062	1.538.161	997.901	64,88
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	108.292	109.008	(716)	-0,66
Liabilitas Sewa Lease Liabilities	101.997	59.819	42.178	70,51
Provisi Pelapisan Jalan Tol Provision for Overlay	670.741	683.207	(12.466)	-1,82
Pendapatan Diterima di Muka Unearned Revenue	66.326	70.594	(4.268)	-6,05
Liabilitas Imbalan Kerja Jangka Panjang Long-Term Employee Benefits	1.346.780	1.261.969	84.811	6,72
Liabilitas Derivatif Derivative Liabilities	-	-	-	-
Liabilitas Jangka Panjang Lainnya Other Long-Term Liabilities	311.707	246.585	65.122	26,41
Total Liabilitas Jangka Panjang **Total Long-Term Liabilities**	**81.637.713**	**68.317.060**	**13.320.653**	**19,50**
Total Liabilitas **Total Liabilities**	**97.633.568**	**89.883.279**	**7.750.289**	**8,62**

*) Disajikan kembali, lihat Catatan 51 pada Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025
*) Restatement; see Note 51 to the Company's Consolidated Financial Statements for the 2025 Fiscal Year

Liabilitas Jangka Pendek

Pada tahun 2025, jumlah liabilitas jangka pendek mengalami penurunan dibandingkan tahun sebelumnya karena penurunan beban akrual atas realisasi insentif kinerja Perusahaan, pelunasan PPh 29 Perusahaan, serta penurunan utang bank dengan adanya pelunasan di Anak Perusahaan.

Current Liabilities

In 2025, the amount of short-term liabilities decreased compared to the previous year due to the decrease in accrued expenses due to the realization of the Company's performance incentive, settlement of the Company's Income Tax Article 29, and decrease in bank debt due to settlement at the Subsidiary.

Tabel Liabilitas Jangka Pendek
Table of Current Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Usaha Accounts Payable	71.936	151.278	(79.342)	-52,45
Utang Kontraktor Contractors Payable	402.940	494.361	(91.421)	-18,49
Utang Pajak Taxes Payable	419.456	1.807.837	(1.388.381)	-76,80
Beban Akrual Accrued Expenses	9.367.488	11.403.302	(2.035.814)	-17,85%
Utang Bank Bank Loans	57.559	630.868	(573.309)	-90,88
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun: Current Maturities of Long-Term Liabilities				
Utang Bank Bank Loans	3.622.723	4.882.857	(1.260.134)	-25,81
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-
Utang Obligasi Bonds Payable	-	286.000	(286.000)	-100,00
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	-	-	-	-
Liabilitas Sewa Lease Liabilities	87.593	64.199	23.394	36,44
Provisi Pelapisan Jalan Tol Provision for Overlay	716.991	728.154	(11.163)	-1,53
Pendapatan Diterima di Muka Unearned Revenue	130.663	104.112	26.551	25,50
Liabilitas Imbalan Kerja Employee Benefits Liability	53.761	45.228	8.533	18,87
Liabilitas Keuangan Jangka Pendek Lainnya Other Current Financial Liability	1.064.745	968.023	96.722	9,99
Total Liabilitas Jangka Pendek **Total Current Liabilities**	**15.995.855**	**21.566.219**	**(5.570.364)**	**-25,83**

Utang Usaha

Perseroan mencatatkan penurunan utang usaha di tahun 2025 dibandingkan tahun sebelumnya karena penurunan utang kepada pemasok atas pengadaan jasa pemeliharaan dan pembersihan jalan tol.

Accounts Payable

The Company recorded a decrease in accounts payable in 2025 compared to the previous year due to the reduction of payable amounts to suppliers for toll road maintenance and cleaning services.

Tabel Utang Usaha
Table of Accounts Payable

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	2.831	5.748	(2.917)	-50,75
Pihak Ketiga Third Parties	69.105	145.530	(76.425)	-52,51
Total	**71.936**	**151.278**	**(79.342)**	**-52,45**

Utang Kontraktor Jangka Pendek

Di tahun 2025, utang kontraktor jangka pendek tercatat mengalami penurunan dibandingkan tahun sebelumnya yang disebabkan oleh pelunasan utang kontraktor jangka pendek di Anak Perusahaan.

Short-Term Contractor Payables

In 2025, short-term contractor liabilities decreased compared to the previous year due to the settlement of short-term contractor debts in the subsidiaries.

Tabel Utang Kontraktor
Table of Contractor Payables

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	94.068	100.733	(6.665)	-6,62
Pihak Ketiga Third Parties	308.872	393.628	(84.756)	-21,53
Total	**402.940**	**494.361**	**(91.421)**	**-18,49**

Utang Pajak

Utang pajak Perseroan di tahun 2025 mengalami penurunan dibandingkan tahun sebelumnya karena pelunasan utang PPh 29 Perusahaan.

Tax Payable

The Company's tax payable in 2025 decreased compared to the previous year due to the settlement of the company's Article 29 income tax (PPh 29) payable.

Tabel Utang Pajak
Table of Tax Payable

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perseroan The Company	196.735	1.666.922	(1.470.187)	-88,20
Entitas Anak Subsidiaries	222.721	140.915	81.806	58,05
Total	**419.456**	**1.807.837**	**(1.388.381)**	**-76,80**

Beban Akrual Jangka Pendek

Pada tahun 2025, beban akrual jangka pendek Perseroan mengalami penurunan dibandingkan tahun sebelumnya disebabkan oleh realisasi akrual insentif.

Short-Term Accrued Expenses

In 2025, the Company's short-term accrued expenses decreased compared to the previous year due to the realization of accrual incentives.

Utang Bank Jangka Pendek

Utang bank jangka pendek di tahun 2025 menurun dibandingkan tahun sebelumnya karena pelunasan utang bank di Anak Perusahaan.

Short-Term Bank Loans

Short-term bank loans in 2025 decreased compared to the previous year due to repayment of bank loans at Subsidiaries.

Tabel Utang Bank Jangka Pendek
Table of Short-Term Bank Loans

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	-	-	-	-
Pihak Ketiga Third Parties	57.559	630.868	(573.309)	-90,88
Total	**57.559**	**630.868**	**(573.309)**	**-90,88**

Utang Lembaga Keuangan Bukan Bank

Utang lembaga keuangan bukan bank mengalami penurunan di tahun 2025 disebabkan oleh pelunasan yang dilakukan oleh Perseroan terhadap utang lembaga keuangan bukan bank.

Non-Bank Financial Institutions Loan

Non-bank financial institution debt decreased in 2025 due to settlement of the non-bank financial institutions loan.

Tabel Utang Lembaga Keuangan Bukan Bank
Table of Non-Bank Financial Institutions Loan

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	-	272.000	-	-
Total	**-**	**272.000**	**-**	**-**

Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun

Di tahun 2025, liabilitas jangka panjang yang jatuh tempo dalam satu tahun mengalami penurunan dibandingkan tahun 2024 karena adanya pelunasan utang bank di Anak Perusahaan Perseroan.

Current Maturities of Long-Term Liabilities

In 2025, current maturities of long-term liabilities decreased compared to 2024 due to repayment of bank loan at the Company's Subsidiaries.

Tabel Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun
Table of Current Maturities of Long-Term Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Bank Bank Loans	3.622.723	4.882.857	(1.260.134)	-25,81
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	-	-	-

Tabel Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun
Table of Current Maturities of Long-Term Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Obligasi Bonds Payable	-	286.000	(286.000)	-100,00
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	-	-	-	-
Liabilitas Sewa Lease Liabilities	87.593	64.199	23.394	36,44
Provisi Pelapisan Jalan Tol Provision for Overlay	716.991	728.154	(11.163)	-1,53
Pendapatan Diterima di Muka Unearned Revenue	130.663	104.112	26.551	25,50
Liabilitas Imbalan Kerja Employee Benefits Liability	53.761	45.228	8.533	18,87
Total	**4.611.731**	**6.110.550**	**(1.498.819)**	**-24,53**

Liabilitas Keuangan Jangka Pendek Lainnya

Liabilitas keuangan jangka pendek lainnya mengalami peningkatan di tahun 2025 jika dibandingkan dengan tahun sebelumnya yang disebabkan oleh peningkatan utang dividen pemegang saham minoritas.

Other Current Financial Liabilities

Other short-term financial liabilities increased in 2025 compared to the previous year due to the increase in minority shareholder dividend payable.

Tabel Liabilitas Keuangan Jangka Pendek Lainnya
Table of Other Current Financial Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties				
Utang Titipan Deposit Payable	48.480	52.923	(4.443)	-8,40
Pihak Ketiga Third Parties				
Utang Pencadangan (*Multi Lane Free Flow*) Provisions for Multi Lane Free Flow	401.004	421.353	(20.349)	-4,83
Utang Titipan Deposit Payable	175.244	229.313	(54.069)	-23,58
Utang Dividen Pemegang Saham Minoritas Minority Shareholder Dividend Payable	175.000	50	174.950	349.900,00
Utang Jaminan Pihak Lain Guarantee Payable	19.204	27.534	(8.330)	-30,25%
Lainnya (di bawah Rp2.000) Others (below Rp2,000)	245.813	236.850	8.963	3,78
Total	**1.064.745**	**968.023**	**96.722**	**9,99**

*) Disajikan kembali | Restatement

Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan di tahun 2025 mengalami peningkatan dibandingkan tahun sebelumnya terutama disebabkan oleh peningkatan cadangan imbalan pasca kerja Perusahaan dan utang bank atas Anak Perusahaan.

Non-Current Liabilities

The Company's non-current liabilities in 2025 increased compared to the previous year, mainly due to the increase in the Company's post-employment benefit reserves and bank loans on Subsidiaries.

Tabel Liabilitas Jangka Panjang
Table of Non-Current Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	5.607.408	5.229.244	378.164	7,23
Utang Kontraktor Jangka Panjang Long-Term Contractors Payable	1.375.330	967.428	407.902	42,16
Beban Akrual Jangka Panjang Long-Term Accrued Expenses	712.202	700.629	11.573	1,65
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun: Long-Term Liabilities – Net of Current Maturities				
Utang Bank Bank Loans	68.800.868	57.178.416	11.622.452	20,33
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	272.000	(272.000)	-100,00
Utang Obligasi Bonds Payable	2.536.062	1.538.161	997.901	64,88
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	108.292	109.008	(716)	-0,66
Liabilitas Sewa Lease Liabilities	101.997	59.819	42.178	70,51
Provisi Pelapisan Jalan Tol Provision for Overlay	670.741	683.207	(12.466)	-1,82
Pendapatan Diterima di Muka Unearned Revenue	66.326	70.594	(4.268)	-6,05%
Liabilitas Imbalan Kerja Jangka Panjang Long-Term Employee Benefits	1.346.780	1.261.969	84.811	6,72%
Liabilitas Derivatif Derivative Liabilities	-	-	-	-
Liabilitas Jangka Panjang Lainnya Other Long-Term Liabilities	311.707	246.585	65.122	26,41%
Total Liabilitas Jangka Panjang **Total Long-Term Liabilities**	**81.637.713**	**68.317.060**	**13.320.653**	**19,50%**

*) Disajikan kembali, lihat Catatan 51 pada Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025
*) Restatement; see Note 51 to the Company's Consolidated Financial Statements for the 2025 Fiscal Year

Liabilitas Pajak Tangguhan

Pada tahun 2025, liabilitas pajak tangguhan mengalami peningkatan dibandingkan tahun sebelumnya terutama disebabkan oleh peningkatan pada Anak Perusahaan.

Deferred Tax Liabilities

In 2025, deferred tax liabilities increased compared to the previous year, mainly due to the increase in Subsidiaries.

Utang Kontraktor Jangka Panjang

Utang kontraktor jangka panjang di tahun 2025 mengalami peningkatan dibandingkan tahun sebelumnya karena peningkatan retensi pada Anak Perusahaan.

Long-Term Contractors Payable

Long-term contractors payable in 2025 increased compared to the previous year due to the increased retention at Subsidiaries.

Tabel Utang Kontraktor Jangka Panjang
Table of Long-Term Contractors Payable

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	551.544	785.561	(234.017)	-29,79
Pihak Ketiga Third Parties	823.786	181.867	641.919	352,96
Total	**1.375.330**	**967.428**	**407.902**	**42,16**

*) Disajikan kembali | Restatement

Beban Akrual Jangka Panjang

Beban akrual jangka panjang di tahun 2025 mengalami peningkatan dibandingkan tahun sebelumnya karena peningkatan akrual nilai tambah Dana Talangan Tanah (DTT) pada Anak Perusahaan.

Long-Term Accrued Expenses

Long-term accrual expenses in 2025 increased compared to the previous year due to the increase in Land Bridging Fund (DTT) value added accrual at Subsidiaries.

Tabel Beban Akrual Jangka Panjang
Table of Long-Term Accrued Expenses

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Kontraktor dan Konsultan Contractors and Consultant Expense	6.255.335	8.674.580	(2.419.245)	-27,89
Beban Umum dan Administrasi General and Administrative Expenses	1.896.911	1.608.531	288.380	17,93
Akrual Insentif Kinerja Performance Incentive Accrual	1.072.965	984.702	88.263	8,96
Hutang Investasi ke Pemerintah Government's Investment Liability	712.202	700.630	11.572	1,65
Beban Bunga Interest Expense	125.054	127.347	(2.293)	-1,80
Lain-Lain Others	17.223	8.141	9.082	111,56
Total	**10.079.690**	**12.103.931**	**(2.024.241)**	**-16,72**
Dikurangi Bagian Lancar Net of Current Portion	9.367.488	11.403.302	(2.035.814)	-17,85
Bagian Tidak Lancar **Non-current Portion**	**712.202**	**700.629**	**11.573**	**1,65**

*) Disajikan kembali | Restatement

Liabilitas Jangka Panjang-Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun

Pada tahun 2025, liabilitas jangka panjang – setelah dikurangi bagian yang jatuh tempo dalam satu tahun mengalami peningkatan dibandingkan tahun sebelumnya karena penarikan utang bank baru di Anak Perusahaan.

Long-Term Liabilities – Net of Current Maturities

In 2025, long-term liabilities – net of current maturities – increased compared to the previous year due to new bank loan withdrawals by Subsidiaries.

Tabel Liabilitas Jangka Panjang-Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun
Table of Long-Term Liabilities – Net of Current Maturities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Bank Bank Loans	68.800.868	57.178.416	11.622.452	20,33
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	-	272.000	(272.000)	-100,00
Utang Obligasi Bonds Payable	2.536.062	1.538.161	997.901	64,88
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	108.292	109.008	(716)	-0,66
Liabilitas Sewa Lease Liabilities	101.997	59.819	42.178	70,51
Provisi Pelapisan Jalan Tol Provision for Overlay	670.741	683.207	(12.466)	-1,82
Pendapatan Diterima di Muka Unearned Revenue	66.326	70.594	(4.268)	-6,05
Liabilitas Imbalan Kerja Jangka Panjang Long-Term Employee Benefits Liabilities	1.346.780	1.261.969	84.811	6,72
Total	**73.631.066**	**61.173.174**	**12.457.892**	**20,36**

*) Disajikan kembali | Restatement

Liabilitas Derivatif

Liabilitas derivatif mengalami nihil pada tahun 2025 karena tidak terdapat kontrak derivatif yang masih berlaku.

Derivative Liabilities

Derivative liabilities will be zero in 2025 because there are no outstanding derivative contracts.

Tabel Liabilitas Derivatif
Table of Derivative Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Lindung Nilai Arus Kas Cash Flow Hedging	-	-	-	-
Total	**-**	**-**	**-**	**-**

Liabilitas Jangka Panjang Lainnya

Perseroan mencatatkan peningkatan liabilitas jangka panjang lainnya dibandingkan tahun sebelumnya karena disebabkan oleh reklasifikasi dari liabilitas jangka pendek.

Other Long-Term Liabilities

The Company recorded an increase in other long-term liabilities compared to the previous year due to the reclassification of current liabilities.

Ekuitas

Sampai dengan 31 Desember 2025, ekuitas Perseroan mengalami peningkatan dibandingkan tahun sebelumnya. Hal tersebut disebabkan oleh peningkatan saldo laba.

Equity

Up to December 31, 2025, the Company's equity increased compared to the previous year. This was due to the increase in retained earnings.

Tabel Ekuitas
Equity Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Ekuitas **Equity**				
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk **Equity Attributable to Owners of the Parent Entity**				
Modal Saham - Nilai Nominal Rp 500 (Rupiah Penuh) per Saham Modal Dasar 19.040.000.000 Saham Modal Ditempatkan dan Disetor Penuh - 1 Saham Seri A Dwiwarna dan 7.257.871.199 Saham Seri B Capital Stock – Rp 500 Par Value (Full Rupiah) per Share Authorized Capital 19,040,000,000 Shares Issued and Fully Paid Capital – 1 Series A Dwiwarna Share and 7,257,871,199 Series B Shares	3.628.936	3.628.936	-	0,00
Tambahan Modal Disetor – Neto Additional Paid-in Capital – Net	3.997.085	3.997.085	-	0,00
Selisih atas Transaksi Entitas Non-Pengendali Difference from Non-Controlling Interest Transactions	1.955.333	1.955.333	-	0,00
Saldo Laba Retained Earnings				
Telah Ditentukan Penggunaannya Appropriated	8.971.304	8.971.304	-	0,00
Belum Ditentukan Penggunaannya Unappropriated	20.481.497	17.955.853	2.525.644	14,07
Penghasilan Komprehensif Lain: Other Comprehensive Income:				
Kerugian yang Belum Direalisasi dari Aset Keuangan pada Nilai Wajar Unrealized Loss on Financial Assets at Fair Value	(1.352.992)	(1.344.089)	(8.903)	0,66%
Pengukuran Nilai Wajar Derivatif Lindung Nilai Arus Kas Measurement of Fair Value Derivative for Cashflow Hedge	-	-	-	-
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang Remeasurement of Long-Term Employee Benefits Liability	(1.325.549)	(1.130.887)	(194.662)	17,21%
Ekuitas Neto yang Dapat Diatribusikan kepada: Net Equity Attributable to:				
Pemilik Entitas Induk Owners of the Parent Entity	36.355.614	34.033.535	2.322.079	6,82%
Kepentingan Non Pengendali Non-Controlling Interests	26.006.103	24.799.706	1.206.397	4,86%
Total Ekuitas **Total Equity**	**62.361.717**	**58.833.241**	**3.528.476**	**6,00%**
Total Liabilitas dan Ekuitas **Total Liabilities and Equity**	**159.995.285**	**148.716.520**	**11.278.765**	**7,58%**

*) Disajikan kembali, lihat Catatan 51 pada Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025
*) Restatement; see Note 51 to the Company's Consolidated Financial Statements for the 2025 Fiscal Year

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Consolidated Statements of Profit or Loss and Other Comprehensive Income

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statements of Profit or Loss and Other Comprehensive Income

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan **Revenues**				
Pendapatan Tol Toll Operating Revenues	18.153.333	17.222.334	930.999	5,41
Pendapatan Usaha Lainnya Other Operating Revenues	1.657.891	1.511.810	146.081	9,66
Pendapatan Konstruksi Construction Revenue	10.079.023	13.021.772	(2.942.749)	-22,60
Total	**29.890.247**	**31.755.916**	**(1.865.669)**	**-5,88**
Beban Pokok Pendapatan **Cost of Revenues**				
Beban Tol dan Usaha Lainnya Toll and Other Operating Expenses	(8.082.117)	(7.495.137)	(586.980)	7,83
Beban Konstruksi Construction Expense	(10.021.420)	(12.949.812)	2.928.392	-22,61
Total	**(18.103.537)**	**(20.444.949)**	**2.341.412**	**-11,45**
Laba Bruto **Gross Profit**	**11.786.710**	**11.310.967**	**475.743**	**4,21**
Penghasilan Keuangan Finance Income	296.641	267.647	28.994	10,83
Penghasilan Lain-Lain Other Income	250.941	260.947	(10.006)	-3,83
Beban Umum dan Administrasi General and Administrative Expenses	(2.482.336)	(2.334.415)	(147.921)	6,34
Beban Lain-Lain Other Expenses	(152.155)	(168.286)	16.131	-9,59
Beban Pajak atas Penghasilan Keuangan Tax Expense of Finance Income	(53.343)	(47.759)	(5.584)	11,69
Keuntungan dari Nilai Wajar Investasi Asosiasi Gain on Fair Value of Investment in Associates	-	186.407	(186.407)	-100,00
Kerugian dari Nilai Wajar Investasi Jangka Pendek Loss on Fair Value of Short-Term Investments	-	(144.002)	144.002	-100,00
Keuntungan dari Pembelian dengan Diskon Gain on Bargain Purchase	-	176.271	(176.271)	-100,00
Laba Usaha **Profit from Operations**	**9.646.458**	**9.507.777**	**138.681**	**1,46**
EBITDA	**13.273.673**	**12.614.607**	**659.066**	**5,22**
Biaya Keuangan – Neto Finance Costs – Net	(3.603.869)	(4.026.337)	422.468	-10,49
Bagian atas Laba (Rugi) Neto Entitas Asosiasi dan Ventura Bersama Share in Net Gain (Loss) of Associates and Joint Ventures	311.233	281.845	29.388	10,43

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statements of Profit or Loss and Other Comprehensive Income

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian / Description	2025	2024*	Pertumbuhan (Penurunan) / Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Sebelum Pajak Penghasilan / Profit Before Income Tax	**6.353.822**	**5.763.285**	**590.537**	**10,25%**
Kini / Current	(1.135.987)	(962.010)	(173.977)	18,08%
Tangguhan / Deferred	(410.831)	804.360	(1.215.191)	-151,08%
Total Beban Pajak Penghasilan / Total Income Tax Expense	(1.546.818)	(157.650)	(1.389.168)	881,17%
Laba (Rugi) Tahun Berjalan / Profit (Loss) for the Year	**4.807.004**	**5.605.635**	**(798.631)**	**-14,25%**
Penghasilan (Beban) Komprehensif Lain / Other Comprehensive Income (Expense)				
Pos-pos yang tidak akan Direklasifikasi ke Laba Rugi Tahun Berikutnya / Items that will not be Reclassified to Profit or Loss in Subsequent Year				
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang / Remeasurements of Long-Term Employee Benefits Liability	(228.871)	5.010	(233.881)	-4668,28
Bagian atas Laba (Rugi) Komprehensif Lain atas Asosiasi dan Ventura Bersama / Share in Other Comprehensive Gain (Loss) of Associates and Joint Ventures	(161)	(649)	488	-75,19
Pajak Penghasilan Terkait / Related Tax	39.856	42.867	(3.011)	-7,02
Keuntungan (rugi) yang belum direalisasi dari aset keuangan lainnya pada nilai wajar / Unrealised gains (losses) on other financial assets at fair value	(15.644)	1.436	(17.080)	-1189,42%
Pos-pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya / Items that will be Reclassified to Profit and Loss in Subsequent Year				
Keuntungan yang belum direalisasi dari aset keuangan lainnya dan investasi jangka pendek pada nilai wajar / Unrealized gain on other financial assets and short term investment measured at fair value	1.405	(383.555)	384.960	100,37
Penyesuaian Reklasifikasi atas Investasi Jangka Pendek Diukur Nilai Wajar / Reclassification Adjustment on Short-Term Investment Measured at Fair Value	-	144.002	(144.002)	-100,00
Pengukuran Nilai Wajar Derivatif Lindung Nilai Arus Kas / Measurement of Fair Value Derivative for Cashflow Hedge	-	53.555	(53.555)	-100,00
Pajak Penghasilan Terkait / Related Tax	(518)	(38)	(480)	1263,16
Subtotal Pos-Pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya / Subtotal Item that will be Reclassified to Profit and Loss in Subsequent Years	**887**	**(186.036)**	**186.923**	**-100,48**
Beban Komprehensif Lain Tahun Berjalan / Other Comprehensive Expense for the Year	**(203.933)**	**(137.372)**	**(66.561)**	**48,45**
Total Penghasilan Komprehensif Tahun Berjalan / Total Comprehensive Income for the Year	**4.603.071**	**5.468.263**	**(865.192)**	**-15,82**

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statements of Profit or Loss and Other Comprehensive Income

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024*	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Tahun Berjalan yang dapat Diatribusikan kepada: **Profit for the Year Attributable to:**				
Pemilik Entitas Induk Owners of the Parent Entity	3.659.535	4.533.007	(873.472)	-19,27
Kepentingan Non Pengendali Non-Controlling Interest	1.147.469	1.072.628	74.841	6,98
Total	**4.807.004**	**5.605.635**	**(798.631)**	**-14,25**
Total Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada: **Total Comprehensive Income for the Year Attributable to:**				
Pemilik Entitas Induk Owners of the Parent Entity	3.455.970	4.414.990	(959.020)	-21,72
Kepentingan Non Pengendali Non-Controlling Interest	1.147.101	1.053.273	93.828	8,91
Total	**4.603.071**	**5.468.263**	**(865.192)**	**-15,82**
Laba per Saham (Rupiah Penuh) **Earnings per Share (Full Rupiah)**	**504**	**625**	**(121)**	**-19,36**

*) Disajikan kembali | Restatement

Pendapatan

Pendapatan Perseroan terdiri dari pendapatan tol dan usaha lainnya serta pendapatan konstruksi. Untuk dapat melakukan analisa kinerja secara tepat, diharapkan dapat menggunakan pendapatan di luar pendapatan konstruksi, mengingat pendapatan konstruksi akan di *net-off* dengan beban konstruksi dan margin yang didapatkan tidak signifikan.

Pada tahun 2025, pendapatan Perseroan mengalami penurunan disebabkan oleh penurunan pendapatan konstruksi pada anak Perusahaan.

Revenues

The Company's revenues consist of toll revenue and other businesses, as well as construction revenue. To perform an accurate performance analysis, it is expected that revenues other than construction revenue will be used, considering that construction revenue will be netted off with construction expenses, and the margin obtained is insignificant.

In 2025, the Company's revenues experienced decrease due to the decline in construction revenue at Subsidiaries.

Tabel Pendapatan
Revenues Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Tol dan Usaha Lainnya Toll and Other Operating Revenues	19.811.224	18.734.144	1.077.080	5,75
Pendapatan Konstruksi Construction Revenue	10.079.023	13.021.772	(2.942.749)	-22,60
Total	**29.890.247**	**31.755.916**	**(1.865.669)**	**-5,88**

Pendapatan Usaha

Perseroan mencatatkan peningkatan pendapatan usaha di tahun 2025 dibandingkan tahun sebelumnya. Hal ini disebabkan oleh diutamakan oleh peningkatan pendapatan atas ruas Jogja-Solo yang baru beroperasi di 2025, peningkatan ruas Jakarta-Tangerang dan ruas Dalam Kota sehubungan dengan penyesuaian tarif, serta efek konsolidasi PT JPT pada Desember 2024.

Operating Revenues

The Company recorded an increase in operating revenues in 2025 compared to the previous year. This was mostly due to increased revenue from the new Jogja-Solo route, which began operating in 2025; from the Jakarta-Tangerang route and inner-city routes in connection with fare adjustments; and from the consolidation of PT JPT in December 2024.

Tabel Pendapatan Usaha
Operating Revenues Table

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Tol Toll Operating Revenues	18.153.333	17.222.334	930.999	5,41
Pendapatan Usaha Lainnya Other Operating Revenues	1.657.891	1.511.810	146.081	9,66
Total	**19.811.224**	**18.734.144**	**1.077.080**	**5,75**

Pendapatan Konstruksi

Pada tahun 2025, pendapatan konstruksi Perseroan menurun dibandingkan tahun sebelumnya disebabkan oleh seiring dengan selesainya aktivitas kontruksi untuk beberapa pembangunan ruas jalan tol baru.

Construction Revenue

In 2025, the Company's construction revenue decreased compared to the previous year due to along with the completion of construction activities for several new toll road sections.

Beban Pokok Pendapatan

Beban pokok pendapatan di tahun 2025 meningkat/menurun dibandingkan tahun sebelumnya, disebabkan karena menurunnya aktivitas konstruksi untuk ruas jalan tol baru.

Cost of Revenues

Cost of revenues in 2025 increased/decreased compared to the previous year due to the decline in construction activity in new toll road sections.

Tabel Beban Pokok Pendapatan
Table of Cost of Revenues

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Tol dan Usaha Lainnya Toll and Other Operating Expenses	(8.082.117)	(7.495.137)	(586.980)	7,83
Beban Konstruksi Construction Expense	(10.021.420)	(12.949.812)	2.928.392	-22,61
Total	**(18.103.537)**	**(20.444.949)**	**2.341.412**	**11,45**

Beban Tol dan Usaha Lainnya

Pada tahun 2025, beban tol dan usaha lain mengalami peningkatan dibandingkan tahun sebelumnya yang disebabkan oleh amortisasi dipercepat di ruas milik Induk, kenaikan Pajak Bumi dan Bangunan (PBB) serta peningkatan beban pelayanan jalan tol.

Toll and Other Operating Expenses

In 2025, toll charges and other expenses increased compared to the previous year due to the accelerated amortization on sections owned by the Parent Company, increases in property tax, and increases in toll road service costs.

Tabel Beban Tol dan Usaha Lainnya
Table of Toll and Other Operating Expenses

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Amortisasi Amortization	2.974.509	2.589.484	385.025	14,87
Harga Pokok Penjualan Cost of Goods Sold	1.066.721	911.993	154.728	16,97
Gaji dan Tunjangan Salaries and Allowance	918.446	901.507	16.939	1,88
Provisi Pelapisan Ulang Jalan Tol Provision for Toll Road Overlay	832.158	896.910	(64.752)	-7,22
Pemeliharaan Jalan dan Sarana Pelengkap Jalan Tol Maintenance of Roads and Toll Road Complementary Facilities	660.993	662.060	(1.067)	-0,16
Pajak Bumi dan Bangunan Land and Building Tax	710.652	622.630	88.022	14,14
Pelayanan Jalan Tol Toll Road Services	353.672	323.776	29.896	9,23
Bahan Bakar, Listrik dan Air Fuel, Electricity, and Water	150.719	154.028	(3.309)	-2,15
Pengumpulan Tol Toll Collection	179.822	190.265	(10.443)	-5,49
Penyusutan Depreciation	107.982	116.611	(8.629)	-7,40
Sewa Rent	51.587	63.262	(11.675)	-18,45
Lainnya (Di bawah Rp2.000) Others (Below Rp2,000)	74.856	62.611	12.245	19,56
Total	**8.082.117**	**7.495.137**	**586.980**	**7,83**

Beban Konstruksi

Beban konstruksi di tahun 2025 mengalami penurunan dibandingkan sebelumnya terutama disebabkan oleh Penurunan beban konstruksi atas Ruas Probolinggo-Banyuwangi, Yogyakarta-Bawen, Solo-Yogyakarta, Jakarta-Cikampek II Selatan, dan Serpong-Cinere.

Construction Expense

Construction expense in 2025 decreased compared to the previous year, mainly due to the reduction in construction expenses on the Probolinggo-Banyuwangi, Yogyakarta-Bawen, Solo-Yogyakarta, Jakarta-Cikampek II Selatan, and Serpong-Cinere sections.

Laba Bruto

Perseroan mencatatkan pertumbuhan laba bruto di tahun 2025 dibandingkan tahun sebelumnya. Hal ini disebabkan oleh penurunan beban pokok pendapatan.

Gross Profit

The Company recorded an increase in gross profit in 2025 compared to the previous year. This was due to the decrease in cost of revenues.

Tabel Laba Bruto
Table of Gross Profit

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Revenues	29.890.247	31.755.916	(1.865.669)	-5,88
Beban Pokok Pendapatan Cost of Revenues	(18.103.537)	(20.444.949)	2.341.412	11,45
Total	**11.786.710**	**11.310.967**	**475.743**	**4,21**

Laba Usaha

Laba usaha Perseroan di tahun 2025 meningkat dibandingkan tahun sebelumnya disebabkan oleh peningkatan laba bruto.

Profit from Operations

The Company's profit from operations in 2025 increased compared to the previous year due to the increase in gross profit.

Tabel Laba Usaha
Table of Profit from Operations

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Bruto Gross Profit	11.786.710	11.310.967	475.743	4,21
Penghasilan Keuangan Finance Income	296.641	267.647	28.994	10,83
Penghasilan Lain-Lain Other Income	250.941	260.947	(10.006)	-3,83
Beban Umum dan Administrasi General and Administrative Expenses	(2.482.336)	(2.334.415)	(147.921)	6,34
Beban Lain-Lain Other Expenses	(152.155)	(168.286)	16.131	-9,59
Beban Pajak atas Penghasilan Keuangan Tax Expense of Finance Income	(53.343)	(47.759)	(5.584)	11,69
Keuntungan dari Nilai Wajar Investasi Asosiasi Gain on Fair Value of Investment in Associates	-	186.407	(186.407)	-100,00
Kerugian dari Nilai Wajar Investasi Jangka Pendek Loss on Fair Value of Short-Term Investments	-	(144.002)	144.002	-100,00
Keuntungan dari Pembelian dengan Diskon Gain on Bargain Purchase	-	176.271	(176.271)	-100,00
Laba Usaha **Profit from Operations**	**9.646.458**	**9.507.777**	**138.681**	**1,46**

Laba Sebelum Pajak Penghasilan

Laba sebelum pajak penghasilan di tahun 2025 mengalami peningkatan dibandingkan tahun sebelumnya yang lebih disebabkan oleh penurunan biaya keuangan di induk.

Profit Before income Tax

Profit before income tax in 2025 increased compared to the previous year, mainly due to the decrease in finance costs in the Parent Company.

Tabel Laba Sebelum Pajak Penghasilan
Table of Profit Before Income Tax

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Usaha Profit from Operations	9.646.458	9.507.777	138.681	1,46
Biaya Keuangan – Neto Finance Costs – Net	(3.603.869)	(4.026.337)	422.468	-10,49
Bagian atas Rugi Neto Entitas Asosiasi dan Ventura Share in Net Loss of Associates and Joint Ventures	311.233	281.845	29.388	10,43
Laba Sebelum Pajak Penghasilan **Profit Before Income Tax**	**6.353.822**	**5.763.285**	**590.537**	**10,25**

Beban Pajak Penghasilan

Di tahun 2025, beban pajak penghasilan Perseroan meningkat dibandingkan tahun sebelumnya disebabkan oleh pertumbuhan penghasilan kena pajak dan penambahan beban Induk dan Anak Perusahaan.

Income Tax Expense

In 2025, the Company's income tax expense increased compared to the previous year due to the growth in taxable income and additional expenses of Parent and Subsidiary Companies.

Tabel Beban Pajak Penghasilan
Table of Income Tax Expense

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kini Current	(1.135.987)	(962.010)	(173.977)	18,08
Tangguhan Deferred	(410.831)	804.360	(1.215.191)	-151,08
Total	**(1.546.818)**	**(157.650)**	**(1.389.168)**	**881,17**

Laba Tahun Berjalan

Per 31 Desember 2025, jumlah laba tahun berjalan Perseroan yang diatribusikan kepada pemilik entitas mengalami penurunan dibandingkan tahun 2024. Hal ini disebabkan oleh peningkatan beban pajak penghasilan di Induk dan Anak Perusahaan.

Profit for the Year

On December 31, 2025, the Company's profit for the year attributable to owners of the entity decreased compared to 2024. This was due to the increase in income tax expense in the Parent and Subsidiary Companies.

Tabel Laba (Rugi) Tahun Berjalan
Table of Profit (Loss) for the Year

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Sebelum Pajak Penghasilan Profit before Income Tax	6.353.822	5.763.285	590.537	10,25
Beban Pajak Penghasilan Income Tax Expense	(1.546.818)	(157.650)	(1.389.168)	881,17
Laba (Rugi) Tahun Berjalan **Profit (Loss) for the Year**	**4.807.004**	**5.605.635**	**(798.631)**	**-14,25**

Tabel Laba (Rugi) Tahun Berjalan
Table of Profit (Loss) for the Year

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Tahun Berjalan yang Dapat Diatribusikan kepada: **Profit for the Year Attributable to:**				
Pemilik Entitas Induk Owners of the Parent Entity	3.659.535	4.533.007	(873.472)	-19,27
Kepentingan Non Pengendali Non-Controlling Interest	1.147.469	1.072.628	74.841	6,98
Total	**4.807.004**	**5.605.635**	**(798.631)**	**-14,25**

Beban Komprehensif Lain

Pada tahun 2025, beban komprehensif lain mengalami peningkatan dibandingkan tahun sebelumnya karena penyesuaian pencadangan aktuaria di Perseroan berdasarkan laporan aktuaria Desember 2025.

Other Comprehensive Expense

In 2025, other comprehensive expenses increased compared to the previous year due to the adjustment of actuarial reserves at the Company based on the December 2025 actuarial report.

Tabel Penghasilan (Beban) Komprehensif lain
Table of Other Comprehensive Income (Expense)

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pos-Pos yang tidak akan Direklasifikasi ke Laba Rugi Tahun Berikutnya **Items that will not be Reclassified to Profit or Loss in Subsequent Year**				
Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang Remeasurements of Long-Term Employee Benefits Liability	(228.871)	5.010	(233.881)	-4668,28
Bagian atas Laba (Rugi) Komprehensif Lain atas Asosiasi dan Ventura Bersama Share in Other Comprehensive Gain (Loss) of Associates and Joint Ventures	(161)	(649)	488	-75,19
Pajak Penghasilan Terkait Related Tax	39.856	42.867	(3.011)	-7,02
Keuntungan (rugi) yang belum direalisasi dari aset keuangan lainnya pada nilai wajar Unrealised gains (losses) on other financial assets at fair value	(15.644)	1.436	(17.080)	-1189,42
Pos-Pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya **Items that will be Reclassified to Profit and Loss in Subsequent Year**				
Keuntungan yang belum direalisasi dari aset keuangan lainnya dan investasi jangka pendek pada nilai wajar Unrealized gain on other financial assets and short term investment measured at fair value	1.405	(383.555)	384.960	100,37
Penyesuaian Reklasifikasi atas Investasi Jangka Pendek Diukur Nilai Wajar Reclassification Adjustment on Short-Term Investment Measured at Fair Value	-	144.002	(144.002)	-100,00

Tabel Penghasilan (Beban) Komprehensif lain
Table of Other Comprehensive Income (Expense)

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pengukuran Nilai Wajar Derivatif Lindung Nilai Arus Kas Measurement of Fair Value Derivative for Cashflow Hedge	-	53.555	(53.555)	-100,00
Pajak Penghasilan Terkait Related Tax	(518)	(38)	(480)	1263,16
Subtotal Pos-Pos yang akan Direklasifikasi ke Laba Rugi Tahun Berikutnya **Subtotal Item that will be Reclassified to Profit and Loss in Subsequent Years**	**887**	**(186.036)**	**186.923**	**-100,48**
Beban Komprehensif Lain Tahun Berjalan **Other Comprehensive Expense for the Year**	**(203.933)**	**(137.372)**	**(66.561)**	**48,45**

Laba Komprehensif Tahun Berjalan

Laba komprehensif tahun berjalan di tahun 2025 mengalami penurunan dibandingkan tahun sebelumnya. Hal tersebut disebabkan oleh penurunan kinerja laba bersih Perseroan pada tahun 2025.

Comprehensive Income for the Year

Comprehensive income for the current year in 2025 has decreased compared to the previous year. This is due to the decline in the Company's net profit performance in 2025.

Tabel Laba Komprehensif Tahun Berjalan
Table of Comprehensive Income for the Year

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Penghasilan Komprehensif Tahun Berjalan yang dapat Didistribusikan kepada: **Total Comprehensive Income for the Year Attributable to:**				
Pemilik Entitas Induk Owners of the Parent Entity	3.455.970	4.414.990	(959.020)	-21,72
Kepentingan Non Pengendali Non-Controlling Interest	1.147.101	1.053.273	93.828	8,91
Total	**4.603.071**	**5.468.263**	**(865.192)**	**-15,82**

Laba per Saham

Nilai Laba per Saham Perseroan di tahun 2025 tercatat menurun dibandingkan dengan tahun sebelumnya yang disebabkan oleh penurunan kinerja laba bersih Perseroan pada tahun 2025.

Earnings per Share

The Company's Earnings per Share in 2025 decreased compared to the previous year due to the decline in the Company's net profit performance in 2025.

Tabel Laba per Saham
Earnings per Share

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Bersih (Rupiah Penuh) Net Income (Full Rupiah)	3.659.534.913.253	4.533.006.531.196	(873.471.617.943)	-19,27
Rata-rata Tertimbang Saham Beredar (Lembar) Weighted Average of Outstanding Shares	7.257.871.200	7.257.871.200	-	0,00
Laba Bersih Per Saham (Rupiah Penuh) **Earnings per Share (Full Rupiah)**	**504**	**625**	**(121)**	**-19,36**

Laporan Arus Kas Konsolidasian
Consolidated Statement of Cash Flows

Tabel Laporan Arus Kas Konsolidasian
Table of Consolidated Cash Flows

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Arus Kas dari Aktivitas Operasi **Cash Flows from Operating Activities**				
Kas Bersih Diperoleh dari Aktivitas Operasi Net Cash Generated from Operations	5.661.228	5.903.543	(242.315)	-4,10
Arus Kas dari Aktivitas Investasi **Cash Flows from Investing Activities**				
Kas Neto yang Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	(13.224.193)	(13.401.184)	176.991	-1,32
Arus Kas dari Aktivitas Pendanaan **Cash Flows from Financing Activities**				
Kas Neto Diperoleh dari Aktivitas Pendanaan Net Cash Provided by Financing Activities	9.190.626	7.924.456	1.266.170	15,98
Kenaikan (Penurunan) Neto Kas dan Setara Kas **Net Increase (Decrease) in Cash and Cash Equivalents**	**1.627.661**	**426.815**	**1.200.846**	**281,35**
Kas dan Setara Kas pada Awal Tahun **Cash and Cash Equivalents at Beginning of the Period**	**5.123.252**	**4.696.437**	**426.815**	**9,09**
Kas dan Setara Kas pada Akhir Tahun **Cash and Cash Equivalents at End of Period**	**6.750.913**	**5.123.252**	**1.627.661**	**31,77**

Laporan arus kas merupakan komponen laporan keuangan yang menunjukkan penerimaan dan pengeluaran kas dan setara kas selama periode tertentu yang dikelompokkan dalam aktivitas operasi, investasi, dan pendanaan. Analisis terhadap arus kas pada masing-masing aspek diuraikan sebagai berikut:

The cash flow statement is a component of the financial statements that shows cash and cash equivalents receipts and disbursements during a certain period, grouped into operating, investing, and financing activities. The analysis of cash flows in each aspect is described as follows:

Arus Kas dari Aktivitas Operasi

Di tahun 2025, kas bersih diperoleh dari aktivitas operasi mengalami penurunan dibandingkan tahun sebelumnya. Hal ini terutama disebabkan oleh dipengaruhi oleh peningkatan pendapatan akibat kenaikan volume lalu lintas pada ruas tol Perseroan, yang diiringi dengan pekerjaan perbaikan *overlay* pada ruas tol yang dilalui. Selain itu, pertumbuhan penghasilan kena pajak juga berdampak pada meningkatnya pembayaran pajak penghasilan, sehingga turut memengaruhi penurunan arus kas dari aktivitas operasi.

Cash Flows from Operating Activities

In 2025, net cash from operating activities decreased compared to the previous year. This was mainly due to influenced by increased revenue due to higher traffic volume on the Company's toll roads, accompanied by overlay repair work on the toll roads. In addition, growth in taxable income also had an impact on increased income tax payments, thereby contributing to a decline in cash flow from operating activities.

Arus Kas dari Aktivitas Investasi

Kas neto yang digunakan untuk aktivitas investasi di tahun 2025 menurun dibandingkan tahun sebelumnya karena seiring dengan penurunan aktivitas kontruksi sehubungan dengan telah beroperasinya sebagian ruas di Anak Perusahaan.

Cash Flows from Investing Activities

Net cash used for investing activities in 2025 decreased compared to the previous year along with the decline in construction activity due to the operation of some sections in Subsidiaries.

Arus Kas dari Aktivitas Pendanaan

Perseroan mencatatkan kas neto diperoleh dari aktivitas pendanaan di tahun 2025 mengalami peningkatan dibandingkan tahun sebelumnya terutama karena penerimaan utang obligasi.

Cash Flows from Financing Activities

The Company recorded an increase in net cash provided by financing activities in 2025 compared to the previous year, mainly due to the acceptance of bonds payable.

Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang

Ability to Pay Debt and Collectibility in Receivables

Kemampuan Membayar Utang

Perseroan berkomitmen memenuhi hak kreditur dengan memastikan ketepatan waktu pembayaran pokok dan bunga pinjaman. Perseroan secara konsisten mengelola likuiditas dan memantau jadwal jatuh tempo pembayaran pokok dan bunga pinjaman.

Perseroan mengukur kemampuannya dalam memenuhi kewajiban jangka pendek dan jangka panjangnya dengan menggunakan rasio likuiditas dan rasio solvabilitas. Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban.

Debt Repayment Capability

The Company is committed to fulfilling the rights of creditors by ensuring the timely payment of principal and interest on loans. The Company consistently manages liquidity and monitors the schedule for principal and interest payments.

The Company measures its ability to meet its short-term and long-term obligations using liquidity ratios and solvency ratios. Liquidity ratios are used to measure the ability to pay short-term obligations, while solvency ratios are used to measure the ability to meet all obligations.

Kemampuan Membayar Utang Jangka Pendek (Likuiditas)

Likuiditas Perseroan dapat diukur dengan menggunakan rasio lancar dan rasio kas. Di tahun 2025, Perseroan pada dasarnya memiliki kemampuan yang baik dalam membayar kewajiban jangka pendeknya. Sebagian besar kewajiban jangka pendek Perseroan merupakan tagihan kepada kontraktor untuk pembangunan jalan tol dan pinjaman bank yang akan jatuh tempo dalam satu tahun. Perseroan melakukan pelunasan dengan melakukan penarikan pinjaman jangka panjang, baik melalui pinjaman bank maupun obligasi.

Short-Term Debt Repayment Capability (Liquidity)

The Company's liquidity can be measured using the current ratio and cash ratio. In 2025, the Company essentially had a strong ability to meet its short-term obligations. Most of the Company's short-term liabilities consisted of payables to contractors for toll road construction and bank loans maturing within one year. The Company settled these obligations by drawing on long-term financing, either through bank loans or bonds.

Tabel Rasio Likuiditas
Table of Liquidity Ratio

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Perubahan Changes
(1)	(2)	(3)	(4) = (2)-(3)
Kas dan Setara Kas Cash and Cash Equivalents	6.750.913	5.123.252	1.627.661
Aset Lancar Current Assets	9.268.670	7.197.565	2.071.105
Liabilitas Jangka Pendek Current Liabilities	15.995.855	21.566.219	(5.570.364)
Rasio (%) **Ratio (%)**			
Rasio Lancar Current Ratio	0,6	0,3	0,3
Rasio Kas Cash Ratio	0,4	0,2	0,2

Kemampuan Membayar Utang Jangka Panjang (Solvabilitas)

Solvabilitas Perseroan dapat diukur melalui rasio liabilitas terhadap ekuitas atau *Debt to Equity Ratio* (DER), rasio utang berbunga atau *Interest Bearing Debt,* dan *Interest Coverage*

Long-Term Debt Repayment Capability (Solvency)

The Company's solvency can be measured through the debt-to-equity ratio (DER), interest-bearing debt ratio, and interest coverage ratio (ICR). DER can be calculated by

Ratio (ICR). DER dapat dihitung dengan membagi antara total liabilitas dengan total ekuitas, *Interest Bearing Debt* dapat diukur dengan membagi antara total utang berbunga pada komponen liabilitas dengan total ekuitas, sementara ICR dihitung dengan membagi antara EBITDA dengan beban keuangan.

dividing total liabilities by total equity. Interest-bearing debt can be measured by dividing total interest-bearing debt by total equity, while ICR is calculated by dividing EBITDA by financial expenses.

Di tahun 2025, Perseroan memiliki kondisi keuangan yang sehat dan solvabilitas yang berada dalam kategori baik. Hal tersebut terlihat dari pemenuhan DER dan ICR Perseroan yang masih berada dalam batas yang dipersyaratkan oleh Kreditur, dengan batas DER maksimal 5 kali dan ICR minimal 1,1 kali.

In 2025, the Company has a sound financial condition and solvency in the good category. This is evident from The Company's DER and ICR remain within the limits required by creditors, with a maximum DER of 5 times and a minimum ICR of 1.1 times.

Tabel Rasio Solvabilitas
Table of Solvency Ratio

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Perubahan Changes
(1)	(2)	(3)	(4) = (2)-(3)
Total Aset Total Assets	159.995.285	148.716.520	11.278.765
Total Liabilitas Total Liabilities	97.633.568	89.883.279	7.750.289
Total Ekuitas Total Equity	62.361.717	58.833.241	3.528.476
Total Utang Berbunga Total Interest-Bearing Debt	76.907.270	66.307.487	10.599.783
EBITDA	13.273.673	12.614.607	659.066
Beban Bunga Interest Expense	3.603.869	4.026.337	-422.468
Rasio (x) **Ratio (x)**			
Total Debt to Total Equity Ratio (DER)	1,6x	1,4x	0,2x
Interest Bearing Debt to Equity Ratio	1,2x	1,0x	0,2x
Interest Coverage Ratio (ICR)	3,7x	3,1x	0,6x

Peringkat Obligasi

Kemampuan membayar utang juga dapat tercermin berdasarkan peringkat obligasi. Obligasi Jasa Marga secara rutin dinilai oleh lembaga pemeringkatan guna mendukung kelayakan obligasi yang diterbitkan. Untuk obligasi yang diterbitkan dan dicatatkan di Bursa Efek Indonesia, Jasa Marga menggunakan PT Pemeringkat Efek Indonesia (PEFINDO) sebagai lembaga pemeringkat obligasi.

Bonds Rating

Debt repayment capacity can also be reflected in bond ratings. Jasa Marga bonds are regularly assessed by rating agencies to support the eligibility of the bonds issued. For bonds issued and listed on the Indonesia Stock Exchange, Jasa Marga uses PT Pemeringkat Efek Indonesia (PEFINDO) as its bond rating agency.

Tabel Peringkat Obligasi
Table of Bonds Rating

No.	Uraian Description	Peringkat Rating	
		2025	2024
1.	Obligasi I Marga Lingkar Jakarta Tahun 2017 Bonds I Marga Lingkar Jakarta Year 2017	idAAA (sf) oleh/by Pefindo	idAAA (sf) oleh/by Pefindo
2.	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Jasa Marga Shelf-Registered Bond II Phase I Year 2020	idAA oleh/by Pefindo	idAA oleh/by Pefindo
3.	Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Jasa Marga Shelf-Registered Bond III Phase I Year 2024	idAA oleh/by Pefindo	idAA oleh/by Pefindo
4.	Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Jasa Marga Shelf-Registered Bond III Phase II Year 2025	idAA oleh/by Pefindo	idAA oleh/by Pefindo

Tingkat Kolektibilitas Piutang

Pada dasarnya, Perseroan tidak memiliki piutang yang signifikan dalam mempengaruhi kegiatan usaha sebagaimana terlihat dari jenis proses bisnis yang dijalankan Jasa Marga. Apabila Perseroan memiliki utang, maka hal tersebut adalah piutang atas dana talangan untuk pembebasan lahan. Dengan demikian, kolektibilitas piutang tergantung pada jadwal pembayaran dari Pemerintah yang mana bersifat penggantian.

Accounts Receivable Collectibility Rate

In essence, the Company does not have significant receivables that affect its business activities, as seen from the type of business processes carried out by Jasa Marga. If the Company has debts, they are receivables for bailout funds for land acquisition. Thus, the collectability of receivables depends on the payment schedule from the Government, which is in the form of reimbursement.

Tabel Kolektibilitas Piutang
Table of Accounts Receivable Collectibility

(dalam jutaan Rupiah)
(in million Rupiah)

Piutang Lain-lain Other Receivables	0-1 Tahun	> 1 Tahun	Nilai Tercatat Carrying Ammount
Kas dan Setara Kas Cash and Cash Equivalents	6.750.913	-	6.750.913
Piutang Lain-lain - Lancar Bersih Other Receivables Current – Net			
Pihak Berelasi Related Parties	542.175	-	542.175
Pihak Ketiga Third Party	856.065	-	856.065
Piutang Lain-lain - Tidak Lancar Other Receivables – Non-Current			
Pihak Berelasi Related Parties	-	341.071	341.071
Investasi Jangka Pendek Short-Term Investments	24.458	-	24.458
Aset Keuangan Lainnya Other Financial Assets	-	246.587	246.587
Dana Dibatasi Penggunaannya Restricted Funds	518.346	401.671	920.017
Total	**8.691.957**	**989.329**	**9.681.286**

Struktur Modal
Capital Structure

Rincian Struktur Modal

Perseroan secara konsisten memantau struktur modalnya dengan menggunakan rasio kewajiban terhadap modal. Rasio ini dapat dihitung dengan membagi nilai total liabilitas dengan total ekuitas.

Sampai dengan 31 Desember 2025, Perseroan mempertahankan rasio utang terhadap modalnya pada level yang sesuai dengan yang dipersyaratkan oleh kreditur dengan syarat maksimum 5 kali. Adapun rincian struktur modal Perseroan dalam 2 (dua) tahun terakhir dapat dilihat sebagai berikut:

Details of Capital Structure

The Company consistently monitors its capital structure using the debt-to-equity ratio. This ratio can be calculated by dividing total liabilities by total equity.

Until December 31, 2025, the Company maintains its debt-to-equity ratio at a level that meets the requirements of creditors, with a maximum of five times. Details of the Company's capital structure for the last 2 (two) years are as follows:

Tabel Rincian Struktur Modal
Table of Capital Structure Details

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Perubahan Change
Liabilitas Jangka Pendek Current Liabilities	15.995.855	21.566.219	(5.570.364)
Liabilitas Jangka Panjang Non-Current Liabilities	81.637.713	68.317.060	13.320.653
Total Liabilitas Total Liabilities	97.633.568	89.883.279	7.750.289
Total Ekuitas Total Equity	62.361.717	58.833.241	3.528.476
Rasio Liabilitas Jangka Pendek terhadap Ekuitas Ratio of Current Liabilities to Equity	0,6x	0,4x	1,2x
Rasio Liabilitas Jangka Panjang terhadap Ekuitas Ratio of Non-Current Liabilities to Equity	1,3x	1,1x	0,2x
Rasio Liabilitas terhadap Ekuitas Ratio of Liabilities to Equity	1,6x	1,4x	0,2x
Rasio *Interest Bearing Debt to Total Equity* Ratio of Interest Bearing Debt to Total Equity	1,2x	1,0x	0,2x

Kebijakan Struktur Modal

Perseroan telah menetapkan sejumlah rasio modal sesuai dengan proporsinya terhadap risiko. Pengelolaan struktur modal tersebut dilakukan dengan melakukan penyesuaian yang memperhatikan perubahan kondisi ekonomi, karakteristik risiko aset yang mendasari, serta peluang ekspansi Perseroan ke depannya.

Dasar Pemilihan Struktur Modal

Kebijakan manajemen atas struktur modal didasarkan untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha sehingga dapat tetap memberikan imbal hasil bagi Pemegang Saham dan manfaat bagi pemangku kepentingan lainnya dan mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

Konsisten dengan entitas lain dalam industri, Kelompok Usaha memantau modal dengan dasar rasio utang terhadap modal yang disesuaikan. Rasio ini dihitung sebagai berikut: utang neto dibagi modal yang disesuaikan. Utang neto merupakan total utang (sebagaimana jumlah dalam laporan posisi keuangan) dikurangi kas dan setara kas. Modal yang disesuaikan terdiri dari seluruh komponen ekuitas (meliputi modal saham, selisih kurs penjabaran laporan keuangan dalam valuta asing dan saldo laba). Pada tahun 2025, strategi Kelompok Usaha tidak berubah yaitu mempertahankan rasio utang terhadap ekuitas sebesar maksimum 5:1.

Capital Structure Policy

The Company has set several capital ratios in proportion to risk. Capital structure management is carried out by making adjustments that take into account changes in economic conditions, the risk characteristics of underlying assets, and the Company's future expansion opportunities.

Basis of Capital Structure Selection

The management policy on capital structure is based on protecting the Company's ability to maintain business continuity so that it can continue to provide returns to Shareholders and benefits to other stakeholders, and maintain an optimal capital structure to reduce capital costs.

Consistent with other entities in the industry, the Business Group monitors capital based on the debt-to-adjusted capital ratio. This ratio is calculated as follows: net debt divided by adjusted capital. Net debt is total debt (as reported in the statement of financial position) minus cash and cash equivalents. Adjusted capital consists of all components of equity (including share capital, foreign currency translation differences in financial statements, and retained earnings). In 2025, the Business Group's strategy remains unchanged, which is to maintain a debt-to-equity ratio of a maximum of 5:1.

Ikatan Material Investasi Barang Modal
Material Commitments for Capital Expenditure

Sampai dengan 31 Desember 2025, Perseroan tidak memiliki ikatan yang material untuk investasi barang modal.

Up to December 31, 2025, the Company has no material commitments for capital expenditures

Investasi Barang Modal
Capital Expenditure

Perseroan memandang bahwa investasi barang modal merupakan salah satu hal penting dalam mengembangkan bisnis secara jangka panjang. Investasi barang modal tersebut merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset atau investasi yang diharapkan dapat memberikan nilai manfaat di masa depan.

The Company considers capital expenditure to be one of the important aspects in developing its business in the long term. Capital expenditure is an expenditure activity used to purchase a number of assets or investments that are expected to provide future benefits.

Jenis dan Nilai Investasi

Selama tahun 2025, Perseroan telah merealisasikan biaya investasi barang modal sebesar Rp13,58 triliun, menurun dibandingkan tahun 2024 yang sebesar Rp17,62 triliun. Adapun rincian realisasi investasi barang modal yang dilakukan sepanjang tahun 2025 adalah sebagai berikut:

Investment Types and Values

Throughout 2025, the Company realized capital expenditure costs of Rp13.58 trillion, an decrease compared to 2024, which amounted to Rp17.62 trillion. The details of capital expenditure realized throughout 2025 are as follows:

Tabel Jenis dan Nilai Investasi di Tahun 2025
Table of Investment Types and Values in 2025

(dalam jutaan Rupiah)
(in million Rupiah)

Jenis Investasi Investment Types	**Nilai** Amount
Belanja Modal Induk Perusahaan Capital Expenditure of Parent Company	4.835.565
Operasional Operational	1.632.195
Pengembangan Jalan Tol Toll Road Development	3.128.321
Investasi Usaha Lain Other Business Investment	-
Investasi Sarana Penunjang Non Operasional Investment of Non-Operational Supporting Facilities	93.049
Belanja Modal pada Entitas Anak Jalan Tol Capital Expenditure of Toll Road Subsidiaries	11.911.346
Belanja Modal pada Entitas Anak Usaha Lain Capital Expenditure of Other Business Subsidiaries	117.928
Total Belanja Modal Konsolidasi **Total Consolidated Capital Expenditure**	**13.582.065**

Pencapaian Target 2025 dan Target 2026
Achievement of 2025 Targets and 2026 Targets

Perseroan telah menetapkan sejumlah target yang hendak dicapai di tahun buku 2025 yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025. Perbandingan pencapaian beberapa target yang ditetapkan dengan realisasi tahun buku 2025 adalah sebagai berikut:

The Company has set several targets to be achieved in the 2025 fiscal year, which are outlined in the 2025 Work Plan and Budget (RKAP). The comparison between the achievement of several targets set and the realization in the 2025 fiscal year is as follows:

Tabel Perbandingan Target dan Realisasi
Table of Target and Realization Comparison

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Target 2025 2025 Target	Realisasi 2025 2025 Realization	Pencapaian Target Target Achievement	Target 2026 2026 Target
(1)	(2)	(3)	(4) = (3)/(2) x 100%	(5)
Keuangan **Finance**				
Total Aset Total Assets	167.031	159.995	95,78%	172.149
Total Pendapatan di Luar Konstruksi Total Non-Construction Revenue	19.973	19.811	99,19%	20.501
Laba Atribusi Induk Attribution Profit of the Parent	4.889	3.659	103,81%	2.671
EBITDA	13.131	13.273	101,09%	13.445
EBITDA Margin (%)	65,74%	67,00%	101,91%	65,58%
Belanja Modal Capital Expenditure	18.599	13.582	73,02%	16.984
Dividen Dividend	680	1.134	166,76%	1.134
Pengembangan Bisnis **Business Development**				
Total Panjang Tol Beroperasi (km)) Total Operating Toll Road Length (km)	1.305	1.294	99,16%	1.372
Human Capital				
Persentase Milenial dalam *Top Talent* (Orang) Millennial Percentage in Top Talents (Personnel)	50%	79%	158%	-*
Operasi **Operations**				
Volume Lalu Lintas (Juta Transaksi) Traffic Volume (Million Transactions)	1.257	1.306	99,95%	1.263

*) Sudah tidak menjadi target KPI Konsolidasi Tahun 2026, yg ditargetkan adalah persentase perempuan dalam top talent dengan target 39%.
*) This is no longer a target under the 2026 Consolidated KPIs; the target is now the percentage of women in top-tier roles, set at 39%.

Secara umum di tahun 2025, Perseroan mampu mencapai target yang telah ditetapkannya. Dari aspek keuangan, Perseroan berhasil mencatatkan pertumbuhan aset sebesar 7,58%. Capaian tersebut utamanya disebakan oleh sejalan dengan penambahan progress konstruksi jalan tol AP Konstruksi Perseroan juga berhasil mencatat peningkatan EBITDA Margin sebesar 5,22% yang disebabkan oleh upaya Perusahaan dalam optimalisasi beban usaha kas. Selain itu, laba atribusi induk Perseroan tercatat sebesar Rp3.659,53 triliun dikarenakan adanya sejalan dengan upaya Perseroan adanya optimalisasi beban usaha dan bengan bunga.

In general, by 2025, the Company will be able to achieve the targets it has set. From a financial perspective, the Company has recorded asset growth of 7.58%. This achievement was primarily driven by progress in the construction of the AP toll road. The Company also succeeded in recording an increase in EBITDA margin of 5.22%, driven by the Company's efforts to optimise operating expenses and interest costs. Furthermore, the Company's attributable profit stood at Rp3,659.53 trillion, driven by the Company's efforts to optimise operating expenses and interest costs.

Dari perspektif pengembangan usaha, Perseroan telah mengoperasikan ruas jalan tol baru, yakni Jogja–Solo segmen Klaten–Prambanan sepanjang 7,85 km yang terintegrasi dengan ruas Semarang–Solo. Kehadiran ruas tol ini diharapkan dapat meningkatkan konektivitas dan mendukung kelancaran arus lalu lintas, khususnya pada koridor menuju kawasan pariwisata, sehingga turut berkontribusi terhadap pertumbuhan ekonomi wilayah.

Dari aspek operasional, volume lalu lintas terealisasi sebesar 1.306 juta transaksi lebih tinggi dari target. Salah satu faktor yang mempengaruhinya merupakan pengoperasian ruas jalan tol baru.

Menghadapi dinamika bisnis yang kian berubah cepat namun tetap menyimpan peluang pertumbuhan, Perseroan menetapkan target Rencana Kerja 2026 dengan pendekatan berbasis risiko. Proyeksi ekonomi nasional, kondisi industri jalan tol yang tetap kondusif, serta transisi pemerintahan yang berjalan lancar menjadi landasan utama dalam memastikan pencapaian kinerja tahun 2026.

In terms of business development, the Company has commenced operations on a new section of the Jogja–Solo motorway, specifically the 7.85-kilometre Klaten–Prambanan segment, which is integrated with the Semarang–Solo section. This new motorway section is expected to improve connectivity and facilitate the smooth flow of traffic, particularly along the corridor leading to tourist areas, thereby contributing to the region's economic growth.

From an operational perspective, the actual traffic volume of 1,306 million transactions exceeded the target. One of the factors contributing to this was the opening of new toll road sections.

Facing the rapidly changing business dynamics that still hold opportunities for growth, the Company has set its 2026 Work Plan targets with a risk-based approach. National economic projections, favorable toll road industry conditions, and a smooth government transition are the main foundations for ensuring the achievement of performance in 2026.

Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

Information and Material Facts after the Accountant's Report Date

Peristiwa Setelah Tanggal Pelaporan

Sejak akhir periode 31 Desember 2025 hingga tanggal laporan akuntan pada 27 Februari 2025, Perseroan memiliki peristiwa atau kejadian penting yang berpengaruh signifikan terhadap laporan keuangan, antara lain:

Perusahaan

1. Berdasarkan Akta Pernyataan Keputusan Rapat No. 04 tanggal 9 Januari 2026 yang dibuat di hadapan Notaris Nanette Cahyanie Handari Adi Warsito, S.H., perihal perubahan Anggaran Dasar Perseroan, yang telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No.AHU-AH.01.03-0013716 tanggal 19 Januari 2026. Perubahan Anggaran Dasar antara lain mencakup penyesuaian ketentuan Anggaran Dasar sehubungan dengan perubahan peraturan perundang-undangan serta penyesuaian hak-hak istimewa atas Saham Seri A Dwiwarna milik Negara Republik Indonesia.
2. Pada tanggal 19 Januari 2026, berdasarkan Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-005/I/2026 tentang Pemberhentian dan Pengangkatan Ketua dan Anggota Komite Audit PT Jasa Marga (Persero) Tbk sebagai berikut:

Events after the Reporting Date

From the end of the period ending December 31, 2025 until the date of the accountant's report on February 27, 2025, the Company had significant events or incidents that had a significant effect on the financial statements, including:

Company

1. Based on the Deed of Meeting Resolution No. 04 dated January 9, 2026, drawn up before Notary Nanette Cahyanie Handari Adi Warsito, S.H., regarding amendments to the Company's Articles of Association, which have been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-AH.01.03-0013716 dated January 19, 2026. The amendments to the Articles of Association include, among other things, adjustments to the provisions of the Articles of Association in connection with changes in laws and regulations as well as adjustments to the special rights attached to Series A Dual-Colour Shares owned by the Republic of Indonesia.
2. On January 19, 2026, based on the Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-005/I/2026 concerning the Dismissal and Appointment of the Chair and Members of the Audit Committee of PT Jasa Marga (Persero) Tbk as follows:

	2026	2025
Komite Audit Audit Committee	Rudi Antariksawan	Seppalga Ahmad

3. Pada tanggal 20 Februari 2026, Perseroan menerbitkan Obligasi Berkelanjutan III Tahap III Tahun 2026 dengan nilai nominal sebesar Rp2.067.650 yang terdiri dari:
   i. Seri A sebesar Rp281.825 dengan tingkat bunga tetap 5,70% per tahun dan jangka waktu 3 tahun;
   ii. Seri B sebesar Rp718.175 dengan tingkat bunga tetap 6,15% per tahun dan jangka waktu 5 tahun;
   iii. Seri C sebesar Rp300.000 dengan tingkat bunga tetap 6,50% per tahun dan jangka waktu 7 tahun;
   iv. Seri D sebesar Rp767.650 dengan tingkat bunga tetap 6,75% per tahun dan jangka waktu 10 tahun.

   Obligasi tersebut telah memperoleh peringkat idAA dari PT Pemeringkat Efek Indonesia (Pefindo) dan dicatatkan di Bursa Efek Indonesia pada tanggal 23 Februari 2026.

3. On February 20, 2026, the Company issued the 2026 Phase III Continuous Bond III with a nominal value of Rp2,067,650, consisting of:
   i. Series A amounting to Rp281,825 with a fixed interest rate of 5.70% per annum and a term of 3 years;
   ii. Series B amounting to IDR 718,175 with a fixed interest rate of 6.15% per annum and a maturity of 5 years;
   iii. Series C amounting to IDR 300,000 with a fixed interest rate of 6.50% per annum and a maturity of 7 years;
   iv. Series D amounting to Rp767,650 with a fixed interest rate of 6.75% per annum and a term of 10 years.

   These bonds have been rated idAA by PT Pemeringkat Efek Indonesia (Pefindo) and were listed on the Indonesia Stock Exchange on February 23, 2026.

PT Jasamarga Semarang Batang (JSB)
Berdasarkan keputusan Menteri PUPR No. 18/KPTS/M/2026 tanggal 07 Januari 2026, tarif tol terjauh ruas Batang-Semarang yang dioperasikan oleh PT Jasamarga Semarang Batang adalah sebagai berikut:

PT Jasamarga Semarang Batang (JSB)
Based on the decision of the Minister of Public Works and Public Housing No. 18/KPTS/M/2026 dated January 7, 2026, the maximum toll rates for the Batang-Semarang section operated by PT Jasamarga Semarang Batang are as follows:

No.	Ruas Section	Golongan Class				
		I	II	III	IV	V
1	Batang - Semarang	144.500	216.500	216.500	289.000	289.000

PT Jasamarga Manado Bitung (JMB)
JMB telah mengajukan permohonan kompensasi kepada Menteri Pekerjaan Umum Republik Indonesia (PUPR) melalui surat tertanggal 14 Januari 2026 dengan Nomor: 009/AA-JMB/PP/I/2026. Permohonan tersebut disampaikan berdasarkan ketentuan dalam Perjanjian Pengusahaan Jalan Tol (PPJT) yang mengatur mekanisme kompensasi atas kondisi tertentu yang berada di luar kendali Perusahaan. Kondisi dimaksud menimbulkan risiko politik permanen yang berdampak terhadap kinerja lalu lintas serta proyeksi keuangan JMB.

Sampai dengan tanggal penerbitan laporan keuangan, permohonan kompensasi tersebut masih dalam proses penelaahan oleh pihak terkait.

PT Jasamarga Manado Bitung (JMB)
JMB has submitted a compensation request to the Minister of Public Works of the Republic of Indonesia (PUPR) through a letter dated January 14, 2026 with Number: 009/AA-JMB/PP/I/2026. The request was submitted based on the provisions of the Toll Road Concession Agreement (PPJT) which regulates the compensation mechanism for certain conditions beyond the Company's control. These conditions pose a permanent political risk that affects JMB's traffic performance and financial projections.

As of the date of publication of the financial statements, the compensation request is still being reviewed by the relevant parties.

Prospek Usaha
Business Prospect

Memasuki paruh kedua tahun 2025, Jasa Marga melihat prospek usaha yang semakin konstruktif sejalan dengan proyeksi pertumbuhan ekonomi nasional yang tetap solid, stabilitas makroekonomi yang terjaga, serta komitmen Pemerintah dalam melanjutkan pembangunan infrastruktur strategis. Sebagai pengelola jaringan jalan tol terbesar di Indonesia dengan pangsa pasar 42% dari total panjang jalan tol beroperasi nasional, Perseroan berada pada posisi yang kuat untuk memperluas jaringan, memperdalam integrasi layanan, dan mengakselerasi transformasi bisnis menuju perusahaan infrastruktur berdaya saing global.

Jasa Marga terus memainkan peran sentral dalam penyelesaian proyek-proyek strategis nasional, termasuk pembangunan ruas Solo–Yogyakarta–NYIA Kulon Progo, yang semakin memperkuat posisinya sebagai mitra utama Pemerintah dalam pengembangan jaringan jalan tol terintegrasi. Strategi ekspansi Perseroan difokuskan pada optimalisasi portofolio konsesi dan diversifikasi bisnis yang dinilai prospektif, dengan pendekatan selektif berbasis kelayakan komersial untuk menjaga keseimbangan antara pertumbuhan dan kapasitas keuangan.

Hingga Tahun 2025, Jasa Marga mengelola total 1.736 km konsesi dengan 1.294 km telah beroperasi, yang diperkuat oleh peningkatan kinerja lini pengoperasian dan preservasi melalui PT Jasamarga Tollroad Operator (JMTO) dan PT Jasamarga Tollroad Maintenance (JMTM) dengan penerapan teknologi cerdas, otomatisasi, dan pemeliharaan yang terukur guna memastikan kualitas layanan serta efisiensi biaya. Pada saat yang sama, potensi pendapatan *non-toll revenue* terus dimaksimalkan melalui PT Jasamarga Related Business (JMRB) yang mengembangkan *rest area*, bisnis iklan dan utilitas, *Toll Corridor Development* (TCD), serta infrastruktur pendukung seperti Stasiun Pengisian Kendaraan Listrik Umum (SPKLU) sebagai bagian dari ekosistem mobilitas berkelanjutan.

Transformasi digital menjadi fondasi utama pengelolaan bisnis modern Perseroan. Implementasi Jasamarga *Integrated Maintenance Management System* (JIMMS), Jasamarga *Integrated Digitalmap* (JID), dan integrasi SAP *Analytic Cloud* (SAC) membangun *ecosystem data-driven decision making* yang memperkuat efisiensi operasional, akurasi pelaporan, dan ketepatan respons terhadap dinamika di lapangan. Teknologi *Intelligent Transportation System* (ITS), *Electronic Toll Collection* (ETC), dan *Traffic Information Center* (TIC) juga terus dioptimalkan untuk meningkatkan keselamatan, kelancaran, dan kenyamanan perjalanan pengguna jalan. Seluruh inisiatif ini diperkuat oleh peran Jasa Marga Tollroad Command Center (JMTC) sebagai pusat kendali nasional yang memastikan keandalan layanan *real-time* dan menjadi tulang punggung implementasi sistem transportasi cerdas di seluruh jaringan jalan tol Indonesia.

Entering the second half of 2025, Jasa Marga sees increasingly constructive business prospects in line with projections of solid national economic growth, maintained macroeconomic stability, and the Government's commitment to continuing strategic infrastructure development. As the operator of the largest toll road network in Indonesia with a 42% market share of the total length of national toll roads in operation, the Company is in a strong position to expand its network, deepen service integration, and accelerate its business transformation towards becoming a globally competitive infrastructure company.

Jasa Marga continues to play a central role in the completion of national strategic projects, including the construction of the Solo–Yogyakarta–NYIA Kulon Progo section, which further strengthens its position as the Government's main partner in the development of an integrated toll road network. The Company's expansion strategy is focused on optimizing its concession portfolio and diversifying its business in areas that are considered promising, with a selective approach based on commercial feasibility to maintain a balance between growth and financial capacity.

By 2025, Jasa Marga manages a total of 1,736 km of concessions with 1,294 km already in operation, which is strengthened by improved operational and preservation performance through PT Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTM) with the application of smart technology, automation, and measurable maintenance to ensure service quality and cost efficiency. At the same time, the potential for non-toll revenue continues to be maximized through PT Jasamarga Related Business (JMRB), which develops rest areas, advertising and utility businesses, Toll Corridor Development (TCD), and supporting infrastructure such as Public Electric Vehicle Charging Stations (SPKLU) as part of a sustainable mobility ecosystem.

Digital transformation is the main foundation of the Company's modern business management. The implementation of the Jasamarga Integrated Maintenance Management System (JIMMS), Jasamarga Integrated Digitalmap (JID), and the integration of SAP Analytic Cloud (SAC) have built a data-driven decision making ecosystem that strengthens operational efficiency, reporting accuracy, and responsiveness to dynamics in the field. Intelligent Transportation System (ITS), Electronic Toll Collection (ETC), and Traffic Information Center (TIC) technologies are also continuously optimized to enhance the safety, smoothness, and comfort of road users' journeys. All of these initiatives are reinforced by the role of the Jasa Marga Tollroad Command Center (JMTC) as a national control center that ensures the reliability of real-time services and serves as the backbone for the implementation of smart transportation systems across Indonesia's toll road network.

Sejalan dengan dinamika makroekonomi global dan fluktuasi suku bunga, Jasa Marga menerapkan strategi pembiayaan yang pruden dan berkelanjutan melalui optimalisasi *asset recycling*, perluasan sumber pendanaan berbasis pasar modal, dan pemanfaatan instrumen pembiayaan hijau (*green financing*) yang selaras dengan prinsip *Environmental, Social, and Governance* (ESG). Kolaborasi dengan entitas anak dan mitra strategis terus diperkuat untuk menjaga likuiditas, meningkatkan arus kas, serta menekan beban bunga, sementara prinsip keberlanjutan ditanamkan dalam setiap proses bisnis, mulai dari efisiensi energi hingga pengembangan *rest area* ramah lingkungan, demi menciptakan nilai ekonomi dan sosial yang berimbang bagi seluruh pemangku kepentingan.

Mengacu pada Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029 bertema "Meningkatkan Kinerja Portofolio yang Sudah Ada serta Melibatkan dan Memahami Pelanggan dengan Baik," Perseroan menegaskan komitmennya untuk bertransformasi menjadi *Integrated Mobility Company* melalui optimalisasi profitabilitas portofolio jalan tol dan entitas anak, inovasi pengalaman pelanggan berbasis digital, pengembangan *sustainable infrastructure* dan *green toll road*, peningkatan kapabilitas organisasi dan tata kelola, serta perluasan kolaborasi strategis dengan mitra nasional dan global untuk mempercepat penciptaan nilai jangka panjang.

In line with global macroeconomic dynamics and interest rate fluctuations, Jasa Marga implements prudent and sustainable financing strategies through the optimization of asset recycling, the expansion of capital market-based funding sources, and the use of green financing instruments that are in line with Environmental, Social, and Governance (ESG) principles. Collaboration with subsidiaries and strategic partners continues to be strengthened to maintain liquidity, improve cash flow, and reduce interest expenses, while the principle of sustainability is embedded in every business process, from energy efficiency to the development of environmentally friendly rest areas, in order to create balanced economic and social value for all stakeholders.

Referring to the 2025-2029 Long-Term Corporate Plan (RJPP) themed "Improving Existing Portfolio Performance and Engaging and Understanding Customers Well," the Company affirms its commitment to transforming itself into an Integrated Mobility Company through the optimization of the profitability of its toll road portfolio and subsidiaries, innovation in digital-based customer experience, the development of sustainable infrastructure and green toll roads, the improvement of organizational and governance capabilities, and the expansion of strategic collaborations with national and global partners to accelerate the creation of long-term value.

Aspek Pemasaran
Marketing Aspect

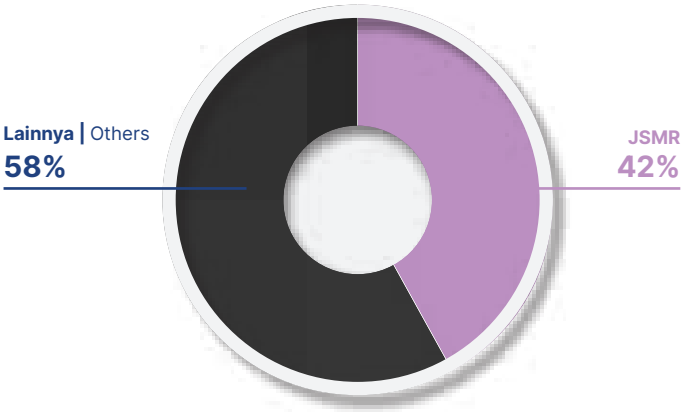
Pangsa Pasar

Pengaturan portofolio bisnis pada lini bisnis konsesi jalan tol menjadi kunci utama keberlangsungan bisnis Perseroan. Hal tersebut selaras dengan visi Perseroan yang baru yaitu “Inovasi menuju peningkatan nilai yang berkelanjutan”. Pemilihan konsesi jalan tol yang dimiliki oleh Jasa Marga dilakukan secara selektif dengan memperhatikan kelayakan komersial sesuai yang dipersyaratkan Perseroan. Sampai dengan tahun 2025, Perseroan memiliki pangsa pasar sebesar 42% yang dihitung berdasarkan panjang (km) jalan tol yang telah beroperasi di seluruh wilayah Indonesia. Pangsa pasar ini masih menjadi representasi Perusahaan merupakan pemimpin pada industri jalan tol di Indonesia.

Market Share

The management of the business portfolio in the toll road concession business line is key to the Company's business continuity. This is in line with the Company's new vision of "Innovation towards sustainable value enhancement". The selection of toll road concessions owned by Jasa Marga is carried out selectively by considering commercial feasibility in accordance with the Company's requirements. Up to 2025, the Company has a market share of 42%, calculated based on the length (km) of toll roads that are operational throughout Indonesia. This market share still represents the Company as the leader in the toll road industry in Indonesia.

Bagan Pangsa Pasar Perseroan Tahun 2025
Chart of Company Market Share for 2025



Strategi Pemasaran

Bidang Pengembangan Jalan Tol

Dalam rangka mewujudkan tujuan Perseroan untuk menjadi pemimpin bisnis jalan tol di seluruh rantai nilai secara profesional dan berkesinambungan, salah satu strategi yang dilakukan adalah berfokus pada pembangunan proyek jalan tol yang terkoneksi langsung dengan jalan tol yang sudah ada dan seluruhnya berlokasi di Pulau Jawa. Adapun pembangunan dilakukan secara bertahap dan menyesuaikan dengan kapabilitas finansial Perseroan.

Di samping itu, Perseroan juga memperluas jaringan jalan tol yang dimiliki dengan menambah kepemilikan konsesi ruas jalan tol baru yang memiliki tingkat pengembalian investasi yang layak secara komersial. Dalam rangka ekspansi bisnis pada lini bisnis konsesi jalan tol, Perseroan berfokus menyelesaikan konstruksi dari lima ruas dalam tahap pembangunan yang masih berlangsung secara bertahap. Hal ini dilakukan untuk menyeimbangkan kapasitas keuangan Perseroan terhadap ekspansi bisnis Perusahaan khususnya pada lini bisnis konsesi jalan tol.

Marketing Strategy

Toll Road Development

To achieve the Company’s goal of becoming a professional and sustainable leader in the toll road business across the entire value chain, one of the strategies implemented is to focus on the construction of toll road projects that are directly connected to existing toll roads and are all located on the island of Java. The construction is carried out in stages and in accordance with the Company’s financial capabilities.

In addition, the Company is expanding its toll road network by acquiring new toll road concessions with commercially viable rates of return. To expand its toll road concession business line, the Company is focusing on completing the construction of five toll roads that are still under construction in stages. This is done to balance the Company’s financial capacity with its business expansion, particularly in the toll road concession business line.

Bidang Pengoperasian Jalan Tol

Di bidang pengoperasian jalan tol, Perseroan melalui PT Jasamarga Tollroad Operator (JMTO) senantiasa mewujudkan komitmennya untuk mempertahankan kualitas pelayanan dengan tetap memenuhi Standar Pelayanan Minimal (SPM) dan *Service Level Agreement* (SLA). Perseroan senantiasa berfokus untuk menjaga di jalan tol yang dioperasikan dalam rangka meningkatkan keselamatan, kenyamanan, dan kemudahan perjalanan. Di tahun 2025, Perseroan juga kembali melanjutkan program pengembangan teknologi di antaranya pengembangan teknologi *Intelligent Transport System Level* 4 dan pengembangan *data warehouse* operasi untuk mendukung pengoperasian jalan tol yang lebih efektif dan efisien.

Bidang Preservasi Jalan Tol

Dalam bidang preservasi jalan tol, melalui anak usahanya yaitu PT Jasamarga Tollroad Maintenance (JMTM), Perseroan memastikan terpenuhinya Standar Pelayanan Minimal (SPM) Jalan Tol sesuai dengan Keputusan Menteri PUPR No. 16/PRT/M/2014 tahun 2014. Untuk mendukung program preservasi jalan, Perseroan mengembangkan teknologi Integrated Tollroad Maintenance System melalui pengembangan aplikasi JIMMS (Jasamarga Integrated Maintenance Management System) khususnya modul jembatan, lereng, drainase, dan perkerasan. Selain itu, Perseroan melakukan integrasi perlengkapan *Early Warning System* untuk dapat memberikan peringatan dini kepada semua stakeholder terkait agar dapat melakukan pemantauan dan memutuskan tindakan yang tepat sebelum terjadi genangan secara *real time.*

Bidang Pengembangan Usaha Prospektif

Pengembangan bisnis prospektif yang dijalankan oleh Perseroan saat ini terkait usaha pengelolaan tempat istirahat dan pelayanan (TIP), pengembangan *Toll Corridor Development* (TCD), pemanfaatan koridor jalan tol secara konvensional, yang secara keseluruhan dikelola oleh PT Jasamarga Related Business (JMRB). Secara keseluruhan, strategi pemasaran di bidang pengembangan usaha prospektif difokuskan pada sinergi lintas entitas, optimalisasi aset, serta inovasi digital dan kolaborasi strategis. Dengan pendekatan yang lebih terukur, adaptif, dan berorientasi jangka panjang, Jasa Marga melalui JMRB berkomitmen untuk mengembangkan bisnis prospektif yang tidak hanya memperkuat kinerja keuangan, tetapi juga memperluas peran Perseroan sebagai katalis mobilitas berkelanjutan dan pembangunan ekonomi nasional.

Toll Road Operations

In the field of toll road operation, through PT Jasamarga Tollroad Operator (JMTO), the Company continues to fulfill its commitment to maintaining service quality by complying with Minimum Service Standards (SPM) and Service Level Agreements (SLA). The Company continues to focus on retaining the toll roads it operates to improve safety, comfort, and ease of travel. In 2025, the Company also continued its technology development programs, including the development of Intelligent Transport System Level 4 technology and the development of an operational data warehouse to support more effective and efficient toll road operations.

Toll Road Preservation

In the field of toll road preservation, through its subsidiary PT Jasamarga Tollroad Maintenance (JMTM), the Company ensures compliance with the Minimum Service Standards (SPM) for Toll Roads in accordance with the Decree of the Minister of Public Works and Public Housing No. 16/PRT/M/2014 of 2014. To support the road preservation programme, the Company has developed the Integrated Toll Road Maintenance System technology through the development of the JIMMS (Jasamarga Integrated Maintenance Management System) application, specifically the bridge, slope, drainage, and pavement modules. In addition, the Company has integrated Early Warning System equipment to provide early warnings to all relevant stakeholders so that they can monitor and decide on appropriate actions in real time before flooding occurs.

Prospective Business Development

The prospective business development currently undertaken by the Company relates to the management of rest areas and services (TIP), Toll Corridor Development (TCD), and conventional utilization of toll road corridors, which are collectively managed by PT Jasamarga Related Business (JMRB). Overall, the marketing strategy in the field of prospective business development is focused on cross-entity synergy, asset optimization, digital innovation, and strategic collaboration. With a more measured, adaptive, and long-term oriented approach, Jasa Marga, through JMRB, is committed to developing prospective businesses that not only strengthen financial performance but also expand the Company's role as a catalyst for sustainable mobility and national economic development.

Kebijakan dan Pembayaran Dividen
Dividend Policy and Payments

Kebijakan Dividen

Perseroan berkomitmen untuk selalu memperhatikan hak para pemegang saham dengan tetap memperhatikan kondisi keuangan dan kinerja Perseroan pada tahun berjalan melalui pembayaran dividen. Pembayaran dividen yang dilakukan oleh Perseroan dilakukan sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Berdasarkan Pasal 71 ayat 3 pada undang-undang tersebut, Perseroan dapat membagikan dividen kepada pemegang saham apabila Perseroan memiliki saldo laba yang positif dan sesuai dengan kemampuan keuangan Perseroan. Pembagian dividen ini dilakukan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS).

Berdasarkan prospektus, kebijakan dividen Perseroan adalah sebesar 20%. Meski demikian, pembagian dividen setiap tahun tidak bersifat pasti, melainkan disesuaikan dengan berbagai faktor, antara lain perolehan laba bersih pada tahun fiskal, kewajiban Perseroan untuk mengalokasikan dana cadangan sesuai dengan peraturan yang berlaku dan kebutuhan dana untuk rencana ekspansi bisnis lebih lanjut, tanpa mengurangi hak dari Rapat Umum Pemegang Saham Tahunan (RUPST) untuk menentukan sesuai dengan ketentuan Anggaran Dasar Perseroan. Dengan tetap memperhatikan posisi keuangan dan/atau tingkat kesehatan Perseroan, kebijakan dividen yang ditargetkan adalah sebesar 15%-20% dari laba yang dapat diatribusikan kepada pemilik entitas induk, kecuali ditentukan lain oleh Rapat Umum Pemegang Saham.

Sesuai peraturan yang berlaku, Perseroan wajib melaksanakan pembayaran dividen tunai kepada pemegang saham yang berhak paling lambat 30 (tiga puluh) hari setelah diumumkannya ringkasan risalah RUPST yang memutuskan pembagian dividen tunai apabila Perseroan memutuskan melakukan penyetoran dividen.

Pembayaran Dividen

Di tahun 2025, berdasarkan keputusan RUPST tanggal 7 Mei 2025, Perseroan menetapkan untuk membagikan dividen tunai sebesar 25% atau Rp1.133.891.319.654 atas laba bersih tahun buku 2024. Adapun rincian pembayaran dividen Perseroan kepada pemegang saham dalam 5 (lima) tahun terakhir dapat dilihat sebagai berikut:

Dividend Policy

The Company is committed to always considering the rights of shareholders while taking into account the Company's financial condition and performance for the current year through dividend payments. Dividend payments made by the Company are in accordance with Law No. 40 of 2007 on Limited Liability Companies. Based on Article 71, paragraph 3 of the law, the Company may distribute dividends to shareholders if the Company has a positive profit balance and in accordance with the Company's financial capabilities. The distribution of dividends is carried out based on the decision of the General Meeting of Shareholders (GMS).

Based on the prospectus, the Company's dividend policy is 20%. However, the distribution of dividends each year is not fixed, but is adjusted according to various factors, including net profit for the fiscal year, the Company's obligation to allocate reserve funds in accordance with applicable regulations, and the need for funds for further business expansion plans, without prejudice to the rights of the Annual General Meeting of Shareholders (AGMS) to determine in accordance with the provisions of the Company's Articles of Association. While continuing to pay attention to the Company's financial position and/or soundness, the targeted dividend policy is a payout ratio of 15%-20% of the profit attributable to owners of the parent entity, unless otherwise determined by the General Meeting of Shareholders.

In accordance with applicable regulations, the Company is required to pay cash dividends to eligible shareholders no later than 30 (thirty) days after the announcement of the summary of the AGM minutes deciding on the distribution of cash dividends if the Company decides to pay dividends.

Dividend Payment

In 2025, based on the AGMS resolution dated May 7, 2025, the Company decided to distribute a cash dividend of 25% or Rp1,133,891,319,654 for the 2024 fiscal year. Details of the Company's dividend payments to shareholders over the last 5 (five) years are as follows:

Tabel Pembayaran Dividen
Table of Dividend Payment

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Tahun Buku Fiscal Year				
	2025*	2024	2023	2022	2021
Laba Bersih Net Profit	3.659,5	4.533,0	6.793,6	2.746,9	1.615,3
Jumlah Saham Beredar Total Shares Outstanding	7.257.871.200	7.257.871.200	7.257.871.200	7.257.871.200	7.257.871.200

Tabel Pembayaran Dividen
Table of Dividend Payment

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Tahun Buku Fiscal Year				
	2025*	2024	2023	2022	2021
Laba Bersih per Saham (Rupiah penuh) Earnings per Share (full Rupiah)	504	625	936	378	222
Jumlah Dividen yang Dibayarkan Dividend Paid	*	1.113,9	274,8	549,4	-
Rasio Pembayaran Dividen Dividend Payout Ratio	*	25%	4%	20%	-
Dividen per Saham (Rupiah penuh) Dividend per Share (full Rupiah)	*	156,23	37,86	75,69	-
Tanggal Pengumuman Dividen Dividend Announcement Date	*	07 Mei 2025 May 7, 2025	13 Mei 2024 May 13, 2024	12 Mei 2023 May 12, 2023	-
Tanggal Pembayaran Dividen Dividend Payment Date	*	05 Juni 2025 June 5, 2025	07 Juni 2024 June 7, 2024	09 Juni 2023 June 9, 2023	-

Keterangan | Note:
*Akan diputuskan pada RUPS Tahunan Tahun Buku 2025.
*To be decided at the 2025 fiscal year Annual GMS.

Adapun besaran dividen dan pembayaran dividen atas kinerja keuangan tahun buku 2025 akan diputuskan pada Rapat Umum Pemegang Saham Tahunan tahun buku 2025 yang akan diselenggarakan di tahun 2026.

The amount of dividends and dividend payments for the 2025 fiscal year will be decided at the 2025 Annual General Meeting of Shareholders to be held in 2026.

Program Kepemilikan Saham oleh Karyawan dan Manajemen (ESOP/MSOP)

Employee and Management Stock Ownership Program (ESOP/MSOP)

Sampai dengan 31 Desember 2025, Perseroan tidak memiliki program Kepemilikan Saham oleh Karyawan dan Manajemen atau *Employee Stock Option Program* (ESOP) dan *Management Stock Option Program* (MSOP).

Up to December 31, 2025, the Company does not have an Employee Stock Ownership Program or Management Stock Ownership Program (ESOP) and Management Stock Option Program (MSOP).

Program *Employee Stock Allocation* (ESA)

Employee Stock Allocation (ESA) Program

Perseroan memiliki program Penjatahan Saham Karyawan (*Employee Stock Allocation*/ESA) yang bertujuan agar karyawan memiliki *sense of belonging* terhadap Perseroan dengan harapan dapat memacu produktivitas kerja, yang pada gilirannya berdampak pada kinerja korporasi secara keseluruhan.

Program ESA terdiri dari:

1. Saham Bonus
   Komisaris (selain Komisaris Independen), Direksi dan seluruh karyawan tetap Perseroan yang memenuhi kriteria tertentu dapat menerima Saham Bonus pada saat Penawaran Umum Perdana (*Initial Public Offering*/IPO) sebesar ekuivalen dengan satu bulan gaji bulan Juni 2007. Perseroan mengantisipasi untuk memberikan sekitar 11.862.000 saham di dalam skema Saham Bonus yang diberikan kepada Komisaris non Independen, Direksi dan karyawan masing-masing sebesar 1,70% dan 98,30%.

2. Saham Jatah Pasti
   Selain Saham Bonus, peserta juga diberi kesempatan membeli Saham Jatah Pasti pada saat IPO. Jumlah Saham Jatah Pasti sekitar 192.138.000 lembar saham. Saham Jatah Pasti diberlakukan penjatahan secara proporsional berdasarkan gaji bulanan karyawan dan beberapa pembatasan tertentu lainnya.

The Company has an Employee Stock Allocation (ESA) program, which aims to foster a sense of belonging among employees with the hope of boosting work productivity, which in turn will have an impact on the overall performance of the corporation.

The ESA program consists of:

1. Bonus Shares
   Commissioners (other than Independent Commissioners), Directors, and all permanent employees of the Company who meet certain criteria may receive Bonus Shares at the time of the Initial Public Offering (IPO) equivalent to one month's salary for June 2007. The Company anticipates issuing approximately 11,862,000 shares under the Bonus Shares scheme to non-Independent Commissioners, Directors, and employees, each amounting to 1.70% and 98.30% respectively.

2. Fixed Allocation Shares
   In addition to Bonus Shares, participants are also given the opportunity to purchase Fixed Allocation Shares during the IPO. The number of Fixed Allocation Shares is approximately 192,138,000 shares. Fixed Allocation Shares are allocated proportionally based on employees' monthly salaries and certain other restrictions.

Jumlah Saham ESA

RUPS Luar Biasa pada 12 September 2007 telah menyetujui pelaksanaan Program ESA, dengan memberikan kesempatan kepada peserta untuk memiliki hingga 10% dari saham yang ditawarkan kepada publik, atau setara dengan 204.000.000 lembar saham.

Total ESA Shares

The Extraordinary GMS on September 12, 2007, approved the implementation of the ESA Program, allowing participants to own up to 10% of the shares offered to the public, or the equivalent of 204,000,000 shares.

Jangka Waktu ESA

Saham bonus merupakan salah satu program ESA, tidak dapat dijual maupun dipindahtangankan selama 3 (tiga) tahun (periode *lock up*).

ESA Term

Bonus shares are part of the ESA program and cannot be sold or transferred for a period of 3 (three) years (lock-up period).

Persyaratan Peserta Program ESA

Berdasarkan Surat Keputusan Direksi No. 182.1/KPTS/2007 mengenai Program Kepemilikan Saham oleh Karyawan dan Manajemen PT Jasa Marga (Persero) Tbk, peserta Program ESA meliputi Karyawan Tetap, Direksi, Dewan Komisaris (kecuali Komisaris Independen), Sekretaris Dewan Komisaris, serta Staf Sekretaris Direksi yang tercatat dalam Sistem Informasi Manajemen Sumber Daya Manusia Perseroan per 31 Oktober 2007.

ESA Program Participant Requirements

Based on Board of Directors Decree No. 182.1/KPTS/2007 on the Share Ownership Program for Employees and Management of PT Jasa Marga (Persero) Tbk, participants in the ESA Program include Permanent Employees, Board of Directors, Board of Commissioners (except Independent Commissioners), Secretary to the Board of Commissioners, and Executive Secretary Staff who are registered in the Company's Human Resource Management Information System per October 31, 2007.

Harga *Exercise*

Program ESA tidak memiliki harga *exercise*. Harga saham pada saat IPO adalah sebesar Rp1.700 per lembar saham.

Exercise Price

The ESA program does not have an exercise price. The share price at the time of the IPO was Rp1,700 per share.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of Use of Public Offering Proceeds

Realisasi Penggunaan Obligasi

Pada 9 September 2020, Perseroan menerbitkan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 dengan tingkat bunga tetap senilai Rp2,0 triliun. Berdasarkan prospektus, seluruh dana hasil Penawaran Umum Obligasi, setelah dikurangi biaya emisi, digunakan untuk mendukung kebutuhan modal kerja Perseroan.

Selanjutnya, pada 05 Juli 2024, Perseroan kembali menerbitkan Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 dengan tingkat bunga tetap sebesar Rp932,4 miliar. Sesuai prospektus, dana hasil penawaran ini, setelah dikurangi biaya emisi, juga dialokasikan sepenuhnya untuk modal kerja Perseroan.

Pada tahun 2025, Perseroan kembali melanjutkan program pendanaan jangka panjang melalui penerbitan Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025. Penerbitan ini merupakan bagian dari rangkaian Obligasi Berkelanjutan III yang telah dimulai pada tahun sebelumnya, sebagai wujud komitmen Perseroan dalam menjaga struktur permodalan yang sehat serta mendukung keberlanjutan pengembangan infrastruktur jalan tol di Indonesia.

Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 diterbitkan dengan tingkat bunga tetap, dengan total nilai sebesar Rp1 triliun. Sesuai prospektus, dana yang diperoleh dari hasil penawaran umum ini, setelah dikurangi biaya emisi, akan digunakan seluruhnya untuk pelunasan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 seri B dan setoran modal ke PT Jasamarga Probolinggo Banyuwangi (JPB), PT Jasamarga Jogja Bawen (JJB), dan PT Jasamarga Japek Selatan (JJS).

Melalui penerbitan obligasi ini, Perseroan memperkuat akses pendanaan dari pasar modal sekaligus menunjukkan kepercayaan investor terhadap kinerja dan prospek bisnis Jasa Marga yang solid, konsisten, serta berorientasi pada pertumbuhan berkelanjutan.

Realization of Bond Utilization

On September 9, 2020, the Company issued the Jasa Marga Shelf-Registered Bond II Phase I Year 2020 with a fixed interest rate of Rp2.0 trillion. Based on the prospectus, all proceeds from the Public Offering of Bonds, after deducting issuance costs, were used to support the Company's working capital requirements.

Furthermore, on July 5, 2024, the Company again issued the Jasa Marga Shelf-Registered Bond III Phase I Year 2024 with a fixed interest rate of Rp932.4 billion. According to the prospectus, the proceeds from this offering, after deducting issuance costs, were also fully allocated to the Company's working capital.

In 2025, the Company continued its long-term funding program through the issuance of the Jasa Marga Shelf-Registered Bond III Phase II Year 2025. This issuance is part of the Shelf-Registered Bond III series that began in the previous year, reflecting the Company's commitment to maintaining a sound capital structure and supporting the sustainable development of toll road infrastructure in Indonesia.

Jasa Marga Phase II 2025 Continuous Bond III was issued with a fixed interest rate, with a total value of Rp1 trillion. According to the prospectus, the funds obtained from this public offering, after deducting issuance costs, will be used entirely to repay the Jasa Marga Series B Phase I 2020 Sustainable Bond and for capital deposits to PT Jasamarga Probolinggo Banyuwangi (JPB), PT Jasamarga Jogja Bawen (JJB), and PT Jasamarga Japek Selatan (JJS).

Through the issuance of these bonds, the Company strengthens its access to funding from the capital market while demonstrating investor confidence in Jasa Marga's solid, consistent, and sustainable growth-oriented business performance and prospects.

Tabel Realisasi Penggunaan Dana Hasil Penawaran Umum
Table of Realization of the Use of Public Offering Proceeds

(dalam jutaan Rupiah)
(in million Rupiah)

No.	Jenis Penawaran Umum Type of Public Offering	Tanggal Efektif Effective Date	Uraian Description			Rencana Penggunaan Dana Menurut Prospektus Proceeds Utilization Plan per Prospectus	Realisasi Penggunaan Dana Menurut Prospektus Proceeds Realization per Prospectus	Sisa Dana Hasil Penawaran Umum Remaining Funds from Public Offering
			Jumlah Hasil Penawaran Umum Total Public Offering Results	Biaya Penawaran Umum Public Offering Fee	Hasil Net Results			
1.	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Jasa Marga Shelf-Registered Bond II Phase I Year 2020	08 September 2020 September 8, 2020	2.000.000	8.100	1.991.899	1.991.899	1.991.899	0
2.	Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 Jasa Marga Shelf-Registered Bond III Phase I Year 2024	05 Juli 2024 July 5, 2024	932.350	5.792	926.558	926.558	926.558	0
3.	Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Jasa Marga Shelf-Registered Bond III Phase II Year 2025	04 September 2025 September 4, 2025	1.000.000	3.566	996.434	996.434	996.434	0

Adapun rincian realisasi penggunaan dana Obligasi adalah sebagai berikut:

The details of the realization of the use of Bond funds are as follows:

Tabel Rincian Realisasi Penggunaan Dana Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020
Table of Jasa Marga Shelf-Registered Bond II Phase I Year 2020 Bond Proceeds Realization

(dalam Rupiah penuh)
(in full Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bond Proceeds Realization	Jumlah Amount
1.	Modal Kerja Operasional Operational Working Capital	1.180.905.108.271
2.	Dana Talangan Tanah PT Cinere Serpong Jaya (CSJ) Land Bridging Fund for PT Cinere Serpong Jaya (CSJ)	26.767.771.146
3.	Pinjaman Pemegang Saham PT Jasamarga Balikpapan Samarinda (JBS) Shareholders Loans PT Jasamarga Balikpapan Samarinda (JBS)	109.725.000.000
4.	Pinjaman Pemegang Saham PT Jasamarga Semarang Batang (JSB) Shareholders Loans PT Jasamarga Semarang Batang (JSB)	39.900.000.000
5.	Dana Talangan Tanah PT Jasamarga Semarang Batang (JSB) Land Bridging Fund for PT Jasamarga Semarang Batang (JSB)	370.692.414.205
6.	Dana Talangan Tanah PT Cinere Serpong Jaya (CSJ) Land Bridging Fund for PT Cinere Serpong Jaya (CSJ)	216.028.932.058
7.	Pinjaman Pemegang Saham PT Jasamarga Solo Ngawi (JSN) Shareholders Loans PT Jasamarga Solo Ngawi (JSN)	47.880.000.000
Total		**1.991.899.225.680**

Tabel Rincian Realisasi Penggunaan Dana Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024
Table of Jasa Marga Shelf-Registered Bond III Phase I Year 2024 Bond Proceeds Realization

(dalam Rupiah penuh)
(in full Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bond Proceeds Realization	Jumlah Amount
1.	Modal Kerja Pengoperasian dan Pemeliharaan Jalan Tol Toll Road Operations and Maintenance Working Capital	926.558.213.373
Total		**926.558.213.373**

Tabel Rincian Realisasi Penggunaan Dana Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025
Table of Jasa Marga Shelf-Registered Bond III Phase II Year 2025 Bond Proceeds Realization

(dalam Rupiah penuh)
(in full Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bond Proceeds Realization	Jumlah Amount
1.	Pelunasan Pokok Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri B Principal Repayment for Jasa Marga Shelf-Registered Bond II Phase I Year 2020 Series B	286.000.000.000
2.	Setoran Modal PT Jasamarga Japek Selatan Capital Contribution of PT Jasamarga Japek Selatan	250.000.000.000
3.	Setoran Modal PT Jasamarga Jogja Bawen Capital Contribution of PT Jasamarga Jogja Bawen	250.000.000.000
4.	Setoran Modal PT Jasamarga Probolinggo Banyuwangi Capital Contribution of PT Jasamarga Probolinggo Banyuwangi	210.433.569.401
Total		**996.433.569.401**

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, Perseroan memastikan bahwa seluruh dana hasil penawaran umum obligasi telah digunakan sesuai dengan rencana yang tercantum dalam Prospektus, serta telah dilaporkan kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI).

Perseroan telah menyampaikan Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 melalui Surat No. BF.KU09.02.18 tanggal 13 Januari 2021, untuk periode pelaporan per 31 Desember 2020. Laporan tersebut juga telah disampaikan dalam salah satu mata acara Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020 pada 27 Mei 2021, dan disahkan sesuai dengan Berita Acara RUPST Nomor 47 Tahun 2021.

Selanjutnya, Perseroan juga telah melaporkan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 melalui Surat No. AB.HM.04.06 tanggal 8 Januari 2025, untuk periode pelaporan per 31 Desember 2024. Laporan ini telah disampaikan dalam salah satu mata acara RUPST Tahun Buku 2024 yang diselenggarakan pada 07 Mei 2025.

Sementara itu, Perseroan juga telah melaporkan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 melalui Surat No. AB.KU.09.02.010 tanggal 5 Januari 2026, untuk periode pelaporan per 31 Desember 2025. Laporan realisasi tersebut akan dimasukkan ke dalam salah satu Mata Acara Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2025 yang akan diselenggarakan pada tahun 2026 untuk disahkan dalam RUPST dan dituangkan dalam Berita Acara RUPST.

In accordance with Financial Services Authority Regulation No. 30/POJK.04/2015 on Reports on the Realization of the Use of Proceeds from Public Offerings, the Company ensures that all proceeds from the public offering of bonds have been used in accordance with the plan stated in the Prospectus, and have been reported to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX).

The Company has submitted the Report on the Realization of the Use of Proceeds from the Offering of Jasa Marga Shelf-Registered Bond II Phase I Year 2020 through Letter No. BF.KU09.02.18 dated January 13, 2021, for the reporting period ending on December 31, 2020. The report was also presented at the 2020 Fiscal Year Annual General Meeting of Shareholders (AGMS) on May 27, 2021, and was approved in accordance with AGMS Minutes No. 47 of 2021.

Furthermore, the Company has also reported the Realization of the Use of Funds from the Public Offering of Jasa Marga Shelf-Registered Bond III Phase I Year 2024 through Letter No. AB.HM.04.06 dated January 8, 2025, for the reporting period ending on December 31, 2024. This report was presented in one of the agenda items of the 2024 Fiscal Year AGMS held on May 7, 2025.

No. AB.KU.09.02.010 dated January 5, 2026, 2025, for the reporting period ending December 31, 2025. This implementation report will be included as an agenda item at the Annual General Meeting of Shareholders (AGM) for the 2025 financial year, to be held in 2026, for approval at the AGM and inclusion in the AGM minutes.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, Restrukturisasi Utang dan Modal, Transaksi Material, dan Transaksi Afiliasi

Material Information Regarding Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, Debt and Capital Restructuring, Material Transactions, and Affiliated Transactions

Berikut adalah informasi transaksi material dan transaksi afiliasi Perseroan di tahun 2025:

The following is information on the Company's material transactions and affiliate transactions in 2025:

Tabel Daftar Informasi Transaksi Perseroan selama Tahun 2025 yang termasuk Informasi Material
Table of the Company's Transaction Information in 2025 Classified as Material Information

No.	Tanggal Date	Nilai Value	Objek Transaksi Transaction Object	Pihak yang Melakukan Transaksi Parties Conducting Transactions	Sifat Hubungan Afiliasi atau Jenis Transaksi Material atau Jenis Fakta Material Nature of Affiliate Relationship or Type of Material Fact	Penjelasan Kewajaran Transaksi Explanation on Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
1.	24 Februari 2025 February 24, 2025		Likuidasi PT Jalantol Lingkarluar Jakarta (dalam likuidasi) (JLJ). Liquidation of PT Jalantol Lingkarluar Jakarta (in liquidation) (JLJ).	1. PT Jasa Marga (Persero) Tbk. 2. PT Jalantol Lingkarluar Jakarta (JLJ).	Likuidasi JLJ yang merupakan entitas anak perusahaan PT Jasa Marga (Persero) Tbk (Jasa Marga atau Perseroan) dengan kepemilikan saham Perseroan di dalamnya sebesar 99,99%. The liquidation of JLJ, a subsidiary of PT Jasa Marga (Persero) Tbk (Jasa Marga or the Company), in which the Company holds a 99.99% stake.	Melakukan penutupan pada PT Jalantol Lingkarluar Jakarta (dalam likuidasi), melalui mekanisme pembubaran yang diikuti dengan likuidasi. Conducting the closure of PT Jalantol Lingkarluar Jakarta (in liquidation) through a dissolution mechanism followed by liquidation.	Pasal 2 POJK 31/ POJK.04/2015 Article 2 of POJK 31/ POJK.04/2015	Fakta Material Material Fact	-

Tabel Daftar Informasi Transaksi Perseroan selama Tahun 2025 yang termasuk Informasi Material
Table of the Company's Transaction Information in 2025 Classified as Material Information

No.	Tanggal Date	Nilai Value	Objek Transaksi Transaction Object	Pihak yang Melakukan Transaksi Parties Conducting Transactions	Sifat Hubungan Afiliasi atau Jenis Transaksi Material atau Jenis Fakta Material Nature of Affiliate Relationship or Type of Material Fact	Penjelasan Kewajaran Transaksi Explanation on Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
2.	23 April 2025 April 23, 2025	Rp1.000.000.000	Pemberian *Shareholder Loan* (SHL) PT Trans Optima Luhur (TOL). Granting of Shareholder Loan (SHL) by PT Trans Optima Luhur (TOL).	1. PT Jasa Marga Transjawa Tol (JTT). 2. PT Trans Optima Luhur (TOL). 1. PT Jasa Marga Transjawa Toll Road (JTT). 2. PT Trans Optima Luhur (TOL).	TOL merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap PT Jasamarga Transjawa Tol (JTT) yang memiliki pengendalian langsung terhadap TOL. TOL is an affiliate of Jasa Marga, given that Jasa Marga has direct control over PT Jasamarga Transjawa Tol (JTT), which has direct control over TOL.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi Jasa Marga melalui transaksi pemberian Pinjaman JTT, kepada PT TOL adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that Jasa Marga's Affiliate Transaction Plan through the provision of a loan from JTT, to PT TOL is reasonable.	POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.
3.	3 Juni 2025 June 3, 2025	Rp300.000.000.000	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Manado Bitung (JMB). Granting of Shareholder Loan (SHL) to PT Jasamarga Manado Bitung (JMB).	1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Manado Bitung (JMB). 1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Manado Bitung (JMB).	JMB merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap JMB. JMB is an affiliate of Jasa Marga, given that Jasa Marga has direct control over JMB.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi melalui transaksi pemberian Pinjaman Pemegang Saham kepada JMB adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that the Affiliate Transaction Plan through the Shareholder Loan transaction to JMB is reasonable.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.

Tabel Daftar Informasi Transaksi Perseroan selama Tahun 2025 yang termasuk Informasi Material

Table of the Company's Transaction Information in 2025 Classified as Material Information

No.	**Tanggal** Date	**Nilai** Value	**Objek Transaksi** Transaction Object	**Pihak yang Melakukan Transaksi** Parties Conducting Transactions	**Sifat Hubungan Afiliasi atau Jenis Transaksi Material atau Jenis Fakta Material** Nature of Affiliate Relationship or Type of Material Fact	**Penjelasan Kewajaran Transaksi** Explanation on Transaction Fairness	**Pemenuhan Ketentuan Terkait** Fulfillment of Related Provisions	**Jenis Transaksi Material** Material Transaction Types	**Keterangan** Description
4.	25 Juni 2025 June 25, 2025	Rp375.000.000.000	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Balikpapan Samarinda (JBS). Granting of Shareholder Loan (SHL) to PT Jasamarga Balikpapan Samarinda (JBS).	1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Balikpapan Samarinda (JBS). 1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Balikpapan Samarinda (JBS).	JBS merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap JBS. JBS is an affiliate of Jasa Marga, given that Jasa Marga has direct control over JBS.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi melalui transaksi pemberian Pinjaman Pemegang Saham kepada JBS adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that the Affiliate Transaction Plan through the Shareholder Loan to JBS is reasonable.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.
5.	25 Juni 2025 June 25, 2025	Rp6.560.000.000.000	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Balikpapan Samarinda (JBS). Granting of Shareholder Loan (SHL) to PT Jasamarga Balikpapan Samarinda (JBS).	1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Balikpapan Samarinda (JBS). 1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Balikpapan Samarinda (JBS).	JBS merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung. terhadap JBS JBS is an affiliate of Jasa Marga, given that Jasa Marga has direct control over JBS.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi melalui transaksi pemberian Pinjaman Pemegang Saham kepada JBS adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that the Affiliate Transaction Plan through the Shareholder Loan to JBS is reasonable.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.

Tabel Daftar Informasi Transaksi Perseroan selama Tahun 2025 yang termasuk Informasi Material
Table of the Company's Transaction Information in 2025 Classified as Material Information

No.	Tanggal Date	Nilai Value	Objek Transaksi Transaction Object	Pihak yang Melakukan Transaksi Parties Conducting Transactions	Sifat Hubungan Afiliasi atau Jenis Transaksi Material atau Jenis Fakta Material Nature of Affiliate Relationship or Type of Material Fact	Penjelasan Kewajaran Transaksi Explanation on Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
6.	30 Juni 2025 June 30, 2025	Rp1.900.000.000.000	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Kualanamu Tol (JMKT). Granting of Shareholder Loan (SHL) to PT Jasamarga Kualanamu Tol (JMKT).	1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Kualanamu Tol (JMKT). 1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Kualanamu Tol (JMKT).	JMKT merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap JMKT. JMKT is an affiliate of Jasa Marga, given that Jasa Marga has direct control over JMKT.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi melalui transaksi pemberian Pinjaman Pemegang Saham kepada JMKT adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that the Affiliate Transaction Plan through the Shareholder Loan transaction to JMKT is reasonable.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.
7.	30 Juni 2025 June 30, 2025	Rp355.000.000.000	Pemberian *Shareholder Loan* (SHL) PT Jasamarga Jalanlayang Cikampek (JJC). Granting of Shareholder Loan (SHL) to PT Jasamarga Jalanlayang Cikampek (JJC).	1. PT Jasa Marga Transjawa Tol (JTT). 2. PT Jasamarga Jalanlayang Cikampek (JJC). 1. PT Jasa Marga Transjawa Toll Road (JTT). 2. PT Jasamarga Cikampek Elevated Road (JJC).	JJC merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga memiliki pengendalian langsung terhadap PT Jasamarga Transjawa Tol (JTT) yang memiliki pengendalian langsung terhadap JJC. JJC is an affiliate of Jasa Marga, given that Jasa Marga has direct control over PT Jasamarga Transjawa Tol (JTT), which in turn has direct control over JJC.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi Jasa Marga melalui transaksi pemberian Pinjaman JTT, kepada PT JJC adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that Jasa Marga's Affiliate Transaction Plan through the provision of a loan from JTT, to PT JJC is reasonable.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.

Tabel Daftar Informasi Transaksi Perseroan selama Tahun 2025 yang termasuk Informasi Material

Table of the Company's Transaction Information in 2025 Classified as Material Information

No.	Tanggal Date	Nilai Value	Objek Transaksi Transaction Object	Pihak yang Melakukan Transaksi Parties Conducting Transactions	Sifat Hubungan Afiliasi atau Jenis Transaksi Material atau Jenis Fakta Material Nature of Affiliate Relationship or Type of Material Fact	Penjelasan Kewajaran Transaksi Explanation on Transaction Fairness	Pemenuhan Ketentuan Terkait Fulfillment of Related Provisions	Jenis Transaksi Material Material Transaction Types	Keterangan Description
8.	30 Juni 2025 June 30, 2025	Rp116.494.229.213	Pemberian *Shareholder Loan* (SHL) PT Pilar Sinergi BUMN Indonesia (PSBI). Pemberian Shareholder Loan (SHL) PT Pilar Sinergi BUMN Indonesia (PSBI)	1. PT Jasa Marga (Persero) Tbk. 2. PT Pilar Sinergi BUMN Indonesia (PSBI). 1. PT Jasa Marga (Persero) Tbk. 2. PT Pilar Sinergi BUMN Indonesia (PSBI).	PSBI merupakan pihak afiliasi Jasa Marga, mengingat Jasa Marga merupakan salah satu pemegang saham dari PSBI. PSBI is an affiliate of Jasa Marga, considering that Jasa Marga is one of the shareholders of PSBI.	Berdasarkan analisis transaksi, analisis kualitatif, analisis kuantitatif dan analisis kewajaran transaksi, kami berpendapat bahwa Rencana Transaksi afiliasi melalui transaksi pemberian Pinjaman Pemegang Saham kepada PSBI adalah wajar. Based on transaction analysis, qualitative analysis, quantitative analysis, and transaction fairness analysis, we believe that the Affiliate Transaction Plan through the Shareholder Loan transaction to PSBI is reasonable.	POJK 17/2020 POJK 35/2020 POJK 42/2020	Transaksi Afiliasi Affiliate Transaction	Direksi dan Dewan Komisaris Perseroan, baik secara sendiri-sendiri maupun bersama-sama menyatakan bahwa: 1. Transaksi ini tidak mengandung benturan kepentingan sebagaimana dimaksud dalam Peraturan POJK 42/2020 dan bukan merupakan Transaksi Material sebagaimana dimaksud dalam Peraturan POJK 17/2020; dan 2. Semua informasi material telah diungkapkan dan informasi tersebut tidak menyesatkan. The Board of Directors and Board of Commissioners of the Company, individually and collectively, declare that: 1. This transaction does not contain any conflict of interest as referred to in POJK Regulation 42/2020 and does not constitute a Material Transaction as referred to in POJK Regulation 17/2020; and 2. All material information has been disclosed and such information is not misleading.
9.	23 Juli 2025 July 23, 2025		Perubahan Pengendalian PT Jasamarga Jogja Solo (JMJ). Change in Control of PT Jasamarga Jogja Solo (JMJ).	1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Jogja Solo (JMJ). 1. PT Jasa Marga (Persero) Tbk. 2. PT Jasamarga Jogja Solo (JMJ).	Perubahan Pengendalian PT Jasamarga Jogja Solo (JMJ). Change in Control of PT Jasamarga Jogja Solo (JMJ).	Dilakukan adendum terhadap ketentuan pengendalian dalam Perjanjian Pemegang Saham JMJ dari yang bersifat *joint control* antara Jasa Marga sebagai pemegang saham dengan porsi 52,82% dan PT Adhi Karya (Persero) Tbk dengan porsi saham 47,18%, menjadi pengendalian tunggal pada Jasa Marga. An addendum was made to the control provisions in the JMJ Shareholders Agreement from joint control between Jasa Marga as a shareholder with a 52.82% stake and PT Adhi Karya (Persero) Tbk with a 47.18% stake, to sole control by Jasa Marga.	Pasal 2 POJK No. 31/POJK.04/2015 Pasal 52 POJK No. 45 Tahun 2024 Article 2 of POJK No. 31/POJK.04/2015 Article 52 of POJK No. 45 of 2024	Fakta Material Material Facts	Perubahan Pengendalian dilakukan melalui perubahan Perjanjian Pemegang Saham, sehingga tidak ada nilai transaksi yang timbul. The change in control was effected through an amendment to the Shareholders' Agreement, so no transaction value arose.

Informasi Transaksi dengan Pihak Berelasi atau Benturan Kepentingan

Information on Transactions with Related Parties or Conflicts of Interest

Transaksi Pihak Berelasi

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 224 "Pengungkapan Pihak-pihak Berelasi" yang merupakan pembaruan dari PSAK 7 (Revisi 2010).

Transactions with Related Parties

The Business Group conducts transactions with related parties as defined in PSAK 224 "Disclosure of Related Parties," which is an update of PSAK 7 (Revised 2010).

Nama Pihak dan Sifat Hubungan Berelasi

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau kepengurusan secara langsung maupun tidak langsung dengan Perseroan. Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Perseroan beserta sifat dari transaksi tersebut.

Names and Nature of Related Parties

Related parties are companies and individuals who have direct or indirect ownership or management links with the Company. The table below shows details of the Company's related parties and the nature of the transactions.

Tabel Transaksi dan Sifat Hubungan Berelasi
Table of Transactions and Nature of Related Parties

Pihak Berelasi Related Parties	**Hubungan** Nature of Relationship	**Jenis Transaksi** Nature of Transactions
Pemerintah Republik Indonesia, Kementerian Keuangan, Kementerian Pekerjaan Umum dan Perumahan Rakyat Government of the Republic of Indonesia, Ministry of Finance, Ministry of Public Works	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Hak Konsesi atas Ruang Tol, Utang Bantuan Pemerintah, Dana Talangan Pembebasan Tanah dan Perpajakan Concession Rights on Toll Space, Government Assistance Debt, Land Acquisition and Taxation Bailout funds
PT Adhi Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Preservasi Aset Tetap dan Jalan Tol Contractor in Construction and Preservation of Fixed Assets and Toll Roads
Dana Pensiun Lembaga Keuangan Jiwasraya	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Jiwa Pensiunan Karyawan Retired Employee Life Insurance Expenses
PT Bank Mandiri (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Investasi Jangka Pendek, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Biaya Keuangan, Piutang Lain-lain dan Pendapatan Bunga Placement of Current Accounts, Time Deposits, Short-term Investments, Restricted Funds, Working Capital Credit Facilities, Syndicated Credit Facilities, Finance Fees, Other Receivables and Interest Income
PT Bank Negara Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan Pendapatan Bunga dan Dana Dibatasi Penggunaannya Dana Dibatasi Penggunaannya Placement of Current Accounts, Time Deposits, Investment Credit Facilities, Syndicated Credit Facilities, Banks for Toll Collection, Finance Fees Interest Income and Restricted Funds

Tabel Transaksi dan Sifat Hubungan Berelasi
Table of Transactions and Nature of Related Parties

Pihak Berelasi Related Parties	Hubungan Nature of Relationship	Jenis Transaksi Nature of Transactions
PT Bank Rakyat Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan, Piutang Lain-lain dan Pendapatan Bunga Placement of Current Accounts, Time Deposits, Investment Credit Facilities, Syndicated Credit Facilities, Toll Collection Banks, Finance Fees, Other Receivables and Interest Income
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga Placement of Current Accounts, Time Deposits, Investment Credit Facilities, Syndicated Credit Facilities, Finance Fees and Interest Income
PT Sarana Multi Infrastruktur (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Pinjaman kepada Lembaga Keuangan Bukan Bank, Pinjaman Fasilitas Kredit Sindikasi Loans to Non-Bank Financial Institutions, Pinjaman Fasilitas Kredit Sindikasi
Lembaga Pembiayaan Ekspor Impor	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Pinjaman Fasilitas Kredit Sindikasi Syndicated Credit Facility Loans
PT Hutama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Preservasi Aset Tetap dan Jalan Tol dan Piutang Lain-lain Contractor in Construction and Preservation of Fixed Assets and Toll Roads and Other Receivables
PT Pembangunan Perumahan (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Preservasi Aset Tetap dan Jalan Dana Talangan Tanah Contractors in Construction and Preservation of Fixed Assets and Roads Land Bailout Fund
PT Waskita Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Preservasi Aset Tetap dan Jalan Dana Talangan Tanah Contractors in Construction and Preservation of Fixed Assets and Roads Land Bailout Fund
PT Wijaya Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Preservasi Aset Tetap dan Jalan Dana Talangan Tanah dan Piutang Lain-lain Contractors in Construction and Preservation of Fixed Assets and Roads Bailout Fund for Land and Other Receivables
PT Virama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Konsultan dalam Pembangunan dan Preservasi Aset Tetap dan Jalan Tol Consultant in Construction and Preservation of Fixed Assets and Toll Roads
PT Bank Syariah Indonesia Tbk	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Penempatan Giro, Deposito Berjangka, Investasi Jangka Pendek, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga Placement of Current Accounts, Time Deposits, Short Term Investments, Restricted Funds, Working Capital Credit Facility, Syndicated Loans Facility, Finance Charges and Interest Income

Tabel Transaksi dan Sifat Hubungan Berelasi
Table of Transactions and Nature of Related Parties

Pihak Berelasi Related Parties	**Hubungan** Nature of Relationship	**Jenis Transaksi** Nature of Transactions
PT Agrinas Pangan Nusantara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Akrual Accrued Expenses
PT Pertamina Retail	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Piutang Lain-lain Other Receivables
PT Cibitung Tanjung Priok Port Tollways	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT Waskita Sriwijaya Tol	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT Waskita Bumi Wira	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT Cimanggis Cibitung Tollways	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT PP Semarang Demak	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT Jasamarga Jalanlayang Cikampek	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT Trans Jabar Tol	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
PT Marga Lingkar Jakarta	Entitas Asosiasi Associate Entities	Piutang Lain-lain Other Receivables
PT Trans Marga Jateng	Entitas Asosiasi Associate Entities	Piutang Lain-lain Other Receivables
PT Jasamarga Pandaan Malang	Entitas Asosiasi Associate Entities	Piutang Lain-lain Other Receivables
PT Waskita Beton Precast Tbk	Entitas yang Berelasi dengan Pemerintah Government-Related Entities	Piutang Lain-lain Other Receivables
Induk Koperasi Karyawan Jasa Marga	Pengendalian Manajemen Kunci Key Management System	Piutang Lain-lain Other Receivables
PT Pertamina Marine Solution	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Utang Usaha Accounts Payable

Realisasi Transaksi

Dalam kegiatan usahanya, Perseroan melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Perseroan atas beban-beban pihak-pihak berelasi atau sebaliknya.

Saldo transaksi dengan pihak berelasi pada tanggal 31 Desember 2025 dan 31 Desember 2024 adalah sebagai berikut:

Transaction Realization

In its business activities, the Company conducts transactions with related parties under normal terms and conditions. These transactions include payments by the Company for the expenses of related parties or vice versa.

The balance of transactions with related parties on December 31, 2025, and December 31, 2024, is as follows:

Tabel Realisasi Transaksi Pihak Berelasi
Table of Transaction Realization with Related Parties

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset **Assets**				
Kas dan Setara Kas Cash and Cash Equivalents	5.356.974	4.323.250	1.033.724	23,91
Piutang Lain-Lain Lancar Other Current Receivables	542.175	350.154	192.021	54,84
Piutang Lain-Lain Tidak lancar Other Non-current Receivables	341.071	312.946	28.125	8,99
Dana Dibatasi Penggunaannya Restricted Funds	751.322	555.446	195.876	35,26
Liabilitas **Liabilities**				
Beban Akrual Accrued Expenses	4.886.503	4.347.553	538.950	12,40
Utang Bank Jangka Pendek Short Term Bank Loans	-	-	-	-
Utang Bank Jangka Panjang - Bagian Jangka Pendek Long Term Bank Loans – Current Maturities	3.052.004	2.642.602	409.402	15,49
Utang Bank Jangka Panjang - Bagian Jangka Panjang Long Term Bank Loans – Long Term Portion	41.675.888	36.754.564	4.921.324	13,39
Total Utang Bank **Total Bank Loans**	**44.727.892**	**39.397.166**	**5.330.726**	**13,53**
Utang Lembaga Keuangan Bukan Bank Jangka Pendek Non-Bank Financial Institution Short Term Loan	-	-	-	-
Utang Lembaga Keuangan Bukan Bank Jangka Panjang Bagian Jangka Pendek Non-Bank Financial Institution Long – Current Maturities	-	-	-	-
Utang Lembaga Keuangan Bukan Bank Jangka Panjang Non-Bank Financial Institution Long Term Loan	-	272.000	(272.000)	-100,00

Tabel Realisasi Transaksi Pihak Berelasi
Table of Transaction Realization with Related Parties

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Utang Lembaga Keuangan Bukan Bank **Total Non-Bank Financial Institution Loan**	**-**	**272.000**	**(272.000)**	**-100,00**
Utang Usaha Accounts Payable	2.831	5.748	(2.917)	-50,75
Utang Kontraktor Jangka Pendek Short Term Contractors Payable	94.068	100.733	(6.665)	-6,62
Utang Kontraktor Jangka Panjang Long Term Contractor Payable	551.544	785.561	(234.017)	-29,79
Liabilitas Pembebasan Tanah Jangka Panjang – Bagian Jangka Pendek Long-Term Land Acquisition Liabilities – Current Maturities	-	-	-	-
Liabilitas Pembebasan Tanah Jangka Panjang – Bagian Jangka Panjang Long-Term Land Acquisition Liabilities – Long-term Portion	108.292	109.008	(716)	-0,66
Liabilitas Keuangan Jangka Pendek Lainnya Other Current Financial Liabilities	48.480	52.923	(4.443)	-8,40

Kewajaran dan Alasan Dilakukan Transaksi

Hingga Desember 2025, seluruh transaksi yang dilakukan Perseroan telah dilaksanakan secara wajar (*arm's length*) dan sesuai dengan persyaratan komersial yang berlaku umum. Transaksi dengan pihak terkait maupun yang berpotensi menimbulkan benturan kepentingan dilaksanakan secara wajar, sesuai dengan ketentuan peraturan perundang-undangan, serta didasarkan pada kebutuhan bisnis Perseroan tanpa adanya konflik kepentingan.

Jasa Marga melakukan transaksi dengan pihak-pihak berelasi sebagaimana diatur dalam PSAK 224 tentang Pengungkapan Pihak-Pihak Berelasi. Seluruh transaksi dan saldo material dengan pihak berelasi telah diungkapkan secara lengkap dalam catatan atas laporan keuangan konsolidasian Perseroan.

Fairness and Reasons for Transactions

Until December 2025, all transactions conducted by the Company have been carried out at arm's length and in accordance with generally accepted commercial requirements. Transactions with related parties or those that have the potential to cause conflicts of interest are carried out at arm's length, in accordance with the provisions of laws and regulations, and are based on the Company's business needs without any conflicts of interest.

Jasa Marga conducts transactions with related parties as stipulated in PSAK 224 on Disclosure of Related Parties. All transactions and material balances with related parties have been fully disclosed in the notes to the Company's consolidated financial statements.

Pemenuhan Peraturan dan Ketentuan Terkait

Transaksi dengan pihak afiliasi yang dilakukan Perseroan telah sesuai dengan Peraturan Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik", yang didefinisikan antara lain:

1. Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor):
   a. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut;
   b. Memiliki pengendalian atau pengendalian bersama entitas pelapor;

Compliance with Relevant Regulations and Provisions

Transactions with affiliates conducted by the Company are in accordance with Bapepam and LK Regulation No. KEP-347/BL/2012, dated June 25, 2012, on the "Presentation and Disclosure of Financial Statements of Issuers or Public Companies," which defines, among other things:

1. Related parties are persons or entities related to the Group (reporting entity):
   a. A person or immediate family member has a relationship with the reporting entity if that person:
   b. Has control or joint control over the reporting entity;

c. Memiliki pengaruh signifikan atas entitas pelapor; atau
d. Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   a. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain);
   b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
   c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   e. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
   f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (1);
   g. Orang yang diidentifikasi dalam angka (1) (2) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas); dan
   h. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

c. Has significant influence over the reporting entity; or
d. Is a key management personnel of the reporting entity or the parent entity of the reporting entity.

2. An entity is related to the reporting entity if it meets one of the following conditions:
   a. The entity and the reporting entity are members of the same business group (the parent entity, subsidiary entity, and subsequent subsidiary entity are related to other entities);
   b. One entity is an associate or joint venture of another entity (or an associate or joint venture that is a member of a business group, of which the other entity is a member);
   c. Both entities are joint ventures of the same third party;
   d. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   e. The entity is a post-employment benefit plan for employment benefits from one of the reporting entities or entities related to the reporting entity. If the reporting entity is the entity that administers the plan, then the sponsoring entity is also related to the reporting entity;
   f. An entity controlled or jointly controlled by the persons identified in (1);
   g. The persons identified in (1) and (2) have significant influence over the entity or key management personnel of the entity (or the parent entity of the entity); and
   h. Entities, or members of the group of which the entity is a part, provide key management personnel services to the reporting entity or to the parent entity of the reporting entity.

Transaksi signifikan yang dilakukan dengan pihak- pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan konsolidasian.

Significant transactions conducted with related parties, whether conducted under the same terms and conditions as third parties or not, are disclosed in the consolidated financial statements.

Kebijakan Mekanisme *Review* atas Transaksi dan Pemenuhan Peraturan Terkait

Perseroan telah memiliki kebijakan terkait persyaratan dan kondisi transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berelasi. Pada prinsipnya, seluruh transaksi dengan pihak berelasi dilakukan dengan ketentuan yang sama sebagaimana berlaku bagi pihak ketiga, melalui evaluasi Komite Audit serta wajib memperoleh persetujuan dari Dewan Komisaris.

Sepanjang tahun 2025, Perseroan tidak mencatat adanya pelanggaran terhadap peraturan perundang-undangan terkait transaksi dengan pihak berelasi, serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Review Mechanism Policy for Transactions and Compliance with Related Regulations

The Company has policies regarding the terms and conditions of transactions that involve conflicts of interest and/or transactions with related parties. In principle, all transactions with related parties are conducted under the same terms and conditions as those applicable to third parties, through evaluation by the Audit Committee and subject to approval by the Board of Commissioners.

Throughout 2025, the Company did not record any violations of laws and regulations related to transactions with related parties, and there were no transactions involving conflicts of interest.

Pernyataan Direksi Bahwa Transaksi Afiliasi Telah Melalui Prosedur yang Memadai untuk Memastikan Bahwa Transaksi Afiliasi Dilaksanakan Sesuai Dengan Praktik Bisnis yang Berlaku Umum Antara Lain Dilakukan dengan Memenuhi Prinsip Transaksi yang Wajar *(Arms-Length Principle)*

Dalam melakukan transaksi dengan pihak berelasi, Direksi memastikan bahwa seluruh kegiatan transaksi telah melalui prosedur yang memadai dan sesuai dengan prinsip transaksi yang wajar (*arms' length principle*). Di tahun 2025, Direksi telah memastikan bahwa transaksi dengan pihak berelasi telah dilakukan dengan wajar tanpa adanya benturan kepentingan. Benturan kepentingan merupakan kondisi tertentu di mana kepentingan pribadi berpotensi mempengaruhi dan/atau menyingkirkan profesionalisme dan integritas Dewan Komisaris, Direksi, maupun Insan Perseroan lainnya dalam melaksanakan tugas sehingga dapat berdampak pada pencapaian kinerja dan citra Perseroan dalam jangka panjang. Untuk itu, Perseroan telah menyusun Pedoman Benturan Kepentingan Jasa Marga yang disahkan melalui Keputusan Direksi Nomor 78/KPTS/2020 tentang Pedoman Benturan Kepentingan (*Conflict of Interest*) di PT Jasa Marga (Persero) Tbk.

Pedoman tersebut memuat informasi mengenai sosialisasi, pelaporan, pengungkapan, serta pencegahan atas tindakan dan jenis benturan kepentingan untuk dipahami dan diterapkan dalam kegiatan operasional sehari-hari oleh para karyawan dari seluruh level organisasi sehingga dapat mencegah dan mengurangi penyimpangan, pelanggaran dan/atau kecurangan yang dapat menimbulkan kerugian finansial dan non finansial serta merusak citra Perseroan, demi mendapatkan perusahaan yang bersih, bebas korupsi dan memiliki karyawan dengan sikap mental yang jujur dan penuh rasa pengabdian kepada kepentingan Perseroan.

Selanjutnya, Perseroan melalui Dewan Komisaris dan Komite Audit senantiasa berperan dalam melakukan reviu untuk memastikan bahwa transaksi dengan pihak berelasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi prinsip transaksi yang wajar dan dilaksanakan dengan memenuhi ketentuan yang berlaku.

Board Of Directors' Statement that Affiliated Transactions Have Undergone Adequate Procedures to Ensure that Affiliated Transactions are Carried Out in Accordance with Generally Accepted Business Practices, Including by Complying with the Arm's Length Principle

In conducting transactions with related parties, the Board of Directors ensures that all transaction activities have gone through adequate procedures and are in accordance with the arm's length principle. In 2025, the Board of Directors ensured that transactions with related parties were conducted fairly without any conflicts of interest. A conflict of interest is a specific condition in which personal interests have the potential to influence and/or undermine the professionalism and integrity of the Board of Commissioners, the Board of Directors, or other Company personnel in carrying out their duties, thereby impacting the Company's long-term performance and image. To that end, the Company has compiled the Jasa Marga Conflict of Interest Guidelines, which were ratified through Board of Directors Decision No. 78/KPTS/2020 on the Conflict of Interest Guidelines of PT Jasa Marga (Persero) Tbk.

The guidelines contain information on the dissemination, reporting, disclosure, and prevention of actions and types of conflicts of interest to be understood and applied in daily operational activities by employees at all levels of the organization to prevent and reduce irregularities, violations and/or fraud that could cause financial and non-financial losses and damage the Company's image, to achieve a clean, corruption-free company with employees who have an honest mindset and are fully committed to the interests of the Company.

Furthermore, through its Board of Commissioners and Audit Committee, the Company continues to play a role in conducting reviews to ensure that transactions with related parties are carried out per generally accepted business practices and have met the principles of fair transactions and are carried out in compliance with applicable regulations.

Peran Dewan Komisaris dan Komite Audit Dalam Melakukan Prosedur yang Memadai untuk Memastikan Bahwa Transaksi Afiliasi Dilaksanakan Sesuai Dengan Praktik Bisnis yang Berlaku Umum Antara Lain Dilakukan dengan Memenuhi Prinsip Transaksi yang Wajar (*Arms-Length Principle*)

Dalam melakukan transaksi dengan pihak berelasi, Perseroan senantiasa memperhatikan prinsip kehatihatian sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi. Direksi memastikan bahwa seluruh kegiatan transaksi tersebut telah melalui prosedur yang memadai dan telah direviu oleh Dewan Komisaris dan Komite Audit untuk memastikan bahwa transaksi yang dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan telah memenuhi prinsip transaksi yang wajar *(arms' length principle)*. Sepanjang tahun 2025, tidak terdapat pelanggaran atas peraturan perundang-undangan terkait transaksi dengan pihak berelasi dan/atau transaksi yang mengandung benturan kepentingan.

Role of the Board of Commissioners and the Audit Committee in Implementing Adequate Procedures to Ensure that Affiliated Transactions are Carried Out in Accordance with Generally Accepted Business Practices Includes Complying with the Arm's Length Principle

In conducting transactions with related parties, the Company always pays attention to the principle of prudence in accordance with generally accepted business practices and has complied with POJK No. 42/POJK.04/2020 on Affiliated Transactions and Conflicts of Interest Transactions, as well as PSAK No. 7 on Disclosure of Related Parties. The Board of Directors ensures that all transaction activities have gone through adequate procedures and have been reviewed by the Board of Commissioners and the Audit Committee to ensure that the transactions carried out are in accordance with generally accepted business practices and have complied with the arms-length principle. Throughout 2025, there were no violations of laws and regulations related to transactions with related parties and/or transactions containing conflicts of interest.

Transaksi Material Dijalankan Dalam Rangka Menghasilkan Pendapatan Usaha yang Dijalankan Secara Rutin, Berulang, dan/atau Berkelanjutan

Di sepanjang tahun 2025, tidak terdapat transaksi afiliasi yang dilakukan dalam upaya menghasilkan pendapatan, yang dijalankan secara rutin, berulang, dan/atau berkelanjutan yang bersifat luar biasa atau berpengaruh secara material terhadap kinerja keuangan maupun kinerja operasional Perseroan. Di sisi lain, Jasa Marga juga telah memiliki kebijakan pengadaan barang dan/atau jasa yang telah diperbarui melalui Keputusan Direksi Nomor 110 Tahun 2023 untuk menghindari potensi benturan kepentingan. Pedoman ini merupakan landasan atas proses pengadaan barang dan/atau jasa di lingkup Perseroan, termasuk kaidah-kaidah batasan yang berhubungan dengan persetujuan proses pengadaan barang dan/atau jasa.

Pedoman ini bertujuan agar Perseroan mampu menjaga reputasinya sebagai Badan Usaha Milik Negara yang bergerak di bidang pengusahaan jalan tol di Indonesia yang bertindak dengan penuh integritas dan mendasarkan setiap keputusannya kepada pertimbangan bisnis yang taat hukum. Pedoman tersebut sekaligus menjadi acuan bagi Insan Perseroan dalam melaksanakan tugas dan tanggung jawabnya sehingga tercipta sikap dan perilaku yang sesuai guna tercipta iklim kerja yang kondusif dan mendorong terbentuknya identitas, karakter, dan motivasi pegawai untuk berperilaku dan bertindak sesuai peraturan perundang-undangan serta dilandasi dengan moral dan nilai-nilai etika yang sehat.

Material Transactions to Generate Business Income Routinely, Repeatedly, and/or Continuously

Throughout 2025, there were no affiliate transactions carried out in an effort to generate income, which were carried out routinely, repeatedly, and/or continuously, that were extraordinary or had a material effect on the Company's financial performance and operational performance. On the other hand, Jasa Marga also has a policy on the procurement of goods and/or services that has been updated through Board of Directors Decision Number 110 of 2023 to avoid potential conflicts of interest. These guidelines form the basis for the procurement of goods and/or services within the Company, including the rules and restrictions related to the approval of the procurement process for goods and/or services.

These guidelines aim to enable the Company to maintain its reputation as a State-Owned Enterprise engaged in toll road operations in Indonesia that acts with integrity and bases its decisions on lawful business considerations. These guidelines also serve as a reference for the Company's personnel in carrying out their duties and responsibilities to create appropriate attitudes and behaviors that foster a conducive working climate and encourage the formation of employee identity, character, and motivation to behave and act in accordance with laws and regulations and based on sound morals and ethical values.

Kepatuhan Pembayaran Pajak
Tax Payment Compliance

Kontribusi Perseroan kepada negara salah satunya diwujudkan melalui pemenuhan kewajiban Perseroan sebagai wajib pajak dan sebagai pemotong/pemungut pajak. Sebagai wajib pajak, kewajiban PPh Badan yang disetorkan untuk tahun 2025 adalah sebesar Rp1.566,5 miliar, turun sebesar 51,8% dibandingkan dengan tahun 2024 yang tercatat sebesar Rp3.251,2 miliar. Adapun rincian pembayaran pajak tahun dalam 2 (dua) tahun terakhir adalah sebagai berikut:

The Company's contribution to the state is realized, among other things, through the fulfillment of its obligations as a taxpayer and as a tax withholder/collector. As a taxpayer, the corporate income tax obligation paid for 2025 amounts to Rp1,566.5 billion, a decrease of 51.8% compared with 2024, which stood at Rp3,251.2 billion. The breakdown of tax payments over the last 2 (two) years is as follows:

Tabel Pembayaran Pajak di Tahun 2025
Table of Tax Payment in 2025

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Pajak Tax Description	2025	2024	Pertumbuhan (Penurunan) Growth (Decline)
PPh Pasal 25 dan 29 Income Tax Article 25 and 29	535.450	2.160.600	-75,2%
PPh Pasal 21 Income Tax Article 21	239.950	207.364	15,7%
PPh Pasal 22 Income Tax Article 22	364	297	22,6%
PPh Pasal 23 Income Tax Article 23	24.879	26.781	-7,1%
PPh Pasal 26 Income Tax Article 26	22.025	20.233	8,9%
PPh Final Final Income Tax	34.925	39.336	-11,2%
PPN Keluaran Output Value-Added Tax	8.367	10.979	-23,8%
PPN Pungut Input Value-Added Tax	246.178	348.951	-29,5%
PBB Property Tax	454.395	436.627	4,1%
Total	**1.566.533**	**3.251.168**	**-51,8%**

Hingga 31 Desember 2025, tidak terdapat ketidakpatuhan Perseroan dalam kewajiban membayar pajak (NIHIL).

Up to December 31, 2025, there were no non-compliance issues regarding the Company's tax payment obligations (NIL).

Perubahan Peraturan Perundang-undangan terhadap Perseroan pada Tahun Buku Terakhir

Changes to the Laws and Regulations on the Company in the Recent Fiscal Year

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2025
Table on Laws and Regulations Affecting the Company in 2025

No.	Peraturan Regulation	Penjelasan Explanation	Pengaruh Impact
1.	Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara. Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises.	Peraturan mengubah ruang lingkup BUMN, membentuk Badan Pengelola Investasi Daya Anagata Nusantara yang bertujuan (BPI Danantara) mengoptimalkan investasi dan operasional BUMN. The regulation changes the scope of SOEs, establishing the Daya Anagata Nusantara Investment Management Agency (BPI Danantara) with the aim of optimizing the investment and operations of SOEs.	a. Karyawan Perusahaan dapat ditarik menjadi karyawan pada BPI Danantara; b. Status Direksi tidak lagi menjadi penyelenggara negara; c. Pemeriksaan laporan keuangan oleh BPK hanya dapat dilakukan atas permintaan DPR; d. Penugasan BUMN/Anak Perusahaan BUMN sebagai bentuk perluasan penugasan khusus dari pemerintah pusat; e. Aset BUMN dapat dijadikan jaminan oleh Bank. a. Company employees may be transferred to become employees of BPI Danantara; b. The Board of Directors is no longer that of state administrators; c. Financial statement audits by BPK can only be conducted at the request of DPR; d. The assignment of SOEs/SOE subsidiaries is a form of expansion of special assignments from the central government; e. SOE assets can be used as collateral by banks.
2.	Undang-Undang No. 20 Tahun 2025 tentang Hukum Acara Pidana. Law No. 20 of 2025 on Criminal Procedure Law.	Peraturan ini memberikan pembaruan sistem peradilan pidana, yang lebih melindungi individu dan berasas legalitas. Peraturan ini menekankan pembagian peran antara Aparat Penegak Hukum dan menekankan modernisasi proses hukum. This regulation provides an update to the criminal justice system, which better protects individuals and is based on legality. This regulation emphasises the division of roles between law enforcement agencies and emphasises the modernisation of legal processes.	a. Penguatan hak tersangka, terdakwa, terpidana, saksi dan korban sehingga dapat memberikan kepastian hukum dalam proses penegakan hukum terhadap karyawan atau manajemen BUMN dalam dugaan tindak pidana; b. Perluasan upaya paksa yang mencakup penetapan tersangka dan pemblokiran dapat meningkatkan risiko hukum, reputasi, dan gangguan operasional BUMN, sehingga perlunya penguatan tata kelola dan pengendalian internal BUMN; c. Adanya mekanisme Pengakuan Bersalah (*Plea Bargain*) dan Perjanjian Penundaan Penuntutan (*Deferred Prosecution Agreement*) yang dapat mempengaruhi penyelesaian kasus terkait BUMN; d. Penguatan mekanisme Praperadilan yang dapat dimanfaatkan dalam kasus yang melibatkan BUMN; e. Pengaturan mengenai mekanisme Keadilan Restoratif yang dapat diterapkan dalam kasus tertentu di BUMN; f. Pengaturan saksi mahkota berpotensi mendorong terbukanya informasi internal BUMN, namun sekaligus meningkatkan risiko konflik internal, tekanan terhadap karyawan, dan eksposur hukum yang lebih besar bagi manajemen; dan g. Penguatan peran advokat dan upaya hukum. a. Strengthening the rights of suspects, defendants, convicts, witnesses and victims so as to provide legal certainty in the process of law enforcement against SOE employees or management in alleged criminal acts; b. The expansion of coercive measures, including the naming of suspects and blocking, may increase legal and reputational risks and operational disruptions for SOEs, thereby necessitating the strengthening of SOE governance and internal controls; c. The existence of a Plea Bargain mechanism and a Deferred Prosecution Agreement that may affect the settlement of cases related to SOEs; d. Strengthening the pretrial mechanism that can be utilised in cases involving SOEs; e. Regulations regarding Restorative Justice mechanisms that can be applied in certain cases in SOEs; f. Crown witness regulations have the potential to encourage the disclosure of internal SOE information, but at the same time increase the risk of internal conflict, pressure on employees, and greater legal exposure for management; and g. Strengthening the role of advocates and legal efforts.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2025
Table on Laws and Regulations Affecting the Company in 2025

No.	Peraturan Regulation	Penjelasan Explanation	Pengaruh Impact
3.	Peraturan Pemerintah No. 10 Tahun 2025 tentang Organisasi dan Tata Kelola Badan Pengelola Investasi Daya Anagata Nusantara. Government Regulation No. 10 of 2025 on the Organization and Governance of the Anagata Nusantara Investment Management Agency.	Peraturan tentang organisasi dan tata kelola Badan sehingga dapat mengelola BUMN secara efektif. Regulations on the organization and governance of the Agency so that it can manage SOEs effectively.	BPI Danantara mengendalikan dividen, penyertaan modal, penghapusan aset serta pengambilan keputusan strategis pada BUMN. BPI Danantara controls dividends, capital participation, asset disposal, and strategic decision-making in state-owned enterprises.
4.	Peraturan Pemerintah (PP) No. 6 Tahun 2025 tentang Perubahan atas Peraturan Pemerintah No. 37 Tahun 2021 tentang Penyelenggaraan Program Jaminan Kehilangan Pekerjaan. Government Regulation (PP) No. 6 of 2025 on Amendments to Government Regulation No. 37 of 2021 on the Implementation of the Job Loss Insurance Program.	Peraturan tentang perubahan atas ketentuan mengenai syarat kepesertaan, kadaluarsa klaim, syarat mengiur, dan bukti Pemutusan Hubungan Kerja. Regulations concerning amendments to provisions regarding membership requirements, claim expiration, contribution requirements, and proof of termination of employment.	Peraturan ini berpotensi memengaruhi Jasa Marga dalam aspek ketenagakerjaan, khususnya terkait kewajiban perusahaan dalam penyelenggaraan dan pelaporan program Jaminan Kehilangan Pekerjaan bagi karyawan. This regulation has the potential to affect Jasa Marga in terms of employment, particularly in relation to the Company's obligations in implementing and reporting on the Job Loss Insurance program for employees.
5.	Peraturan Menteri Ketenagakerjaan No. 2 Tahun 2025 tentang Perubahan Atas Peraturan Menteri Ketenagakerjaan No. 15 Tahun 2021 tentang Tata Cara Pemberian Manfaat Jaminan Kehilangan Pekerjaan. Ministry of Manpower Regulation No. 2 of 2025 on Amendments to Ministry of Manpower Regulation No. 15 of 2021 on Procedures for Providing Unemployment Benefits.	Peraturan Perubahan tentang Penyesuaian tata cara pemberian manfaat jaminan kehilangan pekerjaan sesuai dengan perkembangan hukum dan kebutuhan Masyarakat. Amendment Regulation on Adjustments to the procedures for providing unemployment insurance benefits in accordance with legal developments and community needs.	Perseroan perlu menyesuaikan tata cara pemberian manfaat Jaminan Kehilangan Pekerjaan, misalnya persyaratan, mekanisme klaim dan proses administrasi. The Company needs to adjust the procedures for providing Job Loss Insurance benefits, such as requirements, claim mechanisms, and administrative processes.
6.	Peraturan Pemerintah No. 28 Tahun 2025 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko. Government Regulation No. 28 of 2025 on the Implementation of Risk-Based Business Licensing.	Peraturan berisi reformasi kebijakan secara berkelanjutan dalam mewujudkan kemudahan dalam memulai dan menjalankan usaha. The regulation contains ongoing policy reforms to facilitate the establishment and operation of businesses.	Perseroan mengimplementasikan sistem *Online Single Submission* (OSS) untuk melakukan perizinan berbasis risiko. The Company implements the Online Single Submission (OSS) system to carry out risk-based licensing.
7.	Peraturan Pemerintah No. 15 Tahun 2025 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Biro Klasifikasi Indonesia Untuk Pendirian *Holding* Operasional. Government Regulation No. 15 of 2025 on the Addition of State Capital Participation of the Republic of Indonesia in the Share Capital of the Limited Liability Company (Persero) PT Biro Klasifikasi Indonesia for the Establishment of an Operational Holding Company.	Peraturan tentang penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham Perusahaan Perseroan (Persero) PT Biro Klasifikasi Indonesia yang berasal dari pengalihan saham milik Negara Republik Indonesia pada BUMN. Regulation on the increase in the capital participation of the Republic of Indonesia in the share capital of the State-Owned Company (Persero) PT Biro Klasifikasi Indonesia, originating from the transfer of shares owned by the Republic of Indonesia in SOEs.	Saham Seri B dan Seri C BUMN akan dikendalikan melalui PT BKI, sehingga akan mengurangi otonomi langsung Perusahaan dalam mengambil keputusan strategis. Series B and Series C shares of SOEs will be controlled through PT BKI, thereby reducing the Company's direct autonomy in making strategic decisions.
8.	Peraturan Otoritas Jasa Keuangan No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk Secara Elektronik. Financial Services Authority Regulation No. 14 of 2025 on the Implementation of Electronic General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders.	Peraturan tentang pelaksanaan Rapat Umum Pemegang saham secara elektronik. Regulations on the implementation of electronic General Meetings of Shareholders.	Peraturan ini mendorong Jasa Marga untuk menyesuaikan mekanisme penyelenggaraan rapat pemegang saham secara elektronik agar lebih efisien, transparan, dan sesuai dengan standar tata kelola yang ditetapkan OJK. This regulation encourages Jasa Marga to adjust the mechanism for holding electronic shareholder meetings to be more efficient, transparent, and in accordance with the governance standards set by the OJK.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2025
Table on Laws and Regulations Affecting the Company in 2025

No.	Peraturan Regulation	Penjelasan Explanation	Pengaruh Impact
9.	Peraturan Otoritas Jasa Keuangan 34 Tahun 2024 tentang Pengembangan Kualitas Sumber Daya Manusia Bagi Perusahaan Perasuransian, Lembaga Penjamin, Dana Pensiun, serta Lembaga Khusus Bidang Perasuransian, Penjaminan, dan Dana Pensiun. Financial Services Authority Regulation No. 34 of 2024 on the Development of Human Resource Quality for Insurance Companies, Guarantee Institutions, Pension Funds, and Special Institutions in the Fields of Insurance, Guarantees, and Pension Funds.	Pengaturan mengenai pengembangan dan penguatan kualitas SDM bidang perasuransian, penjaminan, dan dana pensiun diharapkan akan membantu mewujudkan sektor keuangan yang dalam, inovatif, efisien, inklusif, dapat dipercaya, kuat dan stabil sehingga dapat mendukung pertumbuhan ekonomi nasional yang kuat, seimbang, inklusif, dan berkelanjutan. Regulations concerning the development and strengthening of human resource quality in the fields of insurance, guarantees, and pension funds are expected to help create a deep, innovative, efficient, inclusive, trustworthy, strong, and stable financial sector that can support strong, balanced, inclusive, and sustainable national economic growth.	Peraturan ini berpengaruh pada peningkatan kualitas dan kompetensi SDM di entitas asosiasi dana pensiun Jasa Marga, sehingga Perseroan perlu memastikan pengurus dana pensiun memenuhi ketentuan pelatihan dan sertifikasi sesuai regulasi OJK. This regulation has an impact on improving the quality and competence of human resources in the Jasa Marga pension fund association entity. Therefore, the Company needs to ensure that pension fund managers meet the training and certification requirements in accordance with OJK regulations.
10.	Peraturan Otoritas Jasa Keuangan No. 35 Tahun 2024 tentang Perizinan dan Kelembagaan Dana Pensiun. Financial Services Authority Regulation No. 35 of 2024 on Licensing and Institutional Pension Funds.	Peraturan tentang pengesahan pembentukan Dana Pensiun, PDP, dan perubahan atas Peraturan Dana Pensiun. Regulations concerning the ratification of the establishment of Pension Funds, PDP, and amendments to Pension Fund Regulations.	Peraturan ini berdampak pada aspek kelembagaan dan perizinan dana pensiun asosiasi Jasa Marga, mendorong Perseroan untuk menyesuaikan struktur, kebijakan, dan tata kelola agar tetap memenuhi standar kepatuhan yang berlaku. This regulation has an impact on the institutional and licensing aspects of the Jasa Marga association's pension fund, encouraging the Compay to adjust its structure, policies, and governance to remain compliant with applicable standards.
11.	PP 49/2025 tentang Perubahan Kedua atas PP No. 36/2021 tentang Pengupahan. Government Regulation No. 49/2025 concerning the Second Amendment to Government Regulation No. 36/2021 concerning Wages.	Peraturan ini menyempurnakan kebijakan pengupahan nasional, termasuk formula penyesuaian upah, struktur dan skala upah, serta penguatan perlindungan pengupahan bagi pekerja. This regulation refines the national wage policy, including the wage adjustment formula, wage structure and scale, and strengthens wage protection for workers.	a. Penyesuaian struktur dan skala upah berpotensi meningkatkan beban biaya SDM; b. Perlunya penyesuaian kebijakan remunerasi agar selaras dengan ketentuan terbaru; c. Berpengaruh terhadap perencanaan anggaran operasional dan biaya jangka panjang Perseroan; d. Mendorong peningkatan kepatuhan ketenagakerjaan di seluruh Unit Kerja dan Anak Perusahaan; e. Berpotensi mempengaruhi hubungan industrial dan manajemen SDM. a. Adjustments to the structure and scale of wages have the potential to increase human resource costs; b. The need to adjust remuneration policies to align with the latest regulations; c. Impact on the Company's operational budget planning and long-term costs; d. Encouraging increased labour compliance across all Work Units and Subsidiaries; e. Potential impact on industrial relations and human resource management
12.	Permen Hukum 47/2025 tentang Penanganan Laporan Pelanggaran Kekayaan Intelektual dalam Sistem Elektronik. Ministry of Law Regulation No. 47/2025 concerning theHandling of Reports of Intellectual Property Violations in Electronic Systems.	Peraturan ini mengatur mekanisme pelaporan dan penanganan pelanggaran kekayaan intelektual melalui sistem elektronik yang terintegrasi. This regulation governs the mechanism for reporting and handling intellectual property infringements through an integrated electronic system.	Peraturan ini berdampak pada perlindungan aset kekayaan intelektual dan pengelolaan sistem elektronik Perseroan, mendorong Perseroan untuk meningkatkan kepatuhan, pengendalian internal, serta mitigasi risiko hukum terkait penggunaan dan pengamanan kekayaan intelektual di lingkungan digital. This regulation has an impact on the protection of intellectual property assets and the management of the Company's electronic systems, encouraging the Company to improve compliance, internal controls, and legal risk mitigation related to the use and security of intellectual property in the digital environment.
13.	SE Dirjen Bina Marga 19/SE/Db/2025 tentang Pedoman Audit Keselamatan Jalan. SE Director General of Highways 19/SE/Db/2025 concerning Road Safety Audit Guidelines.	Peraturan ini mengatur mengenai Prosedur Audit Keselamatan Jalan mencakup tujuh langkah mulai dari penyiapan data hingga tindak lanjut rekomendasi, dengan klasifikasi temuan adalah berat, sedang, dan ringan. This regulation governs Road Safety Audit Procedures, covering seven steps from data preparation to follow-up on recommendations, with findings classified as serious, moderate, and minor categories.	Peraturan ini berdampak pada operasional dan pengelolaan aset jalan tol Perseroan, dengan mendorong penerapan audit keselamatan jalan secara berkelanjutan guna meningkatkan standar keselamatan, mengurangi risiko kecelakaan, serta menjaga keandalan layanan jalan tol. This regulation has an impact on the Company's toll road operations and asset management, encouraging the implementation of continuous road safety audits to improve safety standards, reduce the risk of accidents, and maintain the reliability of toll road services.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2025
Table on Laws and Regulations Affecting the Company in 2025

No.	Peraturan Regulation	Penjelasan Explanation	Pengaruh Impact
14.	POJK 28/2025 tentang Penerapan Manajemen Risiko bagi Perusahaan Perasuransian, Lembaga Penjaminan dan Dana Pensiun (berlaku tanggal 1 Januari 2026). POJK 28/2025 concerning the Implementation of Risk Management for Insurance Companies, Guarantee Institutions and Pension Funds (effective January 1, 2026).	Peraturan ini mencakup perubahan nomenklatur LJKNB (Lembaga Jasa Keuangan Non-Bank) menjadi PPDP (Perasuransian, Penjaminan dan Dana Pensiun), penambahan lembaga penjamin dalam ruang lingkup manajemen risiko, penambahan jenis risiko bagi lembaga penjamin, penambahan satuan kerja manajemen risiko dalam PPDP, pengecualian kewajiban pembentukan komite manajemen risiko dan self assessment profil risiko serta pelaporan profil risiko tersebut. This regulation covers changes to the nomenclature of LJKNB (Non-Bank Financial Services Institutions) to PPDP (Insurance, Guarantee and Pension Funds), the addition of guarantee institutions within the scope of risk management, the addition of risk types for guarantee institutions, the addition of risk management work units within PPDP, the exemption of the obligation to establish a risk management committee and self-assessment of risk profiles, as well as the reporting of these risk profiles.	a. Dana Pensiun Perseroan wajib menerapkan Manajemen Risiko untuk risiko berikut: strategis, operasional, kredit, pasar, likuiditas, hukum, kepatuhan, dan reputasi; dan b. Apabila Dana Pensiun Perseroan memiliki total aset tersedia kurang dari 1 Triliun rupiah, maka tidak wajib membentuk komite Manajemen Risiko. a. The Company Pension Fund shall implement Risk Management for the following risks: strategic, operational, credit, market, liquidity, legal, compliance, and reputation; and b. If the Company Pension Fund has total available assets of less than 1 trillion rupiah, it is not required to form a Risk Management committee.
15.	Permen Ketenagakerjaan No. 12 Tahun 2025 tentang Perubahan Kedua atas Permen Ketenagakerjaan No. 35 Tahun 2016 tentang Tata Cara Pemberian Persyaratan dan Jenis Manfaat Layanan Tambahan Dalam Program Jaminan Hari Tua. Ministerial Regulation No. 12 of 2025 concerning the Second Amendment to Ministerial Regulation No. 35 of 2016 concerning Procedures for Granting Requirements and Types of Additional Service Benefits in the Old Age Security Programme.	Peraturan ini mengubah beberapa ketentuan dalam Peraturan Menteri Ketenagakerjaan No. 35 Tahun 2016 tentang Tata Cara Pemberian, Persyaratan, dan Jenis Manfaat Layanan Tambahan dalam Program Jaminan Hari Tua sebagaimana telah diubah dengan Peraturan Menteri Ketenagakerjaan No. 17 Tahun 2021 tentang Perubahan atas Peraturan Menteri Ketenagakerjaan No. 35 Tahun 2016 tentang Tata Cara Pemberian, Persyaratan, dan Jenis Manfaat Layanan Tambahan dalam Program Jaminan Hari Tua, yaitu ketentuan Pasal 9 ayat (5) dan (6) serta ketentuan Pasal 11 ayat (4) dan (5). This regulation amends several provisions in Regulation of the Minister of Manpower No. 35 of 2016 concerning Procedures for Granting, Requirements, and Types of Additional Service Benefits in the Old Age Security Programme, as amended by Minister of Manpower Regulation No. 17 of 2021 on Amendments to Minister of Manpower Regulation No. 35 of 2016 on Procedures for Granting, Requirements, and Types of Additional Service Benefits in the Old Age Security Programme, namely the provisions of Article 9 paragraphs (5) and (6) and the provisions of Article 11 paragraphs (4) and (5).	Peraturan ini berdampak pada pengelolaan program kesejahteraan dan jaminan sosial ketenagakerjaan di lingkungan Jasa Marga, mendorong Perseroan untuk menyesuaikan kebijakan, mekanisme kepesertaan, serta koordinasi dengan penyelenggara jaminan sosial agar tetap memenuhi ketentuan yang berlaku dan mendukung perlindungan jangka panjang bagi karyawan. This regulation has an impact on the management of welfare and social security programmes for employees at Jasa Marga, encouraging the company to adjust its policies, membership mechanisms and coordination with social security providers in order to remain compliant with applicable regulations and support long-term protection for employees.
16.	Permen PU No. 2 Tahun 2025 tentang Pelaksanaan Wewenang Penyelenggaraan Jalan Tol. Ministry of Public Works Regulation No. 2 of 2025 concerning the Implementation of Toll Road Management Authority.	Peraturan ini mencabut Permen PUPR No. 20 Tahun 2020, sehingga wewenang bagi PUPR, DPJM, DJPI, BPJT dan BUJT mengikuti Permen PU 2/2025. This regulation revokes Ministry of Public Works and Public Housing Regulation No. 20 of 2020, so that the authority of the Ministry of Public Works and Public Housing, DPJM, DJPI, BPJT and BUJT is governed by Ministry of Public Works Regulation No. 2/2025.	a. Penyesuaian wewenang dalam pelaksanaan kegiatan pengusahaan jalan tol, terutama terkait preservasi; b. Pengusahaan jalan tol dapat dilakukan oleh Perseroan sebagai BUJT dalam hal diperlukan percepatan pembangunan wilayah (melalui penugasan). a. Adjustment of authority in the implementation of toll road operations, particularly in relation to preservation; b. Toll road operations may be carried out by the Company as a BUJT in cases where accelerated regional development is required (through assignment).

Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan pada Tahun Buku Terakhir

Changes in Accounting Policies Implemented by the Company in the Recent Fiscal Year

Kebijakan akuntansi telah diterapkan secara konsisten diantara laporan keuangan konsolidasian yang berakhir 31 Desember 2025 dan 2024. Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 117 "Kontrak Asuransi";
- Amendemen PSAK 117: "Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 109 – Informasi Komparatif"; dan
- Amendemen PSAK 221: "Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran".

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

- PSAK 103 "Kombinasi Bisnis";
- PSAK 105 "Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan";
- PSAK107 "Instrumen Keuangan: Pengungkapan";
- PSAK109 "Instrumen Keuangan";
- PSAK 115 "Pendapatan dari Kontrak dengan Pelanggan";
- PSAK 201 "Penyajian Laporan Keuangan";
- PSAK 207 "Laporan Arus Kas";
- PSAK 216 "Aset Tetap";
- PSAK 219 "Imbalan Kerja";
- PSAK 228 "Investasi pada Entitas Asosiasi dan Ventura Bersama";
- PSAK 232 "Instrumen Keuangan Penyajian";
- PSAK 236 "Penurunan Nilai Aset";
- PSAK 237 "Provisi, Liabilitas Kontijensi dan Aset Kontijensi";
- PSAK 238 "Aset Takberwujud"; dan
- PSAK 240 "Properti Investasi".

Implementasi amendemen standar tersebut tidak memiliki dampak yang material terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

Accounting policies have been applied consistently between the consolidated financial statements ending December 31, 2025 and 2024. New standards and amendments to standards effective for periods beginning on or after January 1, 2025, with early application permitted, are as follows:

- PSAK 117 'Insurance Contracts';
- Amendment to PSAK 117: 'Insurance Contracts on the Early Application of PSAK 117 and PSAK 109 – Comparative Information'; and
- Amendment to PSAK 221: 'The Effect of Foreign Exchange Rate Changes on Liquidity Shortfalls'.

Several PSAKs have also been amended as a consequence of the enactment of PSAK 117: Insurance Contracts, namely:

- PSAK 103 'Business Combinations';
- PSAK 105 'Non-current Assets Held for Sale and Discontinued Operations';
- PSAK 107 'Financial Instruments: Disclosure';
- PSAK 109 'Financial Instruments';
- PSAK 115 'Revenue from Contracts with Customers';
- PSAK 201 'Presentation of Financial Statements';
- PSAK 207 'Cash Flow Statements';
- PSAK 216 'Fixed Assets';
- PSAK 219 'Employee Benefits';
- PSAK 228 'Investments in Associates and Joint Ventures';
- PSAK 232 'Financial Instruments: Presentation';
- PSAK 236 "Impairment of Assets";
- PSAK 237 "Provisions, Contingent Liabilities and Contingent Assets";
- PSAK 238 "Intangible Assets"; and
- PSAK 240 "Investment Property".

The implementation of these amendments to the standards has no material impact on the amounts reported in the current period or the previous year.

Informasi Kelangsungan Usaha
Information on Business Continuity

Hal-hal yang Berpotensi Berpengaruh terhadap Kelangsungan Usaha

Perseroan secara konsisten menerapkan praktik manajemen risiko yang efektif dan efisien untuk memastikan keberlanjutan usaha. Setiap tingkatan organisasi, baik di level korporat maupun unit bisnis, diwajibkan menjalankan prinsip-prinsip manajemen risiko dengan mempertimbangkan sasaran, prioritas, serta manfaat setiap program kerja bagi keberlangsungan Perseroan. Dengan keterlibatan seluruh jajaran, Perseroan meyakini dapat mengelola risiko secara optimal serta meminimalisasi potensi dampak negatif terhadap kinerja dan kelangsungan usaha.

Jasa Marga memandang seluruh potensi risiko sebagai bagian dari dinamika bisnis yang dapat dikelola melalui tata kelola risiko yang kuat dan berkelanjutan. Melalui penerapan sistem manajemen risiko terintegrasi, disiplin keuangan, inovasi digital, serta penerapan prinsip ESG, Perseroan meyakini mampu menjaga keberlangsungan usaha di tengah perubahan lingkungan eksternal dan internal. Pendekatan ini tidak hanya memastikan ketahanan operasional dan keuangan, tetapi juga memperkuat peran Jasa Marga sebagai penggerak utama konektivitas nasional dan pembangunan ekonomi Indonesia.

Asesmen Manajemen

Manajemen Perseroan telah melakukan penilaian menyeluruh atas kemampuan Perseroan dalam menjaga kelangsungan usahanya. Manajemen telah melakukan analisis untuk mengukur kekuatan (*strengths*), kelemahan (*weakness*), peluang (*opportunities*), dan tantangan (*threats*) bagi Perseroan dengan menggunakan SWOT. Analisis SWOT ini diperlukan untuk merumuskan indikasi strategi yang mempertimbangkan kondisi internal Perseroan untuk memanfaatkan peluang serta meminimalkan dampak ancaman eksternal.

Berdasarkan hasil penilaian tersebut, manajemen meyakini bahwa Perseroan memiliki sumber daya yang memadai untuk mendukung keberlangsungan usaha di masa mendatang. Selain itu, manajemen tidak menemukan adanya ketidakpastian material yang dapat menimbulkan keraguan signifikan terhadap kemampuan Perseroan dalam mempertahankan operasionalnya secara berkesinambungan.

Asumsi yang Digunakan Manajemen untuk Melakukan Asesmen

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan asesmen terhadap kelangsungan usaha adalah:

1. Kinerja keuangan;
2. Likuiditas;
3. Solvabilitas;
4. Masalah internal;
5. Perkara hukum; dan
6. Kondisi makro ekonomi, seperti inflasi dan tingkat suku bunga.

Matters with Potential Impact on Business Continuity

The Company consistently implements effective and efficient risk management practices to ensure business continuity. Every level of the organization, both at the corporate and business unit levels, is required to implement risk management principles by considering the objectives, priorities, and benefits of each work program for the Company's sustainability. With the involvement of the entire management team, the Company believes that it can manage risks optimally and minimize the potential negative impact on performance and business continuity.

Jasa Marga views all potential risks as part of business dynamics that can be managed through strong and sustainable risk management. Through the implementation of an integrated risk management system, financial discipline, digital innovation, and the application of ESG principles, the Company believes it is capable of maintaining business continuity amid external and internal environmental changes. This approach not only ensures operational and financial resilience but also strengthens Jasa Marga's role as a key driver of national connectivity and economic development in Indonesia.

Management Assessment

The Company's management has conducted a comprehensive assessment of the Company's ability to maintain its business continuity. Management has conducted an analysis to measure the strengths, weaknesses, opportunities, and threats to the Company using SWOT. This SWOT analysis is necessary to formulate strategic indications that consider the Company's internal conditions to capitalize on opportunities and minimize the impact of external threats.

Based on the results of this assessment, management believes that the Company has sufficient resources to support its business continuity in the future. In addition, management did not find any material uncertainties that could cast significant doubt on the Company's ability to maintain its operations on a going concern basis.

Assumptions that Management Applied in the Assessment

Several factors considered by management in assessing business continuity are:

1. Financial performance;
2. Liquidity;
3. Solvency;
4. Internal issues;
5. Legal matters; and
6. Macroeconomic conditions, such as inflation and interest rates.

Tingkat Kesehatan Perusahaan

Company Soundness Level

Perseroan secara konsisten mengukur tingkat kesehatan perusahaan sesuai dengan Peraturan Menteri BUMN Republik Indonesia No. PER-2/MBU/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Bab IV Bagian Kesatu Pasal 76. Berdasarkan penilaian yang dilakukan oleh PT Pemeringkat Efek Indonesia (Pefindo), Perseroan memperoleh peringkat idAA/ *Stable*, yang mencerminkan kondisi keuangan serta profil usaha Perseroan yang kuat dan stabil.

The Company consistently measures its financial soundness under the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, Chapter IV, Section One, Article 76. Based on an assessment conducted by PT Pemeringkat Efek Indonesia (Pefindo), the Company received an idAA/ Stable rating, which reflects the Company's strong and stable financial condition and business profile.

Komitmen dan Kontingensi

Commitments and Contingencies

Jasa Marga memiliki komitmen dan kontinjensi yang diungkapkan pada Catatan 45 dalam Laporan Keuangan Konsolidasian yang diterbitkan pada tanggal 27 Februari 2026, halaman 165.

Jasa Marga has commitments and contingencies disclosed in Note 45 in the Consolidated Financial Statements published on February 27, 2026, page 165.



Taman Median Bougenville Jalan Tol Bali Mandara
Bougainvillea Median Park on Bali Mandara Toll Road

05 Fungsi Penunjang Bisnis
Business Support Functions

422	**Transformasi Berkelanjutan Jasa Marga** Jasa Marga's Continuous Transformation
426	***Human Capital*** Human Capital
427	**Strategi Pengelolaan *Human Capital*** Human Capital Management Strategy
430	**Pengembangan Organisasi** Organizational Development
432	**Manajemen *Human Capital*** Human Capital Management
436	**Pengembangan Karyawan** Employee Development
441	**Pengelolaan Kinerja** Performance Management
443	**Kesejahteraan Karyawan** Employee Welfare
445	**Program Pasca Kerja** Post-Employment Program
446	**Penghargaan kepada Karyawan** Employee Recognition
447	**Hubungan Industrial** Industrial Relations
448	**Teknologi Informasi** Information Technology

Jasa Marga menempatkan pengelolaan *Human Capital* (HC) sebagai pilar strategis melalui peningkatan kompetensi, penguatan kapabilitas, dan pengembangan berkelanjutan untuk memastikan seluruh Insan Perseroan mampu menjawab tantangan industri dan mendukung kinerja usaha secara optimal.

Jasa Marga places Human Capital (HC) management as a strategic pillar through competency improvement, capability strengthening, and continuous development to ensure that all Company personnel are able to respond to industry challenges and support optimal business performance.





Wujud Komitmen Melayani Sepenuh Hati untuk Percepatan Transformasi Pelayanan Jalan Tol
A Commitment to Wholehearted Service for the Acceleration of Toll Road Service Transformation

Transformasi Berkelanjutan Jasa Marga

Jasa Marga's Continuous Transformation

Proses transformasi Jasa Marga merupakan bagian integral dari pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029, yang menjadi panduan arah strategis korporasi untuk lima tahun ke depan. Transformasi ini tidak hanya berorientasi pada pertumbuhan bisnis, namun juga pada penguatan tata kelola, digitalisasi, inovasi layanan, dan pencapaian keberlanjutan (*sustainability*) sebagai keunggulan kompetitif Perseroan.

Berdasarkan visi baru Jasa Marga, yaitu "Inovasi menuju peningkatan nilai yang berkelanjutan", Jasa Marga telah mengidentifikasi tujuan strategis yang menjadi landasan dalam RJPP periode tahun 2025-2029 ini, yaitu "meningkatkan kinerja portofolio eksisting serta melibatkan dan memahami pelanggan dengan lebih baik", dengan rincian sebagai berikut:

- Memaksimalkan teknologi sebagai *enabler* dalam memberikan layanan infrastruktur jalan tol yang inovatif serta sesuai dengan kebutuhan pengguna.
- Meningkatkan performa portofolio eksisting serta mulai menjajaki peluang ekspansi ke pasar yang lebih luas.

Jasa Marga's transformation process is an integral part of the implementation of the 2025-2029 Long-Term Corporate Plan (RJPP), which serves as a guide for the corporation's strategic direction for the next five years. This transformation is not only oriented towards business growth, but also towards strengthening governance, digitalization, service innovation, and achieving sustainability as the Company's competitive advantage.

Based on Jasa Marga's new vision, "Innovation towards sustainable value enhancement," Jasa Marga has identified strategic objectives that form the basis of the RJPP for the 2025-2029 period, namely "improving the performance of the existing portfolio and better engaging and understanding customers," with the following details:

- Maximizing technology as an enabler in providing innovative toll road infrastructure services that meet user needs.
- Improving the performance of the existing portfolio and beginning to explore expansion opportunities into broader markets.

- Meningkatkan inovasi melalui kolaborasi dengan *stakeholder* pada ekosistem jalan tol sekaligus pengembangan kapabilitas inti.
- Memperluas implementasi solusi teknologi ETC di seluruh Indonesia melalui skema kerja sama dengan mitra strategis, pengembang teknologi, operator jalan tol lainnya, atau pelanggan.
- Menetapkan target dan menjalankan inisiatif berkelanjutan yang berkontribusi pada target dekarbonisasi nasional.

Dalam RJPP 2025-2029, Jasa Marga juga telah merumuskan berbagai program inisiatif strategis untuk menjawab berbagai isu dan tantangan, serta peluang pengembangan ke depan. Sejumlah program inisiatif strategis kemudian dipetakan menurut relevansinya dengan aspek usaha Perseroan:

1. Strategi Bisnis:
    a. Bisnis Konsesi
    b. Bisnis Pendukung Jalan Tol
    c. Bisnis Prospektif
2. Strategi Fungsional/Pendukung:
    a. Inovasi & *Customer Experience*
    b. Pengembangan Bisnis
    c. Teknologi
    d. Finansial
    e. Organisasi dan SDM
    f. *Environmental, Social, and Governance*

Sejak tahun 2017, Jasa Marga membentuk unit kerja yang secara khusus bertanggung jawab dalam memastikan implementasi dan evaluasi terhadap proses transformasi, yaitu Strategic Transformation (STO) Group. Peran STO Group dalam hal ini bertugas sebagai *Transformation Business Partner* (TBP) untuk mendukung proses transformasi di seluruh direktorat.

Fokus pelaksanaan program inisiatif strategis di tahun 2025-2029 menjadi kunci penting dalam mewujudkan visi dan misi terbaru Perseroan. Setiap inisiatif strategis diarahkan untuk mendorong peningkatan nilai bagi seluruh pemangku kepentingan dan memastikan keberlanjutan Perusahaan dalam jangka panjang. Berikut merupakan rincian program inisiatif yang dilakukan sepanjang tahun 2025-2029:

- Enhancing innovation through collaboration with key stakeholders in the toll road ecosystem while developing core capabilities.
- Expanding the implementation of ETC technology solutions throughout Indonesia through cooperation schemes with strategic partners, technology developers, other toll road operators, or customers.
- Setting targets and implementing sustainable initiatives that contribute to national decarbonization targets.

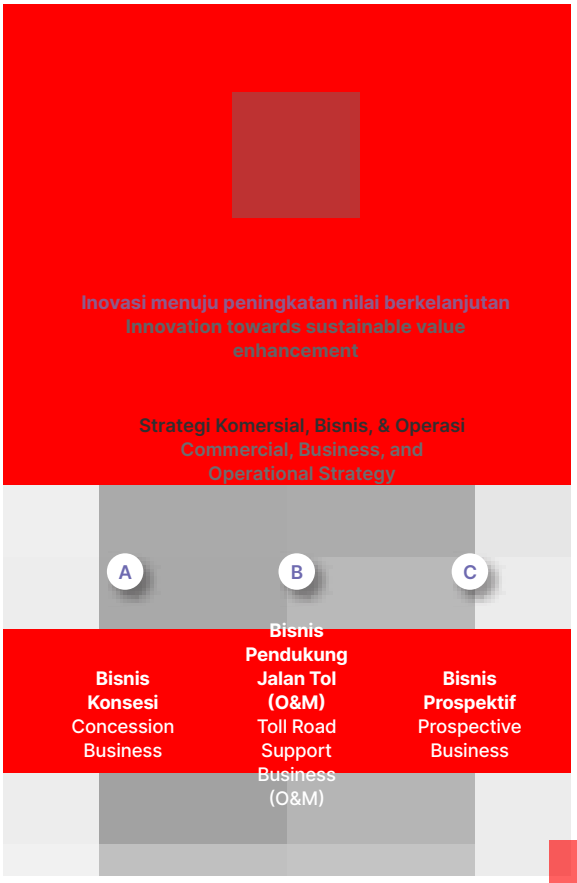
In the 2025-2029 RJPP, Jasa Marga has also formulated various strategic initiative programs to address various issues and challenges, as well as future development opportunities. Several strategic initiative programs are then mapped according to their relevance to the Company's business aspects:

1. Business Strategy:
    a. Concession Business
    b. Toll Road Supporting Business
    c. Prospective Business
2. Functional/Supporting Strategy:
    a. Innovation & Customer Experience
    b. Business Development
    c. Technology
    d. Finance
    e. Organization and Human Capital
    f. Environmental, Social, and Governance

Since 2017, Jasa Marga has formed a work unit specifically responsible for ensuring the implementation and evaluation of the transformation process, namely the Strategic Transformation (STO) Group. The STO Group serves as a Transformation Business Partner (TBP) to support the transformation process across all directorates.

The focus on implementing strategic initiatives in 2025-2029 is key to realizing the Company's latest vision and mission. Each strategic initiative is aimed at driving value enhancement for all stakeholders and ensuring the Company's long-term sustainability. The following are details of the initiative programs carried out throughout 2025-2029:

Kerangka Inisiatif & Rumusan Strategis Perusahaan
Corporate Initiative Framework & Strategic Formulation



D **Strategi Inovasi & *Customer Experience***
Innovation Strategy & Customer Experience

E **Strategi Pengembangan Bisnis**
Business Development Strategy

F **Strategi Teknologi**
Technology Strategy

G **Strategi Finansial**
Financial Strategy

H **Strategi Organisasi dan SDM**
Organisational and Human Resource Strategy

I **Strategi ESG**
ESG Strategy

Strategi Perusahaan
Company Strategy

Strategi Komersial, Bisnis, & Operasi
Commercial, Business, and Operational Strategy

Bisnis Konsesi Concession Business	Bisnis Pendukung Jalan Tol (O&M) Toll Road Support Business (O&M)	Bisnis Prospektif Prospective Business
Optimalisasi kinerja portfolio konsesi jalan tol melalui standardisasi biaya O&M dan *recycling asset* yang *under performance*. Optimising toll road concession portfolio performance through standardisation of O&M costs and recycling underperforming assets.	**Ekspansi pasar melalui pemanfaatan *Unique Selling Point* dari *Service Provider* Pengoperasian dan Preservasi (O&M).** Market expansion through the utilisation of the Unique Selling Point of the Operation and Maintenance (O&M) Service Provider.	**Meningkatkan utilisasi aset non-tol untuk peningkatan pendapatan non-tol dan *brand image* Jasa Marga.** Increasing the utilisation of non-toll assets to boost non-toll revenue and Jasa Marga's brand image.

Strategi Inovasi & *Customer Experience*
Innovation Strategy & Customer Experience

Mengembangkan dan mengkomersialisasi produk serta layanan yang *customer centric* melalui manajemen inovasi dan kolaborasi.
Developing and commercialising customer-centric products and services through innovation management and collaboration.

Strategi Pengembangan Bisnis
Business Development Strategy

Transisi ke model bisnis investasi *brownfield* dan mengeksplor ekspansi ke pasar internasional.
Transition to a brownfield investment business model and explore expansion into international markets.

Strategi Teknologi
Technology Strategy

Pengembangan kapasitas dan infrastruktur teknologi untuk mendukung pengambilan keputusan berbasis data (*data-driven*).
Capacity building and technological infrastructure development to support data-driven decision-making.

Strategi Finansial
Financial Strategy

Efisiensi biaya keuangan melalui pendanaan alternatif dan meningkatkan pengelolaan portfolio perusahaan melalui *intelligent asset management*.
Financial cost efficiency through alternative funding and improved company portfolio management through intelligent asset management.

Strategi Organisasi & SDM
Organisational and Human Resource Strategy

Restrukturisasi organisasi, *upskilling*, dan pembentukan layanan bersama untuk mendukung tercapainya rencana bisnis Perusahaan.
Organisational restructuring, upskilling, and the establishment of shared services to support the achievement of the company's business plan.

Strategi ESG
ESG Strategy

Meningkatkan adopsi *usecase green initiative* pada kegiatan operasional utama dan membuka peluang untuk menerbitkan pendanaan hijau.
Increasing the adoption of green initiative use cases in key operational activities and opening up opportunities to issue green financing.

Inisiatif Strategis
Strategic Initiatives

A1 **Mengembangkan bank data harga satuan biaya O&M**
Developing a database of O&M unit costs.

A2 **Melakukan upaya penyehatan dan me-*recycle* aset yang *underperformance*.**
Undertaking efforts to restructure and recycle underperforming assets.

B1 **Mengalihkan *labour-based operation* ke *technology-based operation* melalui digitalisasi dan implementasi teknologi.**
Shifting labour-based operations to technology-based operations through digitalisation and technology implementation.

B2 **Menciptakan *revenue stream* dari bisnis digital atas pengembangan solusi teknologi ETC.**
Creating revenue streams from digital businesses through the development of ETC technology solutions.

B3 **Meningkatkan kualitas material dan standar pekerjaan bidang preservasi (cth. pengembangan produk aspal, penilaian keselamatan iRAP).**
Improving material quality and work standards in the field of preservation (e.g. asphalt product development, iRAP safety assessment).

B4 **Meningkatkan skala integrasi operasi (cth. integrasi kapabilitas personil, penggabungan sentra komunikasi).**
Increasing the scale of operational integration (e.g. integration of personnel capabilities, consolidation of communication centres).

C1 **Meningkatkan utilisasi aset non-tol untuk peningkatan pendatapan non-tol dan *brand image* Jasa Marga.**
Increasing the utilisation of non-toll assets to boost non-toll revenue and Jasa Marga's brand image.

D1 **Meningkatkan pengalaman dan keterlibatan pelanggan melalui utilisasi Travoy dan pengelolaan inovasi lainnya.**
Enhancing customer experience and engagement through the utilisation of Travoy and other innovation management tools.

D2 **Meningkatkan kolaborasi dan kerja sama dengan berbagai *stakeholders* untuk komersialisasi dan pemasaran produk inovasi (cth. layanan JMTC untuk ruas tol lain, *platform* inkubasi/akselerator *startup*).**
Enhancing collaboration and cooperation with various stakeholders for the commercialisation and marketing of innovative products (e.g. JMTC services for other toll roads, startup incubation/accelerator platforms).

E1 **Memutakhirkan pedoman investasi melalui peningkatan kriteria kelayakan dan fungsi *monitoring* evaluasi.**
Updating investment guidelines by improving eligibility criteria and monitoring and evaluation functions.

E2 **Ekspansi pasar regional (cth. Asia Tenggara) melalui investasi *minority* atau O&M secara parsial.**
Regional market expansion (e.g. Southeast Asia) through minority investments or partial O&M.

E3 **Mengadopsi model bisnis perusahaan berbasis investasi untuk pengembangan aset *brownfield*.**
Adopting an investment-based business model for brownfield asset development.

F1 **Mengimplementasikan *data warehouse* dan platform *business intelligence* untuk penerapan *use case* pengelolaan data prioritas (cth. proyeksi lalu lintas, transaksi, kinerja ruas).**
Implementing a data warehouse and business intelligence platform for the application of priority data management use cases (e.g. traffic projections, transactions, section performance).

F2 **Meningkatkan evolusi *data analytics* dan fase deskriptif menuju preskriptif.**
Advancing the evolution of data analytics from descriptive to prescriptive.

F3 **Menyempurnakan *Masterplan IT* mempertimbangkan *cyber security* dan kebutuhan proses bisnis.**
Refining the IT Masterplan, taking into account cyber security and business process requirements.

G1 **Mempersiapkan alternatif sumber pendanaan (mis. sukuk, obligasi, *green financing*) dengan *cost of fund* kompetitif untuk kesinambungan pendanaan.**
Preparing alternative funding sources (e.g. sukuk, bonds, green financing) with competitive cost of funds for funding continuity.

G2 **Menerapkan sistem manajemen aset dan portofolio perusahaan (*integrated asset management*).**
Implementing a company asset and portfolio management system (integrated asset management).

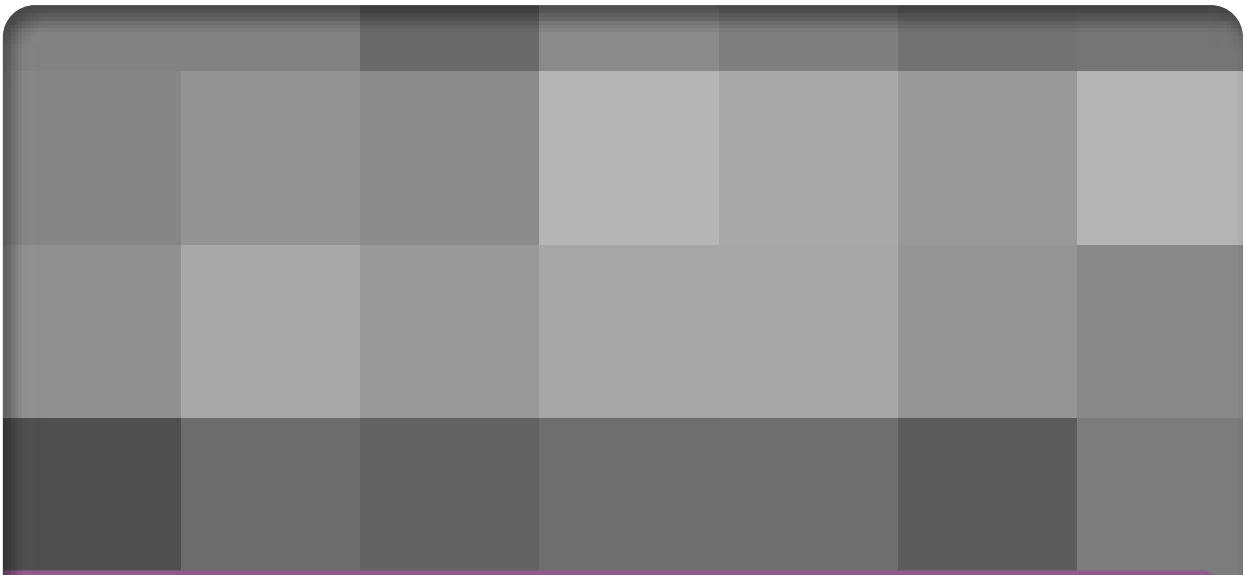
H1 **Restrukturisasi fungsi organisasi dan manajemen SDM *end-to-end* meliputi perekrutan hingga retensi.**
Restructuring of organisational functions and end-to-end HR management, covering recruitment to retention.

H2 **Membentuk fungsi *shared service center* (SSC) terutama untuk sentralisasi dan spesialisasi.**
Establishing a shared service centre (SSC) function primarily for centralisation and specialisation.

H3 ***Upskilling* karyawan melalui program pelatihan dan pengembangan berbasis kompetensi.**
Upskilling employees through competency-based training and development programmes.

H4 **Internalisasi budaya kerja perusahaan sebagai *cascading* AKHLAK.**
Internalisation of the company's work culture as cascading AKHLAK.

I1 **Meningkatkan adopsi *usecase green initiative* pada kegiatan operasional utama (cth. penghijauan koridor, penggunaan sel surya).**
Increasing the adoption of green initiative use cases in key operational activities (e.g. greening corridors, use of solar cells).



Dukung Implementasi *Employee Well-being Policy*, Direktur Utama Perseroan Resmikan Roadster Sportivo (*Sport, Art, Interest Activity, & Community*)
Supporting the Implementation of the Employee Well-being Policy, the Company's President Director Inaugurates Roadster Sportivo (Sport, Art, Interest Activity, & Community)

Human Capital
Human Capital

Komitmen untuk Membangun *Human Capital* yang Unggul

Perseroan memandang *human capital* sebagai kunci kemajuan dan keberlanjutan bisnis dalam jangka panjang. Atas dasar ini, Perseroan berkomitmen untuk terus membangun *human capital* yang andal, loyal, dan kompeten guna mewujudkan visi dan misi Perseroan di tengah dinamika bisnis yang semakin kompleks dan tantangan global yang penuh dengan ketidakpastian. Perseroan telah menyusun strategi dalam melakukan pengelolaan *human capital* sehingga dapat menciptakan insan yang tidak hanya memiliki keterampilan dan pengetahuan yang sesuai, melainkan juga mampu beradaptasi dengan perkembangan industri yang terus berkembang.

Dalam rangka memastikan terciptanya *human capital* yang unggul, Perseroan juga senantiasa menerapkan program *employee well-being* yang bertujuan untuk meningkatkan keterikatan karyawan. Perseroan percaya bahwa dengan menciptakan lingkungan kerja yang sehat dan sejahtera, seluruh karyawan diharapkan juga dapat berkontribusi secara maksimal sehingga dapat meningkatkan produktivitas dan mendukung pertumbuhan berkelanjutan bagi Perseroan.

Dalam rangka memastikan terciptanya lingkungan kerja yang layak dan aman, Perseroan menerapkan kebijakan *Respectful Workplace Policy (RWP)*, yang mengedepankan perilaku saling menghargai di tempat kerja. Kebijakan ini bertujuan untuk menciptakan lingkungan yang bebas dari diskriminasi, pelecehan, dan kekerasan, sehingga setiap karyawan merasa aman dan dihargai. Dengan membangun budaya kerja yang positif, Perseroan berharap dapat memperkuat hubungan antar karyawan dan menciptakan suasana kerja yang mendukung kolaborasi dan inovasi.

Commitment to Building Excellent Human Capital

The Company views human capital as the key to long-term business progress and sustainability. On this basis, the Company is committed to continuously developing reliable, loyal, and competent human capital to realize the Company's vision and mission amid increasingly complex business dynamics and global challenges full of uncertainty. The Company has developed a strategy for managing human capital so as to create individuals who not only have the appropriate skills and knowledge but are also able to adapt to the ever-evolving industry.

To ensure the creation of excellent human capital, the Company also continuously implements employee well-being programs aimed at increasing employee engagement. The Company believes that by creating a healthy and prosperous work environment, all employees are expected to contribute maximally to increase productivity and support sustainable growth for the Company.

To ensure a decent and safe working environment, the Company implements a Respectful Workplace Policy (RWP), which promotes mutual respect in the workplace. This policy aims to create an environment free from discrimination, harassment, and violence, so that every employee feels safe and valued. By building a positive work culture, the Company hopes to strengthen relationships between employees and create a work atmosphere that supports collaboration and innovation.

Saat ini, Perseroan telah memiliki Jasa Marga AKHLAK Space (JMAS) sebagai fasilitas *coworking space* agar karyawan dapat bekerja, berinovasi, dan berkolaborasi dengan optimal. Selain itu, Perseroan juga memiliki Roadster Sportivo (*Sport, Art, Interest, Activity & Community*) yang merupakan wadah bagi karyawan dalam mengembangkan kegiatan olahraga, kesenian, hobi, aktivitas, dan komunitas yang terdiri dari berbagai klub sesuai peminatan karyawan. Pada 13 Juni 2025, Perseroan telah meresmikan sarana olahraga *indoor* sebagai tempat yang representatif serta nyaman bagi karyawan untuk melakukan aktivitas olahraga sehingga memberikan pengalaman positif bagi karyawan dan menciptakan lingkungan kerja yang sehat, produktif, dan berkelanjutan.

Selain fasilitas pendukung, Perseroan juga telah menyediakan program konseling, yaitu Rosela (Roadster *Assertiveness Counseling Program*). Kegiatan konseling ini bertujuan untuk membantu karyawan dalam mempelajari cara yang lebih konstruktif dalam menangani kesehatan mental yang terjadi, baik di dalam maupun di luar aktivitas kerja (*burnout*). Dengan program ini diharapkan mampu memperkuat kesehatan mental karyawan sehingga meningkatkan produktivitas serta menciptakan lingkungan kerja yang positif.

Di samping itu, Perseroan juga menyambut talenta baru melalui program Rekrutmen Bersama BUMN dan *campus hiring* sebagai bagian dari ekosistem Roadster Jasa Marga. Perseroan meyakini bahwa regenerasi *human capital* merupakan elemen strategis dalam menjaga kelincahan organisasi serta mendukung keberlanjutan kinerja dan produktivitas Perseroan.

Currently, the Company has Jasa Marga AKHLAK Space (JMAS) as a coworking space facility so that employees can work, innovate, and collaborate optimally. In addition, The Company also has Roadster Sportivo (Sport, Art, Interest, Activity & Community), which is a forum for employees to develop sports, arts, hobbies, activities, and communities consisting of various clubs according to employee interests. On June 13, 2025, the Company inaugurated an indoor sports facility as a representative and comfortable place for employees to engage in sports activities, thereby providing a positive experience for employees and creating a healthy, productive, and sustainable work environment.

Beyond supporting facilities, the Company has also provided a counselling programme called Rosela (Roadster Assertiveness Counselling Programme). This counseling initiative aims to help employees learn more constructive ways to manage mental health issues, both within and outside of work activities (burnout). It is hoped that this program will strengthen employee mental health, thereby increasing productivity and creating a positive work environment.

In addition, the Company also welcomes new talent through the Joint Recruitment Program for State-Owned Enterprises and campus hiring as part of the Roadster Jasa Marga ecosystem. The Company believes that human capital regeneration is a strategic element in maintaining organizational agility and supporting the Company's performance and productivity sustainability.

Strategi Pengelolaan *Human Capital*
Human Capital Management Strategy

Jasa Marga memandang *human capital* merupakan aspek penting yang menjadi fondasi keberhasilan Perseroan. Untuk mewujudkan hal ini, Perseroan menjalankan strategi pengelolaan *human capital* agar dapat mengembangkan karyawan yang andal, loyal, dan kompeten sebagai karakter utamanya agar dapat mendukung Perseroan dalam mewujudkan visi dan misinya di tengah dinamika bisnis yang terus berkembang. Pengelolaan *human capital* secara baik dan optimal juga dapat menjadi salah satu faktor pendukung agar transformasi yang dijalankan dapat berjalan secara baik dan sesuai dengan arahan strategis Perseroan.

Arsitektur *Human Capital*

Perseroan berupaya untuk memastikan pengelolaan *human capital* dapat berjalan dengan baik dengan membentuk Arsitektur *Human Capital*. Arsitektur *Human Capital* merupakan panduan umum dalam pengelolaan *human capital* bagi seluruh karyawan di seluruh lingkungan Perseroan maupun di Jasa Marga Grup.

Jasa Marga views human capital as an important aspect that forms the foundation of the Company's success. To achieve this, the Company implements an human capital management strategy to develop reliable, loyal, and competent employees as its main characteristics to support the Company in realizing its vision and mission amid the ever-evolving business dynamics. Good and optimal human capital management can also be one of the supporting factors for the transformation to run well and in accordance with the Company's strategic direction.

Human Capital Architecture

The Company strives to ensure that human capital management runs well by establishing a Human Capital Architecture. The Human Capital Architecture is a general guideline for human capital management for all employees throughout the Company and the Jasa Marga Group.

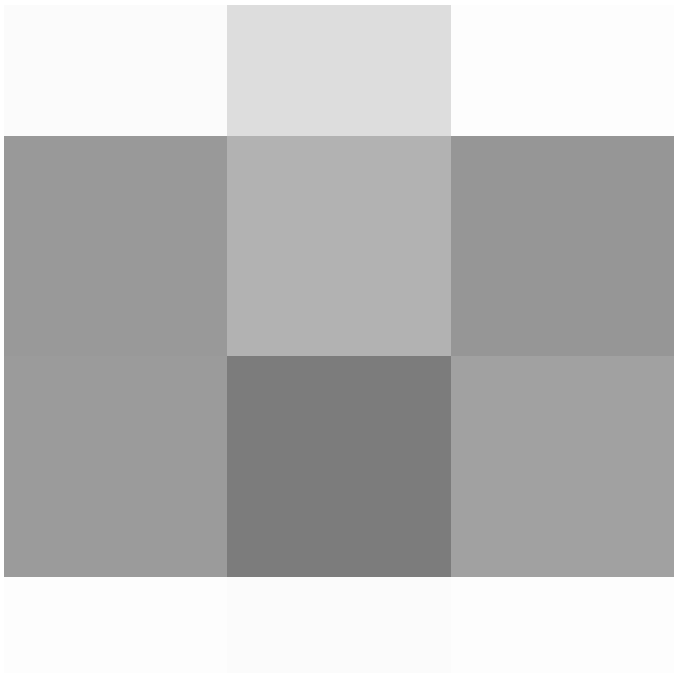
Pembentukan Arsitektur *Human Capital* di Perseroan dilakukan berdasarkan Surat Edaran Menteri Badan Usaha Milik Negara Nomor: SK-286/MBU/11/2024 tanggal 28 November 2024 tentang Arsitektur *Human Capital* Badan Usaha Milik Negara. Pembentukan Arsitektur *Human Capital* juga ditujukan agar Perseroan mampu beradaptasi dan mendukung implementasi strategi bisnis Perseroan ke arah yang positif bagi kelangsungan usaha ke depan.

Di tahun 2025, Perseroan telah melakukan pemutakhiran Arsitektur *Human Capital* sebagai bentuk transformasi pengelolaan *human capital* yang lebih baik. Arsitektur *Human Capital* Jasa Marga ditetapkan berdasarkan Keputusan Direksi Nomor: 18/KPTS/2025 tanggal 17 Februari 2025 tentang Arsitektur *Human Capital* dan penyampaian keputusan tersebut melalui nota dinas elektronik. Dalam rangka membangun keseragaman pengelolaan *human capital* di lingkungan Jasa Marga sehingga ketentuan ini diimplementasikan secara utuh pada seluruh Jasa Marga Grup tanpa pengurangan atau penambahan atribut Arsitektur *Human Capital*.

The establishment of Human Capital Architecture in the Company is based on the Minister of State-Owned Enterprises Circular Letter No. SK-286/MBU/11/2024 dated November 28, 2024, on the Human Capital Architecture of State-Owned Enterprises. The establishment of the Human Capital Architecture is also aimed at enabling the Company to adapt and support the implementation of the Company's business strategy in a positive direction for future business continuity.

In 2025, the Company updated its Human Capital Architecture as part of its transformation towards better human capital management. Jasa Marga's Human Capital Architecture was established based on the Board of Directors Decree No. 18/KPTS/2025 dated February 17, 2025, on Human Capital Architecture and the submission of the decree through an electronic official memorandum. To establish consistency in human capital management within Jasa Marga, this regulation must be fully implemented across the entire Jasa Marga Group without any reduction or addition to the attributes of the Human Capital Architecture.

Gambar Arsitektur *Human Capital*
Diagram of Human Capital Architecture



Arsitektur *Human Capital* Jasa Marga terdiri dari:

The Human Capital Architecture of Jasa Marga consists of:



Target dan Rencana Direktorat *Human Capital* & Transformasi

Dalam rangka memastikan pengelolaan *human capital* berjalan sesuai dengan rencana, Perseroan telah menetapkan sejumlah target, khususnya bagi Direktorat *Human Capital* & Transformasi dalam bentuk *Key Performance Indicator* (KPI) Direktorat pada tahun 2025, yaitu:

KPI Direktorat:
1. ESG *Rating*.
2. Transformasi Jasa Marga menjadi *Tollroad Investment Company*.
3. *Human Capital Transformation*.
4. Pemenuhan *Talent Mobility*.
5. Evaluasi Implementasi Program *Employee Well-Being*.
6. Pemenuhan Data pada Portal HC BUMN.
7. Pelaksanaan ICoFR tahap Perancangan dan Implementasi.
8. Penyelesaian Tindak Lanjut Audit dari Pihak Internal dan Eksternal.

KPI Unit Kerja:
1. Pengembangan Kebijakan Organisasi dan *Human Capital*.
2. *Employee Engagement*.
3. Implementasi *Milestone* RJPP 2025-2029.
4. Implementasi ESG Sesuai *Roadmap* Tahun 2025.

Human Capital & Transformation Directorate Targets and Plans

To ensure that human capital management runs according to plan, the Company has set several targets, specifically for the Human Capital & Transformation Directorate in the form of Directorate Key Performance Indicators (KPIs) for 2025, namely:

Directorate KPIs:
1. ESG Rating.
2. Jasa Marga Transformation into a Toll Road Investment Company.
3. Human Capital Transformation.
4. Talent Mobility Fulfillment.
5. Evaluation of Employee Well-Being Program Implementation.
6. Data Compliance on the HC BUMN Portal.
7. Design and Implementation Phase of ICoFR Implementation.
8. Completion of Follow-up Actions from Internal and External Audits.

Work Unit KPIs:
1. Development of Organizational and Human Capital Policies.
2. Employee Engagement.
3. RJPP 2025-2029 Milestones Implementation.
4. ESG Implementation in accordance with the 2025 Roadmap.

Pengembangan Organisasi
Organizational Development

Sejak tahun 2019, Perseroan menginisiasi revitalisasi organisasi melalui pembagian tiga peran dan tanggung jawab dengan skema *Asset Owner* (AO), *Asset Manager* (AM), dan *Service Provider* (SP). Penataan organisasi ditujukan agar tercipta kelincahan organisasi, optimalisasi fungsi peran, dan efisiensi.

1. *Asset Owner*, pada dasarnya merupakan *holding investment*, berperan sebagai penentu visi, misi, dan strategi dan juga mengoptimalkan portofolio bisnis Perseroan dengan berbagai macam skema aksi korporasi.
2. *Asset Manager*, berperan mengelola anak perusahaan pada lini bisnis konsesi jalan tol untuk memastikan tingkat pengembalian yang diharapkan oleh *Asset Owner*.
3. *Service Provider*, berperan menyediakan layanan pengoperasian dan preservasi jalan tol serta pengelolaan bisnis prospektif baik di lingkungan Jasa Marga Grup maupun luar Jasa Marga Grup.

Agar transformasi organisasi berjalan selaras dengan arahan strategis Perseroan yang tertuang dalam RJPP, maka pengelolaan efektivitas organisasi yang telah dilakukan pada tahun 2025 yaitu:

1. **Implementasi *Shared Services***
   Implementasi perjanjian layanan bersama pada bagian pengadaan, hukum, dan teknologi informasi di beberapa Anak Perusahaan.
2. **Kajian Organisasi berdasarkan PER/02/MBU/03/2023**

   Perseroan telah menyusun kajian Perubahan Struktur Organisasi baik Makro maupun Mikro sebagai dampak dari PER/02/MBU/03/2023 tanggal 03 Maret 2023 perihal Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, terhadap Struktur Organisasi Perseroan, beserta dampak kebutuhan biayanya. Prioritas pemenuhan Organ Pengelola Risiko di Anak Perusahaan fokus pada *Service Provider* (JMTO, JMTM, dan JMRB) serta *subholding* PT JTT. Kajian pemenuhan organ pengelola risiko Anak Perusahaan dilaksanakan mengacu pada penetapan kategori dan klasifikasi risiko Anak Perusahaan yang terbaru sesuai kajian penyesuaian kriteria pada tahun 2025.
3. **Dukungan Penyusunan Desain ICOFR**
   Membentuk dan menetapkan Unit Organisasi Internal Control Department di bawah RQM sebagai lini-2 fungsi ICOFR berdasarkan Surat Keputusan Direksi No. 19/KPTS/2025 tanggal 19 Februari 2025 tentang Perubahan Ketiga Struktur Organisasi dan Uraian Jabatan Kantor Pusat, penegasan uraian jabatan Unit Audit Internal sebagai Lini Ketiga fungsi ICOFR, pembentukan Tim *Task Force* dan Tim *Counterpart* untuk mendampingi pekerjaan desain dan implementasi ICOFR, serta penyelarasan penataan fungsi *human capital* di Kantor Pusat dan Regional.

Since 2019, the Company has initiated organizational revitalization through the division of three roles and responsibilities under the Asset Owner (AO), Asset Manager (AM), and Service Provider (SP) scheme. The organizational restructuring is aimed at creating organizational agility, optimizing role functions, and improving efficiency.

1. The Asset Owner, essentially a holding investment, serves as the determinant of vision, mission, and strategy, and also optimizes the Company's business portfolio through various corporate action schemes.
2. The Asset Manager manages subsidiaries in the toll road concession business line to ensure the level of return expected by the Asset Owner.
3. Service Provider, plays a role in providing toll road operation and preservation services as well as prospective business management both within and outside the Jasa Marga Group.

To ensure organizational transformation aligns with the Company's strategic direction as outlined in the RJPP, the organizational effectiveness initiatives carried out in 2025 include the following:

1. **Implementation of Shared Services**
   Implementation of shared service agreements in procurement, legal, and information technology departments across several Subsidiaries.
2. **Organizational Review based on PER/02/MBU/03/2023**
   The Company has prepared a study on Macro and Micro Organizational Structure Changes as a result of PER/02/MBU/03/2023 dated March 3, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of SOEs, on the Company's Organizational Structure, along with the impact on cost requirements. The priority for fulfilling the Risk Management Body in the Subsidiary focuses on Service Providers (JMTO, JMTM, and JMRB) and PT JTT subholding. The study on fulfilling the risk management body of the Subsidiary is carried out with reference to the latest categories and classifications of Subsidiary risks in accordance with the 2025 criteria adjustment study.
3. **Support for the Development of the ICOFR Design**
   Establishing and determining the Internal Control Department Organizational Unit under RQM as the second line of ICOFR functions based on Board of Directors Decree No. 19/KPTS/2025 dated February 19, 2025, on the Third Amendment to the Organizational Structure and Job Descriptions of the Head Office, confirming the Internal Audit Unit's job description as the Third Line of the ICOFR function, establishing a Task Force Team and Counterpart Team to assist with the design and implementation of ICOFR, and harmonising the structuring of human capital functions at Head Office and Regional Offices.

4. **Penyetaraan *Grading* Struktural Anak Perusahaan**
   Penyesuaian struktur organisasi dilakukan dengan melengkapi organ pengelola risiko dan menyusun kajian penyetaraan *grading* bagi karyawan penugasan di Anak Perusahaan yang menduduki jabatan struktural, melalui perubahan remunerasi dari Fungsional menjadi Struktural berdasarkan bobot evaluasi jabatan, langkah ini bertujuan menciptakan kesetaraan dan mengurangi kesenjangan antara pejabat struktural di Induk dan di Anak Perusahaan.
5. **Kajian *Area of Expertise***
   Melakukan penyusunan kajian *Area of Expertise* di bidang *Core (Operation, Engineering, Information Technology)*, serta kajian *Area of Expertise* untuk bidang *Supporting* guna menciptakan *career path* baru bagi karyawan yang memang memiliki keahlian spesifik.
6. **Penyusunan *Work Load Analysis* (WLA)**
   Melakukan pengkinian kajian WLA untuk unit kerja di Perseroan maupun Anak Perusahaan sebagai tindak lanjut dari perubahan struktur organisasi, pelaksanaan *shared services*, dan implementasi tata kelola terintegrasi.
7. **Perubahan Pembagian Tugas & Kewenangan Direksi**

   Melakukan penyesuaian Direktorat yang melakukan pengendalian korporasi terkait ruas JMJ dan JPB yang beroperasi, serta menetapkan Keputusan Direksi Nomor: 40/KPTS/2025 tanggal 15 April 2025 tentang Perubahan Ketiga atas Keputusan Direksi Nomor: 09/KPTS/2022 tanggal 31 Januari 2022 tentang Pembagian Tugas dan Wewenang Direksi.
8. **Perubahan Struktur Organisasi berdasarkan RJPP 2025-2029**
   Melakukan *review* organisasi makro dengan unit terkait untuk penyesuaian arahan strategi bisnis sesuai dengan arahan dari Danantara.
9. **Perubahan Struktur Organisasi Makro**
   Menyesuaikan organisasi makro di lingkungan Jasa Marga sesuai dengan ketetapan RUPS.
10. **Perubahan Struktur Organisasi Mikro**
    Melakukan *review* struktur organisasi dan uraian jabatan di Kantor Pusat dan Regional sesuai dengan yang ditetapkan oleh Direksi dan arahan konsultan independen.
11. **Penataan Organisasi Anak Perusahaan**
    Penyesuaian struktur organisasi terkait dengan pemenuhan organ pengelola risiko di JMTM dan JMRB, serta *review* struktur organisasi di JSB.

12. **Penataan Organisasi Lainnya**
    Melakukan penataan organisasi lainnya dengan menyusun SK perubahan ketiga kelompok dan stratifikasi jabatan akibat perubahan struktur organisasi Kantor Pusat.

4. **Equivalence of Structural Grading of Subsidiaries**
   The organizational structure was adjusted by completing the risk management function and preparing a grading-equivalency assessment for assigned employees in Subsidiaries who hold structural positions, through the change in remuneration from Functional to Structural based on job-evaluation weighting, this initiative aims to create equity and reduce disparities between structural officials in the Parent Company and those in the Subsidiaries.
5. **Area of Expertise Study**
   Conducting an Area of Expertise study in the Core fields (Operation, Engineering, Information Technology), as well as an Area of Expertise study for the Supporting fields, to create new career paths for employees who have specific expertise.
6. **Work Load Analysis (WLA)**
   Updating WLA studies for work units in the Company and Subsidiaries as a follow-up to organizational structure changes, the implementation of shared services, and the implementation of integrated governance.

7. **Changes in the Division of Duties & Authorities of the Board of Directors**
   Adjusting the Directorate responsible for corporate control over the JMJ and JPB routes in operation, and issuing Board of Directors Decree No. 40/KPTS/2025 dated April 15, 2025, on the Third Amendment to Board of Directors Decree No. 09/KPTS/2022 dated January 31, 2022, on the Division of Duties and Authorities of the Board of Directors.
8. **Organizational Structure Changes based on the 2025-2029 RJPP**
   Conducting a macro organizational review with relevant units to align business strategy directives with Danantara's guidance.
9. **Macro Organizational Structure Changes**
   Adjusting the macro organization within Jasa Marga following the GMS provisions.
10. **Micro Organizational Structure Changes**
    Conducting a review of the organizational structure and job descriptions at the Head Office and Regional Offices per the provisions of the Board of Directors and the guidance of independent consultants.
11. **Subsidiaries Organizational Restructuring**
    Adjusting the organizational structure in relation to the fulfillment of risk management bodies at JMTM and JMRB, as well as reviewing the organizational structure at JSB.
12. **Other Organizational Restructuring**
    Conducting other organizational restructuring by drafting a decree on changes to the third group and job stratification due to changes in the organizational structure of the Head Office.

Manajemen *Human Capital*

Human Capital Management

Perseroan meyakini bahwa pengelolaan *human capital* merupakan kunci dalam pencapaian tujuan Perseroan. Dalam memastikan hal tersebut, Perseroan memerlukan adanya pola pengelolaan *human capital* yang komprehensif dan berkesinambungan. Untuk itu, Perseroan telah memiliki program *talent management* sebagai bagian pembaruan manajemen *human capital* melalui serangkaian proses yang saling berkaitan sebagaimana ditetapkan dalam Keputusan Direksi Nomor 13/KPTS/2021 tanggal 16 Februari 2021 tentang *Talent Management* yang telah terakhir diubah berdasarkan Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 151/KPTS/2024 tanggal 29 Juli 2024. Proses tersebut dimulai dari rekrutmen karyawan hingga karyawan memasuki masa purnabakti.

Dalam program *talent management*, Perseroan senantiasa menjunjung prinsip *equality*, *inclusive*, dan *fairness* dalam rangka mengembangkan karier seluruh karyawan dengan tetap memperhatikan perkembangan kinerja/pemenuhan KPI karyawan, tingkat pendidikan, serta kompetensi tiap individu yang mengacu kepada kompetensi Badan Pengatur BUMN (BP BUMN). Seluruh karyawan didorong untuk terus mengerahkan kinerja terbaiknya agar dapat menduduki posisi yang lebih tinggi. Hal ini juga didukung dengan implementasi program *employee development* yang mengharuskan pimpinan melakukan *coaching* terhadap seluruh anggota timnya.

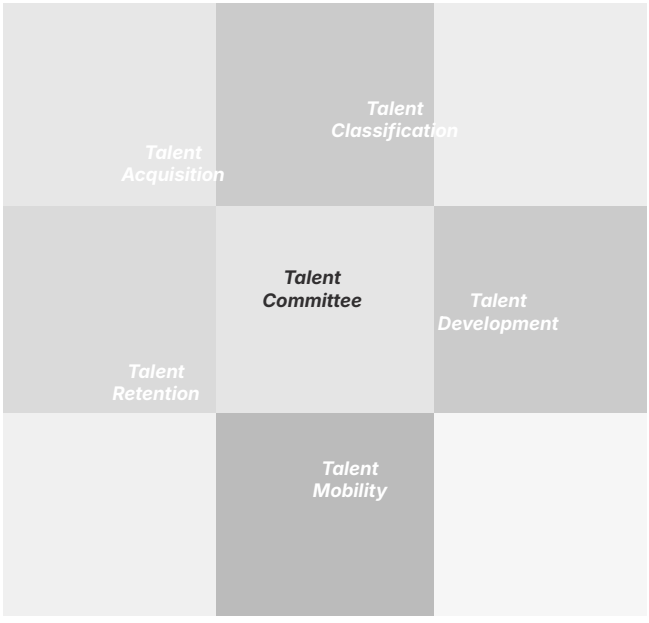
Ruang lingkup *talent management* terdiri dari *talent acquisition, talent classification, talent development, talent mobility*, dan *talent retention* dimana dalam pelaksanaanya terdapat peran *talent committee* sebagaimana gambar berikut:

The Company believes that human capital management is key to achieving its objectives. To ensure this, the Company requires a comprehensive and sustainable HR management system. To that end, the Company has implemented a talent management program as part of its human capital management renewal through a series of interrelated processes as stipulated in Board of Directors Decree No. 13/KPTS/2021 dated February 16, 2021 on Talent Management, which was last amended based on the Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 151/KPTS/2024 dated July 29, 2024. The process begins with employee recruitment and continues until the employee enters retirement.

In the talent management program, the Company always upholds the principles of equality, inclusiveness, and fairness to develop careers for all employees while still paying attention to the development of employee performance/KPI fulfillment, education levels, and the competencies of each individual in accordance with the competencies of the State-Owned Enterprises Regulatory Agency (BP BUMN). All employees are encouraged to continue to perform at their best to occupy higher positions. This is also supported by the implementation of the employee development program, which requires leaders to conduct coaching for all members of their team.

The scope of talent management includes talent acquisition, talent classification, talent development, talent mobility, and talent retention, where the talent committee plays a role in its implementation, as shown in the following diagram:

Gambar Alur Proses *Talent Management*
Flow Chart of Talent Management Process



Talent Acquisition

Talent acquisition bertujuan untuk mendapatkan *talent* Perseroan dengan pendekatan strategis dalam mengenali, menarik, dan mengorientasi Individu berbakat yang sesuai dengan budaya Perseroan. Penerapan *talent acquisition* bertujuan untuk dapat memenuhi kebutuhan bisnis Perseroan yang dinamis yang telah ditetapkan dalam Surat Keputusan Direksi Nomor 21/KPTS/2019 tanggal 14 Februari 2019 sebagaimana terakhir diubah dengan Keputusan Direksi Nomor 69/KPTS/2025 tanggal 28 Mei 2025.

Dalam rangka menyiapkan *human capital* yang dibutuhkan untuk menunjang pertumbuhan organisasi dalam mencapai visi dan misi, Jasa Marga melakukan kajian terkait rencana kebutuhan *human capital* (*capacity planning*) dengan mempertimbangkan arah pengembangan bisnis jangka panjang, produktivitas, kapasitas dan kapabilitas. Adapun faktor-faktor yang mempengaruhi *Capacity Planning* sebagai berikut:

1. Faktor Internal, berupa arahan strategis Perseroan baik dari lini bisnis konsesi jalan tol, bisnis pendukung pengoperasian jalan tol, dan bisnis prospektif, serta analisis *human capital* peningkatan kemampuan di bidang perencanaan dan pengembangan, bidang operasional dan preservasi jalan tol, pengembangan bisnis di bidang TI dan *Human Capital*, untuk meningkatkan peran strategis *Asset Owner* yang tergambarkan melalui hasil kajian WLA.
2. Faktor Eksternal, berupa peraturan dan kebijakan dari Kementerian terkait, Aspirasi Pemegang Saham untuk RKAP Tahun 2025, dan perkembangan/disrupsi teknologi di antaranya dengan adanya rencana penerapan teknologi sistem transaksi yang baru.

Pemenuhan kebutuhan *human capital* dilakukan melalui rekrutmen karyawan baru, baik *fresh graduate* maupun tenaga pengalaman. Unit Kerja Human Capital Development Group melakukan evaluasi *Human Capital Capacity Planning* untuk periode 2025-2029, sehingga menghasilkan *output* yang digunakan untuk acuan rekrutmen (*Talent Acquisition*) di tahun 2025 untuk mengakomodir kebutuhan pemenuhan kapasitas dan keterampilan baru, serta penataan *human capital* berupa program *shifting competency* dan Program Pensiun Dini Sukarela (PDS) untuk keterampilan yang terdampak adanya perubahan teknologi.

Di tahun 2025, Perseroan membentuk Tim Rekrutmen dan Seleksi Karyawan sebagaimana ditetapkan dalam Keputusan Direksi Nomor: 24/KPTS/2025 tentang Pembentukan Tim Rekrutmen dan Seleksi Karyawan Tahun 2025 tanggal 24 Februari 2025. Rekrutmen di Perseroan dilakukan melalui Program Rekrutmen Bersama BUMN maupun bekerja sama dengan berbagai perguruan tinggi di Indonesia. Kebijakan program rekrutmen Perseroan adalah membuka kesempatan luas dengan melakukan rekrutmen dari seluruh wilayah Indonesia.

Adapun program rekrutmen Perseroan dilakukan melalui 2 (dua) jalur, yaitu:

1. ***Management Trainee***
   Ditujukan untuk mendapatkan *high capacity talent* dalam rangka memastikan ketersediaan *talent* (*talent pipeline*) dengan spesialisasi kompetensi khusus dan diharapkan dapat menjadi calon pemimpin eksekutif Perseroan.

Talent Acquisition

Talent acquisition aims to acquire talent for the Company through a strategic approach in identifying, attracting, and orienting talented individuals who fit the Company's culture. The implementation of talent acquisition aims to meet the Company's dynamic business needs as stipulated in Board of Directors Decree No. 21/KPTS/2019 dated February 14, 2019, as last amended by Board of Directors Decree No. 69/KPTS/2025 dated May 28, 2025.

To prepare the human capital needed to support organizational growth in achieving its vision and mission, Jasa Marga conducted a study related to the planned human capital requirements (capacity planning) by considering the direction of long-term business development, productivity, capacity, and capabilities. The factors that influence Capacity Planning are as follows:

1. Internal Factors, in the form of strategic directions from the Company, both from the toll road concession business line, the toll road operation support business, and prospective businesses, as well as human capital analysis to improve capabilities in the fields of planning and development, toll road operations and preservation, business development in the fields of IT and human capital, to enhance the strategic role of the Asset Owner, as illustrated by the results of the WLA study.
2. External factors include regulations and policies from relevant ministries, shareholder aspirations for the 2025 Business Plan, and technological developments/disruptions, including plans to implement a new transaction system technology.

Human capital needs are met through the recruitment of new employees, including fresh graduates and experienced personnel. Human Capital Development Group conducts an evaluation of Human Capital Capacity Planning for the 2025-2029 period, resulting in output that is used as a reference for recruitment (Talent Acquisition) in 2025 to accommodate the need to fulfill new capacities and skills, as well as the restructuring of human capital in the form of a competency shifting program and a Voluntary Early Retirement Program (PDS) for skills affected by technological changes.

In 2025, the Company formed an Employee Recruitment and Selection Team as stipulated in Board of Directors Decree No. 24/KPTS/2025 on the Formation of the 2025 Employee Recruitment and Selection Team dated February 24, 2025. Recruitment at the Company is carried out through the SOE Joint Recruitment Program and in collaboration with various universities in Indonesia. The Company's recruitment program policy is to open up broad opportunities by recruiting from all regions of Indonesia.

The Company's recruitment program is conducted through 2 (two) channels, namely:

1. **Management Trainee**
   Aimed at securing high-capacity talent to ensure the availability of a talent pipeline with specialized competencies, with the expectation that they will become future executive leaders of the Company.

2. ***Professional Hire***
   Dilaksanakan untuk mendapatkan tenaga kerja profesional di bidangnya dan memiliki kompetensi khusus sesuai dengan kebutuhan Perseroan.

Pada tahun 2025, Perseroan telah melakukan proses rekrutmen sebanyak 39 orang melalui program Rekrutmen Bersama BUMN (RBB) Tahun 2025. Proses rekrutmen berlangsung pada bulan Maret sampai dengan bulan Juni 2025. Proses rekrutmen dimulai dari tahap registrasi kandidat dan *job apply*, Tes Kompetensi Dasar (TKD), tes AKHLAK, wawasan kebangsaan, tes Bahasa Inggris, Tes Kemampuan Bidang (TKB), wawancara dan tes kesehatan. Saat ini, peserta lolos rekrutmen dan seleksi dari program RBB sedang mengikuti program *Learning Journey* di Perseroan selama 6 (enam) bulan. Guna memenuhi jumlah kebutuhan karyawan tahun 2025, Perseroan juga akan melakukan rekrutmen dan seleksi melalui *campus hiring* yang bekerja sama dengan berbagai universitas dalam negeri.

Selain itu, Perseroan juga telah melakukan rekrutmen dan seleksi karyawan disabilitas melalui program RBB Kategori Disabilitas Tahun 2025 yang dimulai pada bulan Maret sampai dengan Mei 2025. Proses rekrutmen dan seleksi dilakukan mulai tahap registrasi dan *job apply*, Tes Kompetensi dasar (TKD), tes AKHLAK, tes wawasan kebangsaan, tes Bahasa Inggris, *Learning Agility,* Tes Kemampuan Bidang (TKB) dan tes kesehatan. Melalui proses tersebut, hasil lolos rekrutmen dan seleksi untuk karyawan kategori disabilitas Perseroan adalah 4 (empat) orang. Namun terdapat 2 (dua) orang yang mengundurkan diri dari proses *offering letter*, sehingga saat ini Perseroan memperoleh 2 (dua) karyawan disabilitas baru. Untuk memenuhi kebutuhan yang belum terpenuhi, Perseroan akan melakukan penambahan rekrutmen dan seleksi karyawan disabilitas pada tahun 2026 sebanyak 2 (dua) orang.

Guna memberikan perlindungan dokumen karyawan baru dan larangan diskriminasi dalam proses rekrutmen, telah dilakukan *review* terhadap pengaturan kebijakan *Talent Acquisition* yaitu dengan diterbitkannya KPTS Direksi Nomor 69/KPTS/2025 tentang Perubahan Kedua Atas Keputusan Direksi Nomor 21/KPTS/2019 yang mengatur tentang larangan penahanan ijazah dalam proses ikatan dinas karyawan serta larangan diskriminasi baik dari sumber rekrutmen maupun usia. Hal tersebut telah diatur dalam Surat Edaran Menteri Ketenagakerjaan Republik Indonesia Nomor M/5/HK.04.00/V/2025, Perseroan dilarang mensyaratkan dan/atau menahan ijazah dan/atau dokumen pribadi milik karyawan sebagai jaminan untuk bekerja. Selain itu, larangan diskriminasi dalam proses rekrutmen baik dari sumber rekrutmen ataupun usia diatur dalam Undang-Undang Republik Indonesia Nomor 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang Nomor 19 Tahun 2003 Tentang Badan Usaha Milik Negara serta Surat Edaran Menteri Nomor M/6/HK.04/V/2025 tentang Larangan Diskriminasi dalam Proses Rekrutmen Tenaga Kerja.

Talent Classification

Talent classification merupakan proses pengklasifikasian karyawan ke dalam 5 (lima) klasifikasi, yaitu *Road Runner, Promotable, Sleeping Tiger, Solid Contributor*, dan *Unfit* yang bertujuan untuk menetapkan pola pengembangan

2. **Professional Hire**
   Implemented to obtain professional workers in their respective fields who possess specific competencies in line with the Company's needs.

In 2025, the Company recruited 39 people through the 2025 SOE Joint Recruitment (RBB) Program. The recruitment process took place from March to June 2025. The recruitment process began with candidate registration and job applications, followed by a Basic Competency Test (TKD), AKHLAK test, national insight test, English test, Field Competency Test (TKB), interviews, and medical tests. Currently, participants who have passed the recruitment and selection process from the RBB program are participating in a 6 (six) month Learning Journey program at the Company. To meet the number of employees needed in 2025, the Company will also conduct recruitment and selection through campus hiring in collaboration with various domestic universities.

In addition, the Company has recruited and selected employees with disabilities through the 2025 RBB Disability Category program, which ran from March to May 2025. The recruitment and selection process began with registration and job applications, followed by basic competency tests (TKD), AKHLAK tests, national insight tests, English tests, learning agility tests, field competency tests (TKB), and health tests. Through this process, 4 (four) people passed the recruitment and selection process for the Company's disability category employees. However, 2 (two) individuals withdrew from the offering letter process, so the Company currently has 2 (two) new employees with disabilities. To meet the unmet needs, the Company will conduct additional recruitment and selection of employees with disabilities in 2026 for 2 (two) individuals.

To protect the documents of new employees and prevent discrimination in the recruitment process, a review has been conducted on the policy regulations of the Talent Acquisition Department, as evidenced by the issuance of the Board of Directors Decree No. 69/KPTS/2025 regarding the Second Amendment to Board of Directors Decree No. 21/KPTS/2019, which regulates the prohibition of withholding diplomas during the employment contract process and the prohibition of discrimination based on recruitment sources or age. This has been regulated in the Minister of Manpower Circular Letter No. M/5/HK.04.00/V/2025, which states that companies are prohibited from requiring and/or withholding diplomas and/or personal documents belonging to employees as collateral for employment. In addition, the prohibition of discrimination in the recruitment process, both in terms of recruitment sources and age, is regulated in Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises, as well as the Minister's Circular Letter No. M/6/HK.04/V/2025 on the Prohibition of Discrimination in the Recruitment Process of Workers.

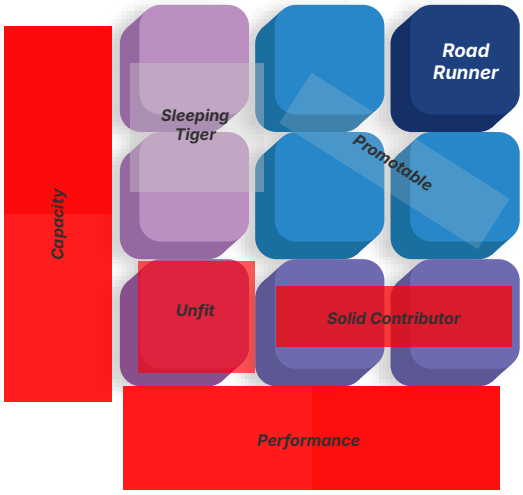
Talent Classification

Talent classification is the process of classifying employees into 5 (five) classifications: Road Runner, Promotable, Sleeping Tiger, Solid Contributor, and Unfit, which aims to determine employee development patterns, employee

karyawan, frekuensi mobilitas karyawan dan pemberian program retensi. Dalam pelaksanaannya, *Talent Committee* dibantu oleh *Human Capital Business Partner* (HCBP) dalam mempertimbangkan kapasitas dan kinerja karyawan.

mobility frequency, and retention programs. In its implementation, the Talent Committee is assisted by the Human Capital Business Partner (HCBP) in considering employee capacity and performance.

Gambar *Talent Classification* berdasarkan Kapasitas dan Kinerja Karyawan
Diagram of Talent Classification based on Employee Capacity and Performance



Talent Development

Talent development merupakan salah satu lingkup *talent management* yang bertujuan untuk meningkatkan kapasitas karyawan dengan menerapkan konsep digital melalui pembelajaran aktif JM Click serta berdasarkan *Learning Academy*. Pelaksanaan *talent development* mempertimbangkan *talent classification*, inisiatif dari *talent* yang bersangkutan dan disampaikan melalui komunikasi dengan pimpinan. Preferensi efektivitas model *learning and development*, sebagai berikut:

1. Pembelajaran dan pengembangan melalui pengalaman.
2. Pembelajaran dan pengembangan melalui sesama.
3. Pembelajaran dan pengembangan melalui sumber formal.

Dari aspek pengembangan *talent*, dilakukan pengembangan talent sesuai dengan klasifikasi *talent* yang dimiliki oleh individu. Untuk pengembangan *talent* dengan klasifikasi *Road Runner*, Perseroan memberikan program penugasan dan akselerasi ke pekerjaan yang lebih menantang serta dilakukannya kegiatan *cross mentoring*. Untuk program pengembangan *talent* pada semua kelas klasifikasi *talent*, diberikan program pembelajaran dengan berbagi pengalaman dengan karyawan lain serta dilakukan *coaching* dan *mentoring* pada aplikasi JM Click.

Talent Mobility

Talent mobility merupakan mekanisme perpindahan/mutasi karyawan dari posisi saat ini ke posisi lainnya dalam rangka pengembangan kapasitas dan memperkaya pengalaman yang disusun sesuai dengan klasifikasinya.

Talent Retention

Bentuk penghargaan atau apresiasi Perseroan terhadap *talent*, baik berupa *special development program, reward, accelerated mobility* atau *special assignment* dan lain-lain.

Talent Development

Talent development is one of the areas of talent management aimed at enhancing employee capacity by applying digital concepts through active learning via JM Click and based on the Learning Academy. The implementation of talent development considers talent classification, initiatives from the relevant talent, and is communicated through discussions with management. The preferred effectiveness model for learning and development is as follows:

1. Learning and development through experience.
2. Learning and development through peers.
3. Learning and development through formal sources.

From the talent development aspect, talent development is carried out in accordance with the talent classification possessed by individuals. For the development of talent with the classification Road Runner, the Company provides assignment and acceleration programs to more challenging jobs as well as cross mentoring activities. For the development program talent in all classification classes, a learning program is provided by sharing experiences with other employees, as well as coaching and mentoring on the JM Click app.

Talent Mobility

Talent mobility is a mechanism for transferring/relocating employees from their current positions to other positions for the purpose of capacity building and enriching their experience, structured according to their classification.

Talent Retention

Forms of recognition or appreciation from the Company towards talent, such as special development programs, rewards, accelerated mobility, special assignments, and others.

Pengembangan Karyawan
Employee Development

Kebijakan *Learning and Development*

Dalam rangka memastikan karyawan memiliki kapabilitas dan kapasitas yang selaras dengan kebutuhan organisasi dalam menghadapi dinamika bisnis, Perseroan menetapkan kebijakan *Learning and Development* sebagai bagian dari lingkup *talent management*. Program pengembangan ini dirancang untuk meningkatkan daya saing karyawan secara berkelanjutan sehingga mampu mendorong pertumbuhan kinerja individu maupun Perseroan secara keseluruhan. Pengembangan karyawan melalui *learning and development* ini ditujukan agar karyawan Perseroan memiliki daya saing tinggi guna mendorong pertumbuhan kinerjanya. Pengembangan kompetensi karyawan tersebut dilakukan dengan menerapkan konsep digital melalui pembelajaran aktif pada *Human Capital Management Integrated System* (JM Click) serta berdasarkan kepada *Learning Academy* di Perseroan. Pengelolaan *Talent Development* tahun 2025 bertemakan *Enhancing Business Portfolio* untuk menciptakan akselerasi bisnis melalui *high performing toll era industry* 4.0.

Di tahun 2025, program pelatihan prioritas korporasi menyasar pada akselerasi kompetensi karyawan di berbagai bidang. Program sesuai kebutuhan bisnis yang berdasarkan *learning academy* (*Project Development, Technological Innovation, Leadership Development, Operational Services, Business Support*) juga tetap dilakukan. Untuk akselerasi peningkatan kompetensi karyawan, program pengembangan juga difokuskan pada program sertifikasi dan beasiswa di tahun 2025.

Adapun program yang telah dijalankan oleh Perseroan sepanjang tahun 2025, antara lain:

1. Program Pelatihan di Bidang *Data Analytic* yang ditujukan untuk karyawan Operasional maupun Non Operasional, seperti Pelatihan *Basic & Intermediate* MS Office dan Excel, *business intelligence dashboard*, *Power BI*, Audit IT, *Training* SAP/SAC, sertifikasi *data center professional*, sertifikasi *information system auditor*, dan lainnya.
2. Program Sertifikasi meliputi Program Sertifikasi di bidang *Human Capital*, K3, konstruksi, internal audit, risiko, IT, *data center*, legal, GRC, pemberdayaan masyarakat, *sustainability*, *public private partnership* (PPP), *marketing*, dan bidang *procurement*.
3. Program pelatihan dan sertifikasi baik bagi organ pengelola risiko maupun *risk owner, risk officer* dan *risk assesor* di induk maupun anak Perusahaan sebagai bentuk komitmen untuk meningkatkan kapabilitas di bidang risiko. Program ini bertujuan untuk memastikan tata kelola yang efektif dan mendukung pencapaian kebutuhan bisnis yang terus berkembang, sekaligus memperkuat daya saing Perseroan secara berkelanjutan.

Learning and Development Policy

In order to ensure that employees have the capabilities and capacities that are in line with the organization's needs in facing business dynamics, the Company has established a Learning and Development policy as part of its talent management environment. This development program is designed to continuously improve employee competitiveness so as to drive the growth of individual performance and the Company as a whole. Employee development through learning and development is aimed at ensuring that the Company's employees are highly competitive to drive their performance growth. Employee competency development is carried out by applying digital concepts through active learning on the Human Capital Management Integrated System (JM Click) and based on the Company's Learning Academy. The 2025 Talent Development Management is themed "Enhancing Business Portfolio" to create business acceleration through high-performing tools in the Industry 4.0 era.

In 2025, the corporation's priority training program focused on accelerating employee competencies in various fields. Programs tailored to business needs based on the learning academy (Project Development, Technological Innovation, Leadership Development, Operational Services, Business Support) also continued to be implemented. To accelerate employee competency improvement, the development program also focused on certification and scholarship programs in 2025.

The programs that have been implemented by the Company throughout 2025 include:

1. Training Programs in Data Analytics aimed at both Operational and Non-Operational employees, such as Basic & Intermediate MS Office and Excel Training, business intelligence dashboard, Power BI, IT Audit, SAP/SAC Training, data center professional certification, information system auditor certification, and others.
2. Certification Programs include Certification Programs in the fields of Human Capital, K3, construction, internal audit, risk, IT, data centers, legal, GRC, community empowerment, sustainability, public-private partnerships (PPP), marketing, and procurement.
3. Training and certification programs for risk management bodies, as well as risk owners, risk officers, and risk assessors at the parent company and subsidiaries, as a form of commitment to improving capabilities in the field of risk. This program aims to ensure effective governance and support the achievement of growing business needs, while strengthening the Company's competitiveness sustainably.

4. Program JM Talk dan *Webinar* dengan peserta internal maupun eksternal Perseroan yang mengundang Narasumber handal di bidangnya yang dilakukan secara *online* maupun *hybrid* dengan pengelolaan *online system* dari internal/studio JMLI. Selama periode *Inhouse* Tahun 2025 ini telah dilaksanakan sebanyak 189 *event webinar* yang diikuti oleh 10.385 orang.
5. Program *Workshop, Coaching*, dan *Final Presentation Business Innovation* diikuti oleh para *leader* dari berbagai unit dan Anak Perusahaan. Program ini bertujuan untuk merumuskan ide-ide inovasi di bidang usaha lain (non-tol) yang berpotensi diimplementasikan pada tingkat korporasi, guna mendukung pencapaian target akselerasi pendapatan di luar bisnis inti Perseroan.
6. Sebagai upaya memperluas wawasan global dan memperkuat kompetensi karyawan, Jasa Marga melaksanakan program *Global Learning* melalui pendekatan *Immersive Learning Experience* dan webinar tematik. Program ini dirancang untuk memberikan pemahaman dan pengalaman bisnis internasional melalui rangkaian kegiatan *On-Campus Sessions, Company Visit & Excursion, Expert Talks,* serta webinar bertema *Fostering Global Business Awareness and Insight* dan *Infrastructure Outlook 2026: Trends, Risks, and Opportunities* yang diselenggarakan bekerja sama dengan SBM ITB. Melalui inisiatif ini, Perseroan mendorong pengembangan *global mindset*, peningkatan wawasan strategis, serta penguatan budaya inovasi di lingkungan kerja.
7. Perseroan juga mendorong budaya belajar mandiri melalui *platform* LinkedIn Learning, yang memungkinkan karyawan mengakses materi pembelajaran secara fleksibel kapan pun dan di mana pun. Inisiatif ini memperkuat *global mindset* dan *digital mindset* karyawan, sejalan dengan komitmen Perseroan dalam membentuk talenta unggul yang adaptif terhadap perkembangan teknologi dan dinamika global.
8. Program pengembangan kepemimpinan (*leadership*) yang dirancang untuk mengembangkan kompetensi strategis, visi kepemimpinan, dan kemampuan manajerial tingkat tinggi, guna menciptakan pemimpin masa depan yang siap mendukung transformasi dan pertumbuhan berkelanjutan di lingkungan Perseroan. Selain itu, program *leadership* ini juga bekerja sama dengan program *leadership* dari Danantara yang bertujuan untuk menyiapkan kader pemimpin masa depan, dengan menyasar pada pengembangan kompetensi para *top talent* yang ada di Perseroan. Program ini bertemakan *global business* dengan *expertise* yang berasal dari Cornell University.
9. Program *Employee Wellbeing* yang dirancang untuk mendukung kesejahteraan karyawan melalui pembelajaran dan *webinar* yang membahas berbagai topik penting, seperti kesehatan mental, keseimbangan kerja-hidup, dan literasi keuangan. Program ini tidak hanya meningkatkan kualitas hidup karyawan, tetapi juga mendorong terciptanya lingkungan kerja yang produktif dan harmonis, sehingga karyawan dapat memberikan kontribusi terbaiknya untuk Perseroan.

4. JM Talk and Webinar programs with internal and external participants of the Company, inviting reliable speakers in their fields, conducted online or hybrid with online system management from JMLI's internal Studio. During the 2025 In-house period, 189 webinar events were held, attended by 10,385 people.
5. The Business Innovation Workshop, Coaching, and Final Presentation program is attended by leaders from various units and subsidiaries. The program aims to formulate innovative ideas in other business fields (non-toll) that have the potential to be implemented at the corporate level, to support the achievement of revenue acceleration targets outside the Company's core business.
6. In an effort to broaden global perspectives and strengthen employee competencies, Jasa Marga implements the Global Learning program through an Immersive Learning Experience approach and thematic webinars. This program is designed to provide international business understanding and experience through a series of On-Campus Sessions, Company Visits & Excursions, Expert Talks, and webinars on the themes of Fostering Global Business Awareness and Insight and Infrastructure Outlook 2026: Trends, Risks, and Opportunities, held in collaboration with SBM ITB. Through this initiative, the Company encourages the development of a global mindset, increased strategic insight, and a stronger culture of innovation in the workplace.
7. The company also encourages a culture of independent learning through the LinkedIn Learning platform, which allows employees to access learning materials flexibly anytime and anywhere. This initiative strengthens the employees' global mindset and digital mindset, in line with the company's commitment to developing superior talent that is adaptive to technological developments and global dynamics.
8. A leadership development program designed to develop strategic competencies, leadership vision, and high-level managerial skills, to create future leaders who are ready to support transformation and sustainable growth within the Company. In addition, this leadership program also collaborates with Danantara's leadership program, which aims to prepare future leaders by targeting the development of the competencies of the Company's top talents. This program focuses on global business with expertise from Cornell University.
9. The Employee Wellbeing program is designed to support employee wellbeing through learning and webinars that discuss various important topics, such as mental health, work-life balance, and financial literacy. This program not only improves the quality of life of employees, but also encourages the creation of a productive and harmonious work environment, so that employees can give their best contribution to the Company.

10. Partisipasi dalam Konferensi Internasional yang menjadi salah satu langkah strategis Perseroan dalam membangun *global mindset* karyawan, di mana mereka berperan sebagai pembicara di forum global. Selanjutnya, karyawan melakukan *knowledge sharing* melalui program *sharing session*, sehingga pengetahuan yang diperoleh dapat memberikan manfaat luas dan mendukung peningkatan kompetensi kepada seluruh karyawan.
11. Program *Human Capital Sharing Session* biasa disebut Ngobrol Santai *Human Capital* (Ngobras HC) merupakan program *sharing*, *collaborating*, *brainstorming* terkait *Human Capital* antar pengelola *Human Capital* maupun Roadster Jasa Marga.
12. Program *Learning Journey Management Trainee* yang terdiri dari 3 tahap yaitu:
    a. *Basic Character Building Lap* berupa pelatihan Kejasamargaan dan *Board of Director* (BOD) *Sharing Session*, Pendidikan Karakter dan Bela Negara, Program *Digital Talent & Design Thinking*, dan *Program Persuasive Communicator*.
    b. *Business Process Lap* yakni dengan memberikan kesempatan *on the job training* di 3 lokasi penempatan dan diberikan individual *project assignment*, membuat *story telling* pengalaman di Jasa Marga melalui LinkedIn, *coaching & counselling*, penilaian tata nilai & kompetensi, serta satgas Lebaran/Natal & Tahun Baru.
    c. *Final Lap,* berupa penilaian terhadap *Handout & Video Learning Task*, TJSL *Project*, *Group Innovation*, *Final Presentation*, dan *Graduation*.
    d. Pada tahap ini, terdapat 15 Peserta dari Rekrutmen *Campus Hiring* yang telah dinyatakan lulus per tanggal 1 September 2025 dan 39 peserta dari Rekrutmen Bersama BUMN mulai menjalani *Learning Journey Management Trainee* sejak tanggal 11 Agustus 2025 dan saat ini sedang mengikuti kegiatan di tahap *On the Job Training Lap* 3.
13. Program Pengembangan Inovasi dalam rangka Persiapan Kompetisi Nasional dan Konferensi Internasional diantaranya adalah sebagai berikut:
    a. Tim Terbaik Jasa Marga Innovation Competition berkesempatan untuk ikut serta dalam Kompetisi Nasional Temu Karya Mutu dan Produktivitas Nasional (TKMPN) dan *Indonesian Conference & Competition Occupational Safety & Health* (ICC-OSH).
    b. Predikat tertinggi dari Kompetisi Nasional TKMPN maupun ICC-OSH berkesempatan untuk ikut serta dalam Konferensi *Internasional Asian Productivity Quality Organization* (APQO).
    c. Program pengembangan inovasi terdiri dari Pelatihan Penulisan dan Penyusunan Makalah dan Pelatihan *Pitching Deck & Presentation* bertujuan untuk meningkatkan kualitas substansi dan dokumentasi inovasi sesuai standar kompetisi nasional dan internasional, serta memperkuat kemampuan tim dalam menyampaikan hasil inovasi secara persuasif dan kompetitif guna mempresentasikan Perusahaan secara optimal.

10. Participation in international conferences is one of the Company's strategic steps in building a global mindset among employees, where they act as speakers at global forums. Employees then share their knowledge through sharing sessions, so that the knowledge gained can provide broad benefits and support competency improvement for all employees.
11. The Human Capital Sharing Session programme, commonly known as Ngobrol Santai Human Capital (Ngobras HC), is a programme for sharing, collaborating and brainstorming on human capital issues between human capital managers and Jasa Marga Roadsters.
12. The Learning Journey Management Trainee Program consists of 3 stages, namely:
    a. Basic Character Building Lap in the form of Cooperation and Board of Director (BOD) Sharing Session training, Character Education and National Defense, Digital Talent & Design Thinking Program, and Persuasive Communicator Program.
    b. Business Process Lap, which provides on-the-job training opportunities at 3 placement locations and individual project assignments, creating storytelling experiences at Jasa Marga through LinkedIn, coaching & counseling, value & competency assessment, and the Lebaran/Christmas and New Year task force.
    c. Final Lap, which consists of assessments of handouts & video learning tasks, TJSL projects, group innovation, final presentations, and graduation.
    d. At this stage, there are 15 participants from the Campus Hiring Recruitment who have passed as of September 1, 2025, and 39 participants from the Joint BUMN Recruitment who have been undergoing the Management Trainee Learning Journey since August 11, 2025, and are currently participating in activities in the On-the-Job Training Lap 3 stage.
13. Innovation Development Program in preparation for National Competitions and International Conferences includes the following:
    a. The Best Team of Jasa Marga Innovation Competition has the opportunity to participate in the National Quality and Productivity Competition (TKMPN) and Indonesian Conference & Competition Occupational Safety & Health (ICC-OSH).
    b. The highest-ranking teams from the TKMPN and ICC-OSH National Competitions will have the opportunity to participate in the Asian Productivity Quality Organisation International Conference (APQO).
    c. The innovation development programme consists of Training in Writing and Compiling Papers and Training in Pitching Decks & Presentations, which aim to improve the quality of innovation substance and documentation in accordance with national and international competition standards, as well as strengthening the team's ability to convey innovation results in a persuasive and competitive manner in order to present the Company optimally.

Tabel Jumlah Pelatihan Karyawan Perseroan
Table of Training for Company Employees

Uraian Description	BOD-1	BOD-2	BOD-3	BOD-4
Triwulan 1 First Quarter	37	42	38	45
Triwulan 2 Second Quarter	42	54	60	51
Triwulan 3 Third Quarter	54	78	72	74
Triwulan 4 Fourth Quarter	52	84	92	85
Total	**185**	**258**	**262**	**255**

Mengingat *human capital* berperan penting bagi Perseroan untuk mewujudkan visi dan misinya, maka Perseroan menjadikan pengembangan kompetensi sebagai salah satu prioritas utama untuk memastikan karyawan memiliki keahlian yang relevan dan siap menghadapi dinamika tantangan bisnis. Selain melalui pengembangan kompetensi melalui pelatihan, *webinar*, dan sertifikasi, Perseroan juga secara konsisten melakukan pengembangan talenta dengan memberikan Program Beasiswa Internal maupun Beasiswa Eksternal untuk pendidikan Magister (S2) dan Doktor (S3), dengan jurusan studi yang berkaitan dengan proses bisnis dan arahan strategis Perseroan.

Perseroan memberikan kesempatan kepada karyawan untuk memperoleh pendidikan S2 di dalam negeri pada beberapa Universitas seperti Universitas Indonesia, Universitas Gadjah Mada, serta Sekolah Bisnis dan Manajemen Institut Teknologi Bandung. Perseroan juga bekerja sama dengan Kementerian PUPR untuk melaksanakan program Beasiswa Super Spesialis Teknik (Institut Teknologi Bandung dan Institut Teknologi Sepuluh Nopember) dan Non Teknik (Universitas Indonesia).

Sementara, Beasiswa Internal Luar Negeri secara khusus ditujukan bagi Roadster yang terpilih untuk melanjutkan pendidikan di universitas/perguruan tinggi yang memiliki peringkat terbaik dunia, guna memastikan kualitas pendidikan yang optimal di tingkat global. Selain itu, Perseroan juga menggiatkan para Roadster mendaftar beasiswa eksternal luar negeri yang disediakan oleh berbagai lembaga independen di luar Perseroan. Perseroan meyakini seluruh bentuk program beasiswa dapat mempersiapkan individu terbaik guna memperkokoh keandalan Perseroan.

Recognizing that human capital play a crucial role in enabling the Company to achieve its vision and mission, the Company has made competency development one of its top priorities to ensure employees possess relevant skills and are prepared to address the dynamic challenges of the business environment. In addition to competency development through training, webinars, and certification, the Company consistently develops talent by providing Internal Scholarship Programs and External Scholarships for Master's (S2) and Doctoral (S3) degrees in fields of study related to the Company's business processes and strategic direction.

The Company provides opportunities for employees to obtain master's degrees domestically at several universities, such as the University of Indonesia, Gadjah Mada University, and the Bandung Institute of Technology School of Business and Management. The Company also collaborates with the Ministry of PWH to implement the Super Specialist Scholarship program for Engineering (Bandung Institute of Technology and Sepuluh Nopember Institute of Technology) and Non-Engineering (University of Indonesia).

Meanwhile, the Internal Overseas Scholarship is specifically intended for selected Roadsters to continue their education at universities/colleges with the best global rankings, to ensure optimal education quality at the global level. In addition, the Company encourages Roadsters to apply for external overseas scholarships provided by various independent institutions outside the Company. The Company believes that all forms of scholarship programs can prepare the best individuals to strengthen the Company's competitiveness.

Peningkatan Kapabilitas *Human Capital*

Jasa Marga secara konsisten melakukan pengembangan kompetensi dan meningkatkan kapabilitas karyawan yang dimiliki sesuai dengan kebutuhan bisnis saat ini maupun di masa yang akan datang. Pengembangan kompetensi di Perseroan juga menjadi jembatan untuk memenuhi *gap* generasi dan menyiapkan suksesi manajemen. Perseroan memberikan kesempatan yang setara pada setiap karyawan untuk mengikuti program pelatihan dan pengembangan *Human Capital*, tanpa memperhatikan jenis kelamin, ras, dan agama.

Improving Human Capital Capabilities

Jasa Marga consistently develops the competencies and capabilities of its employees in line with current and future business needs. Competency development at the Company also serves as a bridge to bridge the generation gap and prepare for management succession. The Company provides equal opportunities for all employees to participate in training and human capital development programs, regardless of gender, race, or religion.

Perseroan memiliki unit bernama Jasa Marga Learning Institute (JLI) yang bertanggung jawab dalam mengelola program pengembangan kompetensi karyawan. Kemajuan teknologi diadaptasi oleh JLI dalam memfasilitasi pembelajaran dan pengembangan secara digital melalui konsep pelatihan yang *personalized* dan *customized*, multi akses, serta *micro learning* (*byte sized*) yang difasilitasi oleh *Human Capital Management Integrated System*, yaitu JM Click. Aplikasi ini memiliki multifitur yang terintegrasi dengan fitur administrasi karyawan seperti pengajuan cuti, lembur, absensi, e-SPT, e-Slip, *Employee Development Plan* (EDP), dan Jasa Marga *Performance Development* (JMPD).

Aplikasi JM Click terus diperkuat dan dikembangkan untuk mendukung konsep *lifelong learning* dengan menyediakan akses yang mudah, fleksibel, dan berkelanjutan bagi karyawan untuk memperluas pengetahuan serta keterampilan mereka kapan saja dan di mana saja. Melalui *platform* ini, karyawan dapat memanfaatkan berbagai modul pembelajaran digital, pelatihan interaktif, dan materi yang relevan dengan kebutuhan bisnis maupun pengembangan pribadi mereka, sehingga tercipta budaya pembelajaran yang inovatif dan adaptif di lingkungan kerja.

Prioritas penyelenggaraan pelatihan yang dilakukan Perseroan dibagi menjadi 3 (tiga) *Learning Program*, yang meliputi:
1. *Primary Program* terkait *digital capabilities* dan *business acumen capabilities*.
2. *Booster Program* yang terdiri dari program beasiswa, *coaching* dan *mentoring*, JM Preneurship, *enhancing* JM Click, dan *Jet Roadster Program*.
3. *Improvement Program* untuk peningkatan kompetensi yang selaras dengan sasaran bisnis yang sesuai dengan 5 akademi pembelajaran JLI.

Selain itu, JLI juga menyelenggarakan JM Talk *Series* yang merupakan program webinar dengan pembicara dari internal dan eksternal Perseroan. Pada tahun 2025, telah dilakukan 16 kegiatan JM Talk dengan konten webinar series berfokus pada kompetensi 5 akademi yang dimiliki JLI, yaitu:
1. *Project Development Academy.*
2. *Operational Services Academy.*
3. *Technological Innovation Academy.*
4. *Business Support Academy.*
5. *Leadership Development Academy.*

Program-program pembelajaran yang dijalankan Perseroan tidak hanya bertujuan untuk meningkatkan kompetensi karyawan, tetapi juga sejalan dengan komitmen terhadap pilar *Environmental, Social, and Governance* (ESG). Dalam aspek sosial, Perseroan berupaya menciptakan lingkungan kerja inklusif yang mendukung pertumbuhan profesional dan kesejahteraan karyawan melalui berbagai program pengembangan. Selain itu, fokus pada pengembangan kompetensi digital dan kepemimpinan juga mendukung transformasi bisnis yang berkelanjutan, sementara sertifikasi risiko dan tata kelola memastikan bahwa setiap inisiatif pembelajaran berjalan sesuai dengan prinsip tata kelola yang baik. Hal ini menunjukkan kontribusi nyata Perseroan dalam mendukung tujuan pembangunan berkelanjutan melalui pemberdayaan *human capital* yang tangguh dan berintegritas.

The Company has a unit called Jasa Marga Learning Institute (JLI), which is responsible for managing employee competency development programs. JLI adapts technological advances to facilitate digital learning and development through personalized and customized training concepts, multi-access, and micro learning (byte-sized) facilitated by the Human Capital Management Integrated System, namely JM Click. This app has multiple features that are integrated with employee administration features such as leave requests, overtime, attendance, e-SPT, e-Slip, Employee Development Plan (EDP), and Jasa Marga Performance Development (JMPD).

The JM Click app continues to be improved and developed to support the concept of lifelong learning by providing easy, flexible, and sustainable access for employees to expand their knowledge and skills anytime and anywhere. Through this platform, employees can take advantage of various digital learning modules, interactive training, and materials relevant to their business and personal development needs, thereby creating an innovative and adaptive learning culture in the work environment.

The Company's training priorities are divided into 3 (three) Learning Programs, which include:

1. Primary Program related to digital capabilities and business acumen capabilities.
2. Booster Program consisting of scholarship programs, coaching and mentoring, JM Preneurship, enhancing JM Click, and Jet Roadster Program.
3. Improvement Program for competency enhancement aligned with business objectives in line with the five JLI learning academies.

Additionally, JLI also organizes the JM Talk Series, a webinar program featuring speakers from within and outside the Company. In 2025, 16 JM Talk activities were held with webinar series content focusing on the competencies of the 5 academies owned by JLI, namely:
1. Project Development Academy.
2. Operational Services Academy.
3. Technological Innovation Academy.
4. Business Support Academy.
5. Leadership Development Academy.

The learning programs implemented by the Company are not only aimed at improving employee competencies, but also in line with its commitment to the pillars of Environmental, Social, and Governance (ESG). In the social aspect, the Company strives to create an inclusive work environment that supports professional growth and employee welfare through various development programs. In addition, the focus on developing digital and leadership competencies supports sustainable business transformation, while risk and governance certification ensures that every learning initiative is carried out in accordance with good governance principles. This demonstrates the Company's tangible contribution to supporting sustainable development goals through the empowerment of resilient and integrity-driven human capital.

Sebagai bagian dari implementasi *roadmap* ESG Jasa Marga, Perseroan menyelenggarakan berbagai program pelatihan dan sertifikasi, baik secara *inhouse* maupun *public training*, antara lain *Certified Sustainability Reporting Specialist, Knowledge Management Forum in Sustainability, Certificate in Climate Finance (CertCF)*, Seminar ICSO 2025: *Advancing Indonesia's Green Economy*, Program Implementasi Nilai ESG, serta *Sustainability Series*. Selain itu, Perseroan juga melaksanakan pelatihan persiapan purna bhakti bagi karyawan yang akan memasuki masa pensiun, guna membantu mereka mempersiapkan diri secara mental, fisik, dan finansial. Inisiatif ini sejalan dengan komitmen Perseroan dalam penerapan prinsip ESG, khususnya pada aspek sosial yang berfokus pada peningkatan kesejahteraan karyawan dan keberlanjutan jangka panjang.

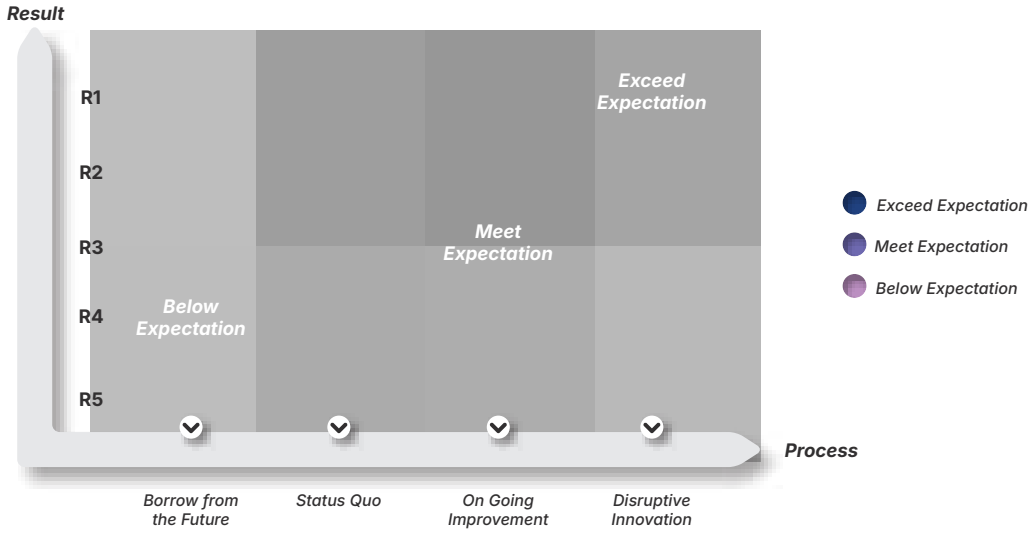
As part of the implementation of Jasa Marga's ESG roadmap, the Company organizes various training and certification programs, both in-house and public training, including Certified Sustainability Reporting Specialist, Knowledge Management Forum in Sustainability, Certificate in Climate Finance (CertCF), ICSO 2025 Seminar: Advancing Indonesia's Green Economy, ESG Value Implementation Program, and Sustainability Series. In addition, the Company conducts retirement preparation training for employees who are about to enter retirement, to help them prepare mentally, physically, and financially. This initiative is in line with the Company's commitment to applying ESG principles, particularly in the social aspect that focuses on improving employee welfare and long-term sustainability.

Pengelolaan Kinerja
Performance Management

Dalam rangka mewujudkan visi dan misi Perseroan serta untuk menjalankan strategi bisnis, Jasa Marga menyusun kebijakan penilaian kinerja unit yang bertujuan memastikan tercapainya target kinerja sesuai *Key Performance Indicator* (KPI) dan untuk mendorong unit kerja meningkatkan kinerjanya dengan melakukan *disruptive innovation*. Kebijakan ini tertuang dalam Keputusan Direksi No. 24/KPTS/2023 tentang Jasa Marga *Performance Management* (JMPM), yaitu sistem yang dilaksanakan oleh Jasa Marga untuk merencanakan, mengorganisir dan mengevaluasi kinerja unit satu tingkat di bawah Direksi. *Performance Management* merupakan penggabungan dari *Unit Result* dan *Unit Process*, yang menghasilkan *Unit Performance* dengan klasifikasi yang terdiri dari *Exceed Expectation*, *Meet Expectation*, dan *Below Expectation*.

To realize the Company's vision and mission and to execute its business strategy, Jasa Marga has developed a unit performance assessment policy that aims to ensure the achievement of performance targets in accordance with Key Performance Indicators (KPIs) and to encourage work units to improve their performance by implementing disruptive innovation. This policy is outlined in Board of Directors Decree No. 24/KPTS/2023 on Jasa Marga Performance Management (JMPM), which is a system implemented by Jasa Marga to plan, organize, and evaluate the performance of units one level below the Board of Directors. Performance Management combines Unit Result and Unit Process, resulting in Unit Performance classifications of Exceed Expectation, Meet Expectation, and Below Expectation.

Gambar Kriteria Penilaian Kinerja Unit berdasarkan Hasil dan Proses
Diagram of Unit Performance Assessment Criteria based on Results and Processes



Perseroan juga telah menerapkan penilaian kinerja karyawan (*individual performance*) yang terintegrasi dengan sistem pengelolaan *talent* dan remunerasi. Pengelolaan kinerja tersebut diatur dalam kebijakan Jasa Marga *Performance Development* (JMPD) yang ditetapkan berdasarkan Surat Keputusan Direksi Nomor: 17/KPTS/2024 tanggal 29 Februari 2024 tentang Jasa Marga *Performance Development*. JMPD merupakan sistem pengembangan kinerja untuk individu yang bertujuan mengklarifikasi dan menyelaraskan ekspektasi antara atasan dan karyawan serta untuk meningkatkan kinerja karyawan secara berkelanjutan dengan pemberian umpan balik rutin bagi karyawan.

Sistem JMPD meliputi pengembangan dan penilaian hasil kinerja (*result*) individu serta penilaian kesesuaian perilaku kerja (*behaviour*) karyawan dengan tata nilai Perseroan. Hasil penilaian dari JMPD diklasifikasikan menjadi 5 (lima) predikat dan menjadi pertimbangan pada penentuan *talent classification*, *total reward*, dan pengembangan karir karyawan.

The Company has also implemented an integrated employee performance appraisal system that is linked to its talent management and remuneration systems. This performance management system is regulated by the Jasa Marga Performance Development (JMPD) policy, which was established based on Board of Directors Decree No. 17/KPTS/2024 dated February 29, 2024, on Jasa Marga Performance Development. JMPD is a performance development system for individuals that aims to clarify and align expectations between supervisors and employees and to improve employee performance on an ongoing basis by providing regular feedback to employees.

The JMPD system includes the development and assessment of individual performance results as well as the assessment of the alignment of employee work behavior with the Company's values. The JMPD assessment results are classified into 5 (five) categories and are considered in determining talent classification, total reward, and career development for employees.

Gambar Kriteria Penilaian Kinerja Individu berdasarkan Hasil dan Perilaku
Diagram of Individual Performance Assessment Criteria Based on Results and Behavior



Kesejahteraan Karyawan
Employee Welfare

Kesejahteraan karyawan merupakan salah satu hak yang wajib dipenuhi oleh Perseroan, salah satunya dipenuhi oleh remunerasi atau kompensasi yang memadai. Selain meningkatkan keterikatan karyawan, pemberian remunerasi yang sepadan juga dinilai dapat mendukung kemajuan Perseroan karena setiap karyawan diharapkan bekerja optimal untuk mendukung pencapaian target Perseroan.

Employee welfare is one of the rights that must be fulfilled by the Company, one of which is fulfilled through adequate remuneration or compensation. In addition to increasing employee engagement, providing commensurate remuneration is considered to support the Company's progress because each employee is expected to work optimally to support the achievement of the Company's targets.

Remunerasi

Jasa Marga memberikan *total reward* yang menarik bagi calon karyawan (*attract*), memotivasi karyawan untuk meningkatkan kapasitas dan kinerjanya (*motivate*) dan memelihara keterikatan karyawan (*retain*). Berdasarkan filosofinya, maka *reward* untuk karyawan diberikan dalam bentuk sebagai berikut:

1. *Foundational Reward* yaitu komponen penghargaan berupa penghasilan tetap yang diterima karyawan berdasarkan jabatan dan atribut personalnya (*person value*);
2. *Motivational Reward* yaitu komponen penghargaan yang diberikan sebagai upaya untuk meningkatkan motivasi dalam berkinerja;
3. *Benefit & Allowances* yaitu komponen penghargaan yang diberikan sebagai upaya untuk memberikan kenyamanan bagi karyawan;
4. *Working Environment* yaitu komponen penghargaan berupa kondisi dimana seseorang bekerja, yang dipengaruhi oleh lingkungan fisik, sosial, dan/psikologis; dan
5. *Growth Opportunity* yaitu penghargaan berupa kesempatan yang diberikan kepada karyawan untuk dapat mengembangkan potensi dan kariernya.

Total reward karyawan diatur dalam Keputusan Direksi No. 110/KPTS/2019 tentang Sistem *Total Reward* Karyawan. Perseroan secara berkala mengevaluasi besaran remunerasi yang diberikan kepada karyawan dengan melakukan *fine tuning* terhadap *reward* dengan mempertimbangkan kinerja Perseroan, kondisi pasar, dan nilai inflasi pada tahun berjalan. Hal ini sebagaimana tertuang dalam Surat Keputusan Direksi No. 37/KPTS/2025 tanggal 14 April 2025.

Selain itu, pemberian *motivational reward* karyawan tidak hanya berdasarkan capaian kinerja karyawan (JMPD) saja tetapi juga berdasarkan capaian kinerja unit kerja (JMPM), sehingga karyawan diharapkan termotivasi dalam mencapai KPI unit kerjanya. Implementasi konsep ini sebagaimana tertuang dalam Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor: 33/KPTS/2025 tanggal 20 Maret 2025 tentang Pemberian *Motivational Reward* Tahun Buku 2024.

Remuneration

Jasa Marga provides attractive total rewards for prospective employees, motivates employees to improve their capacity and performance, and retains employee engagement. Based on its philosophy, the rewards for employees are provided in the following forms:

1. Foundational Reward, which is a reward component in the form of a fixed income received by employees based on their position and personal attributes (person value);
2. Motivational Reward is a reward component given to increase motivation in performance;
3. Benefit & Allowances is a reward component provided to ensure employee comfort;
4. Working Environment is a reward component in the form of working conditions, which are influenced by the physical, social, and/or psychological environment; and
5. Growth Opportunity is a reward in the form of an opportunity given to employees to develop their potential and career.

Employee total rewards are regulated in the Board of Directors Decree No. 110/KPTS/2019 on the Employee Total Reward System. The Company periodically evaluates the amount of remuneration given to employees by fine-tuning rewards, taking into account the Company's performance, market conditions, and inflation rates for the current year. This is as stated in Board of Directors Decree No. 37/KPTS/2025 dated April 14, 2025.

Additionally, the granting of motivational rewards to employees is not only based on employee performance achievements (JMPD) but also on work unit performance achievements (JMPM), so that employees are expected to be motivated in achieving their work unit KPIs. The implementation of this concept is as stated in the Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 33/KPTS/2025 dated March 20, 2025, on the Provision of Motivational Rewards for the 2024 Fiscal Year.

Fasilitas dan *Benefit*

Selain memberikan remunerasi yang layak, Perseroan juga memberikan berbagai jenis fasilitas dan *benefit* kepada karyawan untuk menunjang kesejahteraan karyawan. Pemberian fasilitas dan *benefit* tersebut dibedakan menurut status karyawan.

Facilities and Benefits

In addition to providing fair remuneration, the Company also offers various types of facilities and benefits to employees to support their well-being. The provision of these facilities and benefits is differentiated according to employee status.

Tabel Fasilitas dan *Benefit* Karyawan
Table of Employee Facilities and Benefits

Jenis Fasilitas dan *Benefit* Facility and Benefit Type	**Karyawan Tetap** Permanent Employees	**Karyawan Tidak Tetap** Non-Permanent Employees	***Trainee***
Seragam Dinas Official Uniform	■	■	
Pakaian Olah Raga Sports Apparel	■		
Cuti Leaves	■	■	
Rekreasi Recreation	■		
Jaminan Kesehatan Perseroan Company Health Insurance	■		
Pinjaman Karyawan (Uang Muka Rumah, Renovasi Rumah, Multiguna, Pendidikan, Pembelian Kredit) Employee Loans (Mortgage Down Payment, House Renovation, Multifinance, Education, Credit Purchase)	■		
Asuransi BPJS Kesehatan BPJS Kesehatan Insurance	■	■	■
Asuransi BPJS Ketenagakerjaan Program JKK & JMK JKK & JMK Programs in BPJS Ketenagakerjaan Insurance	■	■	■
Asuransi BPJS Ketenagakerjaan Program JHT & JP JHT & JP Programs in BPJS Ketenagakerjaan Insurance	■	■	
Asuransi Purna Karya (Pasca Kerja) Post-Employment Insurance	■		
Dana Pensiun PPMP/PPIP (Pasca Kerja) PPMP/PPIP Pension Fund (Post-Employment)	■		
Kartu Dinas akses PP ke Tempat Tinggal (bagi yang memiliki kendaraan roda 4) Official Card for PP access to Residence (for those with a 4-wheeled vehicle)	■		
Perjalanan Dinas Business Trip	■	■	
Beasiswa Scholarship	■		
Pelatihan Training	■	■	■
Program Konseling (Rosela) Counseling Program (Rosela)	■		
Fasilitas *Daycare* (Travoy Kids) Daycare Facility (Travoy Kids)	■		

Program Pasca Kerja
Post-Employment Program

Untuk memberikan kepastian kesejahteraan karyawan setelah berakhirnya masa kerja, Jasa Marga memberikan manfaat kepada karyawan yang telah mencapai usia pensiun. Program pasca kerja yang diberikan kepada karyawan terbagi menjadi 2 (dua) yaitu yang bersifat *mandatory* dari Kementerian Ketenagakerjaan yaitu Program Jaminan Hari Tua dan Jaminan Pensiun. Sedangkan yang bersifat internal dari Perseroan terdiri dari Program Pensiun Manfaat Pasti (PPMP), Program Pensiun Iuran Pasti (PPIP), Program Purna Karya dan Jaminan Kesehatan dari Perseroan.

Program yang bersifat *mandatory* dilaksanakan berdasarkan UU No. 40 Tahun 2004 tentang Sistem Jaminan Sosial Nasional, PP No. 45 tahun 2015 tentang Jaminan Pensiun dan PP No. 46 tahun 2015 dengan perubahannya No. 60 tahun 2015 tentang Jaminan Hari Tua. Sedangkan pelaksanaan program pasca kerja yang bersifat internal diatur dalam Peraturan Perseroan. Adapun penjelasan mengenai masing-masing program pasca kerja yang dilaksanakan di Jasa Marga adalah sebagai berikut:

1. **Program Pensiun Manfaat Pasti (PPMP) dan Program Pensiun Iuran Pasti (PPIP)**
   PPMP diselenggarakan oleh Dana Pensiun Jasa Marga (DPJM) yang didirikan oleh Perseroan. PPMP diikuti oleh karyawan yang mulai bekerja di Perseroan sebelum 1 Juli 2012. Sedangkan PPIP diselenggarakan oleh Dana Pensiun Lembaga Keuangan (DPLK) dan diikuti oleh karyawan yang mulai bekerja di Perseroan sejak tanggal 1 Juli 2012.
2. **Program Purna Karya**
   Program ini diberikan kepada karyawan dengan manfaat ketika berhenti pada usia pensiun normal akan mendapat 24 x Penghasilan Dasar Asuransi (PhDA), sedangkan karyawan yang berhenti sebelum usia pensiun normal akan mendapatkan manfaat proporsional sesuai peraturan Perseroan.
3. **Program Jaminan Hari Tua (JHT) dan Jaminan Pensiun BPJS Ketenagakerjaan**
   Perseroan mengikutsertakan seluruh karyawan pada program Jaminan Hari Tua dan Jaminan Pensiun BPJS Ketenagakerjaan. Dasar perhitungan iuran JHT dihitung dari penghasilan yang proporsinya dibayar sebesar 2% oleh karyawan dan 3,7% oleh Perseroan, sedangkan perhitungan iuran Jaminan Pensiun dihitung dari penghasilan dengan proporsi 1% oleh karyawan dan 2% oleh Perseroan.
4. **Program Jaminan Kesehatan Pensiunan dan Keluarga**
   Manfaat jaminan kesehatan berupa manfaat dalam bentuk fasilitas kesehatan yang diberikan Perseroan berupa bantuan biaya untuk menjaga dan memelihara kesehatan pensiunan beserta keluarganya.

To ensure the welfare of employees after the end of their employment period, Jasa Marga provides benefits to employees who have reached retirement age. The post-employment programs provided to employees are divided into 2 (two) categories: mandatory programs from the Ministry of Manpower, i.e., the Old Age Security Program and the Pension Security Program; and internal programs from the Company, consisting of the Defined Benefit Pension Program (PPMP), the Defined Contribution Pension Program (PPIP), the Retirement Program, and Health Insurance from the Company.

The mandatory post-employment program is implemented based on Law No. 40 of 2004 on the National Social Security System, Government Regulation No. 45 of 2015 on Pension Insurance, and Government Regulation No. 46 of 2015 with its amendment No. 60 of 2015 on Old Age Insurance. Meanwhile, the implementation of internal post-employment programs is regulated in the Company's regulations. The following is an explanation of each post-employment program implemented at Jasa Marga:

1. **Defined Benefit Pension Program (PPMP) and Defined Contribution Pension Program (PPIP)**
   The PPMP is administered by the Jasa Marga Pension Fund (DPJM), which the Company established. The PPMP is for employees who started working at the Company before July 1, 2012. Meanwhile, the PPIP is administered by the Financial Institution Pension Fund (DPLK) and is for employees who started working at the Company on or after July 1, 2012.
2. **Retirement Program**
   This program provides benefits to employees who retire at the normal retirement age, receiving 24 times the Basic Insurance Income (PhDA), while employees who retire before the normal retirement age will receive proportional benefits in accordance with the Company's regulations.
3. **Old Age Insurance Program (JHT) and BPJS Ketenagakerjaan Pension Program**
   The Company enrolls all employees in the BPJS Ketenagakerjaan Old Age Insurance and Pension Security programs. The basis for calculating JHT contributions is calculated from income, with 2% paid by employees and 3.7% by the Company, while pension security contributions are calculated from income, with 1% paid by employees and 2% by the Company.
4. **Retiree and Family Health Insurance Program**
   Health insurance benefits are in the form of health facilities provided by the Company in the form of financial assistance to maintain the health of retirees and their families.

Di tahun 2025, Perseroan melaksanakan program strategis untuk mendukung karyawan yang mendekati masa purnabakti melalui JM Preneurship, yang merupakan program pelatihan berbasis digital yang fokus pada pengembangan keterampilan kewirausahaan, dirancang untuk karyawan yang berminat menjalani "*second career*" setelah pensiun sebagai wirausaha. Selain itu, Perseroan juga menyelenggarakan Pelatihan Purnabhakti dengan memberikan pembekalan menyeluruh, mencakup aspek mental, emosional, dan keterampilan praktis, guna membantu karyawan menghadapi masa pensiun dengan kesiapan dan kepercayaan diri. Melalui Program Persiapan Pensiun ini, Perseroan berkomitmen mendukung karyawan dalam memulai perjalanan baru sekaligus memastikan transisi masa pensiun yang lebih terarah dan produktif.

In 2025, the Company implemented a strategic program to support employees approaching retirement through JM Preneurship, which is a digital-based training program focused on developing entrepreneurial skills, designed for employees who are interested in pursuing a "second career" after retirement as entrepreneurs. In addition, the Company organizes Retirement Training by providing comprehensive guidance, covering mental, emotional, and practical skills, to help employees face retirement with readiness and confidence. Through this Retirement Preparation Program, the Company is committed to supporting employees in starting a new journey while ensuring a more focused and productive retirement transition.

Penghargaan kepada Karyawan
Employee Recognition

Jasa Marga memberikan penghargaan atas kinerja, pelaksanaan tugas, inovasi atau perbaikan serta penghargaan atas kesetiaan karyawan. Penghargaan atas inovasi dan perbaikan berkelanjutan diberikan dalam ajang rutin tahunan Perseroan. Untuk memberikan apresiasi terhadap karyawan yang telah bekerja selama masa kerja tertentu, Perseroan memberikan penghargaan atas masa kerja kepada karyawan. Perseroan memberikan penghargaan kepada karyawan yang telah melampaui masa kerja 20, 25, 30, dan 35 tahun berupa piagam penghargaan dan logam mulia kepada 239 orang karyawan.

Jasa Marga gives awards for performance, task execution, innovation or improvement, as well as awards for employee loyalty. Awards for innovation and continuous improvement are given at the Company's annual event. To show appreciation to employees who have worked for a specific period of time, the Company offers awards for length of service to employees. The Company gives awards to employees who have exceeded 20, 25, 30, and 35 years of service in the form of award certificates and precious metals to 239 employees.

Tabel Jumlah Karyawan Penerima Penghargaan
Table of Total Employee Award Beneficiaries

Masa Kerja Tenure	**Jumlah Karyawan Penerima Penghargaan** Total Employee Award Beneficiaries		
	2025	**2024**	**2023**
20 tahun 20 years	0	15	5
25 tahun 25 years	37	58	156
30 tahun 30 years	150	68	55
35 tahun 35 years	52	41	52
Jumlah **Total**	**239**	**182**	**168**

Hubungan Industrial
Industrial Relations

Jasa Marga mengelola hubungan industrial dalam rangka menciptakan hubungan harmonis dan dinamis antara Perseroan dan karyawan agar dapat mendorong tercapainya visi dan misi Perseroan. Sinergi yang harmonis antara manajemen dan karyawan dibangun dengan kebebasan karyawan untuk berserikat dalam organisasi Serikat Karyawan Jasa Marga (SKJM). Bagi Perseroan, menjaga hubungan industrial yang baik juga merupakan salah satu bentuk komitmen manajemen terhadap Peraturan Ketenagakerjaan yang ditetapkan oleh pemerintah.

Harmonisasi hubungan industrial juga tergambar dalam aktivitas Lembaga Kerja Sama Bipartit (LKS Bipartit) yang dapat berjalan dengan baik, segala isu kesejahteraan selalu diinformasikan dan didiskusikan dengan SKJM sehingga karyawan memahami program-program Perseroan terutama dalam transformasi organisasi, yang berdampak terhadap kesejahteraan karyawan.

Pada tahun 2023, Perseroan telah melaksanakan rapat bipartit untuk menyepakati pemberian manfaat kesejahteraan yang disesuaikan dengan perkembangan kinerja Perseroan. Selanjutnya, kebijakan pengelolaan hubungan industrial antara Perseroan dan Serikat Karyawan Jasa Marga (SKJM) mengacu pada Perjanjian Kerja Bersama (PKB) periode 2024–2026 yang telah ditandatangani oleh kedua belah pihak. Sebagai tindak lanjut atas PKB tersebut, Perseroan bersama SKJM telah mengkaji 8 (delapan) Surat Keputusan Direksi terkait penggajian, program pascakerja, program manfaat pasti karyawan, serta usulan perubahan usia pensiun karyawan.

Pengelolaan hubungan industrial di lingkup Perseroan tidak terbatas pada karyawan PT Jasa Marga (Persero) Tbk, tapi juga terhadap seluruh karyawan dalam Jasa Marga Grup. Perseroan selalu memantau dan memastikan bahwa seluruh ketentuan dan kebijakan Perseroan telah sesuai dengan ketentuan yang berlaku. Sinergi ini terbukti dapat meredam gejolak yang terjadi di lapangan.

Dalam rangka pendukung pengelolaan hubungan industrial yang harmonis, beberapa program dilaksanakan dalam pelayanan administrasi hubungan kerja, antara lain:

1. **Pengelolaan Hubungan Industrial**
   Pengelolaan komunikasi Lembaga Kerja Sama Bipartit, Perundingan Bipartit dengan serikat pekerja untuk *monitor* sistem pembinaan karyawan dan *monitor* keterikatan karyawan.
2. **Pembuatan Dokumen Karyawan**
   Mengelola administrasi kepegawaian seperti: surat keterangan kerja karyawan, surat pengantar pembuatan visa dan paspor, surat dispensasi, cuti sakit karyawan, dan pakta integritas.

Jasa Marga manages industrial relations to create harmonious and dynamic relations between the Company and its employees so as to encourage the achievement of the Company's vision and mission. Harmonious synergy between management and employees is built through the freedom of employees to join the Jasa Marga Employee Union (SKJM). For the Company, maintaining good industrial relations is also a form of management's commitment to the Labor Regulations established by the government.

The harmonization of industrial relations is also reflected in the activities of the Bipartite Cooperation Institution (LKS Bipartit), which runs smoothly. All welfare issues are consistently communicated and discussed with SKJM so that employees understand the Company's programs, especially those related to organizational transformation, which have an impact on employee welfare.

In 2023, the Company held a bipartite meeting to agree on the provision of welfare benefits in line with the Company's performance development. Furthermore, the industrial relations management policy between the Company and the Jasa Marga Employee Union (SKJM) refers to the Collective Labor Agreement (PKB) for the 2024-2026 period, which both parties have signed. As a follow-up to the PKB, the Company and SKJM have reviewed 8 (eight) Board of Directors Decrees related to remuneration, post-employment programs, employee defined benefit programs, and proposed changes to the retirement age of employees.

Industrial relations management within the Company is not limited to employees of PT Jasa Marga (Persero) Tbk, but also extends to all employees within the Jasa Marga Group. The Company continuously monitors and ensures that all Company regulations and policies comply with applicable regulations. This synergy has proven effective in mitigating tensions in the field.

To support the management of harmonious industrial relations, several programs are implemented in the administration of labor relations, including:

1. **Industrial Relations Management**
   Management of bipartite cooperation institution communication, bipartite negotiations with labor unions to monitor the employee development system and employee engagement.
2. **Employee Document Management**
   Managing personnel administration, such as employee work certificates, visa and passport application letters, dispensation letters, employee sick leave, and integrity pacts.

3. **Pengelolaan Laporan Harta Kekayaan Pejabat Negara (LHKPN) Karyawan**
   Mengelola dan pengadministrasian data wajib lapor LHKPN dan pemantauan pelaksanaan pengisian LHKPN.
4. **Pengelolaan Dokumen Pemutusan Hubungan Kerja (PHK) Karyawan**
   Mengelola *management exit* karyawan (pensiun normal, pensiun sakit, pensiun dipercepat, pensiun meninggal dunia, pensiun dini, mengundurkan diri).
5. **Pengelolaan Sistem Manajemen Anti Penyuapan (SMAP**)
   Melakukan uji kelayakan karyawan dengan memonitor pelaksanaan penandatanganan pakta integritas dan evaluasi benturan kepentingan di awal tahun dan melakukan klarifikasi atas potensi benturan kepentingan baik internal dengan karyawan maupun dengan pihak pemangku kepentingan eksternal serta melakukan kontrol mandiri terhadap potensi benturan kepentingan dan integritas karyawan dengan melakukan evaluasi dan pemenuhan dokumen sistem manajemen anti penyuapan.
6. **Pengelolaan *Respectful Workplace Policy* (RWP)**
   Melakukan pengelolaan kebijakan RWP dengan memastikan seluruh Unit Kerja telah membuat, melaksanakan kebijakan RWP dan menindaklanjuti setiap pelaporan pelanggaran RWP serta membuat Laporan Evaluasi secara berkala atas pelaksanaan RWP kepada Direksi.

3. **Management of State Officials' Wealth Reports (LHKPN) for Employees**
   Managing and administering mandatory LHKPN reporting data and monitoring the completion of LHKPN forms.
4. **Management of Employee Termination Documents**
   Managing employee exit procedures (normal retirement, medical retirement, early retirement, retirement due to death, early retirement, resignation).
5. **Anti-Bribery Management System (SMAP) Management**
   Conducting employee eligibility tests by monitoring the implementation of integrity pact signing and conflict of interest evaluations at the beginning of the year, and clarifying potential conflicts of interest, both internally with employees and with external stakeholders, as well as conducting independent control of potential conflicts of interest and employee integrity by evaluating and fulfilling anti-bribery management system documents.
6. **Respectful Workplace Policy (RWP) Management**
   Managing the RWP policy by ensuring that all Work Units have created and implemented the RWP policy, following up on every RWP violation report, and preparing periodic Evaluation Reports on the implementation of the RWP for the Board of Directors.

Teknologi Informasi
Information Technology

Dalam rangka meningkatkan mutu kualitas dan layanan yang diberikan, Perseroan senantiasa mendorong penerapan teknologi digital pada kegiatan usaha yang dijalankan. Selain sebagai bentuk adaptasi dan inovasi, pengembangan teknologi informasi (TI) ini diharapkan dapat mendukung pengembangan dan perluasan bisnis, serta memberikan pelayanan terbaik bagi para pelanggan.

Perseroan memandang bahwa kemajuan teknologi juga menghadirkan kemudahan akses yang dapat menjawab kebutuhan pelanggan akan kecepatan, ketepatan, efisiensi, dan pelayanan yang optimal sehingga penerapannya dapat menjadi salah satu unsur penting dalam mendukung proses bisnis dan pemberian layanan prima. Penerapan TI di kegiatan operasional juga merupakan kunci utama yang memungkinkan Perseroan untuk melakukan efisiensi, mengukur dan menelusuri kinerja bisnis, serta mengambil keputusan-keputusan manajemen yang tepat untuk pengembangan usaha Perseroan yang berkesinambungan.

In improving the quality and services provided, the Company continuously encourages the application of digital technology in its business activities. In addition to being a form of adaptation and innovation, the development of information technology (IT) is expected to support business development and expansion, as well as provide the best service for customers.

The Company believes that technological advances also provide easy access that can meet customer needs for speed, accuracy, efficiency, and optimal service, so that its application can be an important element in supporting business processes and providing excellent service. The application of IT in operational activities is also a key enabler for the Company to achieve efficiency, measure and track business performance, and make appropriate management decisions for the sustainable development of the Company's business.

Pengelolaan Teknologi Informasi

Mengingat pentingnya penerapan TI dalam memberikan pelayanan yang prima dan efisien, Perseroan telah menyusun dan menetapkan Rencana Strategis Teknologi Informasi (RSTI) yang selaras dengan RJPP Tahun 2025-

Information Technology Management

Given the importance of IT implementation in providing excellent and efficient services, the Company has developed and established an Information Technology Strategic Plan (RSTI) that is in line with the 2025-2029 RJPP. The RSTI was

2029. Penyusunan RSTI ini dilakukan dengan mengacu pada peraturan perundang-undangan yang berlaku serta sesuai dengan Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. RSTI 2025-2029 ini berfungsi sebagai acuan dalam menentukan arah pengembangan TI di Perseroan.

Di samping itu, Perseroan juga telah membentuk Information Technology (ITE) Group sebagai unit yang bertanggung jawab terhadap pengelolaan TI di Perseroan, mulai dari kegiatan perencanaan, pengembangan, operasional dan pemberian layanan, serta evaluasi penerapan TI. Pembentukan ITE Group merupakan salah satu wujud komitmen Perseroan mengelola dan memanfaatkan TI mengingat unit kerja tersebut juga berada langsung di bawah supervisi Direktur Operasi.

prepared with reference to applicable laws and regulations and in accordance with the Minister of SOE Regulation No. PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The 2025-2029 RSTI serves as a reference in determining the direction of IT development in the Company.

In addition, the Company has also established an Information Technology (ITE) Group as the unit responsible for managing IT within the Company, ranging from planning, development, operations and service provision, as well as evaluation of IT implementation. The establishment of the ITE Group is a manifestation of the Company's commitment to managing and utilizing IT, given that this work unit is also directly under the supervision of the Director of Operations.

Visi dan Misi Teknologi Informasi Jasa Marga

Dalam proses menyelaraskan tujuan penyelenggaraan TI Perseroan dengan tujuan bisnis Perseroan, dilakukan penyusunan visi dan misi TI yang merupakan turunan dari visi dan misi Perseroan. Adapun visi dan misi TI adalah sebagai berikut:

Jasa Marga Information Technology Vision and Mission

In the process of aligning the Company's IT objectives with its business objectives, IT vision and mission have been formulated, which are derived from the Company's vision and mission. The IT vision and mission are as follows:

Visi
Vision

Mewujudkan ekosistem digital tol yang terintegrasi, aman dan inovatif guna mendukung pertumbuhan perusahaan jalan tol yang berkelanjutan serta meningkatkan pengalaman pengguna.
To realize an integrated, secure, and innovative digital toll ecosystem to support the sustainable growth of the toll road company and enhance the user experience.

Misi
Vision

Reliable
Membangun infrastruktur TI yang andal dan konsisten untuk memastikan ketersediaan layanan minim gangguan.
Building a reliable and consistent IT infrastructure to ensure service availability with minimal disruption.

Orchestrated
Menekankan aspek sinergisitas dalam pengembangan sistem dan aplikasi untuk mendukung integrasi dengan ekosistem TI secara harmonis.
Emphasizing synergy in system and application development to support harmonious integration with the IT ecosystem.

Agile
Mengadopsi metodologi yang mendukung akselerasi inovasi dan mampu beradaptasi secara dinamis terhadap perubahan kebutuhan.
Adopting methodologies that support innovation acceleration and can adapt dynamically to changing needs.

Data-driven
Mengedepankan penggunaan analisis dan data untuk mendukung pengambilan keputusan organisasi.
Prioritizing the use of analysis and data to support organizational decision-making.

Secure
Menjamin keamanan TI melalui praktik keamanan yang ketat untuk melindungi data dan sistem dari ancaman serta serangan siber.
Ensuring IT security through strict security practices to protect data and systems from cyber threats and attacks.

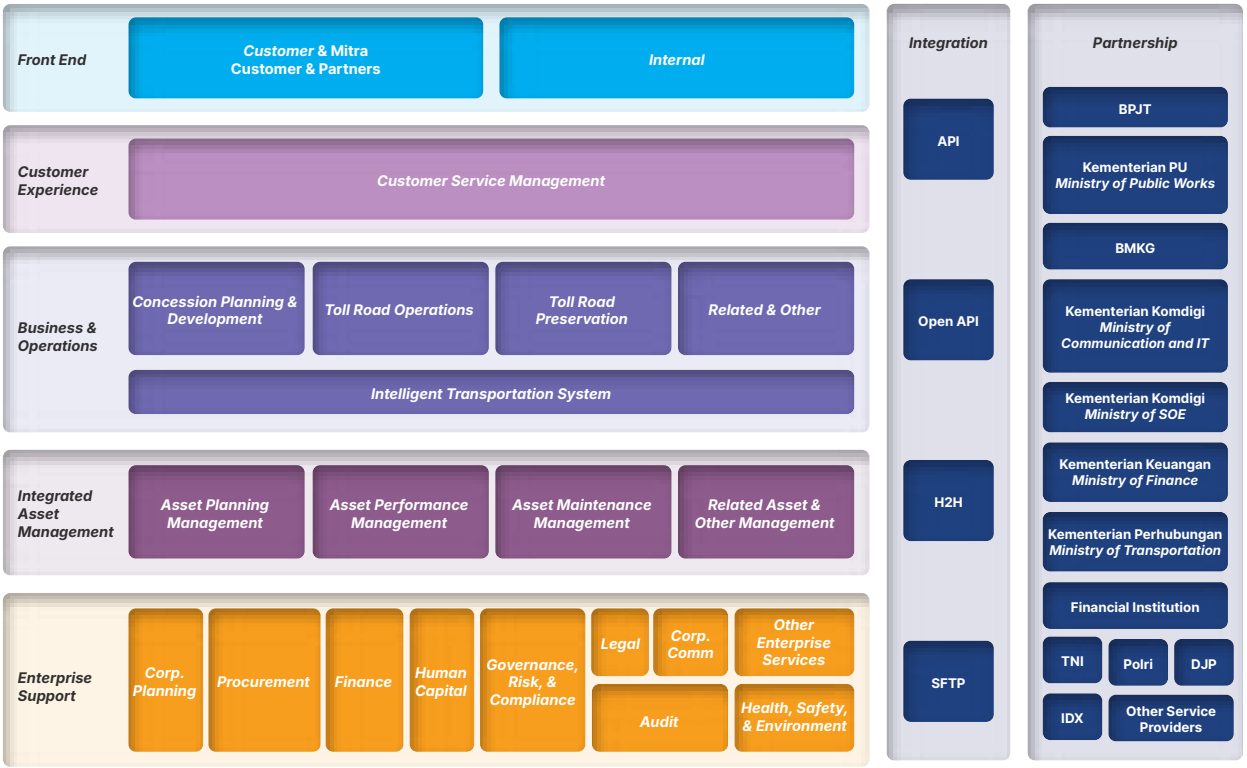
Dalam mewujudkan visi dan misi tersebut, ITE Group turut dibayangi oleh sejumlah tantangan. Tantangan utama yang dihadapi adalah memastikan investasi dan inisiatif TI mampu memberikan manfaat yang optimal bagi bisnis Perseroan. Tantangan lain yang dihadapi adalah bagaimana Perseroan mampu menerapkan proses kerja TI yang memadai guna menjamin konsistensi keberhasilan pencapaian tujuan dari penerapan Kebijakan Tata Kelola TI dan Data (IT & *Data Governance*).

In realizing this vision and mission, ITE Group faces several challenges. The main challenge is ensuring that IT investments and initiatives provide optimal benefits for the Company's business. Another challenge is how the Company can implement adequate IT work processes to ensure consistent success in achieving the objectives of the IT & Data Governance Policy.

Arsitektur Teknologi Informasi Jasa Marga

Jasa Marga Information Technology Architecture

High Level Application Architecture: **Jasa Marga Kantor Pusat**
High-Level Application Architecture in Jasa Marga Head Office



Arsitektur TI Jasa Marga dibuat berdasarkan arahan strategis PT Jasa Marga (Persero) Tbk, yang akan menjadi landasan pembuatan infrastruktur dan sistem informasi di Perseroan. *High Level Application Architecture* Jasa Marga terbagi dari beberapa bagian, yaitu:

1. *Front End* – Menyediakan antarmuka terpadu bagi pengguna internal dan eksternal untuk mengakses seluruh layanan digital Perseroan.
2. *Customer Experience* – Mengelola interaksi pelanggan melalui sistem layanan terpadu guna meningkatkan kualitas pelayanan dan kepuasan pelanggan.
3. *Business & Operations* – Menangani proses bisnis inti, meliputi perencanaan, operasi, dan pemeliharaan jalan tol, didukung oleh sistem transportasi cerdas untuk efisiensi dan keselamatan.

Jasa Marga's IT architecture is based on the strategic direction of PT Jasa Marga (Persero) Tbk, which will serve as the foundation for the development of infrastructure and information systems within the Company. Jasa Marga High-Level Application Architecture is divided into several parts, namely:

1. Front End – Provides an integrated interface for internal and external users to access all of the Company's digital services.
2. Customer Experience – Manages customer interactions through an integrated service system to improve service quality and customer satisfaction.
3. Business & Operations – Handles core business processes, including planning, operations, and toll road maintenance, supported by intelligent transportation systems for efficiency and safety.

4. *Integrated Asset Management* – Mengatur siklus hidup aset secara menyeluruh, mencakup perencanaan, pemantauan kinerja, serta pemeliharaan untuk menjaga keandalan infrastruktur.
5. *Enterprise Support* – Mendukung kelancaran operasional melalui fungsi-fungsi korporat seperti perencanaan, keuangan, *human capital*, tata kelola, hukum, audit, dan K3L.
6. *Integration* – Memastikan konektivitas antar sistem internal dan eksternal melalui mekanisme pertukaran data yang aman dan terstandar.
7. *Partnership* – Memfasilitasi kolaborasi dan integrasi data dengan instansi pemerintah, lembaga keuangan, regulator, dan mitra eksternal untuk mendukung kepatuhan serta sinergi operasional.

Inovasi Layanan Berbasis Teknologi

Perseroan telah menerapkan inovasi layanan dengan menggunakan dukungan TI pada kegiatan operasional yang dijalankan. Adapun inovasi layanan berbasis teknologi yang dilakukan oleh Perseroan sepanjang tahun 2025, antara lain:

A. Pengembangan Teknologi *Enterprise*

Pengembangan teknologi *enterprise* diwujudkan melalui implementasi data *warehouse*. Perseroan memandang bahwa *data warehouse human capital* merupakan sistem yang krusial mengingat hal tersebut merupakan sistem penyimpanan data *human capital* dari berbagai sumber di Perseroan. *Data warehouse* ini dapat membantu meningkatkan kualitas data yang membantu manajemen dalam pengambilan keputusan strategis terkait *human capital*. Untuk itu, Perseroan melakukan pengembangan *data quality dashboard* pada *data warehouse* yang telah selesai dan sedang dalam tahap pengembangan *data analytics* untuk *talent succession management*.

B. Pengembangan Teknologi Pengoperasian Jalan Tol

Pengembangan teknologi pengoperasian jalan tol dilakukan oleh PT JMTO dalam rangka membangun keunggulan bersaing melalui penerapan teknologi di bidang operasi. Adapun inovasi yang dilakukan sepanjang tahun 2025, yaitu:

1. Pengembangan sistem integrasi pemantauan kendaraan Lebih Ukuran Lebih Muatan (ODOL) yang terintegrasi dengan *stakeholder* terkait, salah satunya Kementerian Perhubungan RI, dengan teknologi RFID. Integrasi data ini diharapkan dapat mengoptimalkan manajemen kendaraan angkutan barang hingga spesifik ke pemilik kendaraan yang merupakan wewenang Kementerian Perhubungan.

2. Pengembangan MIDAS (*Motorway Incident Detection and Automation Signaling System*) sebagai *early warning system* dan penghitungan klasifikasi kendaraan untuk dapat memberikan rekomendasi dan tren kepadatan lalu lintas di jalan tol, serta manajemen insiden.

4. Integrated Asset Management – Manages the entire asset lifecycle, including planning, performance monitoring, and maintenance to maintain infrastructure reliability.
5. Enterprise Support – Supporting smooth operations through corporate functions such as planning, finance, human capital, governance, legal, audit, and health, safety, and environment.
6. Integration – Ensuring connectivity between internal and external systems through secure and standardized data exchange mechanisms.
7. Partnership – Facilitating collaboration and data integration with government agencies, financial institutions, regulators, and external partners to support compliance and operational synergy.

Technology-Based Service Innovation

The Company has implemented service innovations using IT support in its operational activities. The technology-based service innovations carried out by the Company throughout 2025 include:

A. Enterprise Technology Development

Enterprise technology development is realised through the implementation of data warehouses. The Company views the human capital data warehouse as a crucial system, given that it is a system for storing human capital data from various sources in the Company. This data warehouse can help improve data quality, which assists management in making strategic decisions related to human capital. To that end, the Company has developed a data quality dashboard for the data warehouse, which has been completed, and is currently in the development stage of data analytics for talent succession management.

B. Development of Toll Road Operation Technology

The development of toll road operation technology is carried out by PT JMTO to build competitive advantages through the application of technology in the field of operations. The innovations carried out throughout 2025 are as follows:

1. Development of an integrated vehicle monitoring system for oversized and overloaded vehicles (ODOL) in collaboration with relevant stakeholders, including the Indonesian Ministry of Transportation, using RFID technology. This data integration is expected to optimise the management of freight vehicles, specifically those owned by vehicle owners who are under the authority of the Ministry of Transportation.
2. Development of MIDAS (Motorway Incident Detection and Automation Signaling System) as an early warning system and vehicle classification calculation to provide recommendations and traffic density trends on toll roads, as well as incident management.

3. Pengembangan sistem transaksi nirhenti melalui optimalisasi layanan Travoy Go yang telah terintegrasi dengan *wallet* LinkAja. Integrasi ini memungkinkan pengguna jalan tol melakukan pembayaran secara langsung melalui *e-wallet* tanpa kebutuhan *top up* pada berbagai kanal terpisah, sehingga menghadirkan pengalaman transaksi yang lebih praktis, cepat, dan terhubung secara *seamless*.
4. *Rebranding* Sistem *Single Lane Free Flow* Let It Flo menjadi Travoy Go, serta integrasi dan penggabungan fitur pada aplikasi Travoy untuk memudahkan pemakaian pada pengguna jalan dan meningkatkan penetrasi pengguna Travoy.
5. Implementasi pemesanan dan layanan derek berbasis *online* melalui aplikasi Travoy yang sudah dilakukan pada ruas tol Jakarta-Bogor-Ciawi, Cawang-Tomang-Pluit, dan Ir. Sedyatmo. Pengguna jalan tol dapat melakukan pemesanan derek dan melakukan pembayaran secara nontunai melalui kanal pembayaran yang tersedia, serta memantau status derek.

C. Pengembangan Teknologi Preservasi

Dalam rangka penerapan teknologi di bidang preservasi, PT JMTM terus melakukan pengembangan inovasi teknologi preservasi, antara lain:

1. Penilaian Keselamatan iRAP *Star Rating*, yakni penilaian kinerja keselamatan jalan melalui *Star Rating* dengan alat *hawkeye* 2000 yang merupakan kendaraan khusus berteknologi pintar guna mengukur kondisi jalan dengan lebih akurat berupa data geometrik, data aset jalan, maupun kondisi jalan. Sampai dengan akhir tahun 2025, iRAP *Star Rating* telah dilakukan di 5 (lima) ruas jalan tol.
2. Pengembangan Aplikasi *Smart* Penerangan Jalan Umum (PJU), yaitu sistem yang mengintegrasikan PJU jalan tol dengan perangkat *Internet of Things* (IoT) berupa beberapa sensor dan jaringan komunikasi; yang ditampilkan dalam sebuah aplikasi *web-based* sehingga mempermudah dalam melakukan *monitoring* kondisi PJU dan perbaikan. Beberapa fitur pada Aplikasi Smart PJU, antara lain yaitu: (1) penyalaan dan pemadaman lampu PJU langsung dari aplikasi; (2) pengaturan jadwal penyalaan dan pemadaman lampu PJU; (3) pengaturan peredupan (*dimming*) lampu PJU untuk menghemat listrik; (4) pengecekan status lampu PJU, yaitu lokasi, kondisi menyala atau padam, pengeluaran daya listrik, kerusakan, dll. Proses pengembangan aplikasi ini sudah berjalan sejak tahun 2022, dimana pada tahun 2025 telah diimplementasikan penggunaan *Smart* PJU dengan total 956 tiang di Ruas Tol Jakarta-Bogor-Ciawi, Cawang-Tomang-Pluit, Ir. Sedyatmo, Cikampek-Padalarang, dan Padalarang-Cileunyi.

3. Development of a non-stop transaction system through optimisation of the Travoy Go service, which has been integrated with the LinkAja wallet. This integration allows toll road users to make payments directly through e-wallets without the need to top up on various separate channels, thereby providing a more practical, faster, and seamlessly connected transaction experience.
4. Rebranding of the Let It Flo Single Lane Free Flow system to Travoy Go, as well as integration and merging of features on the Travoy application to facilitate use by road users and increase Travoy user penetration.
5. Implementation of online-based towing booking and services through the Travoy application, which has been carried out on the Jakarta-Bogor-Ciawi, Cawang-Tomang-Pluit, and Ir. Sedyatmo toll roads. Toll road users can book towing services and make cashless payments through available payment channels, as well as monitor the status of the towing service.

C. Preservation Technology Development

As part of technology implementation in the preservation field, PT JMTM continues to develop preservation technology innovations, including:

1. iRAP Star Rating Safety Assessment, which is a road safety performance assessment through Star Rating using the Hawkeye 2000, a special vehicle equipped with smart technology to measure road conditions more accurately in the form of geometric data, road asset data, and road conditions. By the end of 2025, iRAP Star Rating will have been implemented on 5 (five) toll road sections.
2. Development of the Smart Public Street Lighting (PJU) App, which is a system that integrates toll road street lighting with Internet of Things (IoT) devices in the form of several sensors and communication networks; this is displayed in a web-based app to facilitate monitoring of street lighting conditions and repairs. Some features of the Smart PJU App include: (1) turning PJU lights on and off directly from the app; (2) setting schedules for turning PJU lights on and off; (3) setting PJU light dimming to save electricity; (4) checking the status of street lights, including location, on/off status, electricity consumption, damage, etc. The app development has been underway since 2022, and by 2025, Smart PJU will be implemented with a total of 956 poles on the Jakarta-Bogor-Ciawi, Cawang-Tomang-Pluit, Ir. Sedyatmo, Cikampek-Padalarang, and Padalarang-Cileunyi toll roads.

3. *Bridge Inspection* MOOG, merupakan sistem manajemen jembatan *Bridge Inspection* MOOG dengan tipe *gantry*. Teknologi ini mencatat kondisi jembatan, menyediakan data teknis jembatan serta membantu tenaga lapangan untuk dapat mengakses area atau komponen pada jembatan yang sulit dijangkau atau dengan ketinggian yang ekstrem. Sejumlah kondisi yang bisa memanfaatkan alat inspeksi jembatan ini antara lain jembatan dengan *pier* yang tinggi, jembatan yang berada di atas sungai sehingga tidak memungkinkan untuk dipasang perancah atau *sky worker* serta jembatan dengan lalu lintas yang padat di bawahnya. Sampai dengan akhir tahun 2025, *Bridge Inspection* telah digunakan untuk pemeriksaan di Jembatan Layang MBZ dan 6 jembatan di Ruas Semarang-Solo.
4. *Early Warning System* – Genangan, yaitu teknologi untuk membantu pelaksana lapangan dalam memonitor kondisi titik rawan genangan di jalan tol dengan bantuan deteksi ultrasonik maupun elektroda. Di tahun 2025, sistem ini telah diimplementasikan di 14 titik yang tersebar di Jabodetabekdung.
5. *Jasamarga Integrated Maintenance Management System* (JIMMS), merupakan aplikasi *database* digital layanan preservasi yang memuat seluruh data-data terkait pemeliharaan secara terintegrasi untuk tercapainya penyampaian informasi laporan layanan *Real-Time*. Sampai dengan akhir tahun 2025, ITE Jasa Marga telah mengembangkan submodul antara lain: Kinerja Lingkungan, Inventarisasi Perkerasan, Inspeksi Rutin Perkerasan, dan Inventarisasi Drainase. Selain itu, terdapat beberapa submodul yang saat ini masih dalam tahap pengembangan.

Pemanfaatan Teknologi dan Inovasi Layanan

Sebagai bagian dari komitmen menuju pengelolaan jalan tol yang andal dan berdaya saing global, Jasa Marga terus memperkuat pemanfaatan teknologi digital dalam seluruh lini operasional. Transformasi digital tidak hanya difokuskan pada peningkatan efisiensi internal, tetapi juga diarahkan untuk menciptakan pengalaman perjalanan yang aman, nyaman, dan berkelanjutan bagi pengguna jalan tol. Sepanjang tahun 2025, Perseroan melalui entitas anak terus mengembangkan berbagai sistem dan *platform* cerdas sebagai fondasi *smart toll road ecosystem*.

3. MOOG Bridge Inspection is a gantry-type bridge management system. This technology records bridge conditions, provides technical bridge data, and assists field personnel in accessing areas or performing components on bridges that are difficult to reach or at extreme heights. Some conditions that can benefit from this bridge inspection tool include bridges with high piers, bridges over rivers where scaffolding or sky workers cannot be installed, and bridges with heavy traffic underneath. By the end of 2025, Bridge Inspection will have been used for inspections on the MBZ Flyover and six bridges on the Semarang-Solo section.
4. Early Warning System – Flooding, which is a technology to assist field operators in monitoring flood-prone areas on toll roads with the help of ultrasonic detection and electrodes. In 2025, this system will have been implemented at 14 points spread across Jabodetabekdung.
5. The Jasamarga Integrated Maintenance Management System (JIMMS) is a digital database application for preservation services that contains all maintenance-related data in an integrated manner to enable the delivery of real-time service reports. By the end of 2025, ITE Jasa Marga has developed submodules including: Environmental Performance, Pavement Inventory, Routine Pavement Inspection, and Drainage Inventory. Additionally, there are several submodules that are currently still under development.

Technology Utilization and Service Innovation

As part of its commitment to reliable and globally competitive toll road management, Jasa Marga continues to strengthen the use of digital technology across all operational lines. Digital transformation is not only focused on improving internal efficiency but also on creating a safe, comfortable, and sustainable travel experience for toll road users. Throughout 2025, the Company, through its subsidiaries, will continue to develop various smart systems and platforms as the foundation of a smart toll road ecosystem.

Travoy *Apps*

Travoy *apps* merupakan *platform* layanan pelanggan digital terpadu yang menjadi kanal utama interaksi antara Jasa Marga dan pengguna jalan tol. Aplikasi ini menyediakan beragam fitur layanan perjalanan, seperti informasi lalu lintas *real-time*, lokasi Tempat Istirahat dan Pelayanan (TIP), resi digital, serta kanal pengaduan dan bantuan darurat. Pengembangan Travoy *apps* diarahkan menjadi *ecosystem-based platform* yang terintegrasi dengan data operasional JMTC dan sistem transportasi cerdas lainnya, guna memberikan layanan yang lebih proaktif, personal, dan responsif terhadap kebutuhan pengguna.

Travoy app is an integrated digital customer service platform that serves as the main channel of interaction between Jasa Marga and toll road users. This app provides a variety of travel service features, such as real-time traffic information, the location of Rest and Service Areas (TIP), digital receipts, as well as a channel for complaints and emergency assistance. The development of Travoy app aims to create an ecosystem-based platform integrated with JMTC operational data and other smart transportation systems to provide more proactive, personalized, and responsive services tailored to user needs.

Sistem Transportasi Cerdas (ATMS & IMS)
Smart Transportation System (ATMS & IMS)

Dalam rangka meningkatkan keselamatan dan kelancaran arus lalu lintas, Perseroan menerapkan *Advanced Traffic Management System (ATMS)* dan *Incident Management System (IMS)* yang mampu memantau kondisi lalu lintas secara *real-time* dan memberikan rekomendasi penanganan secara preskriptif. Melalui integrasi dengan *Jasa Marga Integrated Digitalmap (JID)*, sistem ini mendukung deteksi dini insiden, analisis kepadatan lalu lintas, serta koordinasi lintas instansi dalam pengelolaan arus kendaraan di seluruh jaringan tol nasional.

To improve traffic safety and flow, the Company implements an Advanced Traffic Management System (ATMS) and an Incident Management System (IMS) that monitor traffic conditions in real time and provide prescriptive recommendations for incident management. Through integration with Jasa Marga Integrated Digitalmap (JID), this system supports early incident detection, traffic density analysis, and inter-agency coordination in managing vehicle flow across the national toll road network.

Electronic Toll Collection (ETC)

Transformasi digital juga diwujudkan melalui implementasi Travoy GO, yaitu sistem *Electronic Toll Collection* (ETC) melalui teknologi transaksi nirsentuh *Single Lane Free Flow* (SLFF) berbasis *Radio-Frequency Identification* (RFID). Sistem ini meningkatkan efisiensi transaksi tol dengan mempercepat proses pembayaran tanpa henti, memperluas opsi pembayaran digital, serta menekan antrian di gerbang tol. Selain memberikan kemudahan bagi pengguna, pengembangan ETC turut memperkuat infrastruktur data untuk mendukung inovasi bisnis berbasis loyalitas pelanggan dan integrasi layanan lintas moda transportasi.

Digital transformation is also realized through Travoy GO implementation, which is an Electronic Toll Collection (ETC) system using Single Lane Free Flow (SLFF) contactless transaction technology based on Radio-Frequency Identification (RFID). This system enhances toll transaction efficiency by accelerating the non-stop payment process, expanding digital payment options, and reducing queues at toll gates. In addition to providing convenience for users, the development of ETC strengthens the data infrastructure to support customer loyalty-based business innovation and cross-modal transportation service integration.

Teknologi Pemantauan Kecepatan dan Beban
Speed and Weigh Monitoring Technology

Jasa Marga menerapkan teknologi pemantauan kecepatan dan beban kendaraan secara otomatis untuk menjaga keselamatan dan kepatuhan pengguna jalan tol. Melalui sensor digital dan *smart CCTV* yang terhubung dengan *dashboard monitoring*. Perseroan dapat melakukan analisis perilaku lalu lintas, mendeteksi pelanggaran batas kecepatan dan beban kendaraan, serta memetakan potensi risiko keselamatan di berbagai ruas. Data ini juga menjadi bagian penting dari sistem analitik prediktif dalam mendukung keputusan operasional dan pemeliharaan berbasis data.

Jasa Marga implements automatic vehicle speed and weigh monitoring technology to ensure the safety and compliance of toll road users. Through digital sensors and smart CCTV connected to monitoring dashboard. The Company can analyze traffic behavior, detect speed and vehicle load violations, and map potential safety risks on various roads. This data is also an important part of the predictive analytics system in supporting data-driven operational and maintenance decisions.

Intelligent Tollroad Maintenance System (ITMS)

Dalam aspek pemeliharaan, Perseroan melalui PT Jasamarga Tollroad Maintenance (JMTM) mengembangkan *Intelligent Tollroad Maintenance System (ITMS)* sebagai sistem manajemen pemeliharaan berbasis digital. ITMS memanfaatkan data kondisi jalan secara *real*-time untuk mengoptimalkan jadwal perawatan, pemantauan mutu pekerjaan, dan pengelolaan anggaran pemeliharaan. Implementasi ITMS memungkinkan pengambilan keputusan yang lebih cepat dan akurat, sekaligus mendukung efisiensi biaya serta peningkatan standar kualitas infrastruktur jalan tol.

In terms of maintenance, through PT Jasamarga Tollroad Maintenance (JMTM), the Company has developed the Intelligent Tollroad Maintenance System (ITMS) as a digital-based maintenance management system. ITMS utilizes real-time road condition data to optimize maintenance schedules, monitor work quality, and manage maintenance budgets. The implementation of ITMS enables faster, more accurate decision-making, supports cost efficiency, and improves the quality standards of toll road infrastructure.

Jasa Marga Tollroad Command Center (JMTC)

Sebagai pusat kendali operasional nasional, Jasa Marga Tollroad Command Center (JMTC) berperan strategis dalam memastikan kelancaran operasional di seluruh ruas jalan tol. JMTC memanfaatkan integrasi data dari sistem ATMS, CCTV, sensor lalu lintas, serta laporan dari aplikasi Travoy untuk memantau kondisi lalu lintas selama 24 jam. Melalui sistem kendali terpusat ini, respons terhadap insiden, kondisi darurat, maupun kepadatan lalu lintas dapat dilakukan secara cepat dan terkoordinasi, sehingga mendukung terciptanya standar layanan jalan tol yang andal, aman, dan berkinerja tinggi.

As the national operational control center, the Jasa Marga Tollroad Command Center (JMTC) plays a strategic role in ensuring smooth operations across all toll road sections. JMTC utilizes data integration from the ATMS system, CCTV, traffic sensors, and reports from the Travoy app to monitor traffic conditions 24 hours a day. Through this centralized control system, responses to incidents, emergencies, and traffic congestion can be carried out quickly and in a coordinated manner, thereby supporting the creation of reliable, safe, and high-performance toll road service standards.

Biaya Pengembangan Teknologi Informasi

Implementasi TI pada bisnis inti dan bisnis pendukung menjadi katalis bagi Perseroan dalam memperkokoh landasan untuk pertumbuhan yang berkelanjutan dalam jangka panjang. Sebagai wujud komitmen tersebut, Perseroan secara konsisten mengalokasikan anggaran TI yang memadai dan selaras dengan prioritas strategis perusahaan. Sepanjang tahun 2025, realisasi investasi TI tercatat sebesar Rp59.458.902.445, mengalami penurunan sebesar 41% dibandingkan tahun sebelumnya. Penurunan ini mencerminkan optimalisasi belanja TI yang lebih selektif dan berbasis prioritas, tanpa mengurangi fokus Perseroan dalam menjadikan TI sebagai pilar utama keberlanjutan dan daya saing bisnis di masa mendatang.

Information Technology Development Budget

The implementation of IT in core and supporting businesses has been a catalyst for the Company in strengthening its foundation for long-term sustainable growth. As a manifestation of this commitment, the Company consistently allocates an adequate IT budget that is in line with the company's strategic priorities. Throughout 2025, IT investment realisation was recorded at Rp59,458,902,445, a decrease of 41% compared to the previous year. This decline reflects more selective and priority-based optimisation of IT spending, without reducing the Company's focus on making IT a key pillar of business sustainability and competitiveness in the future.

Tata Kelola Teknologi Informasi

Tata Kelola Teknologi Informasi akan dibahas pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Information Technology Governance

Information Technology Governance is available in the Corporate Governance chapter of this Annual Report.

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Melalui implementasi nilai-nilai yang didasarkan pada prinsip-prinsip GCG, Jasa Marga senantiasa memperkuat tata kelola korporat yang transparan dan akuntabel. Komitmen ini adalah landasan kami untuk mewujudkan pertumbuhan bisnis yang sehat, beretika, dan berkelanjutan.

Through the implementation of values grounded in the principles of Good Corporate Governance (GCG), Jasa Marga consistently strengthens transparent and accountable corporate governance. This commitment serves as our foundation for achieving healthy, ethical, and sustainable business growth.





Rapat Umum Pemegang Saham Luar Biasa PT Jasa Marga (Persero) Tbk tanggal 17 Desember 2025
Extraordinary General Meeting of Shareholders of PT Jasa Marga (Persero) Tbk dated December 17, 2025

Penerapan Tata Kelola Perusahaan yang Baik
Implementation of Good Corporate Governance

Jasa Marga senantiasa menunjukkan komitmen yang kuat dalam menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) secara konsisten dan berkesinambungan. Penerapan prinsip-prinsip tersebut berpedoman pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yang menjadi rujukan dalam penerapan prinsip *Transparency*, *Accountability*, *Responsibility*, *Independency*, dan *Fairness* (TARIF) dalam pengelolaan perusahaan. Melalui penerapan prinsip-prinsip tersebut, Jasa Marga berupaya memastikan bahwa seluruh aktivitas dan pengambilan keputusan dilaksanakan secara transparan, akuntabel, bertanggung jawab, independen, serta berkeadilan, sehingga mendukung terciptanya nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

Jasa Marga consistently demonstrates a strong commitment to implementing the principles of Good Corporate Governance (GCG) in a consistent and sustainable manner. The implementation of these principles is guided by the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which serves as a reference for applying the principles of Transparency, Accountability, Responsibility, Independency, and Fairness (TARIF) in corporate management. Through the application of these principles, Jasa Marga seeks to ensure that all activities and decision-making processes are carried out in a transparent, accountable, responsible, independent, and fair manner, thereby supporting the creation of sustainable added value for all stakeholders.

		Makna Prinsip Meaning of Principle	Komitmen Perseroan Company Commitment
T	**Transparansi** Transparency	Prinsip transparansi yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan. Perseroan akan mematuhi peraturan perundang-undangan yang mengatur masalah keterbukaan informasi yang berlaku bagi Perseroan. Transparansi juga mencakup hal-hal yang relevan dengan informasi yang dibutuhkan oleh publik berkaitan dengan produk dan aktivitas operasional Perseroan yang secara potensial dapat memengaruhi perilaku pemangku kepentingan. The transparency principle refers to openness in the decision-making process and openness in disclosing material and relevant information about the Company. The Company will comply with laws and regulations governing information disclosure that apply to the Company. Transparency also covers matters pertinent to information needed by the public regarding the Company's products and operational activities that could potentially influence the behavior of stakeholders.	Jasa Marga menjamin pengungkapan informasi materiil dan relevan mengenai kinerja, kondisi keuangan dan informasi lainnya secara jelas, memadai, akurat, dapat dibandingkan dan tepat waktu serta mudah diakses oleh *stakeholders* sesuai dengan haknya. Prinsip keterbukaan ini tidak mengurangi kewajiban untuk melindungi informasi rahasia mengenai Perseroan dan Pelanggan serta Mitra Kerja sesuai dengan peraturan perundangan-undangan yang berlaku. Jasa Marga guarantees the disclosure of material and relevant information regarding its performance, financial condition, and other information in a manner that is clear, adequate, accurate, comparable, timely, and easily accessible to stakeholders in accordance with their rights. This principle of openness does not diminish the obligation to protect confidential information regarding the Company, its customers, and its partners in accordance with applicable laws and regulations.
A	**Akuntabilitas** Accountability	Prinsip akuntabilitas yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ Perseroan sehingga pengelolaan Perseroan terlaksana secara efektif. Akuntabilitas berkaitan dengan pelaksanaan tugas dan wewenang yang dimiliki seseorang atau satuan kerja dalam melaksanakan tanggung jawab yang dibebankan Perseroan. Akuntabilitas ini meliputi penjelasan atas pelaksanaan tugas dan wewenang, pelaporan atas pelaksanaan tugas dan wewenang, serta pertanggungjawaban atas aktivitas dalam melaksanakan tugas dan wewenang tersebut. The accountability principle refers to the clarity of the functions, implementation, and responsibilities of the Company's organs so that the management of the Company is carried out effectively. Accountability relates to the implementation of a person's or work unit's duties and authorities in carrying out the responsibilities assigned by the Company. This accountability includes explanations of the implementation of duties and authorities, reporting on the implementation of duties and authorities, and accountability for activities in carrying out these duties and authorities.	Jasa Marga menjamin kejelasan fungsi, hak, kewajiban, wewenang, dan pertanggungjawaban Jajaran Perseroan yang memungkinkan pengelolaan Perseroan terlaksana secara efektif. Akuntabilitas merujuk kepada kewajiban seseorang atau organ kerja Perseroan yang berkaitan dengan pelaksanaan wewenang yang dimilikinya dan/atau pelaksanaan tanggung jawab yang dibebankan oleh Perseroan kepadanya. Tiap kegiatan dapat diukur tanggung jawab dan ketepatan waktunya. Jasa Marga guarantees the clarity of the functions, rights, obligations, authorities, and responsibilities of the Company's management, which enables the effective management of the Company. Accountability refers to the obligations of an individual or work unit of the Company related to the exercise of their authority and/or the performance of responsibilities assigned to them by the Company. Each activity can be measured in terms of responsibility and timeliness.
R	**Pertanggungjawaban** Responsibility	Prinsip pertanggungjawaban yaitu kesesuaian di dalam pengelolaan Perseroan terhadap ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. The responsibility principle is compliance in the management of the Company with the provisions of laws and regulations and sound corporate principles.	Jasa Marga menjamin kesesuaian dalam melaksanakan aktivitas bisnisnya berdasarkan prinsip korporasi yang sehat, pemenuhan kewajiban terhadap Pemerintah sesuai peraturan yang berlaku, bekerja sama secara aktif untuk manfaat bersama dan berusaha untuk dapat memberikan kontribusi yang nyata kepada masyarakat. Jasa Marga guarantees compliance in its business activities based on sound corporate principles, fulfillment of obligations to the Government in accordance with applicable regulations, active cooperation for mutual benefit, and efforts to make a real contribution to society.
I	**Kemandirian** Independence	Prinsip kemandirian yaitu keadaan di mana Perseroan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. The independence principle is a condition in which the Company is managed professionally without conflicts of interest and influence/pressure from any party that is not in accordance with the provisions of laws and regulations and sound corporate principles.	Jasa Marga menjamin pengelolaan Perseroan secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundangan-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. Jasa Marga guarantees the Company's professional management without conflicts of interest and influence/pressure from any party that is not in accordance with applicable laws and regulations and sound corporate principles.
F	**Keadilan dan Kesetaraan** Fairness and Equality	Prinsip keadilan dan kesetaraan yaitu dalam pemenuhan hak-hak Pemegang Saham, manajemen, karyawan dan Pemangku Kepentingan Perseroan lainnya, sebagaimana tercantum dalam perjanjian. Hal ini juga mencakup perlakuan adil dan setara kepada seluruh individu Perseroan, tanpa terkecuali, sesuai dengan kebijakan dan peraturan yang berlaku. The fairness and equality principle are the fulfillment of the rights of Shareholders, management, employees, and other stakeholders of the Company, as stated in the agreement. This also includes fair and equal treatment of all individuals in the Company, without exception, in accordance with applicable policies and regulations.	Jasa Marga menjamin perlakuan yang adil dan setara dalam memenuhi hak-hak stakeholders berdasarkan ketentuan dan peraturan perundangan-undangan yang berlaku. Jasa Marga guarantees fair and equal treatment in fulfilling the rights of stakeholders based on applicable laws and regulations.

Selain menerapkan prinsip TARIF yang menjadi pedoman bagi BUMN, Jasa Marga juga mengimplementasikan pilar-pilar governansi korporat yang mengacu pada Pedoman Umum Governansi Korporat Indonesia Tahun 2021 yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG). Pedoman ini menjadi acuan nasional dalam mewujudkan tata kelola perusahaan yang selaras dengan praktik terbaik (best practices) serta menjawab dinamika perubahan lingkungan bisnis dan ekspektasi para pemangku kepentingan.

Pedoman Umum Governansi Korporat Indonesia pada awalnya menggunakan prinsip dasar T.A.R.I.F, yang pertama kali diperkenalkan dalam Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2001 oleh KNKG. Seiring perkembangan zaman dan kebutuhan penyesuaian terhadap dinamika tata kelola korporasi, pedoman tersebut telah mengalami beberapa kali pembaruan pada tahun 2006, 2019, dan terakhir pada tahun 2021. Dalam pembaruan tahun 2021, nilai-nilai dasar T.A.R.I.F bertransformasi menjadi empat pilar governansi korporat, yaitu ETAK (Perilaku Beretika, Transparansi, Akuntabilitas, dan Keberlanjutan), sebagai bentuk adaptasi terhadap perkembangan terkini dalam praktik bisnis dan tuntutan keberlanjutan di tingkat nasional maupun global.

In addition to implementing the TARIF principles as a guideline for State-Owned Enterprises, Jasa Marga also applies the pillars of corporate governance that refer to the 2021 Indonesian General Guidelines on Corporate Governance issued by the National Committee on Governance Policy (KNKG). These guidelines serve as a national reference for realizing corporate governance that is aligned with best practices and capable of responding to the dynamic changes in the business environment and the expectations of stakeholders.

The Indonesian Corporate Governance General Guidelines initially used the basic T.A.R.I.F principles, which were first introduced in the 2001 Indonesian Good Corporate Governance General Guidelines by the KNKG. As times changed and the need for adjustments to corporate governance dynamics arose, the guidelines underwent several revisions in 2006, 2019, and 2021. In the 2021 update, the fundamental values of T.A.R.I.F. were transformed into four pillars of corporate governance, i.e., ETAK (Ethical Behavior, Transparency, Accountability, and Sustainability), as a form of adaptation to the latest developments in business practices and sustainability demands at the national and global levels.

	Makna Prinsip Meaning of Principle	Komitmen Perseroan Company Commitment
E **erilaku Beretika** **thical Behavior**	Dalam melaksanakan kegiatannya, korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan *(fairness)* dan dikelola secara independen sehingga masing-masing organ korporasi tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain. In carrying out its activities, the corporation always prioritizes honesty, respects all parties, fulfills its commitments, and consistently builds and maintains moral values and trust. The corporation considers the interests of shareholders and other stakeholders based on the principles of fairness and equality, and is managed independently so that each corporate organ does not dominate the other and cannot be interfered with by other parties.	Perseroan berkomitmen untuk menegakkan standar etika tertinggi dalam interaksi dengan seluruh pemangku kepentingan. Kami memastikan kepatuhan terhadap peraturan yang berlaku, menanamkan budaya integritas, serta menerapkan kebijakan anti-korupsi dan anti-penyuapan secara konsisten. The Company is committed to upholding the highest ethical standards when interacting with all stakeholders. We ensure compliance with applicable regulations, instill a culture of integrity, and consistently implement anti-corruption and anti-bribery policies.
T **ransparansi** **ransparency**	Untuk menjaga objektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya. To maintain objectivity in conducting business, the corporation provides material and relevant information that is easily accessible and understandable to stakeholders. The corporation takes the initiative to disclose not only matters required by law, but also matters important for decision-making by shareholders, creditors, and other stakeholders.	Perseroan berkomitmen untuk menyampaikan informasi yang relevan secara terbuka dan mudah diakses oleh pemangku kepentingan. Kami menjunjung prinsip keterbukaan dalam komunikasi dan pengambilan keputusan, serta memastikan kepatuhan terhadap regulasi yang mengatur keterbukaan informasi. The Company is committed to communicating relevant information openly and in a manner that is easily accessible to stakeholders. We uphold the principle of openness in communication and decision-making, and ensure compliance with information disclosure regulations.
A **kuntabilitas** **ccountability**	Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan. The corporation can be held accountable for its performance transparently and reasonably. To that end, it must be appropriately managed, measurable, and in accordance with corporate interests, while considering the interests of shareholders and stakeholders. Accountability is a prerequisite for achieving sustainable performance.	Perseroan berkomitmen untuk menerapkan sistem tata Kelola yang memastikan adanya mekanisme pertanggungjawaban yang jelas di setiap tingkatan organisasi. Kami mendorong budaya kinerja yang bertanggung jawab, serta menerapkan sistem evaluasi dan pengawasan yang transparan. The Company is committed to implementing a governance system that ensures clear accountability mechanisms at every level of the organization. We encourage a culture of responsible performance and implement transparent evaluation and monitoring systems.
K **eberlanjutan** **ustainability**	Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan. The corporation complies with laws and regulations and is committed to fulfilling its responsibilities to society and the environment. It will contribute to sustainable development through cooperation with all relevant stakeholders to improve their lives in a way that aligns with business interests and the sustainable development agenda.	Perseroan berkomitmen untuk mengintegrasikan prinsip keberlanjutan dalam strategi bisnis dan operasional. Kami berupaya mengurangi dampak lingkungan, memberdayakan masyarakat, serta menerapkan praktik bisnis yang bertanggung jawab guna mendukung pertumbuhan yang inklusif dan berkelanjutan. The Company is committed to integrating sustainability principles into its business and operational strategies. We strive to reduce environmental impact, empower communities, and implement responsible business practices to support inclusive and sustainable growth.

Dasar-Dasar Penerapan

Berbagai peraturan perundang-undangan yang bersifat formal, menjadi dasar penerapan Tata Kelola Perusahaan di Perseroan. Adapun berbagai peraturan tersebut, yaitu:

1. Undang-Undang Republik Indonesia, di antaranya adalah:
   a. Undang-Undang No. 8 Tahun 1995 tanggal 10 November 1995 tentang Pasar Modal yang terakhir telah diubah dengan Undang-Undang No. 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan.
   b. Undang-Undang No. 31 Tahun 1999 tanggal 16 Agustus 1999 tentang Pemberantasan Tindak Pidana Korupsi yang terakhir telah diubah dengan Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi dan dicabut sebagian dengan Undang-Undang No. 1 Tahun 2023 tentang Kitab Undang-Undang Hukum Pidana.
   c. Undang-Undang No. 19 Tahun 2003 tanggal 19 Juni 2003 tentang Badan Usaha Milik Negara sebagaimana telah beberapa kali diubah, terakhir dengan Undang-Undang No. 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
   d. Undang-Undang No. 38 Tahun 2004 tanggal 18 Oktober 2004 tentang Jalan, yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang.
   e. Undang-Undang No. 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang.
   f. Undang-Undang No. 11 Tahun 2008 tanggal 21 April 2008 tentang Informasi dan Transaksi Elektronik sebagaimana telah diubah beberapa kali dengan Undang-Undang No. 19 Tahun 2016 tanggal 25 November 2016 tentang Perubahan atas Undang-Undang No. 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik dan dicabut sebagian dengan Undang-Undang No. 1 Tahun 2023 tentang Kitab Undang-Undang Hukum Pidana.
   g. Undang-Undang No. 14 Tahun 2008 tanggal 30 April 2008 tentang Keterbukaan Informasi Publik.
   h. Undang-Undang No. 22 Tahun 2009 tanggal 22 Juni 2009 tentang Lalu Lintas dan Angkutan Jalan yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang.

Basis of Implementation

Various formal laws and regulations form the basis for implementing Corporate Governance in the Company. These regulations include:

1. Laws of the Republic of Indonesia, including:
   a. Law No. 8 of 1995 dated November 10, 1995, on Capital Markets, last amended by Law No. 4 of 2023 on Development and Strengthening of the Financial Sector.
   b. Law No. 31 of 1999 dated August 16, 1999, on Eradication of Corruption Crimes, which was last amended by Law No. 30 of 2002 on the Corruption Eradication Commission and partially revoked by Law No. 1 of 2023 on the Criminal Code.
   c. Law No. 19 of 2003 dated June 19, 2003, on State-Owned Enterprises, as amended several times, most recently by Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises.
   d. Law No. 38 of 2004 dated October 18, 2004, on Roads, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation and stipulated as a Law in accordance with Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law.
   e. Law No. 40 of 2007 dated August 16, 2007, on Limited Liability Companies, last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation and stipulated as Law in accordance with Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law.
   f. Law No. 11 of 2008 dated April 21, 2008, on Electronic Information and Transactions, as amended several times by Law No. 19 of 2016 dated November 25, 2016, on Amendments to Law No. 11 of 2008 on Information and Electronic Transactions, and partially repealed by Law No. 1 of 2023 on the Criminal Code.
   g. Law No. 14 of 2008 dated April 30, 2008, on Public Information Disclosure.
   h. Law No. 22 of 2009 dated June 22, 2009, on Road Traffic and Transportation, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation and stipulated as a Law in accordance with Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law.

i. Undang-Undang No. 8 Tahun 2010 tanggal 22 Oktober 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang yang telah dicabut sebagian dengan Undang-Undang No. 1 Tahun 2023 tentang Kitab Undang-Undang Hukum Pidana.

2. Peraturan Pemerintah, di antaranya adalah:
   a. Peraturan Pemerintah No. 23 Tahun 2024 tanggal 20 Mei 2024 tentang Jalan Tol.
   b. Peraturan Pemerintah No. 45 Tahun 2005 tanggal 25 Oktober 2005 tentang Pendirian, Pengawasan dan Pembubaran Badan Usaha Milik Negara, sebagaimana telah diubah dengan Peraturan Pemerintah No. 23 Tahun 2022 tentang Perubahan atas Peraturan Pemerintah No. 45 Tahun 2005 tanggal 8 Juni 2022 tentang Pendirian, Pengurusan, Pengawasan, Dan Pembubaran Badan Usaha Milik Negara.
3. Peraturan Menteri Badan Usaha Milik Negara, di antaranya adalah:
   a. Peraturan Menteri Badan Usaha Milik Negara No. PER-9/MBU/06/2021 tentang Pelaporan Gratifikasi di Lingkungan Kementerian Badan Usaha Milik Negara tanggal 16 Juli 2021.
   b. Peraturan Menteri Badan Usaha Milik Negara No. PER-01/MBU/01/2015 tanggal 14 Januari 2015 tentang Pedoman Penanganan Benturan Kepentingan di Lingkungan Kementerian Badan Usaha Milik Negara.
   c. Peraturan Menteri Badan Usaha Milik Negara No. PER-13/MBU/10/2015 tanggal 8 Oktober 2015 tentang Pedoman Pengelolaan Sistem Pelaporan Dugaan Pelanggaran di Lingkungan Kementerian Badan Usaha Milik Negara.
   d. Peraturan Menteri BUMN No. PER-1/MBU/03/2023 tanggal 24 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
   e. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023, tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
   f. Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
4. Peraturan Otoritas Jasa Keuangan (OJK), di antaranya adalah:
   a. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
   b. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.
   c. Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tanggal 8 Desember 2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

i. Law No. 8 of 2010 dated October 22, 2010, on the Prevention and Eradication of Money Laundering, which has been partially revoked by Law No. 1 of 2023 on the Criminal Code.

2. Government Regulations, including:
   a. Government Regulation No. 23 on 2024, dated May 20, 2024 on Toll Roads.
   b. Government Regulation No. 45 of 2005 dated October 25, 2005, on the Establishment, Supervision and Dissolution of State-Owned Enterprises, as amended by Government Regulation No. 23 of 2022 on Amendments to Government Regulation No. 45 of 2005 dated June 8, 2022, on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises.
3. Minister of State-Owned Enterprises Regulations, including:
   a. Minister of State-Owned Enterprises Regulation No. PER-9/MBU/06/2021 on Reporting of Gratuities within the Ministry of State-Owned Enterprises dated July 16, 2021.
   b. Minister of State-Owned Enterprises Regulation No. PER-01/MBU/01/2015 dated January 14, 2015, on Guidelines for Handling Conflicts of Interest within the Ministry of State-Owned Enterprises.
   c. Minister of State-Owned Enterprises Regulation No. PER-13/MBU/10/2015 dated October 8, 2015, on Guidelines for the Management of the Reporting System for Alleged Violations within the Ministry of State-Owned Enterprises.
   d. Minister of SOE Regulation No. PER-1/MBU/03/2023 dated March 24, 2023, on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.
   e. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.
   f. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises.
4. Financial Services Authority (OJK) Regulations, including:
   a. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014, on the Board of Directors and Board of Commissioners of Issuers or Public Companies.
   b. Financial Services Authority Regulation No. 34/POJK.04/2014 dated December 8, 2014, on the Nomination and Remuneration Committee of Issuers or Public Companies.
   c. Financial Services Authority Regulation No. 35/POJK.04/2014 dated December 8, 2014, on the Company Secretaries of Issuers or Public Companies.

d. Peraturan Otoritas Jasa Keuangan No. 08/POJK.04/2015 tanggal 25 Juni 2015 tentang Situs Web Emiten atau Perusahaan Publik.
e. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka.
f. Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tanggal 16 Desember 2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum.
g. Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tanggal 16 Desember 2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.
h. Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.
i. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
j. Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.
k. Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tanggal 29 Juli 2016 tentang Kewajiban Penyampaian Laporan Tahunan bagi Emiten dan Perusahaan Publik.
l. Peraturan Otoritas Jasa Keuangan No. 11/POJK.04/2017 tanggal 14 Maret 2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka.
m. Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tanggal 18 Juli 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.
n. Peraturan Otoritas Jasa Keuangan No. 58/POJK.04/2017 tanggal 6 Desember 2017 tentang Penyampaian Pernyataan Pendaftaran atau Pengajuan Aksi Korporasi secara Elektronik.
o. Peraturan Otoritas Jasa Keuangan No. 75/POJK.04/2017 tanggal 21 Desember 2017 tentang Tanggung Jawab Direksi atas Laporan Keuangan.
p. Peraturan Otoritas Jasa Keuangan No. 7/POJK.04/2018 tanggal 25 April 2018 tentang Penyampaian Laporan melalui Sistem Pelaporan Elektronik Emiten atau Perusahaan Publik.
q. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
r. Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tanggal 20 April 2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik.
s. Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tanggal 20 April 2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.

d. Financial Services Authority Regulation No. 08/POJK.04/2015 dated June 25, 2015, on the Websites of Issuers or Public Companies.
e. Financial Services Authority Regulation No. 21/POJK.04/2015 dated November 16, 2015, on the Implementation of Corporate Governance Guidelines for Public Companies.
f. Financial Services Authority Regulation No. 30/POJK.04/2015 dated December 16, 2015, on Reports on the Realization of the Use of Proceeds from Public Offerings.
g. Financial Services Authority Regulation No. 31/POJK.04/2015 dated December 16, 2015, on Disclosure of Material Information or Facts by Issuers or Public Companies.
h. Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, on Guidelines for the Governance of Public Companies.
i. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, on the Establishment and Implementation Guidelines of the Audit Committee.
j. Financial Services Authority Regulation No. 56/POJK.04/2015 dated December 23, 2015, on the Establishment and Guidelines for the Preparation of Internal Audit Unit Charters.
k. Financial Services Authority Regulation No. 29/POJK.04/2016 dated July 29, 2016, on the Obligation to Submit Annual Reports for Issuers and Public Companies.
l. Financial Services Authority Regulation No. 11/POJK.04/2017 dated March 14, 2017, on Reports on Ownership or Any Changes in Ownership of Shares in Public Companies.
m. Financial Services Authority Regulation No. 51/POJK.03/2017 dated July 18, 2017, on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.
n. Financial Services Authority Regulation No. 58/POJK.04/2017 dated December 6, 2017, on the Electronic Submission of Registration Statements or Corporate Action Submissions.
o. Financial Services Authority Regulation No. 75/POJK.04/2017 dated December 21, 2017, on the Responsibility of the Board of Directors for Financial Statements.
p. Financial Services Authority Regulation No. 7/POJK.04/2018 dated April 25, 2018, on the Submission of Reports through the Electronic Reporting System for Issuers or Public Companies.
q. Financial Services Authority Regulation No. 15/POJK.04/2020 dated April 20, 2020, on the Plan and Implementation of General Meetings of Shareholders of Public Companies.
r. Financial Services Authority Regulation No. 16/POJK.04/2020 dated April 20, 2020, on the Implementation of Electronic General Meetings of Shareholders of Public Companies.
s. Financial Services Authority Regulation No. 17/POJK.04/2020 dated April 20, 2020, on Material Transactions and Changes in Business Activities.

t. Peraturan Otoritas Jasa Keuangan No. 42/POJK.04/2020 tanggal 01 Juli 2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan.
u. Peraturan Otoritas Jasa Keuangan No. 49/POJK.04/2020 tanggal 11 Desember 2020 tentang Pemeringatan Efek Bersifat Utang dan/atau Sukuk.
v. Peraturan Otoritas Jasa Keuangan No. 14/POJK.04/2022 tanggal 18 Agustus 2022 tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik.
w. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2022 tanggal 18 Agustus 2022 tentang Pemecahan Saham dan Penggabungan Saham oleh Perusahaan Terbuka.

5. Peraturan Bursa Efek Indonesia (BEI), di antaranya Peraturan Bursa Efek Indonesia No. I-E tentang Kewajiban Penyampaian Informasi dan perubahannya.

Selain ketentuan berupa peraturan perundang-undangan Jasa Marga juga mendasarkan penerapan GCG di Perseroan dengan mengacu pada berbagai pedoman GCG, sebagai berikut:

1. Prinsip-prinsip *Corporate Governance* yang dikembangkan oleh *Organization for Economic Cooperation and Development* (OECD) tahun 2015.
2. ASEAN *Corporate Governance Scorecard* tahun 2017.
3. Pedoman Umum Governansi Korporat Indonesia yang dikembangkan oleh Komite Nasional Kebijakan Governansi (KNKG) tahun 2021.

Tujuan Penerapan GCG

Tujuan penerapan GCG di Jasa Marga dituangkan dalam Pedoman Tata Kelola Perusahaan yang Baik, sebagaimana telah disahkan melalui Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 46/KPTS/2024 tanggal 22 Maret 2024.

Tujuan dari penerapan GCG pada Perseroan adalah:

1. Mengendalikan dan mengarahkan hubungan antara Pemegang Saham, Dewan Komisaris, Direksi, Karyawan, Pengguna Jalan Tol/Pelanggan Lainnya, Mitra Usaha, Kreditur/Investor, serta Masyarakat dan Lingkungan.
2. Mendorong dan mendukung pengembangan, pengelolaan risiko Perseroan secara lebih hati-hati (*prudent*), akuntabel, dan bertanggung jawab sejalan dengan prinsip-prinsip GCG.
3. Memaksimalkan nilai Perseroan agar Perseroan memiliki daya saing yang kuat, baik secara nasional maupun internasional.
4. Memberdayakan fungsi dan kemandirian masing-masing Organ Perseroan.
5. Mendorong pengelolaan Perseroan secara profesional, efektif dan efisien demi tercapainya Visi dan Misi Perseroan.
6. Mendorong agar pengelola Perseroan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku serta kesadaran akan adanya tanggung jawab sosial Perseroan.
7. Meningkatkan pertanggungjawaban kepada *stakeholders*.

t. Financial Services Authority Regulation No. 42/POJK.04/2020 dated July 1, 2020, on Affiliated Transactions and Conflicts of Interest Transactions.
u. Financial Services Authority Regulation No. 49/POJK.04/2020 dated December 11, 2020, on the Rating of Debt Securities and/or Sukuk.
v. Financial Services Authority Regulation No. 14/POJK.04/2022 dated August 18, 2022, on the Submission of Periodic Financial Reports by Issuers or Public Companies.
w. Financial Services Authority Regulation No. 15/POJK.04/2022 dated August 18, 2022, on Stock Splits and Stock Mergers by Public Companies.

5. Indonesian Stock Exchange (IDX) Regulations, including Indonesian Stock Exchange Regulation No. I-E on Information Disclosure Obligations and its amendments.

In addition to the provisions in the laws and regulations, Jasa Marga bases the implementation of GCG in the Company by referring to various GCG guidelines, as follows:

1. Corporate Governance Principles developed by the Organization for Economic Cooperation and Development (OECD) in 2015.
2. The ASEAN Corporate Governance Scorecard of 2017.
3. The General Guidelines for Indonesian Corporate Governance developed by the National Committee on Corporate Governance (KNKG) in 2021.

Objectives of GCG Implementation

The objectives of implementing GCG at Jasa Marga are outlined in the Good Corporate Governance Guidelines, as ratified by PT Jasa Marga (Persero) Tbk Board of Directors Decree No. 46/KPTS/2024 dated March 22, 2024.

The objectives of implementing GCG in the Company are:

1. To control and direct the relationships between Shareholders, the Board of Commissioners, the Board of Directors, Employees, Toll Road Users/Other Customers, Business Partners, Creditors/Investors, as well as the Community and the Environment.
2. To encourage and support developing and managing the Company's risks in a more prudent, accountable, and responsible manner in line with GCG principles.
3. To maximize the Company's value so that it has strong national and international competitiveness.
4. To empower the functions and independence of each of the Company's organs.
5. Encourage professional, effective, and efficient management of the Company to achieve its Vision and Mission.
6. Encourage the Company's management to make decisions and take actions based on high moral values and compliance with applicable laws and regulations, as well as awareness of the Company's social responsibility.
7. Increase accountability to stakeholders.

8. Mencegah terjadinya penyimpangan dalam pengelolaan Perseroan.
9. Meningkatkan pencitraan Perseroan (*image*) yang semakin baik.
10. Meningkatkan kontribusi Perseroan dalam perekonomian nasional.
11. Menciptakan Insan Jasa Marga yang bersih dari segala bentuk penyuapan.

8. Preventing irregularities in the management of the Company.
9. Improving the Company's image.
10. Increasing the Company's contribution to the national economy.
11. Creating Jasa Marga employees who are free from all forms of bribery.

Perkembangan Penerapan Tata Kelola Perusahaan yang Baik di Lingkup Perseroan Penetapan Standar Kualitas GCG di Lingkup Perseroan

Development of Good Corporate Governance Implementation in the Establishment of GCG Quality Standards in the Company

Komitmen Jasa Marga akan pentingnya penerapan GCG, diwujudkan dengan mengadopsi berbagai standar terbaik dan *best practice* dalam penerapan GCG, baik yang berlaku secara nasional maupun internasional. Dalam lingkup penetapan standar kualitas penerapan GCG, Perseroan mengacu pada kebijakan dan ketentuan dalam lingkup nasional sebagaimana diatur dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Peraturan tersebut merupakan peraturan terbaru yang mengatur mengenai Tata Kelola Perusahaan yang Baik di BUMN, yang mencabut peraturan sebelumnya yaitu Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana diubah dengan PER-09/MBU/2012. Selain mengacu kepada Peraturan yang berlaku bagi BUMN, penerapan GCG Perseroan juga mengacu pada Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikeluarkan oleh KNKG pada tahun 2021, di mana terdapat 4 (empat) pilar sebagai landasan prinsip-prinsip PUGKI, yaitu Perilaku Beretika, Transparansi, Akuntabilitas dan Keberlanjutan. Sedangkan acuan lainnya yang bersifat global, Perseroan mengacu pada prinsip-prinsip Corporate Governance yang dikembangkan oleh *Organization for Economic Cooperation and Development* (OECD) tahun 2015.

Jasa Marga's commitment to the importance of implementing GCG is realized by adopting various best standards and best practices in the implementation of GCG, both nationally and internationally. In setting quality standards for GCG implementation, the Company refers to national policies and regulations as stipulated in the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. This regulation is the latest Minister of SOE Regulation governing Good Corporate Governance, which revokes the previous regulation, namely Minister of SOE Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by PER-09/MBU/2012. In addition to referring to the Minister of SOE Regulation, the Company's implementation of GCG refers to the Indonesian Corporate Governance Guidelines (PUGKI) issued by the KNKG in 2021, which contains 4 (four) pillars as the basis for PUGKI principles, i.e., Ethical Behavior, Transparency, Accountability, and Sustainability. Meanwhile, for other global references, the Company refers to the principles of Corporate Governance developed by the Organization for Economic Cooperation and Development (OECD) in 2015.

Penerapan GCG oleh Perseroan memerlukan penilaian secara rutin setiap tahunnya untuk mengukur sejauh mana GCG telah diimplementasikan. Dalam melakukan penilaian atas implementasi GCG, Perseroan menggunakan kriteria dan metodologi berdasarkan Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan serta penetapan standar kualitas penerapan GCG yang berlaku di Asia Tenggara, yaitu *ASEAN Corporate Governance Scorecard* (ACGS).

The implementation of GCG by the Company requires a routine annual assessment to measure the extent to which GCG has been implemented. In assessing the implementation of GCG, the Company uses criteria and methodologies based on Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Corporate Governance Guidelines and establishing GCG implementation quality standards applicable in Southeast Asia, namely the ASEAN Corporate Governance Scorecard (ACGS).

Kebijakan-kebijakan yang menjadi acuan penerapan GCG di Jasa Marga, mengatur peran dari masing-masing organ Perseroan, baik Rapat Umum Pemegang Saham (RUPS) sebagai mekanisme utama dalam melindungi dan melaksanakan hak-hak Pemegang Saham, Dewan Komisaris sebagai fungsi pengawasan dan pemberian nasihat kepada Direksi, maupun Direksi sebagai fungsi pengelolaan dan pengurusan Perseroan. Masing-masing organ Perseroan, memiliki tugas dan tanggung jawab yang saling bersinergi dalam mencapai tujuan Perseroan. Kebijakan yang berlaku, mengatur organ Perseroan agar melaksanakan fungsinya secara utuh dan sesuai dengan ketentuan yang berlaku.

Pelaksanaan fungsi sesuai peraturan tersebut merupakan wujud komitmen Perseroan dalam menjaga integritas, yang tidak hanya mencerminkan kepatuhan terhadap hukum, tetapi juga memberikan dampak positif bagi Perseroan. Dengan menerapkan prinsip ini, Perseroan dapat memperkuat reputasi, meningkatkan efektivitas operasional, serta memastikan keberlanjutan bisnis dalam jangka panjang. Kepatuhan terhadap regulasi yang berlaku juga mencerminkan tanggung jawab Perseroan dalam menciptakan lingkungan bisnis yang transparan dan beretika, sehingga mampu membangun kepercayaan dari pemangku kepentingan serta mendukung pertumbuhan yang stabil dan berkelanjutan.

Peta Jalan Pengembangan GCG

Jasa Marga memiliki komitmen yang kuat dan konsisten dalam menerapkan GCG di Perseroan. Sejak pertama kali ditetapkan komitmen penerapan GCG secara penuh pada tahun 2005, Perseroan telah mengalami perkembangan dan tren yang baik dalam penerapan GCG. Hal tersebut diwujudkan oleh Perseroan melalui konsistensi penerapan prinsip-prinsip GCG dalam setiap aktivitas operasional Perseroan. Di samping itu, Perseroan juga berusaha memperbaiki dan menyempurnakan penerapan GCG di Perseroan, dengan membangun kesadaran pada insan Perseroan akan pentingnya penerapan GCG, maupun penetapan berbagai kebijakan pendukung. Perseroan berharap, melalui konsistensi penerapan GCG dapat mendorong peningkatan nilai Perseroan di hadapan seluruh pemangku kepentingan. Perkembangan penerapan GCG di lingkungan Jasa Marga sejak tahun 2005 sampai dengan tahun 2025, dapat dijabarkan sebagai berikut:

The policies that serve as a reference for the implementation of GCG at Jasa Marga regulate the roles of each organ of the Company, including the General Meeting of Shareholders (GMS) as the main mechanism for protecting and exercising the rights of Shareholders, the Board of Commissioners as the supervisory and advisory function to the Board of Directors, and the Board of Directors as the management and administration function of the Company. Each organ of the Company has tasks and responsibilities that work together synergistically to achieve the Company's objectives. The applicable policies regulate the organs of the Company to carry out their functions fully and in accordance with applicable regulations.

Implementing these functions in accordance with the regulations manifests the Company's commitment to maintaining integrity, which not only reflects compliance with the law but also has a positive impact on the Company. By applying this principle, the Company can strengthen its reputation, improve operational effectiveness, and ensure long-term business sustainability. Compliance with applicable regulations also reflects the Company's responsibility to create a transparent and ethical business environment, thereby building stakeholder trust and supporting stable and sustainable growth.

GCG Development Roadmap

Jasa Marga is strongly committed to implementing GCG in the Company. Since the commitment to fully implement GCG was first established in 2005, the Company has experienced positive developments and trends in the implementation of GCG. The Company realizes this through the consistent application of GCG principles in all of the Company's operational activities. In addition, the Company strives to improve and refine the implementation of GCG within the Company by building awareness among the Company's personnel of the importance of implementing GCG, as well as establishing various supporting policies. The Company hopes that the consistent implementation of GCG can increase its value in the eyes of all stakeholders. The development of GCG implementation within Jasa Marga from 2005 to 2025 can be described as follows:

Bagan Jejak Langkah Penerapan Tata Kelola Perseroan di Jasa Marga dan Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan

Chart of Steps Taken to Implement Corporate Governance at Jasa Marga and Commitment to Implementing an Anti-Bribery Management System

2005-2009

1. *Kick-off* Penerapan GCG:
   a. Etika Usaha
   b. Etika Kerja
   c. *Statement Corporate Intent*
   d. *Board Manual*
   e. Laporan Kepatuhan
   f. Penjabaran Visi Misi dan RJPP
2. Penandatanganan Pakta Integritas Manajemen Perseroan dalam Penerapan GCG dan Diperbaharui Setiap Tahun
3. *Review* Pedoman GCG Perseroan dan Kelengkapan *Soft Structure* GCG Perseroan
4. *Review* Prosedur Pengadaan Barang dan Jasa di Lingkungan Perseroan

1. GCG Implementation Kick-off:
   a. Business Ethics
   b. Work Ethics
   c. Statement of Corporate Intent
   d. Board Manual
   e. Compliance Report
   f. Explanation of Vision and Mission and RJPP
2. Signing of the Company Management Integrity Pact in Implementing GCG and Renewed Every Year
3. Review of the Company's GCG Guidelines and Completeness of the Company's GCG Soft Structure
4. Review of Goods and Services Procurement Procedures within the Company

2010-2015

1. Rakornas Pengendalian Gratifikasi dengan Komisi Pemberantasan Korupsi (KPK) Republik Indonesia
2. Penjabaran Tata Nilai
3. Revitalisasi Unit Pengendali Gratifikasi
4. *Review* Pedoman GCG (COCG, COC, Benturan Kepentingan dan Gratifikasi)
5. Sosialisasi Gratifikasi Bekerja Sama dengan Komisi Pemberantasan Korupsi (KPK) Republik Indonesia sebagai Narasumber
6. Pelaksanaan *Sharing Knowledge* Kepatuhan Emiten sesuai dengan Peraturan Pasar Modal di Marga Lingkar Jakarta sebagai Anak Perusahaan yang merupakan Emiten
7. Penambahan Saluran Pelaporan *Whistleblowing System (Email, Website,* SMS, *Whatsapp* dan PO BOX)
8. Sosialisasi GCG (Gratifikasi dan WBS) Tahun 2019
9. *Update* Keputusan Direksi tentang COC dan COCG
10. Sosialisasi Gratifikasi dan LHKPN oleh Tim WBS
11. Persiapan Implementasi SNI ISO 37001 Sistem
12. Sistem Manajemen Anti Penyuapan (SMAP)
13. Sertifikasi SNI ISO 37001 SMAP Lingkup Direktorat Utama Kantor Pusat
14. *Update* Keputusan Direksi tentang COC, COCG, Benturan Kepentingan, Gratifikasi, dan *Whistleblowing System*

1. National Coordination Meeting on Gratification Control with the Corruption Eradication Commission (KPK) of the Republic of Indonesia
2. Elaboration of Values
3. Revitalization of the Gratification Control Unit
4. Review of GCG Guidelines (COCG, COC, Conflict of Interest, and Gratification)
5. Dissemination of Gratification in Collaboration with the Corruption Eradication Commission (KPK) of the Republic of Indonesia as a Resource Person
6. Implementation of Sharing Knowledge on Issuer Compliance in accordance with Capital Market Regulations in Marga Lingkar Jakarta as a Subsidiary that is an Issuer
7. Addition of Reporting Channels for the Whistleblowing System (Email, Website, SMS, WhatsApp, and PO BOX)
8. Dissemination of GCG (Gratification and WBS) in 2019
9. Update on the Board of Directors' Decrees on COC and COCG
10. Dissemination of Gratification and LHKPN by the WBS Team
11. Preparation for the Implementation of the SNI ISO 37001 System
12. Anti-Bribery Management System (SMAP)
13. SNI ISO 37001 SMAP Certification for the Main Directorate of the Head Office
14. Update on the Board of Directors' Decrees on COC, COCG, Conflicts of Interest, Gratuities, and Whistleblowing System

2016-2020

1. Pedoman Tata Kelola Perusahaan (COCG/*Code of Corporate Governance*)
2. Pedoman Perilaku (COC/*Code of Conduct)*
3. Tata Nilai dan Budaya Perseroan
4. *Review* Pengelolaan Manajemen Risiko Perseroan
5. *Review* Pedoman GCG Perseroan (COCG dan COC)
6. Pedoman Benturan Kepentingan
7. Pedoman Gratifikasi
8. Penandatanganan Pakta Integritas oleh Seluruh Insan Jasa Marga yang Diperbaharui Setiap Tahun
9. Komitmen Jasa Marga Bersih antara Manajemen dengan Serikat Karyawan Jasa Marga
10. Persiapan Infrastruktur
11. *Whistleblowing System (WBS)*
12. *Go Live Whistleblowing System*
13. Komitmen Program Pengendalian Gratifikasi dengan Komisi Pemberantasan Korupsi (KPK) Republik Indonesia
14. *Review Board Manual* dan Pedoman GCG
15. Program BUMN Bersih
16. Implementasi Program Pengendalian Gratifikasi
17. *Review* Pedoman Gratifikasi
18. Pembentukan Tim Pengendali Gratifikasi
19. Perbaikan Proses Bisnis Perseroan
20. Implementasi Budaya Perseroan
21. *Survey* Visi, Misi, dan Tata Nilai

1. Code of Corporate Governance (COCG)
2. Code of Conduct (COC)
3. Corporate Values and Culture
4. Review of Corporate Risk Management
5. Review of Corporate GCG Guidelines (COCG and COC)
6. Conflict of Interest Guidelines
7. Gratuities Guidelines
8. Signing of Integrity Pact by All Jasa Marga Employees, Renewed Annually
9. Clean Jasa Marga Commitment between Management and Jasa Marga Employee Union
10. Infrastructure Preparation
11. Whistleblowing System (WBS)
12. Go Live Whistleblowing System
13. Commitment to the Gratification Control Program with the Corruption Eradication Commission (KPK) of the Republic of Indonesia
14. Review Board Manual and GCG Guidelines
15. BUMN Bersih Program
16. Implementation of the Gratification Control Program
17. Review of Gratuity Guidelines
18. Establishment of a Gratification Control Team
19. Improvement of Company Business Processes
20. Implementation of Company Culture
21. Survey of Vision, Mission, and Values

Bagan Jejak Langkah Penerapan Tata Kelola Perseroan di Jasa Marga dan Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan

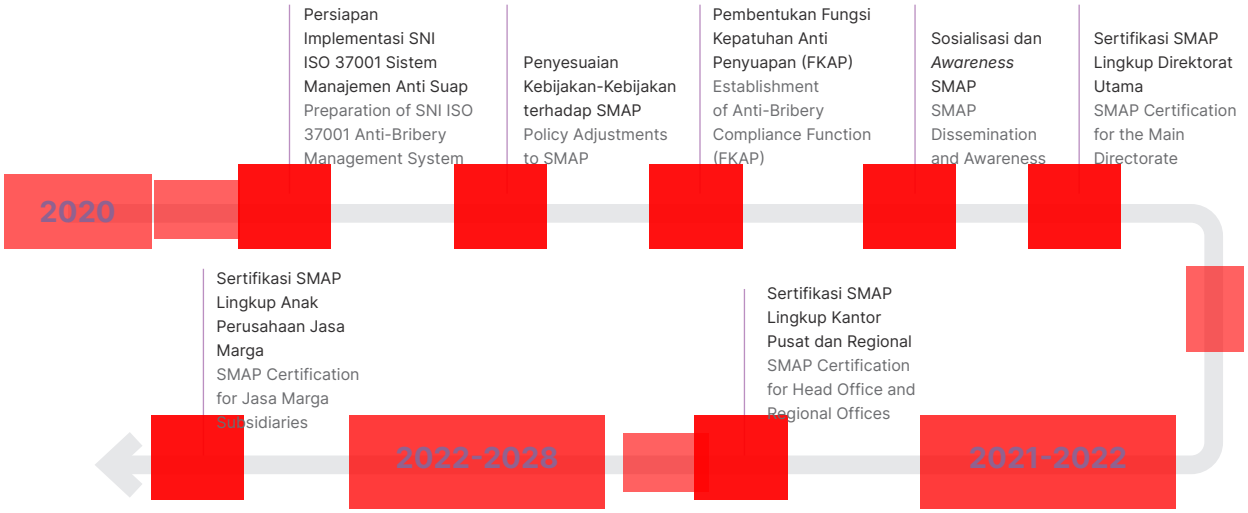
Chart of Steps Taken to Implement Corporate Governance at Jasa Marga and Commitment to Implementing an Anti-Bribery Management System

2021-2025

1. Sertifikasi SNI ISO 37001 SMAP Lingkup Kantor Pusat
2. Tim *Champion* SNI ISO 37001 SMAP
3. *Review Board Manual*
4. Integrasi WBS dengan Aplikasi KPK
5. Sertifikasi SNI ISO 37001 SMAP Lingkup Kantor Pusat, Regional Metropolitan, dan Regional Nusantara
6. *Review Manual* SMAP dan Kebijakan Anti Penyuapan
7. Persiapan Implementasi SNI ISO 37001 SMAP di Anak Perusahaan Pengoperasian Jalan Tol
8. *Benchmark* implementasi SMAP di PT Perusahaan Listrik Negara untuk persiapan penerapan di Anak Perusahaan PT Jasa Marga (Persero) Tbk
9. *Review* Kebijakan terkait *Whistleblowing System* (WBS) dan Gratifikasi
10. Sosialisasi tentang Pencegahan Tindak Pidana Korupsi melalui Upaya Pengendalian Gratifikasi dan Benturan Kepentingan Bekerja Sama dengan Komisi Pemberantasan Korupsi (KPK) Republik Indonesia sebagai Narasumber
11. Sosialisasi tentang *Whistleblowing System* Bekerja Sama dengan Konsultan PT Deloitte Advis Indonesia sebagai Narasumber
12. Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP)
13. Ratifikasi beberapa Peraturan Menteri BUMN dalam Rapat Umum Pemegang Saham Tahunan Periode Tahun Buku 2022:
    a. Peraturan Menteri BUMN No. PER-1/MBU/03/2023 tanggal 24 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
    b. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
    c. Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
    d. Pelaksanaan *Survey* Efektivitas *Whistleblowing System* oleh seluruh Karyawan.
14. Pembuatan pelaporan dan pengisian *form* gratifikasi secara digital melalui aplikasi JM Click
15. Pembuatan Aplikasi Selia untuk penyampaian dan *monitoring Bribery Risk Assessment* oleh masing-masing Unit Kerja kepada Fungsi Kepatuhan Anti Penyuapan (FKAP)
16. Penandatanganan komitmen *whistleblowing system* terintegrasi oleh seluruh Anak Perusahaan di lingkungan Jasa Marga Grup
17. Peringatan Hari Anti Korupsi Sedunia (Hakordia)
18. Penyusunan Pedoman Tata Kelola Terintegrasi (TKT)
19. Pembentukan Komite TKT
20. Penyusunan dan *Launching* Pedoman *Anti-Fraud*
21. Penyusunan Daftar Kewajiban Kepatuhan *(Compliance Obligation List)*
22. Pembuatan aplikasi *Regulatory Compliance System* (RCS)

1. SNI ISO 37001 SMAP Certification for Head Office
2. SNI ISO 37001 SMAP Champion Team
3. Board Manual Review
4. Integration of WBS with KPK App
5. SNI ISO 37001 SMAP Certification for Head Office, Metropolitan Region, and Nusantara Region
6. Review of SMAP Manual and Anti-Bribery Policy
7. Preparation for the Implementation of SNI ISO 37001 SMAP in Toll Road Operating Subsidiaries
8. Benchmarking of SMAP implementation at PT Perusahaan Listrik Negara in preparation for implementation at PT Jasa Marga (Persero) Tbk subsidiaries
9. Review of Policies related to the Whistleblowing System (WBS) and Gratuities
10. Dissemination on the Prevention of Corruption through Gratification Control and Conflict of Interest in Collaboration with the Corruption Eradication Commission (KPK) of the Republic of Indonesia as a Resource Person
11. Dissemination on the Whistleblowing System in Collaboration with PT Deloitte Advis Indonesia as a Resource Person
12. Dissemination of the Anti-Bribery Management System (SMAP)
13. Ratification of several Minister of SOE Regulations at the Annual General Meeting of Shareholders for the 2022 Fiscal Year:
    a. Minister of SOE Regulation No. PER-1/MBU/03/2023 dated March 24, 2023, on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.
    b. Minister of SOE Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
    c. Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises.
    d. Implementation of a Survey on the Effectiveness of the Whistleblowing System by all Employees.
14. Preparation of reports and filling out forms for gratuities digitally through the JM Click application
15. Creation of the Selia Application for the submission and monitoring of Bribery Risk Assessment by each Work Unit to the Anti-Bribery Compliance Function (FKAP)
16. Signing of the integrated whistleblowing system commitment by all Subsidiaries within the Jasa Marga Group
17. Commemoration of World Anti-Corruption Day (Hakordia)
18. Preparation of Integrated Governance Guidelines (TKT)
19. Formation of the TKT Committee
20. Preparation and Launching of Anti-Fraud Guidelines
21. Preparation of a Compliance Obligation List
22. Creation of a Regulatory Compliance System (RCS) application

Peta Jalan Implementasi ISO 37001
ISO 37001 Implementation Roadmap



Gambar Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan (SMAP) Perseroan Tahun 2025
Company Commitment to Implementing Anti-Bribery Management System (SMAP) in 2025

Sosialisasi GCG di Lingkup Perseroan

Jasa Marga secara rutin melaksanakan sosialisasi GCG setiap tahunnya. Sosialisasi GCG ini dilaksanakan sebagai upaya dalam meningkatkan pemahaman Insan Jasa Marga akan pentingnya penerapan GCG, dan membangun kesadaran Insan Jasa Marga di setiap lini untuk senantiasa menerapkan prinsip-prinsip GCG dalam melaksanakan tugas dan fungsinya.

Pada tahun 2025, Perseroan telah melaksanakan sosialisasi berkenaan dengan GCG, sebagai berikut:

1. Sosialisasi Implementasi Tata Kelola Terintegrasi melalui CEO *Message* yang dipublikasikan kepada seluruh karyawan Jasa Marga pada tanggal 13 Juni 2025.
2. Publikasi Komitmen dan Implementasi Tata Kelola Perusahaan yang Baik, Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuapan (SMAP) dan Pencegahan *Fraud*, yang dipublikasikan melalui surat kabar berperedaran nasional dan media sosial resmi Jasa Marga pada periode menjelang hari-hari besar di antaranya HUT Jasa Marga, Idul Fitri serta Natal dan Tahun Baru, yaitu pada 27 Februari 2025, 24 April 2025, dan 22 Desember 2025.

GCG Dissemination in the Company

Jasa Marga routinely conducts GCG socialization activities on an annual basis. These GCG socialization programs are implemented as an effort to enhance the understanding of Jasa Marga People regarding the importance of GCG implementation and to build awareness at all levels to consistently apply GCG principles in the performance of their duties and functions.

In 2025, the Company carried out the following GCG-related socialization activities:

1. Socialization of Integrated Governance Implementation through a CEO Message published to all Jasa Marga employees on June 13, 2025.
2. Publication of Commitments and Implementation of Good Corporate Governance, Gratuity Control, the Anti-Bribery Management System (ABMS), and Fraud Prevention, disseminated through nationally circulated newspapers and Jasa Marga's official social media channels in the period leading up to major occasions, including Jasa Marga's Anniversary, Eid al-Fitr, and Christmas and New Year, on February 27, 2025, April 24, 2025, and December 22, 2025.

3. Sosialisasi Implementasi Sistem Manajamen Anti Penyuapan (SMAP), Strategi Anti-*Fraud,* dan Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS) PT Jasa Marga (Persero) Tbk melalui surel kepada seluruh karyawan pada tanggal 29 Oktober 2025.
4. Peringatan Hari Anti Korupsi Sedunia (Hakordia) pada tanggal 15 Desember 2025 dengan penyelenggaraan Legal Summit dengan menghadirkan 3 (tiga) narasumber pada acara ini dan masing-masing memberikan paparan yang selaras dengan tema Hakordia 2025 yang diangkat oleh Perseroan yaitu "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Business Judgement Rule*".

3. Socialization of the Implementation of the Anti-Bribery Management System (ABMS), Anti-Fraud Strategy, and the Whistleblowing System (WBS) of PT Jasa Marga (Persero) Tbk, delivered via email to all employees on October 29, 2025.
4. Commemoration of International Anti-Corruption Day (Hakordia) on December 15, 2025 through the organization of a Legal Summit featuring 3 (three) speakers, each of whom delivered presentations aligned with the Company's Hakordia 2025 theme, namely "Enforcement of Corruption Crimes from the Perspective of the Business Judgment Rule".

Perkembangan GCG di Tahun 2025

Jasa Marga senantiasa melakukan langkah-langkah perbaikan dan perkembangan dalam penerapan GCG. Perkembangan pada tahun 2025 di antaranya adalah sebagai berikut:

1. Implementasi *Regulatory Compliance System* (RCS) dalam penyusunan Daftar Kewajiban Kepatuhan (*Compliance Obligation List*) PT Jasa Marga (Persero) Tbk.
2. Integrasi *Bribery Risk Assessment* (BRA) ke dalam *Fraud Risk Assessment* (FRA).
3. Sosialiasi Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (UU BUMN).
4. Sosialisasi Peraturan Pemerintah No. 28 Tahun 2025 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko.
5. Sosialisasi Undang-Undang No. 20 Tahun 2025 tentang Kitab Undang-Undang Hukum Acara Pidana (KUHAP).

GCG Development in 2025

Jasa Marga continuously undertakes improvement and development initiatives in the implementation of Good Corporate Governance (GCG). Developments in 2025 included, among others, the following:

1. Implementation of the Regulatory Compliance System (RCS) in the preparation of the Compliance Obligation List of PT Jasa Marga (Persero) Tbk.
2. Integration of the Bribery Risk Assessment (BRA) into the Fraud Risk Assessment (FRA).
3. Socialization of Law No. 1 of 2025 concerning the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises (SOE Law).
4. Socialization of Government Regulation No. 28 of 2025 concerning the Implementation of Risk-Based Business Licensing.
5. Socialization of Law No. 20 of 2025 concerning the Criminal Procedure Code (KUHAP).

Penerapan Aspek dan Prinsip Tata Kelola Perusahaan yang Baik

Sebagai perusahaan terbuka, penerapan GCG Jasa Marga mengacu pada beberapa standar yang berlaku, antara lain Pedoman Tata Kelola Perusahaan Terbuka yang diatur berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka yang dijabarkan dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, Parameter *ASEAN Corporate Governance Scorecard* (ACGS), dan Pedoman Umum Governansi Korporat Indonesia (PUGKI).

Dalam mengukur kepatuhan Perseroan terhadap penerapan GCG berdasarkan standar-standar yang diacu, dilaksanakan dengan cara *assessment* oleh asesor independen dan/atau *self-assessment.*

Implementation of Good Corporate Governance Aspects and Principles

As a public company, Jasa Marga's implementation of GCG refers to several applicable standards, including the Guidelines for Corporate Governance of Public Companies regulated by Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, on the Implementation of Guidelines for Corporate Governance of Public Companies as elaborated in Financial Services Authority Circular Letter No. 32/SEOJK. 04/2015 dated November 17, 2015, on Guidelines for Corporate Governance of Public Companies, the ASEAN Corporate Governance Scorecard (ACGS) Parameters, and the Indonesian Corporate Governance Guidelines (PUGKI).

The Company's compliance with the GCG implementation based on the referenced standards is measured through independent assessors and/or self-assessment.

Pemantauan dan Penilaian atas Penerapan Tata Kelola Perusahaan yang Baik

Asesmen GCG

Asesmen GCG merupakan upaya sistematik untuk menghimpun dan mengolah data yang sah, sehingga didapatkan kesimpulan dan rekomendasi yang dapat

Good Corporate Governance Implementation Monitoring and Assessment

GCG Assessment

GCG assessment is a systematic effort to collect and process valid data so that conclusions and recommendations can be obtained and used as a basis for management actions

digunakan sebagai landasan tindakan manajemen untuk memperbaiki dan menyempurnakan penerapan GCG di Perseroan menjadi semakin efektif dan berkelanjutan. Setiap tahun, baik dengan menggunakan konsultan independen maupun secara *self-assessment,* Perseroan melaksanakan asesmen GCG guna mengukur penerapan GCG di Jasa Marga dan/atau melakukan penilaian pelaksanaan atas rekomendasi yang telah disampaikan oleh konsultan independen atas penilaian GCG sebelumnya.

Kriteria yang Digunakan

Dengan telah dicabutnya peraturan-peraturan BUMN terkait GCG dengan terbitnya Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, serta dicabutnya parameter penilaian GCG sebagai standar implementasi GCG di Perseroan melalui Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-12/S.MBU/08/2023 pada tanggal 16 Agustus 2023, yang sampai akhir tahun 2025 belum ada parameter pengganti, Perseroan tetap berkomitmen dalam menjunjung tinggi penerapan GCG, baik dalam statusnya sebagai Badan Usaha Milik Negara maupun sebagai Perusahaan Terbuka.

Selanjutnya, untuk pelaksanaan asesmen GCG di Perseroan untuk periode penilaian tahun 2025, sebelum terbitnya parameter Badan Pengaturan Badan Usaha Milik Negara (BP BUMN) yang baru, maka sebagaimana tahun-tahun sebelumnya, selain menggunakan kriteria dan metodologi yang mengacu kepada Pedoman Tata Kelola Perusahaan Terbuka sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan (OJK) No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka yang dijabarkan dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, serta asesmen GCG berdasarkan *ASEAN Corporate Governance Scorecard* (ACGS) pada tahun 2025, Perseroan juga melakukan penilaian penerapan Governansi Korporat di Perseroan dengan menggunakan kriteria dan metodologi yang mengacu kepada Pedoman Umum Governansi Korporat Indonesia (PUGKI) dengan prinsip ETAK (Perilaku Beretika, Transparansi, Akuntabilitas, dan Keberlanjutan). Penilaian ini bertujuan untuk menilai implementasi GCG di Perseroan, serta merupakan wujud komitmen Perseroan dalam penerapan GCG secara berkelanjutan.

Pihak yang Melakukan Asesmen

1. Asesmen GCG berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka yang dijabarkan dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka yang dilakukan dengan cara *self-assessment*.
2. Asesmen GCG menggunakan paramater *ASEAN Corporate Governance Scorecard* (ACGS), dilakukan baik secara *self-assessment* maupun oleh pihak independen, yaitu *Indonesian Institute for Corporate Directorship* (IICD).

to improve and refine the implementation of GCG in the Company to be more effective and sustainable. Every year, either by using independent consultants or through self-assessment, the Company conducts a GCG assessment to measure the implementation of GCG at Jasa Marga and/or to evaluate the implementation of recommendations made by independent consultants based on previous GCG assessments.

Criteria Used

With the revocation of GCG-related SOE regulations with the issuance of the Minister of SOE Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, as well as the revocation of GCG assessment parameters as GCG implementation standards in the Company through the Secretary to the Ministry of State-Owned Enterprises Decree No. SK-12/S.MBU/08/2023 on August 16, 2023, for which there would be no replacement parameters until the end of 2025, the Company remains committed to upholding the implementation of GCG, both in its status as a State-Owned Enterprise and as a Public Company.

Furthermore, for the implementation of GCG assessment in the Company for the 2025 assessment period, before the issuance of new parameters by the Ministry of SOE, as in previous years, in addition to using criteria and methodologies that refer to the Guidelines for Public Company Governance as stipulated in the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, on the Implementation of the Guidelines for Corporate Governance of Public Companies as elaborated in the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, on the Guidelines for Corporate Governance of Public Companies, as well as a GCG assessment based on the ASEAN Corporate Governance Scorecard (ACGS) in 2025, the Company also assesses the implementation of Corporate Governance in the Company using criteria and methodologies that refer to the Indonesian Corporate Governance Guidelines (PUGKI) with the ETAK (Ethical Behavior, Transparency, Accountability and Sustainability) principles. The assessment aims to evaluate the implementation of GCG in the Company and is a manifestation of the Company's commitment to the sustainable implementation of GCG.

Assessor

1. GCG assessment based on Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015, dated November 16, 2015, on the Implementation of Corporate Governance Guidelines for Public Companies as outlined in Financial Services Authority Circular Letter No. 32/SEOJK. 04/2015, dated November 17, 2015, on Guidelines for Corporate Governance of Public Companies by self-assessment.
2. The GCG assessment uses the ASEAN Corporate Governance Scorecard (ACGS) parameters and is conducted through self-assessment and by an independent party, i.e., the Indonesian Institute for Corporate Directorship (IICD).

3. Asesmen Governansi Korporat mengacu pada parameter Pedoman Umum Governansi Korporat Indonesia, yang dikeluarkan oleh Komite Nasional Kebijakan Governansi (KNKG) yang dilakukan dengan cara *self-assessment*.

3. The Corporate Governance assessment refers to the parameters of the Indonesian Corporate Governance General Guidelines, issued by the National Committee on Governance Policy (KNKG) this year, and is conducted through self-assessment.

Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Pedoman Tata Kelola Perusahaan Terbuka sebagaimana disampaikan dalam Surat Edaran OJK, mencakup 5 aspek, 8 prinsip, dan 25 rekomendasi penerapan aspek dan prinsip Tata Kelola Perusahaan yang Baik. Rekomendasi penerapan aspek dan prinsip Tata Kelola Perusahaan yang Baik dalam Pedoman Tata Kelola, merupakan standar penerapan aspek dan prinsip Tata Kelola Perusahaan yang Baik yang secara ideal harus diterapkan Perseroan, sebagai bentuk implementasi prinsip tata kelola. Adapun uraian penerapannya dapat disampaikan sebagai berikut:

Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

The Corporate Governance Guidelines for Public Companies, as outlined in the OJK Circular Letter, cover five aspects, eight principles, and 25 recommendations for implementing aspects and principles of Good Corporate Governance. The recommendations for implementing aspects and principles of Good Corporate Governance in the Corporate Governance Guidelines are standards for implementing aspects and principles of Good Corporate Governance that the Company should ideally apply as a form of implementing corporate governance principles. The details of their implementation are as follows:

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
I.	**Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam menjamin hak-hak Pemegang Saham.** Aspect 1: The Relationship between the Public Company and the Shareholders in guaranteeing the rights of the Shareholders.			
	Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS **Principle 1** Increasing the Value of the GMS	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara *(voting)* baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. The Public Company has a technical method or procedure for openly and privately voting that prioritizes independence and the interests of shareholders.	*Voting* dilakukan dengan *e-voting* yang disediakan oleh KSEI sebagai penyedia *e-RUPS*. Voting was conducted using e-voting provided by KSEI as the e-RUPS provider.	*Comply*
		Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. All members of the Public Company's Board of Directors and Board of Commissioners are present at the Annual GMS.	RUPS Tahunan dan RUPS Luar Biasa Perseroan dihadiri oleh seluruh anggota Direksi dan seluruh anggota Dewan Komisaris Perseroan baik secara luring maupun daring. All members of the Board of Directors and Board of Commissioners attended the Company's annual and extraordinary GMS, both offline and online.	*Comply*
		Ringkasan risalah RUPS tersedia dalam Situs *Web* Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. The summary of the GMS minutes is available on the Public Company Website for at least 1 (one) year.	Ringkasan Risalah RUPS tersedia dalam situs *web* Perseroan selama lebih dari 1 (satu) tahun untuk menyediakan kecukupan waktu bagi Pemegang Saham untuk memperoleh informasi. A summary of the GMS Minutes is available on the Company's website for more than 1 (one) year to provide sufficient time for Shareholders to obtain information.	*Comply*

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
	Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor **Principle 2** Improving the Quality of Public Company Communication with Shareholders or Investors	Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. The Public Company has a communication policy with shareholders or investors.	Perseroan memiliki peraturan tentang Pedoman Penyampaian Informasi Perseroan melalui *Non-Deal Roadshow, Investor Conference, Analyst Meeting* dan *Public Expose* yang memuat waktu penyampaian informasi, lokasi penyelenggaraan, kriteria penyelenggaraan, materi presentasi, frekuensi pelaksanaan kegiatan, *feedback* dari penyelenggara, dan laporan penyelenggaraan. The Company has regulations regarding Guidelines for the Disclosure of Company Information through Non-Deal Roadshows, Investor Conferences, Analyst Meetings, and Public Exposes, which include the timing of information disclosure, location of events, criteria for organizing events, presentation materials, frequency of events, feedback from organizers, and event reports.	*Comply*
		Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs *Web*. The Public Company discloses its communication policy with shareholders or investors on the Website.	Materi presentasi Perseroan untuk Pemegang Saham atau Investor tersedia dalam situs web Perseroan untuk memberikan kesetaraan pada Pemegang Saham atau Investor atas pengungkapan informasi. The Company's presentation materials for Shareholders or Investors are available on the Company's website to provide equality to Shareholders or Investors in terms of information disclosure.	*Comply*
II.	**Aspek 2: Fungsi dan Peran Dewan Komisaris** Aspect 2: Functions and Roles of the Board of Commissioners			
	Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris **Principle 3** Strengthening the Membership and Composition of the Board of Commissioners	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. The number of members of the Board of Commissioners is determined considering the conditions of the Public Company.	Penentuan jumlah anggota Dewan Komisaris berpedoman pada peraturan yang berlaku dan mempertimbangkan kondisi Perseroan sebagai Perusahaan Terbuka. Penunjukan anggota Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna yang diusulkan dan disetujui dalam RUPS. The number of members of the Board of Commissioners is determined based on applicable regulations and takes into account the Company's status as a publicly listed company. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholder, as proposed and approved at the General Meeting of Shareholders (GMS).	*Explain*
		Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the Board of Commissioners is determined by considering the diversity of expertise, knowledge, and experience required.	Komposisi anggota Dewan Komisaris telah memenuhi aspek keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. Penunjukan anggota Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna yang diusulkan dan disetujui dalam RUPS. The composition of the Board of Commissioners meets the required diversity of expertise, knowledge, and experience per the Company's business field. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholder, as proposed and approved at the General Meeting of Shareholders (GMS).	*Explain*

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
	Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris **Principle 4** Improving the Quality of Duties and Responsibilities of the Board of Commissioners	Dewan Komisaris mempunyai kebijakan penilaian sendiri *(Self-Assessment)* untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	Dewan Komisaris telah memiliki kebijakan penilaian sendiri (*self-assessment*) sesuai dengan Keputusan Dewan Komisaris No. KEP-125/X/2019. The Board of Commissioners has its own self-assessment policy per Board of Commissioners Decree No. KEP-125/X/2019.	*Comply*
		Kebijakan penilaian sendiri *(Self Assessment)* untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. The self-assessment policy for assessing the Board of Commissioners' performance is disclosed in the Public Company Annual Report.	Kebijakan *self-assessment* Dewan Komisaris diungkapkan dalam Laporan Tahunan. The Board of Commissioners' self-assessment policy is disclosed in the Annual Report.	*Comply*
		Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has a policy regarding a member's resignation if involved in financial crimes.	*Board Manual* mencantumkan alasan pemberhentian anggota Dewan Komisaris, di antaranya 1) Terlibat dalam Tindakan yang merugikan Perseroan dan/atau negara; 2) Dinyatakan bersalah dengan keputusan Pengadilan yang mempunyai kekuatan hukum yang tetap. The Board Manual lists the reasons for dismissing members of the Board of Commissioners, including 1) Involvement in actions detrimental to the Company and/or the state and 2) Being found guilty by a court decision that has permanent legal force.	*Explain*
		Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function shall formulate a succession policy during the nomination process for members of the Board of Directors.	Perseroan telah memiliki Komite Nominasi dan Remunerasi yang menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. The Company has a Nomination and Remuneration Committee that formulates succession policies when nominating members of the Board of Directors.	*Comply*

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
III.	**Aspek 3: Fungsi dan Peran Direksi** Aspect 3: Functions and Roles of the Board of Directors			
	Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi. **Principle 5** Strengthening the Membership and Composition of the Board of Directors.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan. The number of members of the Board of Directors is determined based on the condition of the Public Company and the effectiveness of its decision-making.	Penentuan jumlah anggota Direksi berpedoman pada peraturan yang berlaku dan mempertimbangkan kondisi Perseroan sebagai Perusahaan Terbuka. Penunjukan anggota Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna yang diusulkan dan disetujui dalam RUPS. The number of members of the Board of Directors is determined based on applicable regulations and considers the Company's status as a publicly listed company. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholder, as proposed and approved at the General Meeting of Shareholders (GMS).	*Explain*
		Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the Board of Directors' members is determined by the diversity of expertise, knowledge, and experience required.	Komposisi anggota Direksi telah memenuhi aspek keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. Penunjukan anggota Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna yang diusulkan dan disetujui dalam RUPS. The composition of the Board of Directors meets the diversity of expertise, knowledge, and experience required for the Company's business fields. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholder, as proposed and approved at the General Meeting of Shareholders (GMS).	*Explain*
		Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors in charge of accounting or finance have the expertise and/or knowledge in accounting.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi yang dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait. Members of the Board of Directors who oversee accounting or finance have expertise and/or knowledge in the accounting field, as evidenced by their educational background, training certifications, and/or relevant work experience.	*Comply*
	Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. **Principle 6** Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	Direksi mempunyai kebijakan penilaian sendiri *(Self Assessment)* untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Direksi telah memiliki mempunyai kebijakan penilaian sendiri (*self-assessment*). The Board of Directors has its own self-assessment policy.	*Comply*
		Kebijakan penilaian sendiri *(Self Assessment)* untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. The self-assessment policy for assessing the Board of Directors' performance is disclosed in the public Company's annual report.	Kebijakan *self-assessment* Direksi diungkapkan dalam laporan tahunan Perseroan. The Board of Directors' self-assessment policy is disclosed in the Company's annual report.	*Comply*
		Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy regarding the member's resignation if they are involved in financial crimes.	*Board Manual* mencantumkan alasan pemberhentian anggota Direksi, di antaranya 1) Terlibat dalam tindakan yang merugikan Perseroan dan/atau negara; 2) Dinyatakan bersalah dengan keputusan Pengadilan yang mempunyai kekuatan hukum yang tetap. The Board Manual lists the reasons for dismissal of Board members, including 1) Involvement in actions that harm the Company and/or the state; 2) Being found guilty by a court decision with permanent legal force.	*Comply*

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
IV.	**Aspek 4: Partisipasi Pemangku Kepentingan** Aspect 4: Stakeholder Participation			
	Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. **Principle 7** Improving Corporate Governance Aspects through Stakeholder Participation.	Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading.* The Public Company has a policy to prevent insider trading.	Perseroan memiliki kebijakan untuk mencegah terjadinya *insider trading* yang memisahkan secara tegas data dan/atau informasi yang bersifat rahasia dengan yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien. The Company has a policy to prevent insider trading by strictly separating confidential data and/or information from public data and/or information, as well as dividing the duties and responsibilities for managing such information proportionally and efficiently.	*Comply*
		Perusahaan Terbuka memiliki kebijakan anti korupsi dan *anti-fraud.* The Public Company has an anti-corruption and anti-fraud policy.	Perseroan telah memiliki berbagai *governance soft structure*, yang berperan sebagai *living documents* bagi Insan Jasa Marga (Dewan Komisaris, Komite, Sekretaris Dewan Komisaris, Staf Dewan Komisaris, Direksi dan seluruh Karyawan Perseroan, termasuk karyawan yang ditugaskan di Anak Perusahaan dan instansi lainnya, serta personel yang secara langsung bekerja untuk dan atas nama Perseroan) dalam melaksanakan tugas dan tanggung jawabnya, berupa kebijakan-kebijakan Direksi dan/atau Dewan Komisaris, di antaranya Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*), Pedoman Perilaku (*Code of Conduct*), Pedoman Pengendalian Gratifikasi, Pedoman Benturan Kepentingan (*Conflict of Interest*), Pedoman *Whistleblowing System*, Kebijakan Anti Penyuapan, serta sedang dalam finalisasi Pedoman *Anti-Fraud*. Pedoman-pedoman dimaksud merupakan upaya-upaya pencegahan terhadap segala praktik korupsi baik memberi atau menerima dari pihak lain. The Company has various governance soft structures, which serve as living documents for Jasa Marga personnel (Board of Commissioners, Committees, Secretary to the Board of Commissioners, Board of Commissioners Staff, Board of Directors, and all Company Employees, including employees assigned to Subsidiaries and other agencies, as well as personnel who work directly for and on behalf of the Company) in carrying out their duties and responsibilities, in the form of policies of the Board of Directors and/or Board of Commissioners, including the Code of Corporate Governance, Code of Conduct, Conflict of Interest Guidelines, Whistleblowing System Guidelines, Anti-Bribery Policy, and the Anti-Fraud Guidelines, which are currently being finalized. These guidelines are preventive measures against all corruption practices, whether giving or receiving from other parties.	*Comply*

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
	Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. **Principle 7** Improving Corporate Governance Aspects through Stakeholder Participation.	Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. The Public Company has a policy regarding suppliers or vendors' selection and capacity building.	Perseroan telah memiliki Pedoman Perilaku (*Code of Conduct*), yang di antaranya mengatur hubungan dengan pemasok dan secara berkala mengadakan temu pemasok dan/atau pelatihan bagi pemasok. The Company has a Code of Conduct, which regulates relationships with suppliers, and periodically holds supplier meetings and/or training for suppliers.	*Comply*
		Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. The Public Company has a policy regarding the fulfillment of creditors' rights.	Perseroan memiliki kebijakan untuk pemenuhan hak-hak kreditur yang digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur, yang mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban Perseroan kepada kreditur. The Company has a policy for fulfilling creditors' rights, which is used as a guideline in lending to creditors. This policy includes considerations in entering into agreements and follow-up on the fulfillment of the Company's obligations to creditors.	*Comply*
		Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. The Public Company has a whistleblowing system policy.	Perseroan telah memiliki *whistleblowing system* yang mencakup jenis pelanggaran yang dapat dilaporkan, cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan dan hasil penanganan serta tindak lanjut pengaduan. The Company has a whistleblowing system that covers the types of violations that can be reported, how to file a complaint, protection and confidentiality guarantees for whistleblowers, Report Handling, the parties managing complaints, and the results of handling and follow-up on complaints.	*Comply*
		Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Public Company has a policy of providing long-term incentives to the Board of Directors and employees.	Penentuan remunerasi bagi anggota Direksi Perseroan mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, dengan memperhatikan dan mempertimbangkan hasil kajian yang dilakukan oleh Komite Nominasi dan Remunerasi, yang kemudian diusulkan dalam RUPS yang dihadiri Pemegang Saham Seri A Dwiwarna, untuk mendapatkan persetujuan. Perseroan memiliki Sistem *Total Reward* Karyawan yang ditetapkan berdasarkan Keputusan Direksi, dengan salah satunya filosofinya yaitu *Long to Long* yang berarti pemberian *reward* yang bersifat jangka panjang berdasarkan kinerja jangka panjang. The determination of remuneration for members of the Company's Board of Directors refers to the Minister of SOE Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises, considering the results of a review conducted by the Nomination and Remuneration Committee, which was then proposed at the GMS attended by Series A Dwiwarna Shareholders, for approval. The Company has an Employee Total Reward System established based on a Board of Directors' decree, one of whose philosophies is Long to Long, which means the provision of long-term rewards based on long-term performance.	*Comply*

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters related to Corporate Governance Guidelines for Public Companies

No.	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
V.	**Aspek 5: Keterbukaan Informasi** Aspect 5: Information Disclosure			
	Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. **Principle 8** Improving the Implementation of Information Disclosure.	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs *Web* sebagai media keterbukaan informasi. The Public Company utilizes information technology more broadly than the Website as a medium for information disclosure.	Selain situs *web*, Perseroan memanfaatkan penggunaan media sosial sebagai media keterbukaan informasi. In addition to its website, the Company utilizes social media as a medium for information disclosure.	*Comply*
		Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. The Public Company's Annual Report discloses the ultimate beneficial owner of at least five percent of the Public Company's share ownership, as well as the ultimate beneficial owner of the Public Company's share ownership through the significant and controlling shareholders.	Laporan Tahunan Jasa Marga mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perseroan paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perseroan melalui Pemegang Saham Utama dan Pengendali. Jasa Marga's Annual Report discloses the ultimate beneficial owners of at least 5% of the Company's shares, in addition to disclosing the ultimate beneficial owners of the Company's shares through Major and Controlling Shareholders.	*Comply*

Asesmen GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS)

Salah satu penilaian atas implementasi GCG yang dilakukan Perseroan adalah *Assessment* GCG berdasarkan parameter ASEAN *Corporate Governance Scorecard (ACGS)* yang merupakan salah satu inisiatif dari Forum Pasar Modal ASEAN (*ASEAN Capital Market Forum*/ACMF) dalam rangka integrasi pasar modal negara-negara anggota Asosiasi Negara-Negara Asia Tenggara (ASEAN). Negara-negara yang berpartisipasi dalam ACGS ini adalah Indonesia, Singapura, Thailand, Malaysia, Filipina, dan Vietnam. Tujuan-tujuan dilakukannya ACGS adalah sebagai berikut:

1. Meningkatkan standar-standar dan praktik-praktik tata kelola korporasi dari perusahaan-perusahaan terbuka di ASEAN;
2. Memperbesar kelayakan global bagi perusahaan-perusahaan terbuka ASEAN dengan tata kelola korporasi yang baik dan menunjukkan kepada mereka (masyarakat global) bahwa perusahaan-perusahaan ini adalah tempat untuk berinvestasi; dan
3. Melengkapi inisiatif-inisiatif ACMF lainnya dan mempromosikan ASEAN sebagai suatu kelompok asset berkelas. Inisiatif ini tidak hanya mendorong setiap negara ASEAN yang berpartisipasi dalam ACGS memperkuat kerangka peraturan perundang-undangan

GCG Assessment based on the ASEAN Corporate Governance Scorecard (ACGS)

One of the assessments of the Company's implementation of GCG is the GCG Assessment based on the ASEAN Corporate Governance Scorecard (ACGS) parameters, which is one of the initiatives of the ASEAN Capital Market Forum (ACMF) in the context of integrating the capital markets of the member countries of the Association of Southeast Asian Nations (ASEAN). The countries participating in the ACGS are Indonesia, Singapore, Thailand, Malaysia, the Philippines, and Vietnam. The objectives of the ACGS are as follows:

1. To improve the standards and practices of corporate governance of public companies in ASEAN;
2. Increase the global eligibility of ASEAN public companies with good corporate governance and show them (the global community) that these companies are places to invest; and
3. Complement other ACMF initiatives and promote ASEAN as a class asset group. This initiative not only encourages each ASEAN country participating in ACGS to strengthen its regulatory framework related to GCG practices, but has also encouraged listed companies

yang berkaitan dengan praktik-praktik GCG, tetapi juga telah mendorong perusahaan-perusahaan terbuka di ASEAN, termasuk Indonesia, berupaya memperkuat sistem *Corporate Governance* mereka dengan mengadopsi prinsip-prinsip GCG menurut ACGS.

in ASEAN, including Indonesia, to strengthen their corporate governance systems by adopting GCG principles according to ACGS.

ACGS adalah suatu alat kuantitatif untuk mengukur kepatuhan perusahaan-perusahaan terbuka di ASEAN terhadap pedoman *Corporate Governance* menurut praktik-praktik keteladanan berbasis standar-standar internasional, khususnya prinsip-prinsip *Corporate Governance* yang dikeluarkan oleh the *Organization for Economic Cooperation and Development* (OECD).

The ACGS is a quantitative tool for measuring the compliance of publicly listed companies in ASEAN with Corporate Governance guidelines based on international standards, particularly the Corporate Governance principles issued by the Organization for Economic Cooperation and Development (OECD).

Pada tahun 2023, instrumen penilaian ACGS mengalami perubahan, dengan terdapatnya beberapa penekanan pada pokok praktik tata kelola yang berkenaan dengan isu-isu lingkungan, keberlanjutan serta ketangguhan yang banyak menjadi perhatian bagi dunia usaha.

In 2023, the ACGS assessment instrument changed, with several emphases on governance practices related to environmental, sustainability, and resilience issues that greatly concern the business world.

Instrumen penilaian ACGS tahun 2023 masih terbagi ke dalam 2 (dua) tingkat/*level*, dengan beberapa perubahan terdapat pada *Level* 1. Adapun instrumen penilaian ACGS tersebut dapat dijelaskan sebagai berikut:

1. *Level* 1, terdiri dari 4 (empat) yaitu:
   a. Prinsip A - Hak-hak dan Perlakuan Setara terhadap Pemegang Saham *(Rights and Equitable Treatment of Shareholders)*.
   b. Prinsip B - Keberlanjutan dan Ketangguhan *(Sustainability and Resilience)*.
   c. Prinsip C - Pengungkapan dan Transparansi *(Disclosure and Transparency)*.
   d. Prinsip D - Tanggung Jawab Dewan (*Responsibilities of the Board)*.
2. *Level* 2, terdiri dari Bonus dan Penalti.

The 2023 ACGS assessment instrument is still divided into 2 (two) levels, with several changes in Level 1. The ACGS assessment instrument can be explained as follows:

1. Level 1 consists of four principles, namely:
   a. Principle A – Rights and Equitable Treatment of Shareholders.
   b. Principle B – Sustainability and Resilience.
   c. Principle C – Disclosure and Transparency.
   d. Principle D – Responsibilities of the Board.
2. Level 2, consisting of Bonuses and Penalties.

Tahun 2021, Perseroan berhasil memperoleh penghargaan dan masuk 10 (sepuluh) Perusahaan tercatat di Indonesia yang masuk dalam kategori "ASEAN Asset Class Thresholds."

In 2021, the Company successfully obtained an award and was included among the 10 (ten) listed companies in Indonesia in the "ASEAN Asset Class Thresholds" category.

Sebagaimana tahun-tahun sebelumnya, pada tahun 2025, Jasa Marga melakukan kembali penilaian ACGS yang penilaiannya didasarkan pada informasi publik, di antaranya Laporan Tahunan tahun buku 2024 serta situs *web* Perseroan. Berdasarkan laporan penilaian ACGS yang dilakukan oleh *Indonesian Institute for Corporate Directorship* (IICD), *Total Corporate Governance Score* (*overall score*) berdasarkan parameter ACGS untuk tahun 2025 adalah sebesar 103,46 poin. Berdasarkan Skor akhir tersebut, maka kinerja tingkat, kepatuhan Jasa Marga termasuk dalam predikat "*Leadership in Corporate Governance*", dengan demikian praktik GCG yang dilakukan Perseroan sudah mengadopsi sebagian besar standar internasional berdasarkan parameter ACGS.

As in previous years, in 2025, Jasa Marga conducted another ACGS assessment based on public information, including the 2024 Annual Report and the Company's website. Based on the ACGS assessment report conducted by the Indonesian Institute for Corporate Directorship (IICD), the Total Corporate Governance Score (overall score) based on ACGS parameters for 2025 is 103.46 Based on this final score, Jasa Marga's performance level and compliance are included in the "Leadership in Corporate Governance" category, meaning that the Company's GCG practices have adopted most international standards based on ACGS parameters.

Skor total yang diperoleh Perseroan tersebut, berada di atas skor rata-rata untuk perusahaan publik (Tbk) atau emiten yang masuk dalam kategori *Big Cap* (100 perusahaan dengan kapitalisasi pasar terbesar di bursa) yang nilainya sebesar 82,60.

The total score obtained by the Company is above the average score for public companies (Tbk) or issuers in the Big Cap category (100 companies with the largest market capitalization on the exchange), which is 82.60.

Rincian skor beserta rekomendasinya adalah sebagai berikut:

The details of the scores and recommendations are as follows:

Tabel Hasil Penilaian (*Level* 1)
Table of Level 1 Assessment Results

Prinsip / Principle	Jumlah Item Penilaian / Total Assessment Items	Total Item Penilaian yang Telah Dipenuhi / Total Assessment Items Fulfilled	Bobot Penilaian (%) / Rating Weight (%)	Skor / Score
A	30	24	20	16,00
B	22	20	15	13,64
C	34	34	25	25,00
D	63	58	40	36,83
Level 1 Score	**149**	**136**	**100**	**91,46**

Tabel Hasil Penilaian *Level* 2 (Bonus dan Penalti)
Table of Level 2 (Bonuses and Penalties) Assessment Results

Bonus & Penalti / Bonus & Penalty	Jumlah Item Penilaian / Total Assessment Items	Total Item Penilaian yang Mendapat Bonus dan Penalti / Total Assessment Items that Receive Bonuses and Penalties	Skor / Score
Bonus / Bonuses	18	8	14
Penalti / Penalties	26	3	**-2**
Level 2 Score			**12**

Tabel Total Nilai untuk Praktik GCG PT Jasa Marga (Persero) Tbk
Table of Total Values for GCG Practices at PT Jasa Marga (Persero) Tbk

No.	Komponen Penilaian / Assessment Component	Skor Tertimbang per Prinsip / Weighted Score per Principle
1.	Hak-Hak dan Perlakuan Setara terhadap Pemegang Saham Rights and Equitable Treatment of Shareholders Total skor kasar* bobot | Total raw score * weight = 80 × 20%	16,00
2.	Keberlanjutan dan Ketangguhan Sustainability and Resilience 90,91 × 15%	13,64
3.	Keterbukaan dan Transparansi Disclosure and Transparency 100 × 25%	25,00
4.	Tanggung Jawab Dewan Komisaris Responsibilities of the Board of Commissioners 90,48 × 40%	36,83
Total Skor Tertimbang (*Level* 1) **Total Weighted Score (Level 1)**		**91,46**
5.	Bonus Bonuses	14
6.	Penalti Penalties	-2
Total Skor Tertimbang **Total Weighted Score**		**103,46**

Uraian Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan ACGS yang sudah diterapkan secara penuh adalah sebagai berikut:

The description of the Company's Compliance Statement with the Corporate Governance Guidelines based on ACGS that has been fully implemented is as follows:

Tabel Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan Parameter ACGS dengan Status Penerapan Penuh
Table of the Company's Compliance Statement with the Corporate Governance Guidelines based on ACGS Parameters with Full Implementation Status

Level/No.	*Corporate Governance Standard Criteria*
Level 1	
A.1	Hak Dasar Pemegang Saham Basic Shareholder Rights
A.2	Hak untuk berpartisipasi secara efektif dan menggunakan suara dalam RUPS serta hak untuk mendapatkan informasi mengenai aturan-aturan yang berlaku dalam RUPS (termasuk prosedur voting) The right to participate effectively and use votes in the GMS and the right to obtain information regarding the rules applicable at the GMS (including voting procedures)
A.3	Pasar untuk pengendalian/kontrol perusahaan harus dimungkinkan berfungsi dengan cara yang efisien dan transparan Markets for corporate control should be allowed to function in an efficient and transparent manner
A.5	Kepemilikan Saham dan Hak Suara Shares and Voting Rights
A.9	Perlindungan kepada para pemegang saham minoritas dari tindakan-tindakan *abusive* Protecting minority shareholders from abusive action
B.1	Pengungkapan terkait keberlanjutan harus konsisten, dapat dibandingkan, dan dapat diandalkan, serta mencakup materi informasi masa lalu dan masa depan yang wajar dan penting bagi investor dalam membuat keputusan investasi atau menentukan suara Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision
B.2	Kerangka tata kelola Perusahaan harus memungkinkan adanya dialog antara Perusahaan, pemegang saham, dan pemangku kepentingan untuk bertukar pandangan mengenai masalah keberlanjutan Corporate governance frameworks should allow for dialogue between companies, its shareholders and stakeholders to exchange views on sustainability matters
B.4	Hak-Hak Para Pemangku Kepentingan yang ditetapkan oleh UU atau lewat kesepakatan bersama haruslah dihormati dan mendorong kerja sama aktif antara perusahaan dan pemangku kepentingan dalam menciptakan kesejahteraan, lapangan kerja, dan keuangan berkelanjutan The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active cooperation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises
B.5	Para pemangku kepentingan haruslah memiliki peluang untuk mendapatkan ganti rugi efektif untuk pelanggaran-pelanggaran atas hak-hak mereka Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights
B.7	Para pemangku kepentingan, termasuk karyawan individu dan badan-badan perwakilan mereka, haruslah dapat secara bebas mengkomunikasikan keprihatinan mereka kepada dewan atas praktik-pratik melanggar hukum dan tidak etis dan hak-hak mereka melakukan ini haruslah dilindungi Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this
C.1	Transparansi Struktur kepemilikan Transparent Ownership Structure
C.2	Kualitas Laporan Tahunan Quality of Annual Report
C.3	Remunerasi Anggota Dewan Komisaris dan Direksi Remuneration of Members of the Board and Key Executives
C.4	Pengungkapan atas Transaksi Hubungan Istimewa Disclosure of related party transactions (RPT)
C.5	Pengungkapan atas transaksi saham perusahaan yang dilakukan oleh para anggota Direksi atau Dewan Komisaris Directors and Commissioners dealings in shares of the company
C.6	Eksternal Auditor dan Laporan Auditor External auditor and Auditor Report
C.7	Media Komunikasi Perusahaan Medium of communications
C.8	Penyampaian informasi laporan keuangan atau laporan tahunan secara tepat waktu Timely filing/release of annual/financial reports

Tabel Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan Parameter ACGS dengan Status Penerapan Penuh
Table of the Company's Compliance Statement with the Corporate Governance Guidelines based on ACGS Parameters with Full Implementation Status

Level/No.	*Corporate Governance Standard Criteria*
C.9	*Website* Perusahaan Company website
C.10	Keberadaan Investor Relations dalam Perusahaan Investor Relations
D.1	Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris Board Duties and Responsibilities
D.2	Struktur Dewan Komisaris Board structure

Pada Penilaian Bonus dan Penalti, terdapat 8 (delapan) *items* Bonus yang dapat dipenuhi Perseroan dan 1 (satu) *items* Penalti sebagai berikut:

In the Bonuses and Penalties Assessment, there are 8 (eight) Bonus items that the Company fulfilled and 1 (one) Penalty item as follows:

Tabel *Level 2 Penalty*
Table of Level 2 Penalty

Level/No.	*Corporate Governance Standard Criteria*
Level 2	
(B) A.1.1	Penggunaan *electronic voting* dalam proses pemungutan suara (*voting*) pada saat penyelenggaraan RUPS untuk setiap agenda atau mata acara rapat. The use of electronic voting in the voting process during the General Meeting of Shareholders (GMS) for each agenda item or matter discussed at the meeting.
(B) B.1.1	Adanya pengungkapan mengenai praktik yang telah dijalankan Perusahaan dalam pengelolaan risiko dan peluang terkait dengan (perubahan) iklim. The disclosure of practices that have been implemented by the Company in managing risks and opportunities related to climate (change).
(B) B.1.2	Terdapat pengungkapan yang menyatakan bahwa Laporan Keberlanjutan Perusahaan telah dipastikan secara eksternal. There is a disclosure stating that the Company's Sustainability Report has been externally assured.
(B) B.1.3	Perusahaan telah mengungkapkan informasi mengenai saluran keterlibatan dengan kelompok pemangku kepentingan, termasuk informasi tentang upaya Perusahaan dalam merespon atau menanggapi masalah ESG para pemangku kepentingan. The Company has disclosed information regarding engagement channels with stakeholder groups, including information on the Company's efforts to respond to or address stakeholders' ESG-related issues.
(B) B.1.4	Perusahaan telah memiliki unit/divisi/komite khusus yang mengelola atau bertanggung jawab untuk masalah keberlanjutan. The Company has a dedicated unit/division/committee that manages or is responsible for sustainability matters.
(B) B.1.7	Perusahaan telah melibatkan/menggunakan pihak/lembaga independent dalam pengelolaan sistem WBS (*Whistle Blowing System*). The Company has involved or engaged independent parties/institutions in managing the Whistle Blowing System (WBS).
(B) D.5.1	Pengungkapan dan penjelasan strategi *information technology governance*, termasuk di antaranya terkait *disruption*, *cyber security* serta *disaster recovery*. Disclosure and explanation of information technology governance strategies, including those related to disruption, cybersecurity, and disaster recovery.
(B) D.6.1	Keberadaan komite risiko secara terpisah atau independen di dalam perusahaan. Praktik ini telah dijalankan di PT Jasa Marga Tbk yang ditunjukkan melalui keberadaan dari Komite Risiko dan Legal (*Risk and Legal Committee*). The existence of a separate or independent risk committee within the company. This practice has been implemented at PT Jasa Marga Tbk, as demonstrated by the existence of the Risk and Legal Committee.
(P) E.4.2	Poin penalti ini tidak akan dikenakan kepada perusahaan jika Komisaris independen tidak memperoleh opsi saham, saham bonus atau tantiem/bonus dari perusahaan yang didasarkan pada pencapaian kinerja. Selama tahun buku 2024 secara jelas terungkap bahwa perusahaan telah memberikan bonus berupa tantiem kepada seluruh anggota Dewan Komisaris, termasuk di antaranya untuk Komisaris independen. This penalty point will not be imposed on the company if the Independent Commissioner does not receive stock options, bonus shares, or bonuses from the Company based on performance achievements. This is clearly stated for the 2024 fiscal year, including for Independent Commissioners.

Total *Corporate Governance Score* (*overall score*) praktik GCG yang diperoleh Perseroan untuk tahun 2024 (ASEAN *Scorecard* 2025) adalah sebesar 103,46 poin. Berdasarkan Skor akhir tersebut, maka kinerja tingkat kepatuhan Jasa Marga termasuk dalam predikat "*Leadership in Corporate Governance*", atau Level 5 (lebih dari 100), artinya praktik GCG yang dilakukan Perseroan melebihi yang disyaratkan oleh *Level* 1 (Struktur ACGS). *Assessment* dan *self-assessment* Perseroan berdasarkan parameter ACGS dimuat dalam situs *web* Jasa Marga www.jasamarga.com dalam menu tersendiri.

The total Corporate Governance Score (overall score) for GCG practices obtained by the Company for 2025 (ASEAN Scorecard 2025) is 103.46 points. Based on this final score, Jasa Marga's compliance performance is classified as "Leadership in Corporate Governance," or Level 5 (more than 100), meaning that the Company's GCG practices exceed the requirements of Level 1 (ACGS Structure). The Company's assessment and self-assessment based on ACGS parameters are published on Jasa Marga's website (www.jasamarga.com) in a dedicated menu.

Rekomendasi Hasil Asesmen GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS) Tahun 2024

Recommendations Based on GCG Assessment Results Using the ASEAN Corporate Governance Scorecard (ACGS) for 2024

Rekomendasi *Level* 1

Level 1 Recommendations

Tabel Rekomendasi Hasil Asesmen GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS) Tahun 2024
Table of Recommendations Based on GCG Assessment Results Using the ASEAN Corporate Governance Scorecard (ACGS) for 2024

Prinsip Principle	Skor Score	Rekomendasi Recommendation	
		Jumlah Total	Parameter Parameter
Hak-Hak dan Perlakuan Setara terhadap Pemegang Saham Rights and Equal Treatment of Shareholders	16,00	6	(A.4.1) (A.6.1) (A.6.3) (A.6.4) (A.7.1) (A.8.3)
Keberlanjutan dan Ketangguhan Sustainability and Resilience	13,64	2	(B.3.1) (B.6.3)
Keterbukaan dan Transparansi Disclosure and Transparency	25,00	-	-
Tanggung Jawab Dewan Komisaris Responsibilities of the Board of Commissioners	36,83	5	(D.3.4) (D.3.13) (D.4.2) (D.4.5) (D.5.6)
Level 1 Score	**91,46**		

Penerapan Rekomendasi Pedoman Umum Governansi Korporat Indonesia (PUGKI)

Perseroan juga melakukan penilaian atas implementasi GCG berdasarkan rekomendasi PUGKI. Dalam PUGKI terdapat 8 Prinsip dan 81 rekomendasi, yang atas pemenuhannya tersebut dimaksudkan untuk menetapkan praktik governansi korporat berstandar global guna melindungi kepentingan dan memenuhi harapan para pemegang saham, kreditur, debitur, dan para pemangku kepentingan lain agar tercapai penciptaan nilai korporasi yang berkelanjutan dalam jangka panjang.

Implementation of the Indonesian Corporate Governance Guidelines (PUGKI) Recommendations

The Company also conducts an assessment of the implementation of GCG based on the recommendations of PUGKI. PUGKI comprises eight principles and 81 recommendations, the fulfillment of which is intended to establish corporate governance practices that meet global standards in order to protect the interests and meet the expectations of shareholders, creditors, debtors, and other stakeholders, thereby achieving sustainable long-term corporate value creation.

Penerapan rekomendasi PUGKI di Perseroan, secara ringkas dapat dilihat pada tabel berikut:

The implementation of PUGKI recommendations in the Company can be summarized in the following table:

Tabel Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2025
Table of the 2025 Indonesian Corporate Governance Guidelines (PUGKI)

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/ Explanation	Keterangan Penerapan Implementation Description
1.	**Peran dan Tanggung Jawab Direksi dan Dewan Komisaris** Roles and Responsibilities of Board of Directors and Board of Commissioners		
	Direksi dan Dewan Komisaris menjalankan peran dan tanggung jawabnya secara independen dalam menciptakan nilai yang berkelanjutan untuk kepentingan terbaik jangka panjang korporasi dan pemegang saham, dengan mempertimbangkan kepentingan para pemangku kepentingan. The Board of Directors and Board of Commissioners perform their roles and responsibilities independently, creating sustainable value in the long-term best interests of the corporation and shareholders while considering the interests of stakeholders.	*Apply*	Dewan Komisaris menjalankan peran pengawasan dan pemberian nasihat kepada Direksi dalam menjalankan peran pengelolaan Perseroan secara penuh melaksanakan tanggung jawab fidusia dengan itikad baik dan kehati-hatian berdasarkan informasi relevan dan lengkap demi kepentingan terbaik Perseroan dalam jangka panjang. Semua anggota Direksi dan anggota Dewan Komisaris berkomitmen untuk menghindari benturan kepentingan serta perbuatan mengejar kepentingan pribadi dalam pengambilan suatu keputusan. Sebagai salah satu bentuk akuntabilitas pelaksanaan peran dan tanggung jawabnya, dilaksanakan evaluasi atas kinerja Komisaris Utama dan anggota Dewan Komisaris, serta Direktur Utama dan anggota Direksi. Direksi dan Dewan Komisaris melaksanakan program pengembangan kompetensi dalam rangka memastikan pelaksanaan tugas dan tanggung jawab masing-masing sesuai dengan kebutuhan Perseroan. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs *web* Jasa Marga www.jasamarga.com. The Board of Commissioners supervises and advises the Board of Directors in managing the Company, fully exercising its fiduciary responsibilities in good faith and with due care based on relevant and complete information in the long-term best interests of the Company. All members of the Board of Directors and Board of Commissioners are committed to avoiding conflicts of interest and pursuing personal interests in decision-making. As a form of accountability for the implementation of their roles and responsibilities, evaluations are conducted on the performance of the President Commissioner, members of the Board of Commissioners, the President Director, and members of the Board of Directors. The Board of Directors and Board of Commissioners implement competency development programs to ensure that their respective duties and responsibilities are in accordance with the needs of the Company. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.

Tabel Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2025
Table of the 2025 Indonesian Corporate Governance Guidelines (PUGKI)

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/ Explanation	Keterangan Penerapan Implementation Description
2.	**Komposisi dan Remunerasi Direksi dan Dewan Komisaris** Composition and Remuneration of the Board of Directors and Board of Commissioners		
	Anggota Direksi dan anggota Dewan Komisaris dipilih dan ditetapkan sedemikian rupa sehingga komposisi Direksi dan Dewan Komisaris adalah beragam dan masing-masing terdiri dari para Direktur dan Komisaris yang memiliki komitmen, pengetahuan, kemampuan, dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran pengelolaan Direksi dan peran pengawasan Dewan Komisaris. Remunerasi dirancang untuk secara efektif menyelaraskan kepentingan anggota Direksi dan anggota Dewan Komisaris dengan kepentingan jangka panjang korporasi dan penciptaan nilai yang berkelanjutan. Members of the Board of Directors and Board of Commissioners are selected and appointed so that their composition is diverse. Each consists of Directors and Commissioners who have the commitment, knowledge, abilities, and expertise needed to properly fulfill the management role of the Board of Directors and the supervisory role of the Board of Commissioners. Remuneration is designed to effectively align the interests of members of the Board of Directors and members of the Board of Commissioners with the corporation's long-term interests and the creation of sustainable value.	*Explain*	Dewan Komisaris, dibantu oleh Komite Nominasi dan Remunerasi menyusun: a. Komposisi dan proses nominasi anggota Direksi dan anggota Dewan Komisaris; b. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi calon anggota Direksi dan anggota Dewan Komisaris; dan c. Struktur remunerasi, kebijakan remunerasi dan besaran remunerasi bagi anggota Direksi dan Dewan Komisaris. Perseroan mematuhi persyaratan dan tata cara yang diatur melalui Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Penunjukan anggota Direksi dan Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna dan disetujui dalam RUPS. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs web Jasa Marga www.jasamarga.com. The Board of Commissioners, assisted by the Nomination and Remuneration Committee, formulates: a. The composition and nomination process for members of the Board of Directors and the Board of Commissioners; b. The policies and criteria required in the nomination process for candidates for the Board of Directors and the Board of Commissioners; and c. The remuneration structure, policy, and amounts for members of the Board of Directors and the Board of Commissioners. The Company complies with the requirements and procedures stipulated in the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The appointment of members of the Board of Directors and Board of Commissioners is the right of Series A Dwiwarna Shareholders and is approved at the GMS. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.

Tabel Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2025
Table of the 2025 Indonesian Corporate Governance Guidelines (PUGKI)

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/ Explanation	Keterangan Penerapan Implementation Description
3.	**Hubungan Kerja antara Direksi dengan Dewan Komisaris** Working Relations between the Board of Directors and the Board of Commissioners		
	Direksi dan Dewan Komisaris memiliki hubungan kerja yang erat, terbuka, konstruktif, profesional dan saling percaya untuk kepentingan terbaik korporasi. The Board of Directors and Board of Commissioners have a close, open, constructive, professional, and mutually trusting working relationship that serves the corporation's best interests.	*Apply*	Dalam melaksanakan tugas dan tanggung jawabnya, Direksi dan Dewan Komisaris saling berkoordinasi dalam hubungan kerja yang erat, terbuka, konstruktif, profesional dan saling percaya untuk kepentingan terbaik Perseroan. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs *web* Jasa Marga www.jasamarga.com. In carrying out their duties and responsibilities, the Board of Directors and Board of Commissioners coordinate with each other in a close, open, constructive, professional, and mutually trusting working relationship for the best interests of the Company. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.
4.	**Perilaku Etis dan Bertanggung Jawab** Ethical and Responsible Behavior		
	Korporasi memiliki komitmen untuk bertindak secara etis dan bertanggung jawab menegakkan nilai-nilai dan budaya organisasi. The corporation is committed to acting ethically and responsibly in upholding the values and culture of the organization.	*Apply*	Perseroan memiliki, menyelenggarakan sosialisasi dan menegakkan kode etik yang berlaku bagi Insan Jasa Marga (Dewan Komisaris, Komite, Sekretaris Dewan Komisaris, Staf Dewan Komisaris, Direksi dan seluruh Karyawan Perseroan, termasuk karyawan yang ditugaskan di Anak Perusahaan dan instansi lainnya, serta personel yang secara langsung bekerja untuk dan atas nama Perseroan). Perseroan mengungkapkan kode etik, nilai-nilai, dan budaya Perseroan. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs web Jasa Marga www.jasamarga.com. The Company has established, disseminated, and enforced a code of conduct that applies to all Jasa Marga personnel (Board of Commissioners, Committees, Secretary to the Board of Commissioners, Board of Commissioners Staff, Board of Directors, and all Company Employees, including employees assigned to Subsidiaries and other agencies, as well as personnel who work directly for and on behalf of the Company). The Company discloses its code of conduct, values, and culture. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.

Tabel Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2025
Table of the 2025 Indonesian Corporate Governance Guidelines (PUGKI)

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/ Explanation	Keterangan Penerapan Implementation Description
5.	**Manajemen Risiko, Pengendalian Internal, dan Kepatuhan** Risk Management, Internal Control, and Compliance		
	Korporasi menjalankan praktik governansi korporat yang terintegrasi dengan penerapan sistem pengendalian internal dan manajemen risiko, serta sistem manajemen kepatuhan yang efektif dalam rangka mendukung pencapaian sasaran, tujuan, maupun target kinerja korporasi dalam menjalankan bisnis secara berintegritas. The corporation implements integrated corporate governance practices, including the application of internal control and risk management systems and effective compliance management systems, to support the achievement of corporate goals, objectives, and performance targets in conducting business with integrity.	*Apply*	Perseroan menerapkan sistem pengendalian internal dan manajemen risiko serta mengungkapkan: a. Gambaran umum dan uraian mengenai sistem pengendalian internal dan manajemen risiko; b. Jenis risiko dan cara pengelolaannya; c. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku; dan d. Tinjauan atas efektivitas sistem pengendalian internal dan manajemen risiko. Perseroan menerapkan governansi secara terintegrasi dengan manajemen risiko dan sistem manajemen kepatuhan secara terintegrasi: a. Dalam penataan sistem governansi korporat menyesuaikan dengan tuntutan kepatuhan dari pemangku kepentingan, baik terhadap terhadap ketentuan regulasi yang berlaku, standar industri, klausula perikatan, maupun norma dan etika yang ada, serta sekaligus juga menyesuaikan dengan yang diperlukan dalam rangka pengendalian internal dan pengelolaan risiko; b. Dalam mewujudkan pengendalian internal dan pengelolaan risiko serta kepatuhan Perseroan ketika menjalankan bisnis dan operasinya, Perseroan secara konsisten menjalankan praktik yang sesuai dengan prinsip dan sistem governansi korporat. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs web Jasa Marga www.jasamarga.com. The Company implements internal control and risk management systems and discloses: a. An overview and description of the internal control and risk management systems; b. The types of risks and how they are managed; c. Financial and operational controls, as well as compliance with applicable laws and regulations; and d. A review of the effectiveness of the internal control and risk management systems. The Company implements governance integrated with risk management and a compliance management system: a. In structuring the corporate governance system, it complies with the compliance requirements of stakeholders, both in terms of applicable regulations, industry standards, contract clauses, and existing norms and ethics, as well as those required for internal control and risk management; b. In realizing internal control, risk management, and compliance when conducting its business and operations, the Company consistently implements practices per corporate governance principles and systems. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.

Tabel Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2025
Table of the 2025 Indonesian Corporate Governance Guidelines (PUGKI)

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/ Explanation	Keterangan Penerapan Implementation Description
6.	**Pengungkapan dan Transparansi** Disclosure and Transparency		
	Korporasi membuat pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang korporasi. The corporation makes accurate and timely disclosures regarding all material matters concerning the corporation.	*Apply*	Perseroan melakukan pengungkapan kejadian atau fakta material sesegera mungkin setelah terjadinya kejadian. Perseroan juga menyampaikan laporan tahunan dan laporan keberlanjutan ke publik secara tepat waktu sesuai peraturan yang berlaku. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs web Jasa Marga www.jasamarga.com. The Company discloses material events or facts as soon as possible after they occur. In accordance with applicable regulations, the company also submits annual reports and sustainability reports to the public in a timely manner. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.
7.	**Perlindungan terhadap Hak-Hak Pemegang Saham** Protection of the Rights of Shareholders		
	Korporasi melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakukan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas. Korporasi memastikan bahwa sesuai dengan aturan perundangundangan yang berlaku, pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka. The corporation protects and facilitates the exercise of shareholder rights and ensures fair treatment of shareholders, including minority shareholders. The corporation ensures that, per applicable laws and regulations, shareholders can obtain effective compensation for violations of their rights.	*Apply*	Perseroan melindungi dan memfasilitasi penggunaan hak-hak dasar pemegang saham. Hak dasar pemegang saham tersebut antara lain hak untuk: a. Memperoleh secara teratur dan tepat waktu informasi material yang relevan tentang Perseroan; b. Berpartisipasi dan memberikan suara dalam RUPS; c. Mengangkat dan memberhentikan anggota Dewan Komisaris dan anggota Direksi; dan d. Memperoleh bagian laba Perseroan. Pemegang saham minoritas dan kepentingan Perseroan dilindungi dari tindakan merugikan yang dilakukan oleh, atau untuk kepentingan dari, pemegang saham pengendali dan/atau pengurus. Pemegang saham pengendali dan pengurus Peseroan senantiasa menghindari penyalahgunaan kekuatan mayoritasnya atau kendalinya. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs web Jasa Marga www.jasamarga.com. The Company protects and facilitates the exercise of basic shareholder rights. These basic shareholder rights include the right to: a. Obtain relevant material information about the Company regularly and on time; b. Participate and vote in GMS; c. Appoint and dismiss members of the Board of Commissioners and members of the Board of Directors; and d. Obtain a share of the Company's profits. Minority shareholders and the interests of the Company are protected from detrimental actions taken by, or for the benefit of, controlling shareholders and/or management. Controlling shareholders and management of the Company shall always avoid abusing their majority power or control. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.

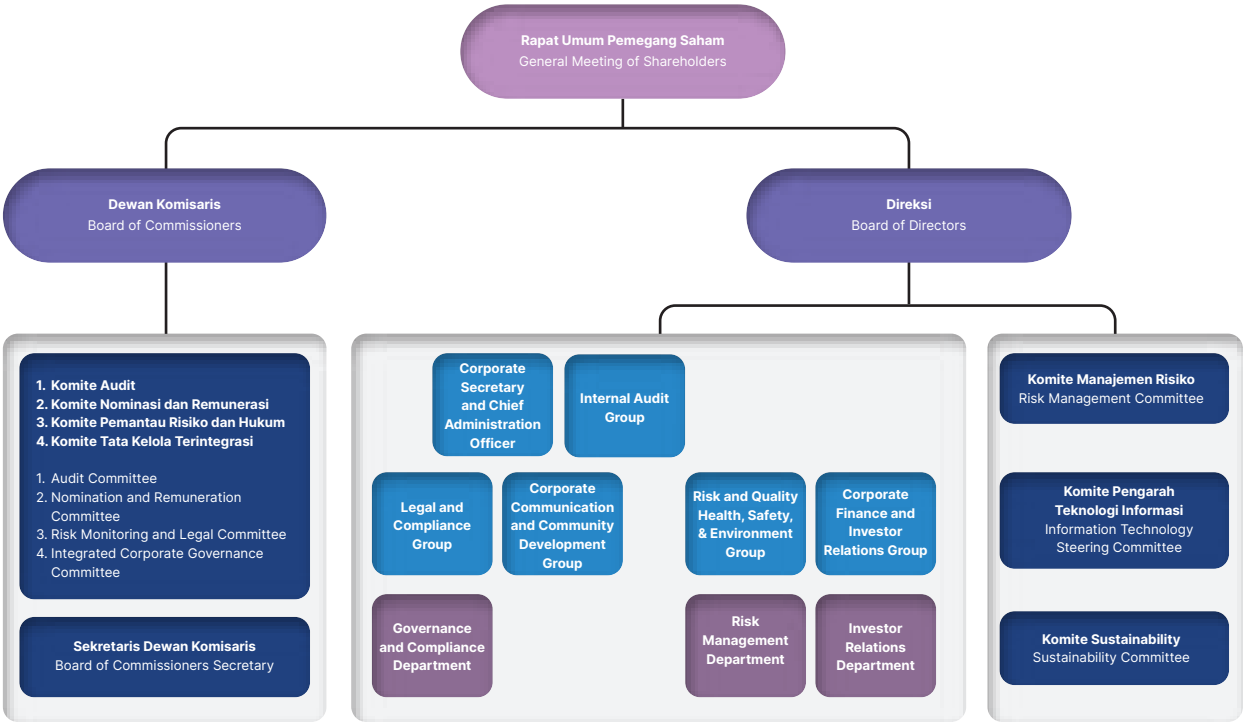
Tabel Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2025
Table of the 2025 Indonesian Corporate Governance Guidelines (PUGKI)

No.	Prinsip Governansi Korporat Corporate Governance Principle	Penerapan/ Penjelasan Apply/ Explanation	Keterangan Penerapan Implementation Description
8.	**Pemangku Kepentingan Lainnya** Other Stakeholders		
	Korporasi wajib melaksanakan tanggung jawab sosial dan lingkungan, yaitu komitmen untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi korporasi itu sendiri, komunitas setempat, maupun masyarakat pada umumnya. Pelaksanaan kewajiban ini perlu melibatkan para pemangku kepentingan, terintegrasi dengan proses bisnis korporasi dengan memastikan perlindungan terhadap para pemangku kepentingan. The corporation is required to fulfill its social and environmental responsibilities, namely its commitment to participate in sustainable economic development to improve the quality of life and the environment for the benefit of the corporation itself, the local community, and society in general. Fulfilling these obligations must involve stakeholders and be integrated with the corporation's business processes, ensuring the protection of stakeholders.	*Apply*	Perseoran melaksanakan program-program tanggung jawab sosial dan lingkungan dengan melibatkan para pemangku kepentingan, terintegrasi dengan proses bisnis Perseroan, dengan memastikan perlindungan terhadap para pemangku kepentingan. Selengkapnya penerapan prinsip ini di Perseroan dapat dilihat di situs web Jasa Marga www.jasamarga.com. The Company implements social and environmental responsibility programs by involving stakeholders, integrating them with the Company's business processes, and ensuring the protection of stakeholders. Further details on how this principle is applied in the Company can be found on the Jasa Marga website, www.jasamarga.com.

Struktur Organ Tata Kelola Perusahaan

Corporate Governance Structure

Struktur Organ Tata Kelola Perusahaan yang Baik
Good Corporate Governance Structure



Merujuk pada Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, pada Bab I mengenai Ketentuan Umum Pasal 1, tercantum bahwa Organ Perseroan terdiri dari Rapat Umum Pemegang Saham, Direksi dan Dewan Komisaris.

1. Rapat Umum Pemegang Saham (RUPS) adalah Organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang dan/atau Anggaran Dasar.
2. Direksi adalah Organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.
3. Dewan Komisaris adalah Organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.

Referring to Law No. 40 of 2007 on Limited Liability Companies, Chapter I on General Provisions Article 1, it is stated that the Company's Organs consist of the General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners.

1. The General Meeting of Shareholders (GMS) is the Company's Organ that has authority not granted to the Board of Directors or the Board of Commissioners within the limits specified in the Law and/or the Articles of Association.
2. The Board of Directors is the Company's Organ that has full authority and responsibility for managing the Company in its interests, in accordance with its aims and objectives, and representing the Company, both in and out of court, per the provisions of the Articles of Association.
3. The Board of Commissioners is the Company's organ tasked with conducting general and/or specific supervision per the Articles of Association and providing advice to the Board of Directors.

Infrastruktur GCG

Secara utuh, Jasa Marga telah memiliki *governance structure* yang efektif, yang terdiri dari organ Perseroan dan telah memiliki infrastruktur tata kelola berupa kebijakan-kebijakan internal sebagai acuan dan panduan dalam penerapan prinsip tata kelola yang baik, sehingga dapat menghasilkan *outcome* yang sesuai dengan harapan para pemangku kepentingan.

GCG Infrastructure

Overall, Jasa Marga has an effective governance structure, which consists of corporate bodies and governance infrastructure in the form of internal policies. These policies serve as references and guidelines for implementing good governance principles, thereby producing outcomes that meet stakeholders' expectations.

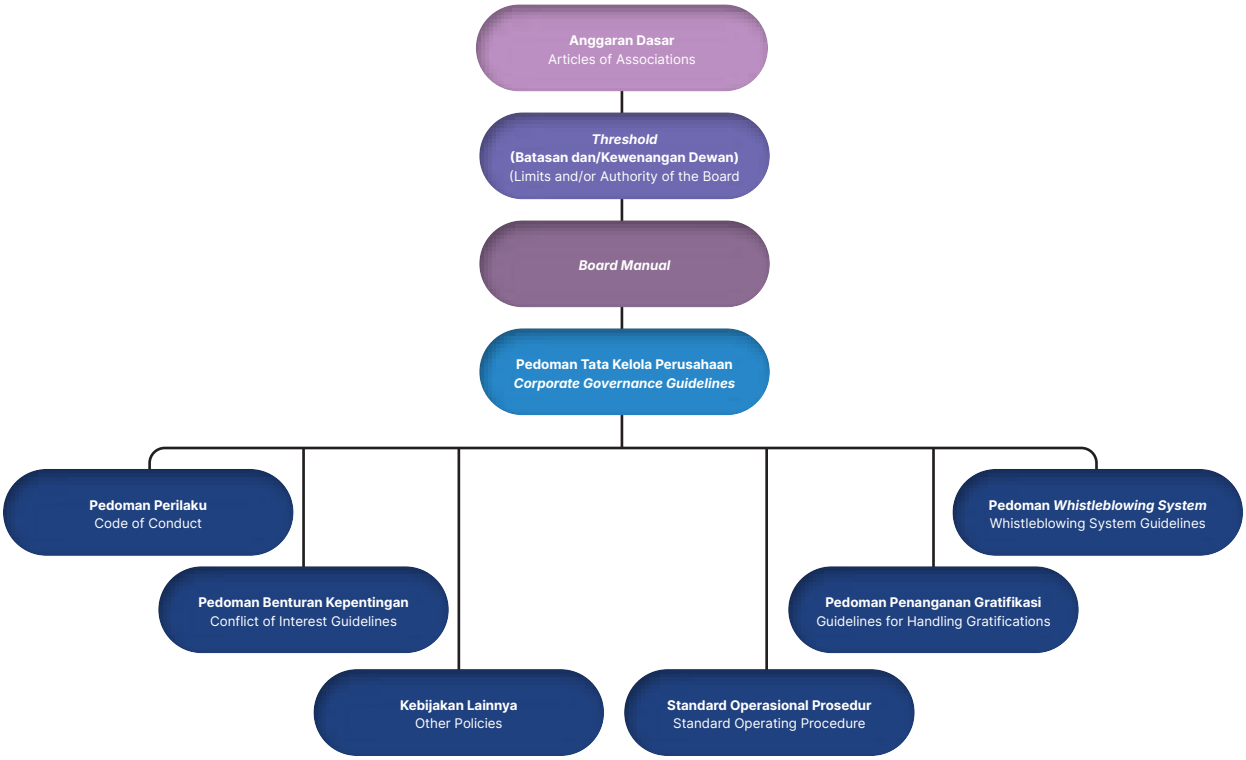
Organ Perseroan meliputi Organ Utama yakni Rapat Umum Pemegang Saham, Dewan Komisaris, dan Direksi. Adapun Dewan Komisaris dan Direksi memiliki Organ di bawahnya sebagai pendukung tugas dan fungsinya. Dewan Komisaris memiliki Organ Pendukung yaitu Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Pemantau Risiko dan Hukum, sedangkan Direksi memiliki Komite-Komite Direksi yaitu Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi, serta organ pendukung Direksi lainnya seperti Unit Internal Audit dan satuan kerja lainnya.

The Company Organs include the Main Organ, i.e., the General Meeting of Shareholders, the Board of Commissioners, and the Board of Directors. The Boards have subordinate organs that support their duties and functions. The Board of Commissioners has supporting organs: the Audit Committee, the Nomination and Remuneration Committee, and the Risk Monitoring and Legal Committee. In contrast, the Board of Directors has Board Committees, i.e., the Risk Management Committee and the Information Technology Steering Committee, as well as other supporting organs, such as the Internal Audit Unit and other work units.

Dalam mendukung efektivitas pelaksanaan tugas dan tanggung jawab Organ Perseroan, Jasa Marga memiliki berbagai infrastruktur kebijakan internal, baik dalam bentuk peraturan, keputusan, pedoman, SOP, maupun kebijakan lainnya sebagai acuan dan koridor dalam melaksanakan fungsinya.

To support the effective implementation of the tasks and responsibilities of the Company's Organs, Jasa Marga has various internal policy infrastructures, such as regulations, resolutions, guidelines, SOPs, and other policies as references and guidelines in carrying out its functions.

***Soft Structure* GCG**
GCG Soft Structure



Dalam mendukung penerapan GCG di Perseroan, Jasa Marga telah memiliki *Governance Soft Structure* yang berfungsi sebagai pedoman Insan Jasa Marga dalam menjalankan kegiatan operasional Perseroan, agar senantiasa berlandaskan prinsip-prinsip tata kelola perusahaan yang baik. *Governance Soft Structure* merupakan aspek penting dalam implementasi GCG, dan akan menjadi *living document* bagi segenap jajaran dan tingkatan organisasi di Perseroan. Adapun *Governance Soft Structure* yang dimiliki Jasa Marga, sebagai berikut:

1. Anggaran Dasar Perseroan sebagaimana dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 04 tanggal 09 Januari 2026, dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan dari Direktorat

In supporting the implementation of GCG in the Company, Jasa Marga has established a Governance Soft Structure that serves as a guideline for Jasa Marga personnel in carrying out the Company's operational activities, so that they are always based on the principles of good corporate governance. It is an important aspect in the implementation of GCG and will become a living document for all ranks and levels of the organization within the Company. The Governance Soft Structure of Jasa Marga is as follows:

1. The Company's Articles of Association, as stated in the Deed of Meeting Resolution No. 04 dated 9 January 2026, drawn up before Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notary in Jakarta, together with the Acknowledgement of Receipt of Notification from the

Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHU-AH.01.03-0013716 tanggal 19 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0007721.AH.01.11.Tahun 2026 tanggal 19 Januari 2026.

2. Keputusan Direksi PT Jasa Marga (Persero) Tbk, di antaranya adalah:
   a. Keputusan Direksi No. 60/KPTS/2024 tentang Visi dan Misi Perusahaan.
   b. Keputusan Direksi No. 46/KPTS/2024 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance)* PT Jasa Marga (Persero) Tbk.
   c. Keputusan Direksi No. 46.1/KPTS/2024 tentang Pedoman Perilaku *(Code of Conduct)* PT Jasa Marga (Persero) Tbk.
   d. Keputusan Direksi No. 118/KPTS/2022 tanggal 20 September 2022 tentang Pedoman Penanganan Gratifikasi di Lingkungan PT Jasa Marga (Persero) Tbk.
   e. Keputusan Direksi No. 09/KPTS/2022 tentang Pembagian Tugas dan Wewenang Direksi PT Jasa Marga (Persero) Tbk dan perubahan-perubahannya.
   f. Keputusan Direksi No. 53/KPTS/2022 tentang Tim Pengelolaan *Whistleblowing System* PT Jasa Marga (Persero) Tbk.
   g. Keputusan Direksi No. 148/KPTS/2024 tentang Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk.
   h. Keputusan Direksi No. 202/KPTS/2024 tentang Manual Sistem Manajemen Anti Penyuapan PT Jasa Marga (Persero) Tbk.
   i. Keputusan Bersama Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP149/IX/2024 dan No. 191/KPTS/2024 tentang Pedoman *Whistleblowing System* PT Jasa Marga (Persero) Tbk.
   j. Keputusan Direksi No. 78/KPTS/2020 tentang Pedoman Benturan Kepentingan (*Conflict of Interest*) di PT Jasa Marga (Persero) Tbk.
   k. *Board Manual* Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk yang telah disahkan pada tanggal 08 September 2025.
   l. Keputusan Direksi No. 58/KPTS/2020 tentang Tata Nilai Perusahaan.
   m. Keputusan Direksi No. 43/KPTS/2015 tentang Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan Perusahaan.
   n. Keputusan Direksi No. 197/KPTS/2011 tentang Pedoman Pelaksanaan Rapat Direksi PT Jasa Marga (Persero) Tbk.
   o. Keputusan Direksi No. 248/KPTS/2024 tentang Pedoman Strategi *Anti-Fraud* PT Jasa Marga (Persero) Tbk.
   p. Keputusan Direksi No. 200/KPTS/2025 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk.
   q. Keputusan Bersama Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-041/III/2024 dan No. 45/KPTS/2024 tentang Pedoman Tata Kelola Terintegrasi Konglomerasi PT Jasa Marga (Persero) Tbk.

Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.03-0013716 dated 19 January 2026 and registered in the Register of Companies No. AHU-0007721.AH.01.11.Year 2026 dated 19 January 2026.

2. Board of Directors decrees of PT Jasa Marga (Persero) Tbk, including:
   a. Board of Directors Decree No. 60/KPTS/2024 on the Company's Vision and Mission.
   b. Board of Directors Decree No. 46/KPTS/2024 on the Code of Corporate Governance of PT Jasa Marga (Persero) Tbk.
   c. Board of Directors Decree No. 46.1/KPTS/2024 on the Code of Conduct of PT Jasa Marga (Persero) Tbk.
   d. Board of Directors Decree No. 118/KPTS/2022 dated September 20, 2022 on Guidelines for Handling Gratuities within PT Jasa Marga (Persero) Tbk.
   e. Board of Directors Decree No. 09/KPTS/2022 on the Division of Duties and Authorities of the Board of Directors of PT Jasa Marga (Persero) Tbk and its amendments.
   f. Board of Directors Decree No. 53/KPTS/2022 on the Whistleblowing System Management Team of PT Jasa Marga (Persero) Tbk.
   g. Board of Directors Decree No. 148/KPTS/2024 on the Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk.
   h. Board of Directors Decree No. 202/KPTS/2024 on the Anti-Bribery Management System Manual of PT Jasa Marga (Persero) Tbk.
   i. Joint Decree of the Board of Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP149/IX/2024 and No. 191/KPTS/2024 on the Guidelines for the Whistleblowing System of PT Jasa Marga (Persero) Tbk.
   j. Board of Directors Decree No. 78/KPTS/2020 on the Conflict of Interest Guidelines at PT Jasa Marga (Persero) Tbk.
   k. Board Manual of the Board of Commissioners and Board of Directors of PT Jasa Marga (Persero) Tbk, which was ratified on September 8, 2025.
   l. Board of Directors Decree No. 58/KPTS/2020 on Corporate Values.
   m. Board of Directors Decree No. 43/KPTS/2015 on Reports on the Wealth of State Officials within the Company.
   n. Board of Directors Decree No. 197/KPTS/2011 on Guidelines for Implementing Board of Directors Meetings of PT Jasa Marga (Persero) Tbk.
   o. Board of Directors Decree No. 248/KPTS/2024 on Guidelines for the Anti-Fraud Strategy of PT Jasa Marga (Persero) Tbk.
   p. Board of Directors Decision No. 200/KPTS/2025 concerning the Organisational Structure of PT Jasa Marga (Persero) Tbk.
   q. Joint Decree of the Board of Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-041/III/2024 and No. 45/KPTS/2024 on Guidelines for Integrated Governance of the PT Jasa Marga (Persero) Tbk Conglomerate.

Tabel *Soft Structure* PT Jasa Marga (Persero) Tbk
Table of PT Jasa Marga (Persero) Tbk Soft Structure

Soft Structure	Deskripsi Description
Anggaran Dasar Articles of Association	Gambaran mekanisme kerja yang menjadi dasar atau sumber peraturan/hukum bagi Perseroan dalam menjalankan aktivitas-aktivitasnya. An overview of the working mechanisms that form the basis or source of regulations/laws for the Company's activities.
Threshold	Batasan dan/atau kriteria tindakan Direksi yang memerlukan persetujuan Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna dan RUPS. Limitations and/or criteria for actions by the Board of Directors that require the approval of the Board of Commissioners and Series A Dwiwarna Shareholders and the GMS.
Board Manual	Kompilasi dari praktik-praktik pengelolaan Perseroan yang bersumber dari regulasi (Undang-Undang/Peraturan), Anggaran Dasar dan *best practices* yang disepakati bersama dalam rangka implementasi GCG. *Board Manual* menjadi pedoman kerja bagi Dewan Komisaris dan Direksi dalam melaksanakan tugas dan fungsinya. A compilation of the Company's management practices sourced from regulations (laws/regulations), the Articles of Association, and agreed-upon best practices in the context of GCG implementation. The Board Manual serves as a working guideline for the Board of Commissioners and the Board of Directors in carrying out their duties and functions.
Code of Corporate Governance (COCG)	Sekumpulan nilai dan praktik Perseroan yang menjadi suatu pedoman bagi Organ Perseroan dan Manajemen dalam mengelola Perseroan, yang memuat prinsip-prinsip GCG yang selaras dengan peraturan perundangan-undangan, tujuan, visi dan misi serta nilai nilai Perseroan. A set of values and practices that serve as guidelines for the Company's organs and management in managing the Company, which contain GCG principles that align with laws and regulations, objectives, vision and mission, as well as the Company's values.
Code of Conduct (COC)	Sistem nilai atau norma yang dianut oleh seluruh Insan Jasa Marga dalam melaksanakan tugasnya, yang memuat etika bisnis dan perilaku seluruh Insan Jasa Marga dalam mencapai tujuan, Visi dan Misi Perseroan, serta mengatur mengenai etika hubungan antara Perseroan dengan Karyawan, Pengguna Jalan Tol, Pemegang Saham, Pemasok, Kreditur/Investor, Pemerintah, Mitra Usaha, Pesaing, Media Massa, Masyarakat dan Lingkungannya. A system of values or norms adopted by all Jasa Marga employees in carrying out their duties, which contains the business ethics and behavior of all Jasa Marga employees in achieving the Company's objectives, vision and mission, as well as regulating the ethical relationship between the Company and its employees, toll road users, shareholders, suppliers, creditors/investors, government, business partners, competitors, mass media, the Community and the Environment.
Pakta Integritas Integrity Pact	Surat pernyataan yang ditandatangani oleh Dewan Komisaris, Direksi, dan Karyawan Perseroan, yang berisi ikrar untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik dalam menjalankan tugas dan tanggung jawabnya. A statement letter signed by the Board of Commissioners, Board of Directors, and Employees of the Company, containing a pledge to apply the principles of Good Corporate Governance in carrying out their duties and responsibilities.
Pedoman Penanganan Benturan Kepentingan Conflict of Interest Guideline	Pedoman bagi Insan Jasa Marga untuk memahami, mencegah dan menanggulangi Benturan Kepentingan di Perseroan. Guidelines for Jasa Marga personnel to understand, prevent, and overcome Conflicts of Interest within the Company.
Pedoman Penanganan Gratifikasi Gratification Control Guideline	Pedoman bagi Insan Jasa Marga untuk memahami, mencegah, dan menanggulangi Gratifikasi di Perseroan. Guidelines for Jasa Marga personnel to understand, prevent, and overcome Gratification within the Company.
Pedoman *Whistleblowing System* Whistleblowing System Guideline	Pedoman bagi Insan Jasa Marga dalam mencegah, mendeteksi potensi pelanggaran, dan mekanisme pengaduan pelanggaran yang terjadi di lingkungan Jasa Marga. Guidelines for Jasa Marga personnel to prevent and detect potential violations and mechanisms for reporting violations that occur within Jasa Marga.

Mekanisme GCG

Dalam kedudukannya sebagai Perusahaan BUMN, penerapan GCG di Jasa Marga didasarkan pada Peraturan yang mengatur mengenai Tata Kelola Perusahaan yang Baik di lingkungan BUMN yaitu Peraturan Menteri BUMN No.PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yang menyebutkan bahwa Perusahaan wajib menerapkan prinsip Tata Kelola Perusahaan yang Baik dalam menjalankan kegiatan usaha pada seluruh tingkatan atau jenjang organisasi. Prinsip Tata Kelola Perusahaan yang dimaksud meliputi transparansi (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), kemandirian (*independency*), dan kewajaran (*fairness*).

GCG Mechanism

In its position as a state-owned enterprise, the implementation of GCG at Jasa Marga is based on regulations governing good corporate governance in the state-owned enterprise sector, namely Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, which states that companies are required to apply the principles of Good Corporate Governance in conducting business activities at all levels or tiers of the organization. The principles of Corporate Governance referred to include transparency, accountability, responsibility, independence, and fairness.

Pemegang Saham dan Rapat Umum Pemegang Saham

Shareholders and General Meetings of Shareholders

Pemegang Saham

Pemegang Saham Jasa Marga terbagi ke dalam 2 (dua) jenis yaitu 1 (satu) lembar saham Seri A Dwiwarna (sebagai Pemegang Saham pengendali) dan 5.080.509.839 Saham Seri B. Pemegang Saham pengendali Jasa Marga adalah Pemerintah Republik Indonesia melalui BP BUMN dan PT Danantara Asset Management (Persero) dengan persentase kepemilikan sebesar 70% serta sebesar 30% dimiliki oleh Publik.

Shareholders

Jasa Marga shareholders are divided into 2 (two) types, namely 1 (one) share of Series A Dwiwarna (as the controlling shareholder) and 5,080,509,839 Series B shares. The controlling shareholders of Jasa Marga are the Government of the Republic of Indonesia through BP BUMN and PT Danantara Asset Management (Persero) with a 70% ownership stake, while 30% is owned by the public.

Hak dan Tanggung Jawab Pemegang Saham

Dalam RUPS, Pemegang Saham berhak memperoleh perlakuan yang sama dalam menyuarakan pendapat dan berkontribusi dalam proses pengambilan keputusan penting dan strategis Perseroan, di antaranya terkait hal-hal sebagai berikut:

1. Pengangkatan dan pemberhentian Dewan Komisaris dan Direksi Perseroan;
2. Penetapan jumlah remunerasi dan tunjangan Dewan Komisaris dan Direksi Perseroan;
3. Penilaian kinerja Perseroan untuk tahun buku yang bersangkutan;
4. Persetujuan penggunaan laba bersih Perseroan, termasuk di antaranya terkait dividen;
5. Perubahan Anggaran Dasar Perseroan; dan
6. Seluruh aksi korporasi yang membutuhkan keputusan RUPS sebagaimana tertuang di dalam Anggaran Dasar Perseroan.

RUPS Tahunan berwenang untuk mengesahkan Laporan Keuangan dan Laporan Tahunan Perseroan. Pemerintah Republik Indonesia sebagai Pemegang Saham pengendali dengan kepemilikan saham Seri A Dwiwarna wajib memperhatikan tanggung jawabnya dalam menggunakan haknya, baik saat menggunakan hak suara maupun dalam hal lainnya. Pemerintah memiliki hak khusus yang dapat digunakan ketika memberikan persetujuan terhadap rencana penggabungan usaha (*merger*), akuisisi, divestasi, atau likuidasi melalui forum RUPS.

Shareholder Rights and Responsibilities

At the GMS, Shareholders are entitled to equal treatment in voicing their opinions and contributing to the Company's important and strategic decision-making processes, including the following matters:

1. Appointment and dismissal of the Company's Board of Commissioners and Board of Directors;
2. Determination of the remuneration and allowances of the Company's Board of Commissioners and Board of Directors;
3. Assessment of the Company's performance for the relevant fiscal year;
4. Approval of the use of the Company's net profit, including dividends;
5. Amendments to the Company's Articles of Association; and
6. All corporate actions that require a GMS resolution as stipulated in the Company's Articles of Association.

The Annual GMS has the authority to approve the Company's Financial Statements and Annual Report. The Government of the Republic of Indonesia, as the controlling shareholder with ownership of Series A Dwiwarna shares, is required to exercise its responsibilities in exercising its rights, both in terms of voting rights and other matters. The Government has special rights that can be exercised when approving plans for mergers, acquisitions, divestitures, or liquidations through the GMS forum.

Rapat Umum Pemegang Saham

Rapat Umum Pemegang Saham (RUPS) merupakan organ Perseroan tertinggi yang mempunyai hak dan kewenangan yang tidak dimiliki oleh Dewan Komisaris dan Direksi dalam batasan yang ditentukan dalam ketentuan peraturan perundangan dan Anggaran Dasar Perseroan. RUPS merupakan media komunikasi antara Dewan Komisaris dan Direksi dengan para pemegang saham, melalui kesempatan tanya jawab yang diberikan kepada seluruh pemegang saham yang hadir pada setiap mata acara

General Meeting of Shareholders

The General Meeting of Shareholders (GMS) is the highest organ of the Company, which has rights and authorities not possessed by the Board of Commissioners and the Board of Directors within the limits specified in the provisions of laws and regulations and the Company's Articles of Association. The GMS serves as a medium of communication between the Board of Commissioners, the Board of Directors, and the shareholders, through a question-and-answer session provided to all shareholders at each GMS agenda item. The

RUPS. Penyelenggaraan RUPS Perseroan dilakukan dengan mengacu pada ketentuan, sebagai berikut:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
3. Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tanggal 20 April 2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik yang kemudian diubah dengan POJK No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk Secara Elektronik.
4. Anggaran Dasar Perseroan.

Dalam melaksanakan wewenangnya, RUPS memperhatikan kepentingan pengembangan dan kesehatan Perseroan, kepentingan para *stakeholders* serta hak-hak Perseroan.

Jenis RUPS

Dalam Anggaran Dasar, dijelaskan adanya 2 (dua) jenis RUPS Perseroan:

1. RUPS Tahunan
   RUPS Tahunan dilaksanakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku. Agenda utama RUPS Tahunan terdiri dari pengajuan Laporan Keuangan dan Laporan Tahunan dari Direksi untuk disahkan dan disetujui oleh Pemegang Saham, melakukan penunjukan Kantor Akuntan Publik untuk tahun berikutnya, memutuskan penggunaan laba, mengangkat atau memberhentikan anggota Direksi atau anggota Dewan Komisaris dan memutuskan hal-hal lain yang diperlukan.
2. RUPS Luar Biasa
   RUPS Luar Biasa dapat diselenggarakan kapan saja, sesuai dengan kebutuhan Perseroan. RUPS Luar Biasa diselenggarakan atas permintaan Dewan Komisaris, Direksi, ataupun Pemegang Saham dengan memperhatikan peraturan perundang-undangan serta Anggaran Dasar Perseroan.

Proses Penyelenggaraan RUPS

Secara umum, proses penyelenggaraan RUPS berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) terkait penyelenggaraan RUPS, serta Anggaran Dasar Perseroan adalah sebagai berikut:

Company's GMS is held in accordance with the following provisions:

1. Law No. 40 of 2007 on Limited Liability Companies.
2. Financial Services Authority Regulation No. 15/POJK.04/2020 dated April 20, 2020, on the Plan and Implementation of General Meetings of Shareholders of Public Companies.
3. Financial Services Authority Regulation No. 16/POJK.04/2020 dated April 20, 2020, on the Implementation of Electronic General Meetings of Shareholders of Public Companies which was subsequently amended by POJK No. 14 of 2025 concerning the Implementation of Electronic General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders.
4. The Company's Articles of Association.

In exercising its authority, the GMS considers the interests of the Company's development and health, the interests of stakeholders, and the company's rights.

GMS Types

The Articles of Association describe 2 (two) types of GMS of the Company:

1. Annual GMS
   The Annual GMS shall be held no later than 6 (six) months after the end of the fiscal year. The main agenda consists of the submission of the Financial Statements and Annual Report from the Board of Directors to be ratified and approved by the Shareholders, the appointment of a Public Accounting Firm for the following year, the decision on how to use profits, the appointment or dismissal of members of the Board of Directors or members of the Board of Commissioners, and other necessary matters.
2. Extraordinary GMS
   An Extraordinary GMS may be held anytime, as the Company requires. An Extraordinary GMS shall be held at the request of the Board of Commissioners, the Board of Directors, or the Shareholders, with due regard to the laws and regulations and the Company's Articles of Association.

GMS Holding Process

In general, the process for convening the General Meeting of Shareholders (GMS) is conducted in accordance with the Financial Services Authority (POJK) regulations governing the implementation of the GMS, as well as the Company's Articles of Association, as follows:

Tabel Tahapan Penyelenggaraan RUPS
Table of Stages in GMS Holding Process

Kegiatan Activity	Waktu (Selambat-lambatnya) Timeframe (Latest)
Surat pemberitahuan rencana RUPS ke Otoritas Jasa Keuangan (OJK) Notification of GMS plan to the Financial Services Authority (OJK)	H-44 D-44
Pengumuman RUPS GMS Announcement	H-37 D-37
Recording date Pemegang Saham yang berhak hadir dalam RUPS Recording date of Shareholders entitled to attend the GMS	H-23 D-23
Pemanggilan RUPS GMS Summons	H-22 D-22

Tabel Tahapan Penyelenggaraan RUPS
Table of Stages in GMS Holding Process

Kegiatan Activity	Waktu (Selambat-lambatnya) Timeframe (Latest)
RUPS GMS	H D
Ringkasan Risalah Hasil RUPS Minutes Summary of GMS Results	H+2 D+2
Risalah RUPS GMS Minutes	H+30 D+30

Berdasarkan POJK terkait RUPS Perseroan wajib menyampaikan hal-hal sebagai berikut:
1. Pemberitahuan Mata Acara Rapat kepada OJK paling lambat 5 hari kerja sebelum pengumuman RUPS dengan tidak memperhitungkan tanggal pengumuman RUPS;
2. Pengumuman RUPS kepada Pemegang Saham paling lambat 14 hari sebelum Pemanggilan RUPS, dengan tidak memperhitungkan tanggal Pengumuman dan tanggal Pemanggilan, melalui situs *web* Bursa Efek Indonesia dan Otoritas Jasa Keuangan situs *web* penyedia *e-RUPS,* dan situs *web* Perseroan dalam Bahasa Indonesia dan Bahasa Inggris;
3. Pemanggilan kepada Pemegang Saham paling lambat 21 hari sebelum RUPS dengan tidak memperhitungkan tanggal Pemanggilan dan tanggal RUPS, melalui situs *web* Bursa Efek Indonesia dan Otoritas Jasa Keuangan situs web penyedia *e-RUPS*, dan situs *web* Perseroan dalam Bahasa Indonesia dan Bahasa Inggris;
4. Setelah penyelenggaraan RUPS, Perseroan wajib melaporkan hasil RUPS ke OJK selambat-lambatnya 2 hari kerja berupa Ringkasan Risalah Hasil RUPS melalui melalui situs *web* Bursa Efek Indonesia dan Otoritas Jasa Keuangan situs *web* penyedia *e-RUPS,* dan situs *web* Perseroan dalam Bahasa Indonesia dan Bahasa Inggris; dan
5. Serta mengirimkan Risalah RUPS ke OJK selambat-lambatnya 30 hari setelah penyelenggaraan RUPS.

Based on the POJK regulations related to the GMS, the Company is required to disclose the following matters:
1. Notice of the Meeting Agenda to the OJK no later than five working days before the GMS announcement, not including the date of the GMS announcement;
2. GMS announcement to Shareholders no later than 14 days before the GMS Invitation, not counting the date of the Announcement and the date of the Invitation, through the Indonesian Stock Exchange website and the Financial Services Authority website, the e-GMS provider website, and the Company's website in Indonesian and English;
3. The GMS shall be convened no later than 21 days before the GMS, excluding the date of the GMS and the date of the GMS, through the Indonesian Stock Exchange website and the Financial Services Authority website, the e-GMS provider website, and the Company's website in Indonesian and English;
4. After the GMS is held, the Company is required to report the GMS results to the OJK no later than two working days in the form of a GMS Minutes Summary through the Indonesia Stock Exchange website and the Financial Services Authority website, which is the provider of e-GMS, and the Company's website in Indonesian and English; and
5. Send the Minutes of the GMS to the OJK no later than 30 days after the GMS is held.

Seluruh saham yang diterbitkan memiliki satu hak suara selama tidak dinyatakan lain oleh Anggaran Dasar Perseroan.

All issued shares have one voting right unless otherwise stated in the Company's Articles of Association.

Dalam RUPS Tahunan, Direksi Perseroan mempresentasikan Laporan Tahunan Perseroan mengenai keadaan dan jalannya Perseroan yang telah dilaksanakan oleh Direksi selama tahun buku berjalan; usulan penggunaan laba bersih Perseroan; usulan penunjukan dan penetapan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan Perseroan dan Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk tahun buku berjalan berdasarkan usulan Dewan Komisaris; penetapan Tantiem tahun buku berjalan, gaji, honorarium, tunjangan dan fasilitas lainnya bagi anggota Direksi dan Dewan Komisaris untuk tahun berikutnya; serta hal-hal lain yang memerlukan persetujuan Pemegang Saham dalam RUPS. Sedangkan Dewan Komisaris melaporkan tugas pengawasan terhadap kegiatan pengurusan Perseroan yang telah dilakukan Direksi.

At the Annual GMS, the Company's Board of Directors presents the Company's Annual Report on the condition and performance of the Company as carried out by the Board of Directors during the current fiscal year; proposals for the use of the Company's net profit; proposals for the appointment and determination of a Public Accounting Firm (KAP) to audit the Company's Financial Statements and the Micro and Small Business Funding Program Report (PUMK) for the current fiscal year based on the proposal of the Board of Commissioners; the determination of bonuses for the current fiscal year, salaries, honoraria, allowances, and other facilities for members of the Board of Directors and Board of Commissioners for the following year; and other matters that require the approval of Shareholders at the GMS. Meanwhile, the Board of Commissioners reports on its supervisory duties over the Company's management activities that the Board of Directors has carried out.

Sebagai BUMN, Jasa Marga tunduk pada Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas artinya sebagaimana diatur dalam peraturan

As an SOE, Jasa Marga is subject to Law No. 19 of 2003 on State-Owned Enterprises and Law No. 40 of 2007 on Limited Liability Companies, which means that, as stipulated in these regulations, the Company is required to

tersebut Perseroan wajib melaporkan kinerjanya kepada Pemegang Saham. Laporan kinerja Perseroan dituangkan dalam Laporan Tahunan dan disampaikan kepada Pemegang Saham untuk mendapatkan pengesahan RUPS, paling lambat 5 (lima) bulan setelah tahun buku berakhir.

report its performance to its Shareholders. The Company's performance report is outlined in the Annual Report and submitted to the Shareholders for approval by the GMS, no later than 5 (five) months after the end of the fiscal year.

Penyelenggaraan RUPS Tahun 2025

Pada tahun 2025, RUPS diselenggarakan sebagai berikut:

GMS in 2025

In 2025, the GMS was held as follows:

Tabel Penyelenggaraan RUPS Jasa Marga
Table of Jasa Marga GMS

RUPS GMS	Hari, Tanggal Day, Date	Tempat Location
Tahunan Annual	Rabu, 7 Mei 2025 Wednesday, May 7, 2025	Mengakses fasilitas eASY.KSEI (*Electronic General Meeting System* KSEI) dalam tautan https://akses.ksei.co.id/ yang disediakan oleh PT Kustodian Sentral Efek Indonesia ("KSEI") Accessing the eASY.KSEI (KSEI Electronic General Meeting System) facility at https://access.ksei.co.id/ provided by PT Kustodian Sentral Efek Indonesia (KSEI)
Luar Biasa Extraordinary	Rabu, 17 Desember 2025 Wednesday, December 17, 2025	Mengakses fasilitas eASY.KSEI (*Electronic General Meeting System* KSEI) dalam tautan https://akses.ksei.co.id/ yang disediakan oleh PT Kustodian Sentral Efek Indonesia ("KSEI") Accessing the eASY.KSEI (KSEI Electronic General Meeting System) facility at https://access.ksei.co.id/ provided by PT Kustodian Sentral Efek Indonesia (KSEI)

Penyelenggaraan RUPS tersebut telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas Pasal 81, 82, dan 83; POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka secara Elektronik yang kemudian diubah dengan POJK No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk Secara Elektronik serta Anggaran Dasar Perseroan.

The GMS was held in accordance with the preparation and implementation process stipulated in Law No. 40 of 2007 on Limited Liability Companies Articles 81, 82, and 83; POJK No. 15/POJK.04/2020 on the Plan and Implementation of General Meetings of Shareholders of Public Companies; POJK No. 16/POJK.04/2020 on the Implementation of Electronic General Meetings of Shareholders of Public Companies which was subsequently amended by OJK Regulation No. 14 of 2025 concerning the Electronic Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukukholders and the Company's Articles of Association.

RUPS Tahunan 2025

Pada tahun 2025, penyelenggaraan RUPS Tahunan Tahun Buku 2024 Perseroan adalah sebagai berikut:

Hari/tanggal : Rabu, 07 Mei 2025
Waktu : 14:25 - 15:43 WIB
Tempat : Mengakses fasilitas eASY.KSEI (Electronic General Meeting System KSEI) dalam tautan https://akses.ksei.co.id/ yang disediakan oleh PT Kustodian Sentral Efek Indonesia ("KSEI")

RUPS Tahunan dilaksanakan secara elektronik sesuai Peraturan Otoritas Jasa Keuangan ("POJK") No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka ("POJK 15/2020") dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik ("POJK 16/2020"). Pemimpin Rapat, Notaris, dan Lembaga Profesi Penunjang telah berkoordinasi dalam rangka pelaksanaan Rapat secara elektronik di Aryanusa 1 Ballroom, Lantai 2, Menara Danareksa, Jln. Medan Merdeka Selatan No. 14, Gambir, Jakarta Pusat, DKI Jakarta 10110, Indonesia.

Annual GMS in 2025

In 2025, the Annual General Meeting of Shareholders for the 2024 Fiscal Year was held as follows:

Day/date : Wednesday, May 7, 2025
Time : 2:25 p.m. - 3:43 p.m. WIB
Location : Access the eASY.KSEI (Electronic General Meeting System KSEI) facility at the link https://akses.ksei.co.id/ provided by PT Kustodian Sentral Efek Indonesia ("KSEI")

Annual GMS was held electronically per Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 on the Plan and Implementation of General Meetings of Shareholders of Public Companies and POJK No. 16/POJK.04/2020 on the Implementation of Electronic General Meetings of Shareholders of Public Companies. The Chair of the Meeting, Notary, and Supporting Professional Institutions coordinated to conduct the meeting electronically at Aryanusa 1 Ballroom, 2nd Floor, Menara Danareksa, Jl. Medan Merdeka Selatan No. 14, Gambir, Central Jakarta, DKI Jakarta 10110, Indonesia.

Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2025

Penyelenggaraan RUPS Tahunan ("Rapat") tersebut telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang Undang No. 40 tahun 2007 tentang Perseroan Terbatas Pasal 81, 82, dan 83; POJK 15/2020; POJK 16/2020; serta Anggaran Dasar Perseroan. Proses rencana dan pelaksanaan RUPS Tahunan tersebut telah tertuang dalam surat Perseroan yang telah disampaikan ke Otoritas Jasa Keuangan (OJK), publikasi Pemberitahuan, Pemanggilan, Pengumuman Ringkasan Risalah RUPS masing-masing dalam Bahasa Indonesia dan Bahasa Inggris pada situs *web* penyedia *e-RUPS* (https://easy.ksei.co.id); situs *web* pelaporan elektronik Bursa Efek Indonesia dan Otoritas Jasa Keuangan (https://spe.ojk.go.id/idxnet); dan situs *web* Perseroan (www.jasamarga.com), serta Risalah RUPS yang telah disampaikan ke OJK dengan detail sebagai berikut:

2025 Annual GMS Implementation Compliance Fulfillment

The Annual General Meeting of Shareholders (the "Meeting") was prepared for and conducted in accordance with Articles 81, 82 and 83 of Law No. 40 of 2007 concerning Limited Liability Companies, OJK Regulation No. 15/POJK.04/2020, OJK Regulation No. 16/POJK.04/2020, and the Company's Articles of Association. The process of planning and implementing the Annual GMS has been outlined in a letter from the Company that has been submitted to the Financial Services Authority (OJK), as well as in the publication of the Notification, Summons, and the GMS Minutes Summary in Indonesian and English on the e-GMS provider's website (https://easy.ksei.co.id); the electronic reporting website of the Indonesia Stock Exchange, the Financial Services Authority (https://spe.ojk.go.id/idxnet), and the Company's website (www.jasamarga.com). The GMS Minutes have been submitted to OJK with the following details:

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2025
Table of 2025 Annual GMS Implementation Compliance Fulfillment

Tanggal Date	Kegiatan Activity	Nomor Surat Letter Number
19/03/25	Pemberitahuan Rencana Penyelenggaraan RUPS Tahunan beserta Mata Acara RUPS Tahunan kepada OJK. Notification of the Annual GMS Plan and Annual GMS Agenda to OJK.	AA.KR.01.290
27/03/25	Pengumuman RUPS Tahunan kepada Pemegang Saham. Annual GMS Announcement to Shareholders.	AB.KR.01.74
		
15/04/25	Pemberitahuan Perubahan Mata Acara RUPS Tahunan kepada OJK. Annual GMS Agenda Changes Notification to OJK.	AB.KR.01.83
15/04/25	Pemanggilan RUPS Tahunan kepada Pemegang Saham. Annual GMS Summons to Shareholders.	AB.KR.01.84
		

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2025
Table of 2025 Annual GMS Implementation Compliance Fulfillment

Tanggal Date	Kegiatan Activity	Nomor Surat Letter Number
08/05/25	Ringkasan Risalah Rapat kepada Pemegang Saham. Meeting Minutes Summary to Shareholders.	AB.KR.01.103
	 	
23/05/25	Risalah RUPS Tahunan kepada OJK. Annual GMS Minutes to OJK.	AB.KR.01.113

Mata Acara Rapat

Mata acara RUPS Tahunan Perseroan beserta penjelasannya adalah sebagai berikut:

1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024, sekaligus Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*volledig acquit et de charge*) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang Telah Dijalankan Selama Tahun Buku 2024.

   Dasar Mata Acara:
   (i) Pasal 12 ayat 2 huruf b.6 dan Pasal 21 ayat 2 huruf a *juncto* ayat 3 Anggaran Dasar Perseroan; (ii) Pasal 23 ayat 1 Undang Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara sebagaimana telah diubah dengan Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara; (iii) Pasal 66, 67, 68, 69 dan 78 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana telah diubah dengan Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang ("UUPT"); dan (iv) Pasal 33 ayat 3 Peraturan Menteri Badan Usaha Milik Negara ("BUMN") No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

2. Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2024.
   Dasar Mata Acara:
   (i) Pasal 21 ayat 2 huruf b juncto Pasal 26 ayat 2 Anggaran Dasar Perseroan; dan (ii) Pasal 70 dan 71 ayat 1 UUPT.

Meeting Agenda

The agenda items of the Company's Annual General Meeting of Shareholders, along with their explanations, are as follows:

1. Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Supervisory Report of the Board of Commissioners and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year, as well as the Settlement and Full Release of Liability (volledig acquit et de charge) to the Board of Directors for the Management of the Company and the Board of Commissioners for the Supervision of the Company that has been carried out during the 2024 Fiscal Year.

   Agenda Basis:
   (i) Article 12 paragraph 2 letter b.6 and Article 21 paragraph 2 letter a in conjunction with paragraph 3 of the Company's Articles of Association; (ii) Article 23 paragraph 1 of Law No. 19 of 2003 on State-Owned Enterprises as amended by Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises; (iii) Articles 66, 67, 68, 69 and 78 of Law No. 40 of 2007 on Limited Liability Companies as amended by Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law (UUPT); and (iv) Article 33 paragraph 3 of the Regulation of the Minister of State-Owned Enterprises (SOE) No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.

2. Determination of the Use of the Company's Net Profit for the 2024 Fiscal Year.
   Agenda Basis:
   (i) Article 21 paragraph 2 letter b in conjunction with Article 26 paragraph 2 of the Company's Articles of Association; and (ii) Articles 70 and 71 paragraph 1 of the UUPT.

3. Penetapan Akuntan Publik dan/atau Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2025.

   Dasar Mata Acara:
   (i) Pasal 21 ayat 2 huruf c juncto Pasal 15 ayat 2 huruf b.5 Anggaran Dasar Perseroan; (ii) Pasal 59 ayat 1 POJK 15/2020; (iii) Pasal 68 ayat 1 UUPT; dan (iv) Pasal 32 ayat 1 Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

3. Determination of Public Accountants and/or Public Accounting Firms to Audit the Company's Consolidated Financial Statements and Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2025 Fiscal Year.

   Agenda Basis:
   (i) Article 21 paragraph 2 letter c in conjunction with Article 15 paragraph 2 letter b.5 of the Articles of Association; (ii) Article 59 paragraph 1 of POJK 15/2020; (iii) Article 68 paragraph 1 of the UUPT; and (iv) Article 32 paragraph 1 of the Minister of SOE Regulation No. PER-02/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

4. Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2025, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2024.

   Dasar Mata Acara:
   (i) Pasal 11 ayat 19, Pasal 14 ayat 30, dan Pasal 26 ayat 5 Anggaran Dasar Perseroan, (ii) Pasal 96 dan 113 UUPT; dan (iii) Pasal 76 ayat 1 Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Organ Dan Sumber Daya Manusia Badan Usaha Milik Negara ("Permen BUMN 3/2023").

4. Determination of Salaries/Honoraria and Facilities and Allowances for the Board of Directors and Board of Commissioners for the 2025 Fiscal Year, as well as Bonuses/Performance Incentives/Special Incentives for the Board of Directors and Board of Commissioners for their Performance in the 2024 Fiscal Year.

   Agenda Basis:
   (i) Article 11 paragraph 19, Article 14 paragraph 30, and Article 26 paragraph 5 of the Articles of Association, (ii) Articles 96 and 113 of the UUPT; and (iii) Article 76 paragraph 1 of the Minister of SOE Regulation No. PER-03/MBU/03/2023 on Organization and Human Resources of State-Owned Enterprises (Permen BUMN 3/2023).

5. Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Melalui Penawaran Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024.

   Dasar Mata Acara:
   Pasal 6 ayat (1) dan (2) POJK No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum. Mata Acara ini bersifat pelaporan.

5. Report on the Realization of the Use of Proceeds from the Public Offering through the Third Continuous Bond Offering of Jasa Marga Phase I in 2024.

   Agenda Basis:
   Article 6 paragraphs (1) and (2) of POJK No. 30/POJK.04/2015 on Report on the Realization of the Use of Proceeds from Public Offerings. This agenda item is for reporting purposes.

6. Persetujuan Perubahan Susunan Pengurus Perseroan.

   Dasar Mata Acara:
   (i) Pasal 11 ayat 10 dan Pasal 14 ayat 12 Anggaran Dasar Perseroan; (ii) POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan (iii) Permen BUMN 3/2023.

6. Approval of Changes to the Composition of the Company's Management.

   Agenda Basis:
   (i) Article 11, paragraph 10, and Article 14, paragraph 12 of the Articles of Association; (ii) POJK No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies; and (iii) Permen BUMN 3/2023.

Mata Acara Rapat dipublikasikan dalam Pemanggilan. Dalam Pemanggilan Rapat, selain dipublikasikan Mata Acara Rapat, juga disebutkan informasi terkait penyelenggaraan Rapat di antaranya sebagai berikut:

1. Perseroan tidak mengirimkan undangan tersendiri kepada Pemegang Saham karena Pemanggilan ini sudah merupakan undangan resmi.
2. Pemegang Saham yang berhak menghadiri dan diwakili dalam Rapat secara elektronik adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada hari Senin, 14 April 2025, pukul 16:15 WIB, atau pemilik saldo rekening efek di Penitipan

The Meeting Agenda is published in the Summons. In addition to publishing the Meeting Agenda, the Summons contains information related to the conduct of the Meeting, including the following:

1. The Company does not send separate invitations to Shareholders because the Summons is already an official invitation.
2. Shareholders who are entitled to attend and be represented at the Meeting electronically are those whose names are recorded in the Company's Shareholder Register on Monday, April 14, 2025, at 16:15 WIB, or owners of securities account balances in

Kolektif KSEI pada penutupan perdagangan saham pada hari Senin, 14 April 2025.

3. Perseroan menghimbau Pemegang Saham untuk melakukan registrasi kehadiran secara elektronik melalui fasilitas eASY.KSEI atau memberikan kuasa kepada Biro Administasi Efek ("BAE") Perseroan yaitu PT Datindo Entrycom melalui fasilitas eASY.KSEI dengan prosedur sebagai berikut:
   a. Pemegang Saham harus terlebih dahulu terdaftar dalam fasilitas Acuan Kepemilikan Sekuritas KSEI ("AKSes KSEI") pada tautan https://akses.ksei.co.id yang disediakan oleh KSEI.
   b. Bagi Pemegang Saham yang telah terdaftar, kuasa dapat diberikan dalam eASY.KSEI melalui situs *web* https://easy.ksei.co.id.
   c. Dalam hal Pemegang Saham tidak dapat mengakses eASY.KSEI, Pemegang Saham dapat mengunduh Surat Kuasa yang terdapat dalam situs *web* Perseroan www.jasamarga.com untuk memberikan kuasa dan suaranya dalam Rapat.
   d. Pemegang Saham dapat mendeklarasikan kuasa dan suaranya, mengubah penunjukan Penerima Kuasa dan/atau pilihan suara untuk Mata Acara Rapat, maupun mencabut kuasa, sejak tanggal Pemanggilan Rapat hingga selambat-lambatnya 1 (satu) hari kerja sebelum tanggal penyelenggaraan Rapat pada pukul 12:00 WIB.
4. Proses registrasi bagi Pemegang Saham yang akan hadir secara elektronik dalam Rapat melalui eASY.KSEI agar memperhatikan hal-hal sebagai berikut:
   a. Pemegang Saham tersebut di bawah ini harus melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI pada tanggal pelaksanaan Rapat dari pukul 10:00 WIB s.d. 13:30 WIB:
      i. Pemegang Saham tipe individu lokal yang belum memberikan deklarasi kehadiran atau kuasa dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
      ii. Pemegang Saham tipe individu lokal yang telah memberikan deklarasi kehadiran, tetapi belum menetapkan pilihan suara minimal untuk 1 (satu) Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
      iii. Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada *independent representative* atau *individual representative*, tetapi belum menetapkan pilihan suara minimal untuk 1 (satu) Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan.
      iv. Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada partisipan/ *intermediary* (bank kustodian atau perusahaan efek) dan telah menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan.
   b. Pemegang Saham yang telah memberikan deklarasi kehadiran atau kuasa kepada *independent representative* atau *individual representative* dan telah menetapkan pilihan suara untuk Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan, maka yang bersangkutan/Penerima Kuasanya tidak perlu melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI.

the KSEI Collective Custody at the close of trading on Monday, April 14, 2025.

3. The Company urges Shareholders to register their attendance electronically through the eASY.KSEI facility or to grant power of attorney to the Company's Securities Administration Bureau (BAE), PT Datindo Entrycom, through the eASY.KSEI facility with the following procedure:
   a. Shareholders must first be registered in the KSEI Securities Ownership Reference facility (AKSes KSEI) at the https://akses.ksei.co.id link provided by KSEI.
   b. For registered Shareholders, the power of attorney can be granted in eASY.KSEI through the website https://easy.ksei.co.id.
   c. If Shareholders are unable to access eASY.KSEI, they may download the Power of Attorney form from the Company's website, www.jasamarga.com, to grant power of attorney and cast their votes at the Meeting.
   d. Shareholders may declare their proxy and vote, change the appointment of Proxy and/or voting choice for Meeting Agenda Items, or revoke their proxy, from the date of the Meeting Invitation until no later than 1 (one) business day before the date of the Meeting at 12:00 p.m. WIB.

4. The registration process for Shareholders who will attend the Meeting electronically through eASY.KSEI must pay attention to the following matters:
   a. The following Shareholders must register their attendance electronically in eASY.KSEI on the date of the Meeting from 10:00 a.m. to 1:30 p.m. WIB:
      i. Local individual shareholders who have not submitted a declaration of attendance or proxy in eASY.KSEI by the specified deadline and wish to attend the Meeting electronically.
      ii. Local individual shareholders who have submitted their attendance declaration but have not set a minimum voting option for 1 (one) Meeting Agenda Item in eASY.KSEI by the specified deadline and wish to attend the Meeting electronically.
      iii. Proxies of Shareholders who have granted power of attorney to an independent or individual representative, but have not yet set a minimum voting option for 1 (one) Meeting Agenda Item in eASY.KSEI by the specified deadline.
      iv. Proxy Holders of Shareholders who have granted power of attorney to participants/intermediaries (custodian banks or securities companies) and have determined their voting choices in eASY.KSEI by the specified deadline.
   b. Shareholders who have submitted a declaration of attendance or power of attorney to an independent or individual representative and have set their voting choice for the Meeting Agenda in eASY.KSEI by the specified deadline, the person concerned/their Proxy Holder does not need to register their attendance electronically in eASY.KSEI.

c. Keterlambatan atau kegagalan dalam proses registrasi secara elektronik dengan alasan apapun akan mengakibatkan Pemegang Saham atau Penerima Kuasanya tidak dapat menghadiri Rapat secara elektronik, serta kepemilikan sahamnya tidak diperhitungkan sebagai kuorum kehadiran.

5. Panduan pendaftaran, registrasi, penggunaan dan penjelasan lebih lanjut mengenai eASY.KSEI dan AKSes KSEI dapat dilihat di situs web KSEI dengan tautan https://akses.ksei.co.id dan https://easy.ksei.co.id, serta Tata Tertib Rapat di situs web Perseroan www.jasamarga.com.
6. Notaris dibantu dengan BAE Perseroan, akan melakukan pengecekan dan perhitungan suara dalam pengambilan keputusan Rapat atas Mata Acara Rapat, termasuk yang berdasarkan suara yang telah disampaikan oleh Pemegang Saham baik melalui fasilitas eASY.KSEI, maupun yang disampaikan dalam Rapat.
7. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs *web* Perseroan www.jasamarga.com sejak tanggal Pemanggilan.
8. Perseroan tidak menyediakan makanan dan minuman, dan cindera mata/tanda terima kasih.
9. Perseroan dapat mengumumkan kembali apabila terdapat perubahan dan/atau penambahan informasi terkait tata cara penyelenggaraan Rapat dengan mengacu pada ketentuan peraturan dan perundang-undangan yang berlaku.

c. Any delay or failure in the electronic registration process for any reason will result in the Shareholder or their Proxy being unable to attend the Meeting electronically, and their share ownership will not be counted towards the attendance quorum.

5. Guidelines for registration, use, and further explanations regarding eASY.KSEI and AKSes KSEI can be found on the KSEI website at https://akses.ksei.co.id and https://easy.ksei.co.id, as well as the Meeting Rules on the Company's website at www.jasamarga.com.
6. The notary, assisted by the Company's BAE, will check and count the votes in the Meeting's decision-making process on the Meeting Agenda, including those based on votes submitted by Shareholders either through the eASY.KSEI facility or submitted at the Meeting.
7. As of the date of the Summons, the materials to be discussed at the Meeting are available and can be obtained on the Company's website, www.jasamarga.com.
8. The Company does not provide food and beverages, souvenirs, or tokens of appreciation.
9. The Company may make further announcements if there are changes and/or additions to information related to the procedures for holding the Meeting regarding the provisions of applicable laws and regulations.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh seluruh Direksi dan Dewan Komisaris Perseroan secara luring dan daring.

Hadir secara luring
Offline attendance

Direksi Board of Directors	
Subakti Syukur	Direktur Utama President Director
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management
Dewan Komisaris Board of Commissioners	
M. Roskanedi	Komisaris Commissioner
Chandra Wijaya	Komisaris Independen Independent Commissioner

Board of Commissioners and Board of Directors Attendance

All members of the company's Board of Directors and Board of Commissioners attended the meeting, both offline and online.

Hadir secara daring
Online attendance

Direksi Board of Directors	
Fitri Wiyanti	Direktur Operasi Director of Operations
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development
Reza Febriano	Direktur Bisnis Director of Business
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation
Dewan Komisaris Board of Commissioners	
Mohammad Zainal Fatah	Komisaris Utama President Commissioner
Marsetio	Komisaris Independen Independent Commissioner
Abdul Rachman	Komisaris Independen Independent Commissioner
Seppalga Ahmad	Komisaris Independen Independent Commissioner
Raja Erizman	Komisaris Commissioner

Penyelenggaraan RUPS Tahunan didukung oleh pihak independen dalam hal ini Konsultan Hukum, Notaris, dan Biro Administrasi Efek (BAE). Selain itu, Kantor Akuntan Publik yang mengaudit Laporan Keuangan Perseroan dan Anak Perusahaan serta Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) tahun buku 2024 juga hadir dalam RUPS Tahunan tersebut.

Pemimpin Rapat

Berdasarkan Pasal 24 ayat 1 huruf a Anggaran Dasar Perseroan juncto Pasal 37 ayat (1) POJK 15/2020, Rapat dipimpin oleh salah seorang anggota Dewan Komisaris yang ditunjuk oleh Dewan Komisaris sebagai Pemimpin Rapat.

Pemimpin Rapat bertanggung jawab atas kelancaran jalannya Rapat dan berhak memutuskan prosedur Rapat yang belum diatur atau belum cukup diatur dalam tata tertib ini.

Tata Tertib

Tata Tertib Rapat tersedia di situs web Perseroan sejak tanggal Pemanggilan.

Selain itu, untuk memenuhi ketentuan Pasal 39 ayat (2) dan (3) POJK 15/2020, pokok-pokok Tata Tertib, yaitu Tanya Jawab dan Pemungutan Suara, dibacakan pada saat Rapat.

Ketentuan Kuorum dan Kehadiran Pemegang Saham

Tabel Ketentuan Kuorum
Table of Quorum Requirements

Mata Acara Agenda	Ketentuan Korum Quorum Requirement
1,3	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham yang mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. The Meeting shall be valid and entitled to make valid and binding resolutions if the Meeting is attended/represented by Shareholders representing more than half of the total number of shares with valid voting rights issued by the Company.
2,4,6	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. The Meeting is valid and entitled to make valid and binding resolutions if the Meeting is attended/represented by Series A Dwiwarna Shareholders and other Shareholders who represent more than half of the total number of shares with valid voting rights issued by the Company.
5	Dikarenakan sifatnya merupakan pelaporan, maka tidak dilakukan pengambilan keputusan atas Mata Acara Rapat ini. Due to its reporting nature, no resolutions were made to the agenda items of this Meeting.

Rapat dihadiri oleh para Pemegang Saham Perseroan dan/atau Kuasa/Wakil Pemegang Saham yang seluruhnya mewakili 6.244.394.423 saham termasuk di dalamnya Saham Seri A Dwiwarna atau merupakan 86,036% suara dari jumlah seluruh saham dengan hak suara yang sah yang dikeluarkan Perseroan sampai dengan hari Rapat, yaitu sejumlah 7.257.871.200 saham yang terdiri dari:

- 1 (satu) Saham Seri A Dwiwarna; dan
- 7.257.871.199 Saham Seri B.

The Annual GMS was supported by independent parties: Legal Consultants, Notaries, and the Securities Administration Agency (BAE). In addition, the Public Accounting Firm that audited the Financial Statements of the Company and its Subsidiaries as well as the Micro and Small Business Funding Program (PUMK) Report for the 2024 fiscal year was present at the Annual GMS.

Chair of the Meeting

Based on Article 24 paragraph 1 letter a of the Company's Articles of Association in conjunction with Article 37 paragraph (1) of POJK 15/2020, the Meeting shall be chaired by one of the members of the Board of Commissioners appointed by the Board of Commissioners as the Chair of the Meeting.

The Chair of the Meeting is responsible for the smooth running of the Meeting and has the right to decide on Meeting procedures that are not regulated or are insufficiently regulated in these rules of procedure.

Meeting Rules

The Meeting Rules are available on the Company's website from the date of the Summons.

In addition, to comply with the provisions of Article 39 paragraphs (2) and (3) of POJK 15/2020, the main points of the Rules, i.e., Questions and Answers and Voting, are read out at the Meeting.

Quorum and Shareholder Attendance Requirements

The Company's Shareholders and/or Proxies/ Representatives of Shareholders attended the Meeting, representing a total of 6,244,394,423 shares, including Series A Dwiwarna Shares, or 86.036% of the total number of valid voting shares issued by the Company as of the date of the Meeting, namely 7,257,871,200 shares consisting of:

- 1 (one) Series A Dwiwarna Share; and
- 7,257,871,199 Series B Shares.

Dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 14 April 2025 pukul 16:15 WIB, karenanya ketentuan mengenai kuorum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas sebagaimana terakhir diubah dengan UU No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang serta Peraturan di bidang Pasar Modal, telah terpenuhi.

Considering the Company's Shareholder Register per April 14, 2025, at 16:15 WIB, therefore the provisions regarding the quorum for attendance at the Meeting as stipulated in the Company's Articles of Association and Law No. 40 of 2007 on Limited Liability Companies as last amended by Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law and Regulations in the Capital Market sector, have been fulfilled.

Tabel Jumlah Saham yang Hadir pada RUPS Tahunan 2025 Jasa Marga
Table of Total Shares Attending the 2025 Jasa Marga Annual GMS

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
6.244.394.423	86,036%

Dengan demikian ketentuan mengenai kuorum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas serta Peraturan di bidang Pasar Modal, telah terpenuhi, dan Rapat adalah sah dan dapat mengambil keputusan keputusan yang sah dan mengikat para Pemegang Saham Perseroan untuk Mata Acara Rapat.

Thus, the provisions regarding the quorum for attendance at the Meeting as stipulated in the Company's Articles of Association and Law No. 40 of 2007 on Limited Liability Companies and Regulations in the Capital Market have been fulfilled, and the Meeting is valid and can make resolutions that are valid and binding on the Company's Shareholders for the Meeting Agenda.

Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat oleh Notaris hanya dilakukan 1 (satu) kali, yaitu sebelum Pemimpin Rapat membuka Rapat.

The number of Shareholders present or represented at the Meeting by the Notary is only calculated once, i.e., before the Chair of the Meeting opens the Meeting.

Tanya Jawab

Sebelum pengambilan keputusan, Pemimpin Rapat memberikan kesempatan kepada paling banyak 3 (tiga) penanya untuk mengajukan pertanyaan atau pendapatnya pada hal yang berkaitan dengan Mata Acara Rapat yang sedang dibicarakan.

Penanya yang hadir secara elektronik dapat menyampaikan pertanyaan dan/atau pendapat melalui fitur chat eASY. KSEI pada kolom "*Electronic Options*" yang tersedia dalam layar *e-Meeting Hall*. Setiap penanya diharuskan menuliskan nama Pemegang Saham, jumlah saham yang dimiliki, serta pertanyaan dan/atau pendapatnya. Pertanyaan atau pendapat dibacakan dan dijawab atau ditanggapi oleh Pemimpin Rapat atau pihak yang ditunjuk oleh Pemimpin Rapat.

Q&A Session

Before making a resolution, the Chair of the Meeting gives up to 3 (three) questioners the opportunity to ask questions or express their opinions on matters related to the agenda items being discussed.

Questioners attending electronically may submit questions and/or opinions via the eASY.KSEI chat feature in the "Electronic Options" column on the e-Meeting Hall screen. Each questioner is required to write down the Shareholder's name, the number of shares owned, and their questions and/or opinions. Questions or opinions are read aloud and answered or responded to by the Chair or a party appointed by the Chair.

Keputusan Rapat dan Pemungutan Suara

Keputusan diambil secara musyawarah untuk mufakat, namun apabila Pemegang Saham atau Kuasa Pemegang Saham ada yang tidak menyetujui atau memberikan suara abstain, maka keputusan diambil dengan cara pemungutan suara secara elektronik melalui eASY.KSEI *(e-Voting)*.

Dengan menerapkan *voting* secara elektronik tersebut melalui eASY.KSEI, para Pemegang Saham yang tidak hadir dapat tetap melakukan *voting* dalam RUPS (*electronic voting in absentia*). Tiap pemegang 1 (satu) saham berhak mengeluarkan 1 (satu) suara.

Pemungutan suara dilakukan secara elektronik dan berlangsung di eASY.KSEI *(e-Voting)* pada menu *e-MeetingHall*, sub menu *Live Broadcasting*.

Meeting Resolution and Voting

Resolutions are made by consensus, but if any Shareholder or Proxy Holder disagrees or abstains from voting, the decision is made by electronic voting through eASY.KSEI (e-Voting).

By implementing electronic voting through eASY.KSEI, absent Shareholders can still vote in the GMS (electronic voting in absentia). Each holder of 1 (one) share is entitled to 1 (one) vote.

Voting is conducted electronically and takes place on eASY.KSEI (e-Voting) of the e-MeetingHall menu, under the Live Broadcasting sub-menu.

Pemegang Saham yang hadir atau memberikan kuasa secara elektronik dalam Rapat melalui eASY.KSEI, namun belum menetapkan pilihan suara, memiliki kesempatan untuk menyampaikan pilihan suaranya selama masa pemungutan suara dibuka melalui layar *e-Meeting Hall* di eASY.KSEI. Apabila Pemegang Saham tidak memberikan pilihan suara untuk Mata Acara Rapat hingga batas waktu yang ditentukan, maka Pemegang Saham dianggap abstain. Suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham dan Kuasa Para Pemegang Saham yang mengeluarkan suara.

Shareholders who are present or have granted an electronic proxy in the Meeting through eASY.KSEI, but have not yet cast their votes, can vote during the voting period through the e-Meeting Hall screen on eASY.KSEI. If a Shareholder does not vote for an Agenda Item by the specified deadline, the Shareholder is considered to have abstained. Abstaining votes are considered the same as the majority vote of the Shareholders and Proxies of the Shareholders who vote.

Sesuai Pasal 48 POJK 15/2020 dan Pasal 25 ayat (11) Anggaran Dasar Perseroan, suara yang dikeluarkan oleh Pemegang Saham berlaku untuk seluruh saham yang dimilikinya. Untuk itu, Pemegang Saham tidak berhak memberikan kuasa kepada lebih dari seorang kuasa untuk sebagian dari jumlah saham yang dimilikinya dengan suara yang berbeda. Ketentuan tersebut tidak berlaku bagi bank kustodian atau perusahaan efek yang mewakili Pemegang Saham dalam dana bersama (*mutual fund*).

Per Article 48 of POJK 15/2020 and Article 25 paragraph (11) of the Company's Articles of Association, votes cast by Shareholders apply to all shares they own. Therefore, a Shareholder cannot grant a proxy to more than one proxy for a portion of their shares with different votes. This provision does not apply to custodian banks or securities companies representing Shareholders in mutual funds.

Tabel Ketentuan Kuorum Keputusan Rapat
Table of Meeting Resolution Quorum Requirements

Mata Acara Agenda	Ketentuan Korum Quorum Requirements
1,3	Keputusan diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham yang mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The resolution was based on a vote approved by Shareholders representing more than half of the total shares with valid voting rights present at the Meeting.
2,4,6	Keputusan diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The resolution was based on a vote approved by Series A Dwiwarna Shareholders and other Shareholders who represented more than half of the total number of shares with valid voting rights present at the Meeting.
5	Dikarenakan sifatnya adalah pelaporan, maka tidak diperlukan suatu keputusan untuk Mata Acara Rapat ini. Due to its reporting nature, no resolutions were required for the agenda items of this Meeting.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara setiap Mata Acara Rapat.

After the vote, the Notary read the vote results for each agenda item.

Penayangan Siaran Langsung Pelaksanaan Rapat

Pemegang Saham yang telah terdaftar di eASY.KSEI paling lambat hingga batas waktu yang ditentukan dapat menyaksikan jalannya Rapat melalui *Webinar Zoom* dengan mengakses menu eASY.KSEI, sub menu Tayangan RUPS yang berada pada fasilitas AKSes KSEI dengan kapasitas hingga 500 (lima ratus) peserta yang ditentukan berdasarkan mekanisme *first come first served*.

Live Broadcast of Meeting Proceedings

Shareholders who are registered with eASY.KSEI can watch the Meeting via Zoom Webinar by accessing the eASY.KSEI menu, GMS Broadcast sub-menu on the KSEI AKSes facility with a capacity of up to 500 (five hundred) participants, determined based on the first-come, first-served mechanism.

Pemegang Saham yang tidak mendapatkan kesempatan menyaksikan Rapat melalui tayangan RUPS dianggap sah hadir secara elektronik, serta kepemilikan saham dan pilihan suaranya diperhitungkan dalam Rapat, sepanjang telah mendeklarasikan kehadirannya dalam eASY.KSEI.

Shareholders who do not have the opportunity to watch the Meeting through the GMS broadcast are considered validly present electronically, and their share ownership and voting rights are taken into account in the Meeting, as long as they have declared their presence in eASY.KSEI.

Hasil *Voting*, Keputusan, dan Tindak Lanjut Keputusan RUPS Tahunan

Rapat Perseroan dibuka pada pukul 14:39 WIB dan ditutup pada pukul 16:09 WIB. Perseroan telah menunjuk Notaris sebagai pihak independen untuk melakukan validasi suara

Voting Results, Resolutions, and Follow-up Actions from the Annual GMS

The Company Meeting commenced at 14:39 WIB and concluded at 16:09 WIB. The Company has appointed a Notary as an independent party to validate the votes

dan menyusun minuta akta Rapat. Dalam Rapat tersebut telah diambil keputusan yaitu sebagaimana dituangkan dalam Akta Berita Acara Rapat No. 11 tanggal 07 Mei 2025, dibuat oleh Ir. Nanette Cahyanie Handari Adi Warsito, SH. yang pada pokoknya adalah sebagai berikut:

and prepare the Meeting minutes. During the Meeting, resolutions were made as outlined in Meeting Minutes No. 11 dated May 7, 2025, prepared by Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The main points of the resolutions are as follows:

Mata Acara Rapat Pertama First Meeting Agenda	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024, sekaligus Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*volledig acquit et de charge*) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang Telah Dijalankan Selama Tahun Buku 2024. Approval of the Company's Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners Supervisory Report, along with Approval of the Financial Statements of Micro and Small Businesses Funding Program for the year ended on December 31, 2024, as well as the Granting of Full Release and Discharge of Liability (volledig acquit et de charge) to the Board of Directors for the Actions of Managing the Company and to the Board of Commissioners for the Actions of Supervising the Company that has been carried out in the Fiscal Year 2024.
Penanya/Penanggap Questioners/ Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
6.151.928.670 (98,52%)	3.083.000 (0,05%)	89.382.753 (1,43%)	6.241.311.423 (99,95%)

Keputusan Rapat
Meeting Resolution

Rapat dengan Suara Terbanyak memutuskan:
1. Menyetujui Laporan Tahunan Perseroan, termasuk Laporan Tugas Pengawasan Dewan Komisaris, dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024.
2. Mengesahkan:
   a. Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) sesuai Laporan Nomor 00065/2.1030/AU.1/06/0645-3/1/II/2025 tanggal 28 Februari 2025 dengan opini "wajar, dalam semua hal yang material"; dan
   b. Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) sesuai Laporan Nomor 00203/2.1030/AU.2/12/0645-3/0/III/2025 tanggal 14 Maret 2025 dengan opini "wajar, dalam semua hal yang material".
3. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi atas tindakan pengurusan Perseroan dan kepada seluruh anggota Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam laporan tersebut di atas.

The majority vote decided to:
1. Approve the Company's Annual Report, including the Supervision Duty Implementation Report of the Board of Commissioners and the Report on the Implementation of the Social and Environmental Responsibility Program for Fiscal Year 2024, which ended on December 31, 2024.
2. Ratify:
   a. The Company's Consolidated Financial Statements for Fiscal Year 2024 ended on December 31, 2024, which has been audited by Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Global Network) Public Accounting Firm (KAP) as stated in its report No. 00065/2.1030/AU.1/06/0645-3/1/II/2025 dated February 28, 2025 with the opinion "fair, in all material respects"; and
   b. Financial Statements on the Implementation of the Micro and Small Enterprises Funding Program ended on December 31, 2024, which has been audited by Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Global Network) Public Accounting Firm as stated in its report No. 00203/2.1030/AU.2/12/0645-3/0/III/2025 dated March 14, 2025 with the opinion "fair, in all material respects".
3. Grant full release and discharge of liability (volledig acquit et de charge) to the members of the Board of Directors for the management actions of the Company and to all members of the Board of Commissioners for their supervisory actions that have been carried out during the Fiscal Year 2024 ended on December 31, 2024, as long as such actions are not a criminal offense and are reflected in the above report.

Tindak Lanjut/ Realisasi Follow-up/Realization	-

Mata Acara Rapat Kedua Second Meeting Agenda	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2024. Determination of the Use of the Company's Net Profit for the 2024 Fiscal Year.
Penanya/Penanggap Questioners/ Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
6.154.940.270 (98,57%)	946.555 (0,02%)	88.507.598 (1,42%)	6.243.447.868 (99,99%)

Keputusan Rapat
Meeting Resolution

Rapat dengan Suara Terbanyak memutuskan:
Menetapkan penggunaan Laba Bersih Konsolidasian Perseroan yang dapat diatribusikan kepada pemilik entitas induk untuk Tahun Buku 2024 sebesar Rp4.535.565.278.615 (empat triliun, lima ratus tiga puluh lima miliar, lima ratus enam puluh lima juta, dua ratus tujuh puluh delapan ribu, enam ratus lima belas Rupiah), sebagai berikut:

1. Sebesar 25% atau sejumlah Rp1.133.891.319.654 (satu triliun, seratus tiga puluh tiga miliar, delapan ratus sembilan puluh satu juta, tiga ratus sembilan belas ribu, enam ratus lima puluh empat Rupiah) ditetapkan sebagai Dividen Tunai. Pembayarannya dilaksanakan dengan ketentuan sebagai berikut:
   a. Dividen untuk Tahun Buku 2024 dibayarkan secara proporsional kepada setiap Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham pada tanggal pencatatan (*recording date*).
   b. Direksi diberi wewenang dan kuasa dengan hak substitusi untuk melakukan:
      i. Penetapan jadwal dan tata cara pembagian yang berkaitan dengan pembayaran Dividen untuk Tahun Buku 2024 sesuai dengan ketentuan yang berlaku.
      ii. Pemotongan pajak Dividen sesuai peraturan perpajakan yang berlaku.
      iii. Hal-hal terkait teknis lain dengan tidak mengurangi ketentuan yang berlaku.
2. Sebesar 75% atau sejumlah Rp3.401.673.958.961 (tiga triliun, empat ratus satu miliar, enam ratus tujuh puluh tiga juta, sembilan ratus lima puluh delapan ribu, sembilan ratus enam puluh satu Rupiah) dibukukan sebagai Cadangan.

The majority vote decided to:
Approve the utilization of the Company's Consolidated Net Profit attributable to the parent entity owner for the Fiscal Year 2024, amounting to Rp4,535,565,278,615 (four trillion, five hundred thirty-five billion, five hundred sixty-five million, two hundred seventy-eight thousand, six hundred fifteen Rupiah), as follows:

1. As much as 25% or an amount of Rp1,133,891,319,654 (one trillion, one hundred thirty-three billion, eight hundred ninety-one million, three hundred nineteen thousand, six hundred fifty-four Rupiah) is determined as Cash Dividends. Payment is carried out with the following provisions:
   a. Dividends for the Fiscal Year 2024 are paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date.
   b. The Board of Directors is given the authority and power, with the right of substitution, to carry out:
      i. Determination of the schedule and procedures for distribution relating to the payment of Dividends for the 2024 Fiscal Year in accordance with applicable provisions.
      ii. Dividend tax deductions in accordance with applicable tax regulations.
      iii. Other technical matters without reducing the applicable provisions.
2. As much as 75% or an amount of Rp3,401,673,958,961 (three trillion, four hundred and one billion, six hundred and seventy-three million, nine hundred and fifty-eight thousand, nine hundred and sixty-one Rupiah) is recorded as Reserves.

Tindak Lanjut/ Realisasi
Follow-up/Realization

- Tata Cara Pembayaran Dividen Tunai Tahun Buku 2024 dipublikasikan pada Ringkasan Risalah Keputusan RUPS Tahunan dalam Bahasa Indonesia dan Bahasa Inggris melalui situs *web* Bursa Efek Indonesia dan Otoritas Jasa Keuangan https://spe.ojk.go.id/idxnet/, situs *web* penyedia e-RUPS https://easy.ksei.co.id/, dan situs *web* Perseroan www.jasamarga.com pada tanggal 08 Mei 2025.
- Pembayaran dividen tahun buku 2024 dijadwalkan pada tanggal 05 Juni 2025.
- Realisasi pembayaran dividen sesuai jadwal.

- The Procedures for Payment of Cash Dividends for the 2024 Financial Year are published in the Summary of the Annual GMS Minutes in Indonesian and English on the websites of the Indonesia Stock Exchange and the Financial Services Authority https://spe.ojk.go.id/idxnet/, the e-GMS provider website https://easy. ksei.co.id/, and the Company's website www.jasamarga.com on May 8, 2025.
- The payment of dividends for the 2024 financial year is scheduled for June 5, 2025.
- The dividend payment will be realised according to schedule.

Mata Acara Rapat Ketiga Third Meeting Agenda	Penetapan Akuntan Publik dan/atau Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2025. Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2025 Fiscal Year.
Penanya/Penanggap Questioners/ Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
5.984.709.401 (95,84%)	175.724.624 (2,81%)	83.960.398 (1,35%)	6.068.669.799 (97,19%)

Keputusan Rapat
Meeting Resolution

Rapat dengan Suara Terbanyak memutuskan:

1. Menyetujui penunjukan Akuntan Publik di Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK), serta Laporan lainnya untuk Tahun Buku 2025.
2. Menyetujui pemberian kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk melakukan.
   a. Penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik untuk mengaudit atas Laporan Keuangan Konsolidasian Perseroan periode lainnya pada Tahun Buku 2025 untuk tujuan dan kepentingan Perseroan; dan
   b. Penetapan imbalan jasa audit dan persyaratan lainnya bagi Akuntan Publik dan/atau Kantor Akuntan Publik tersebut, serta menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik Pengganti dalam hal Akuntan Publik dan/atau Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM), karena sebab apapun, tidak dapat menyelesaikan pemberian jasa audit Laporan Keuangan Konsolidasian Perseroan dan/atau periode lainnya pada Tahun Buku 2025, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2025, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Akuntan Publik dan/atau Kantor Akuntan Publik Pengganti tersebut.

The majority vote decided to:

1. Approve the appointment of Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Global Network) Public Accounting Firm to audit the Company's Consolidated Financial Statements, and Financial Statements of the Micro and Small Business Funding Program (PUMK), and other Statements for the 2025 Fiscal Year.
2. Approve the granting of power and authority to the Company's Board of Commissioners to:
   a. Appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in the 2025 Fiscal Year for the purposes and interests of the Company; and
   b. Determine the audit service fees and other requirements for the Public Accountant and/or Public Accounting Firm, and appointment of a Replacement Public Accountant and/or Public Accounting Firm if the Public Accountant and/or Public Accounting Firm of Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Global Network Member), for any reason, is unable to complete the provision of audit services for the Company's Consolidated Financial Statements and/or other periods in the 2025 Fiscal Year, as well as the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2025 Fiscal Year, including determining audit service fees and other requirements for the Replacement Public Accountant and/or Public Accounting Firm.

Tindak Lanjut/ Realisasi Follow-up/Realization	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) melakukan pekerjaan dalam lingkup audit yang telah ditetapkan. KAP Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia) performed work within the scope of the audit as defined.

Mata Acara Rapat Keempat Fourth Meeting Agenda	Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2025, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2024. Determination of Salaries/Honoraria, Facilities, along with Facilities and Benefits for the Company's Board of Directors and Board of Commissioners for the 2025 Fiscal Year, as well as Bonuses/Performance Incentives/Special Incentives for the Company's Board of Directors and Board of Commissioners for their Performance in the 2024 Fiscal Year.
Penanya/Penanggap Questioners/ Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
6.107.815.973 (97,81%)	48.070.852 (0,77%)	88.507.598 (1,42%)	6.196.323.571 (99,23%)

Keputusan Rapat Meeting Resolution	Rapat dengan Suara Terbanyak memutuskan: 1. Menyetujui pemberian kuasa dan wewenang kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan bagi Anggota Dewan Komisaris: a. Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja Tahun Buku 2024, sesuai dengan ketentuan yang berlaku; dan b. Honorarium berikut Fasilitas dan Tunjangan untuk Tahun Buku 2025. 2. Menyetujui pemberian kuasa dan wewenang kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan bagi Anggota Direksi: a. Tantiem/Insentif Kinerja/Insentif Khusus atas kinerja Tahun Buku 2024, sesuai dengan ketentuan yang berlaku; dan b. Gaji berikut Fasilitas dan Tunjangan untuk Tahun Buku 2025. The majority vote decided to: 1. Approve the granting of power and authority to the Series A Dwiwarna Shareholders to determine for the Members of the Board of Commissioners: a. Bonuses/Performance Incentives/Special Incentives for performance in the 2024 Fiscal Year, per applicable regulations; and b. Honoraria along with Facilities and Allowances for the 2025 Fiscal Year. 2. Approve the granting of power and authority to the Board of Commissioners, with prior written approval from Series A Dwiwarna Shareholders, to determine for Members of the Board of Directors: a. Bonuses/Performance Incentives/Special Incentives for performance in the 2024 Fiscal Year, per applicable regulations; and b. Salaries, Facilities, and Allowances for the 2025 Fiscal Year.
Tindak Lanjut/ Realisasi Follow-up/Realization	Memperhatikan Keputusan RUPS Tahunan Jasa Marga tahun buku 2024 yang dilaksanakan tanggal 07 Mei 2025 serta berdasarkan surat Kepala Badan Pengaturan Badan Usaha Milik Negara No. xx tanggal xx 2025, Pemegang Saham Seri A Dwiwarna menetapkan tantiem/insentif kinerja/insentif khusus untuk Tahun Buku 2024 bagi Direksi; honorarium, tunjangan dan fasilitas untuk tahun 2025 bagi anggota Dewan Komisaris; serta gaji, tunjangan, dan fasilitas untuk tahun 2025 bagi Direksi. In accordance with the resolution of Jasa Marga's Annual GMS for the 2024 fiscal year, held on May 7, 2025, and pursuant to the letter from the Head of the State-Owned Enterprises Regulatory Agency No. xx dated xx 2025, the Series A Dwiwarna Shareholders have determined performance bonuses/performance incentives/special incentives for the 2024 fiscal year for the Board of Directors; honoraria, allowances, and benefits for 2025 for members of the Board of Commissioners; as well as salaries, allowances, and benefits for 2025 for the Board of Directors.

Mata Acara Rapat Kelima Fifth Meeting Agenda	Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Melalui Penawaran Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024. Report on the Realization of the Use of Proceeds from the Public Offering through the Jasa Marga Shelf-Registered Bonds III Phase I Year 2024.
Penanya/Penanggap Questioners/ Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak** **Setuju Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
-	-	-	-

Keputusan Rapat Meeting Resolution	Mata Acara ini bersifat laporan. Sehingga tidak dilakukan pemungutan suara untuk pengambilan keputusan. Direksi telah melaporkan Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Melalui Penawaran Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024. This agenda item is for reporting purposes only, so no vote was taken to make a decision. The Board of Directors has reported the Realization of the Use of Proceeds from the Public Offering through the Jasa Marga Shelf-Registered Bonds III Phase I Year 2024.
Tindak Lanjut/ Realisasi Follow-up/Realization	-

Mata Acara Rapat Keenam Sixth Meeting agenda	Persetujuan Perubahan Susunan Pengurus Perseroan. Approval of Changes to the Company's Management Structure.
Penanya/Penanggap Questioners/ Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
5.422.869.996 (86,84%)	737.566.829 (11,81%)	83.957.598 (1,35%)	5.506.827.594 (88,19%)

Keputusan Rapat
Meeting Resolution

1. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:
   a. Direktur Utama: Subakti Syukur
   b. Direktur Human Capital dan Transformasi: Bagus Cahya Arinta B.
   c. Direktur Operasi: Fitri Wiyanti
   d. Komisaris Utama: Mohammad Zainal Fatah
   e. Komisaris: Raja Erizman
   f. Komisaris: M. Roskanedi
   g. Komisaris Independen: Marsetio
   h. Komisaris Independen: Abdul Rachman
   i. Komisaris Independen: Chandra Wijaya

   yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa tahun 2021 tanggal 27 Agustus 2021, Keputusan RUPS Luar Biasa tahun 2021 tanggal 22 Desember 2021, Keputusan RUPS Tahunan tahun buku 2019 tanggal 11 Juni 2020, Keputusan RUPS Luar Biasa tahun 2023 tanggal 08 Februari 2023, Keputusan RUPS Tahunan tahun buku 2020 tanggal 27 Mei 2021, Keputusan RUPS Tahunan tahun buku 2020 tanggal 27 Mei 2021, Keputusan RUPS Luar Biasa tahun 2023 tanggal 08 Februari 2023, Keputusan RUPS Luar Biasa tahun 2023 tanggal 08 Februari 2023, Keputusan RUPS Luar Biasa tahun 2023 tanggal 08 Februari 2023, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan.
2. Mengubah nomenklatur jabatan anggota Direksi Perseroan sebagai berikut:

No.	Semula	Menjadi
1	Direktur Operasi	Direktur Operasi dan Layanan

3. Mengangkat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:
   a. Direktur Utama: Rivan Achmad Purwantono
   b. Direktur Human Capital dan Transformasi: Yoga Tri Anggoro
   c. Direktur Operasi dan Layanan: Fitri Wiyanti
   d. Komisaris Utama: Juri Ardiantoro
   e. Komisaris: Syamsul Bachri Yusuf
   f. Komisaris Independen: Nachrowi Ramli
   g. Komisaris Independen: Rudi Antariksawan
   h. Komisaris: Asrorun Ni'am Sholeh
4. Masa jabatan anggota-anggota Direksi dan anggota-anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 3, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
5. Dengan adanya pemberhentian, perubahan nomenklatur jabatan, dan pengangkatan Pengurus Perseroan sebagaimana dimaksud pada angka 1, angka 2, dan angka 3, maka susunan Pengurus Perseroan menjadi sebagai berikut:
   a. Direksi
      - Direktur Utama: Rivan Achmad Purwantoro
      - Direktur Bisnis: Reza Febriano
      - Direktur Human Capital dan Transformasi: Yoga Tri Anggoro
      - Direktur Keuangan dan Manajemen Risiko: Pramitha Wulanjani
      - Direktur Operasi dan Layanan: Fitri Wiyanti
      - Direktur Pengembangan Usaha: Mohamad Agus Setiawan

   b. Dewan Komisaris
      - Komisaris Utama: Juri Ardiantoro
      - Komisaris: Syamsul Bachri Yusuf
      - Komisaris Independen: Nachrowi Ramli
      - Komisaris Independen: Seppalga Ahmad
      - Komisaris Independen: Rudi Antariksawan
      - Komisaris: Asrorun Ni'am Sholeh
6. Anggota-anggota Direksi dan anggota-anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 3 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi dan Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.
7. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat.

Keputusan Rapat
Meeting Resolution

1. Honorably dismiss the names below from the Company's Management:
   a. President Director: Subakti Syukur
   b. Director of Human Capital and Transformation: Bagus Cahya Arinta B.
   c. Director of Operations: Fitri Wiyanti
   d. President Commissioner: Mohammad Zainal Fatah
   e. Commissioner: Raja Erizman
   f. Commissioner: M. Roskanedi
   g. Independent Commissioner: Marsetio
   h. Independent Commissioner: Abdul Rachman
   i. Independent Commissioner: Chandra Wijaya

   each appointed based on the Extraordinary GMS Resolution in 2021 dated August 27, 2021, the Extraordinary GMS Resolution in 2021 dated December 22, 2021, the Annual GMS Resolution for the 2019 fiscal year dated June 11, 2020, the Extraordinary GMS Resolution in 2023 dated February 8, 2023, the Annual GMS Resolution for the 2020 fiscal year dated May 27, 2021, the Annual GMS Resolution for the 2020 fiscal year dated May 27, 2021, the Extraordinary GMS Resolution in 2023 dated February 8, 2023, the Extraordinary GMS Resolution in 2023 dated February 8, 2023, effective as of the closing of this GMS, with gratitude for the contribution of energy and thoughts given while serving as Company's Management.
2. Change the nomenclature of the positions of members of the Company's Directors as follows:

No.	Formerly	Into
1	Director of Operations	Director of Operations and Services

3. Appoint the following names to the Company's Management:
   a. President Director: Rivan Achmad Purwantono
   b. Director of Human Capital and Transformation: Yoga Tri Anggoro
   c. Director of Operations and Services: Fitri Wiyanti
   d. President Commissioner: Juri Ardiantoro
   e. Commissioner: Syamsul Bachri Yusuf
   f. Independent Commissioner: Nachrowi Ramli
   g. Independent Commissioner: Rudi Antariksawan
   h. Commissioner: Asrorun Ni'am Sholeh
4. The term of office for the members of the Board of Directors and Commissioners appointed as referred to in number 3 follows the provisions in the Company's Articles of Association, with due observance of the laws and regulations in the Capital Market sector and without prejudice to the right of the GMS to dismiss at any time.
5. With the dismissal, change in nomenclature position, and appointment of the Company's Management as referred to in number 1, number 2, and number 3, the composition of the Company's Management is as follows:
   a. Direksi
      - Board of Directors: Rivan Achmad Purwantoro
      - Director of Business: Reza Febriano
      - Director of Human Capital and Transformation: Yoga Tri Anggoro
      - Director of Finance and Risk Management: Pramitha Wulanjani
      - Director of Operations and Services: Fitri Wiyanti
      - Director of Business Development: Mohamad Agus Setiawan

   b. Board of Commissioners
      - President Commissioner: Juri Ardiantoro
      - Commissioner: Syamsul Bachri Yusuf
      - Independent Commissioner: Nachrowi Ramli
      - Independent Commissioner: Seppalga Ahmad
      - Independent Commissioner: Rudi Antariksawan
      - Commissioner: Asrorun Ni'am Sholeh
6. Members of the Board of Directors and Commissioners appointed in number 3 who still hold other positions prohibited by regulations from being concurrent with those of the Board of Directors or Commissioners of a State-Owned Enterprise, such person must resign or be dismissed from that position.
7. Grant a power of attorney with substitution rights to the Directors of the Company to declare the resolution obtained in this GMS in the form of a Notary Deed and face a Notary or authorized official and make necessary adjustments or corrections if required by the competent authorities to carry out the Meeting's resolution.

Tindak Lanjut/ Realisasi
Follow-up/Realization

- Keterbukaan Informasi sesuai ketentuan Pasal 2 Peraturan Otoritas Jasa Keuangan (POJK) No. 31/POJK.04/2015 tentang Keterbukaan Atas Informasi Atau Fakta Material oleh Emiten Atau Perusahaan Publik sebagaimana diubah melalui ketentuan Pasal 52 POJK No. 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 08 Mei 2025, serta diunggah di situs web Perseroan www.jasamarga.com.
- Akta Pernyataan Keputusan Rapat No. 36 tanggal 19 Mei 2025, dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHU-AH.01.09-0250428 tanggal 20 Mei 2025 dan telah didaftar dalam Daftar Perseroan No. AHU-0109940.AH.01.11.TAHUN 2025 tanggal 20 Mei 2025.
- Program Pengenalan Pengurus Baru bagi Direksi dan Dewan Komisaris pada tanggal 28 Mei dan 04 Juni 2025.
- Disclosure of Information in accordance with the provisions of Article 2 of Financial Services Authority Regulation (POJK) No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies as amended by the provisions of Article 52 of POJK No. 45 of 2024 concerning the Development and Strengthening of Issuers and Public Companies, the Company has submitted the changes to the composition of the Company's Management to the OJK and IDX on May 8, 2025, and uploaded them on the Company's website www.jasamarga.com.
- Deed of Statement of Meeting Resolution No. 36 dated May 19, 2025, drawn up before Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notary in Jakarta, along with the Letter of Acceptance of Notification from the Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.09-0250428 dated May 20, 2025 and registered in the Company Register No. AHU-0109940.AH.01.11.TAHUN 2025 dated May 20, 2025.
- New Management Introduction Programme for the Board of Directors and Board of Commissioners on May 28, and June 4, 2025.

Jadwal dan Tata Cara Pembagian Dividen Tunai Tahun Buku 2024

Sesuai Keputusan Rapat tanggal 07 Mei 2025, telah diputuskan antara lain pembagian dividen tunai sebesar 25% dari Laba Bersih Perseroan untuk Tahun Buku 2024, yaitu Rp1.133.891.319.654 atau sebesar Rp156,22919 per lembar saham dengan jadwal dan tata cara pembayaran yang akan dilakukan dengan memperhatikan ketentuan perdagangan saham yang berlaku di Bursa Efek Indonesia (BEI) sebagai berikut:

Schedule and Procedures for 2024 Fiscal Year Cash Dividend Distribution

In accordance with the Meeting Resolution dated May 7, 2025, it has been decided, among other things, to distribute a cash dividend of 25% of the Company's Net Profit for the 2024 Fiscal Year, namely Rp1,133,891,319,654 or Rp156.22919 per share with the schedule and payment procedures to be carried out in accordance with the applicable stock trading provisions on the Indonesia Stock Exchange (IDX) as follows:

Tabel Jadwal Pembagian Dividen Tunai Tahun Buku 2024
Table of the 2024 Fiscal Year Cash Dividend Distribution Schedule

No.	Kegiatan Activity	Tanggal Date
1.	Akhir Periode Perdagangan Saham dengan Hak Dividen (*Cum Dividen*) a. Pasar Reguler dan Negosiasi b. Pasar Tunai End of Trading Period for Shares with Dividend Rights (Cum Dividend) a. Regular and Negotiation Market b. Cash Market	 19 Mei 2025 21 Mei 2025 May 19, 2025 May 21, 2025
2.	Awal Periode Perdagangan Saham Tanpa Hak Dividen (*Ex Dividen*) a. Pasar Reguler dan Negosiasi b. Pasar Tunai Start of Trading Period Without Dividend Rights (Ex-Dividend) a. Regular and Negotiation Market b. Cash Market	 20 Mei 2025 22 Mei 2025 May 20, 2025 May 22, 2025
3.	Tanggal Daftar Pemegang Saham berhak Dividen (*Recording Date*) Record Date for Shareholders Entitled to Dividends (Recording Date)	21 Mei 2025 May 21, 2025
4.	Pembayaran Dividen Tunai Tahun Buku 2024 Cash Dividend Payment for the 2024 Fiscal Year	05 Juni 2025 June 5, 2025

Tata Cara Pembayaran Dividen Tunai

1. Dividen Tunai akan dibagikan kepada Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan ("DPS") atau *Recording Date* pada tanggal 21 Mei 2025 dan/atau pemilik saham Perseroan pada sub rekening efek di PT Kustodian Sentral Efek Indonesia ("KSEI") pada penutupan perdagangan tanggal 21 Mei 2025.
2. Bagi Pemegang Saham yang sahamnya dimasukkan dalam penitipan kolektif KSEI, pembayaran dividen tunai dilaksanakan melalui KSEI dan akan didistribusikan pada tanggal 05 Juni 2025 ke dalam rekening dana nasabah pada Perusahaan Efek dan/atau Bank Kustodian tempat dimana Pemegang Saham membuka Rekening Efek. Bagi Pemegang Saham yang sahamnya tidak dimasukkan dalam penitipan kolektif KSEI, maka pembayaran dividen tunai akan ditransfer ke rekening Pemegang Saham.
3. Dividen tunai sebagaimana tersebut akan dikenakan pajak sesuai dengan peraturan perundang-undangan perpajakan yang berlaku. Jumlah pajak yang dikenakan akan menjadi tanggungan Pemegang Saham yang bersangkutan serta dipotong dari jumlah dividen tunai yang menjadi hak Pemegang Saham yang bersangkutan.
4. Berdasarkan peraturan perundang-undangan perpajakan yang berlaku, dividen tunai sebagaimana dimaksud tersebut akan dikecualikan dari objek pajak jika diterima oleh pemegang saham wajib pajak badan dalam negeri ("WP Badan DN") dan Perseroan tidak melakukan pemotongan Pajak Penghasilan ("PPh") atas dividen tunai yang dibayarkan kepada WP Badan DN tersebut.

Cash Dividend Payment Procedure

1. Cash dividends was distributed to Shareholders whose names are recorded in the Company's Shareholder Register (DPS) or Recording Date on May 21, 2025, and/or owners of the Company's shares in sub-securities accounts at PT Kustodian Sentral Efek Indonesia (KSEI) at the close of trading on May 21, 2025.
2. For Shareholders whose shares are included in KSEI's collective custody, cash dividend payments was made through KSEI and distributed on June 5, 2025, to the customer fund accounts at the Securities Company and/or Custodian Bank where the Shareholders opened their Securities Accounts. The cash dividend payment will be transferred to the Shareholders' account for Shareholders whose shares are not included in the KSEI collective custody.
3. The cash dividends referred to above will be subject to tax per applicable tax laws and regulations. The amount of tax imposed will be borne by the relevant Shareholders and deducted from the amount of cash dividends to which the relevant Shareholders are entitled.
4. Based on applicable tax laws and regulations, the cash dividends referred to above will be exempt from tax if they are received by domestic corporate taxpayers (WP Badan DN) and the Company does not withhold Income Tax (PPh) on cash dividends paid to WP Badan DN. Cash dividends received by domestic individual taxpayers (WPOP DN) will be exempt from tax as long

Dividen tunai yang diterima oleh pemegang saham wajib pajak orang pribadi dalam negeri ("WPOP DN") akan dikecualikan dari objek pajak sepanjang dividen tersebut diinvestasikan di wilayah Negara Republik Indonesia. Bagi WPOP DN yang tidak memenuhi ketentuan investasi sebagaimana disebutkan di atas, maka dividen yang diterima oleh yang bersangkutan akan dikenakan PPh sesuai dengan ketentuan perundang-undangan yang berlaku, dan PPh tersebut wajib disetor sendiri oleh WPOP DN yang bersangkutan sesuai dengan ketentuan Peraturan Pemerintah No. 9 Tahun 2021 tentang Perlakuan Perpajakan untuk Mendukung Kemudahan Berusaha berikut perubahannya.

5. Bagi Pemegang Saham yang merupakan Wajib Pajak Luar Negeri yang pemotongan pajaknya akan menggunakan tarif berdasarkan Persetujuan Penghindaran Pajak Berganda ("P3B") wajib memenuhi persyaratan Peraturan Direktur Jenderal Pajak No. PER-25/PJ/2018 tentang Tata Cara Penerapan Persetujuan Penghindaran Pajak Berganda serta menyampaikan dokumen bukti rekam atau tanda terima DGT/Surat Keterangan Domisili yang telah diunggah ke laman Direktorat Jenderal Pajak kepada KSEI atau Biro Administrasi Efek ("BAE") sesuai peraturan dan ketentuan KSEI, tanpa adanya dokumen dimaksud, dividen tunai yang dibayarkan akan dikenakan PPh pasal 26 sebesar 20% (dua puluh persen).
6. Bagi Pemegang Saham yang sahamnya dalam penitipan kolektif KSEI, bukti pemotongan pajak dividen dapat diambil di Perusahaan Efek dan/atau Bank Kustodian dimana Pemegang Saham membuka rekening efeknya dan bagi Pemegang Saham warkat diambil di kantor BAE PT Datindo Entrycom.

RUPS Luar Biasa 2025

Perseroan menyelenggarakan 1 (satu) kali RUPS Luar Biasa di tahun 2025. Adapun Informasi penyelenggaraan RUPS Luar Biasa tahun 2025, sebagai berikut:

Hari/tanggal : Rabu, 17 Desember 2025
Waktu : 11.35 s.d. 16.53 WIB
Tempat : Mengakses fasilitas eASY.KSEI (*Electronic General Meeting System* KSEI) dalam tautan https://akses.ksei.co.id/ yang disediakan oleh PT Kustodian Sentral Efek Indonesia ("KSEI")

RUPS Luar Biasa dilaksanakan secara elektronik sesuai Peraturan Otoritas Jasa Keuangan ("POJK") No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka ("POJK 15/2020") dan POJK No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk Secara Elektronik ("POJK 14/2025"). Pemimpin Rapat, Notaris, serta Lembaga dan Profesi Penunjang telah berkoordinasi dalam rangka pelaksanaan Rapat secara elektronik di Ruang Kolaboratif-Kompeten, Gedung B, Kantor Pusat PT Jasa Marga (Persero) Tbk, Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550, Indonesia.

as the dividends are invested in the territory of the Republic of Indonesia. For WPOP DN that do not meet the investment requirements as mentioned above, the dividends received by the relevant parties will be subject to PPh in accordance with the applicable laws and regulations, and the relevant WPOP DN must pay the PPh in accordance with the provisions of Government Regulation No. 9 of 2021 on Tax Treatment to Support Ease of Doing Business and its amendments.

5. Shareholders who are Foreign Taxpayers whose tax deductions will use rates based on the Double Taxation Avoidance Agreement (P3B) must meet the requirements of the Director General of Taxation Regulation No. PER-25/PJ/2018 on Procedures for the Application of Double Taxation Avoidance Agreements and submit proof of record or receipt of DGT/Certificate of Domicile that has been uploaded to the Directorate General of Taxes website to KSEI or the Securities Administration Bureau (BAE) in accordance with KSEI regulations and provisions. Without the aforementioned documents, cash dividends paid will be subject to income tax under Article 26 at a rate of 20% (twenty percent).
6. For Shareholders whose shares are in KSEI collective custody, proof of dividend tax withholding can be obtained at the Securities Company and/or Custodian Bank where the Shareholder opened their securities account, and for Shareholders, the certificate can be obtained at the BAE PT Datindo Entrycom office.

Extraordinary GMS in 2025

The Company held 1 (one) Extraordinary General Meeting of Shareholders (EGMS) in 2025. The information regarding the convening of the 2025 Extraordinary General Meeting of Shareholders is as follows:

Day/date : Wednesday, December 17, 2025
Time : 11:35 a.m. to 4:53 p.m. Western Indonesian Time
Place : Access the eASY.KSEI (Electronic General Meeting System KSEI) facility at the link https://akses.ksei.co.id/ provided by PT Kustodian Sentral Efek Indonesia ("KSEI")

The Extraordinary General Meeting of Shareholders was conducted electronically in accordance with Financial Services Authority Regulation ("POJK") No. 15/POJK.04/2020 concerning the Planning and Convening of General Meetings of Shareholders of Public Companies ("POJK 15/2020") and POJK No. 14 of 2025 concerning the Electronic Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukukholders ("POJK 14/2025"). The Chair of the Meeting, the Notary, and the Supporting Institutions and Professions coordinated the electronic convening of the Meeting from the Collaborative-Competent Room, Building B, the Head Office of PT Jasa Marga (Persero) Tbk, Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550, Indonesia.

Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 17 Desember 2025

Penyelenggaraan RUPS Luar Biasa ("Rapat") tersebut telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas Pasal 81, 82, dan 83; POJK 15/2020; POJK 14/2025; serta Anggaran Dasar Perseroan.

Proses rencana dan pelaksanaan RUPS Luar Biasa tersebut telah tertuang dalam surat Perseroan yang telah disampaikan ke Otoritas Jasa Keuangan (OJK), publikasi Pengumuman, Pemanggilan, Ringkasan Risalah RUPS masing-masing dalam Bahasa Indonesia dan Bahasa Inggris pada situs web penyedia *e-RUPS* (https://easy.ksei.co.id), situs web pelaporan elektronik OJK dan BEI (https://spe.ojk.go.id/idxnet), dan situs web Perseroan (www.jasamarga.com); serta Risalah RUPS yang telah disampaikan ke OJK dengan detail sebagai berikut:

2025 Extraordinary GMS Implementation Compliance Fulfillment on December 17, 2025

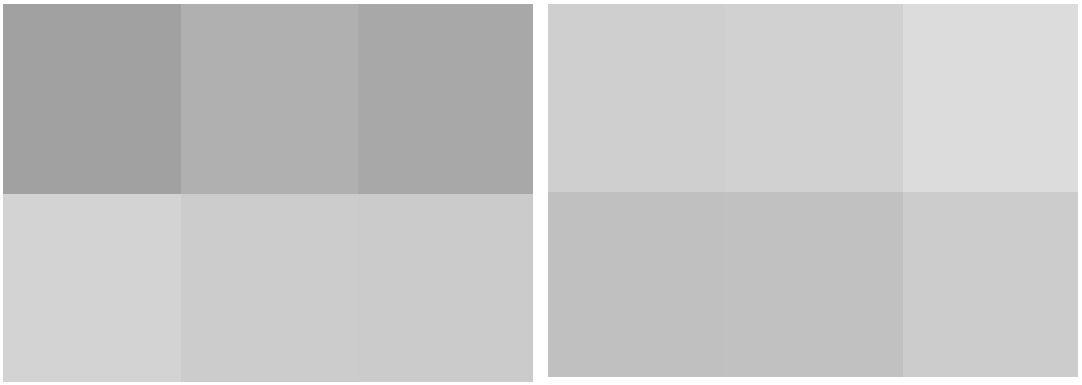
The Extraordinary GMS (Meeting) was prepared and held per Law No. 40 of 2007 on Limited Liability Companies Articles 81, 82, and 83; POJK 15/2020; POJK 14/2025; and the Company's Articles of Association.

The planning and implementation process for the Extraordinary GMS has been outlined in a letter from the Company that has been submitted to the Financial Services Authority (OJK), as well as in the Announcement, Summons, and Summary of the GMS Minutes, each in Indonesian and English, on the e-GMS provider's website (https://easy. ksei.co.id), the OJK and IDX electronic reporting website (https://spe.ojk.go.id/idxnet), and the Company's website (www.jasamarga.com); as well as the GMS Minutes that have been submitted to the OJK with the following details:

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 17 Desember 2025
Table of 2025 Extraordinary GMS Implementation Compliance Fulfillment on December 17, 2025

Tanggal Date	Kegiatan Activity	Nomor Surat Letter Number
31/10/25	Pemberitahuan Rencana Penyelenggaraan RUPS Luar Biasa beserta Mata Acara RUPS Luar Biasa kepada OJK. Notification of the Plan to Hold an Extraordinary General Meeting of Shareholders and the Agenda of the Extraordinary General Meeting of Shareholders to the OJK.	AA.KR.01.1273
10/11/25	Pengumuman RUPS Luar Biasa kepada Pemegang Saham. Announcement of Extraordinary General Meeting of Shareholders to Shareholders.	AB.KR.01.312
		
25/11/25	Pemberitahuan Perubahan Mata Acara RUPS Luar Biasa kepada OJK. Notification of Changes to the Agenda of the Extraordinary General Meeting of Shareholders to the OJK.	AB.KR.01.327
25/11/25	Pemanggilan RUPS Luar Biasa kepada Pemegang Saham. Convening of an Extraordinary General Meeting of Shareholders.	AB.KR.01.330
		

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 17 Desember 2025
Table of 2025 Extraordinary GMS Implementation Compliance Fulfillment on December 17, 2025

Tanggal Date	Kegiatan Activity	Nomor Surat Letter Number
18/12/25	Ringkasan Risalah Rapat kepada Pemegang Saham. Summary of Meeting Minutes to Shareholders.	AB.KR.01.347
		
09/01/26	Risalah RUPS Luar Biasa kepada OJK. Minutes of the Extraordinary General Meeting of Shareholders to the OJK.	AB.KR.01.29

Mata Acara Rapat

Mata acara Rapat beserta penjelasannya adalah sebagai berikut:

1. Persetujuan Perubahan Anggaran Dasar.
   Dasar Mata Acara Rapat:
   (i) Pasal 42 POJK 15/2020; (ii) Pasal 94 Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana terakhir diubah dengan Undang-Undang No. 16 Tahun 2025 ("UU BUMN"); (iii) Pasal 25 ayat (5) Anggaran Dasar Perseroan; dan (iv) Surat Kepala Badan Pengaturan Badan Usaha Milik Negara ("BP BUMN") No. S-23/BPU/10/2025 tanggal 28 Oktober 2025.
2. Pendelegasian Kewenangan Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 Termasuk dengan Perubahannya.
   Dasar Mata Acara Rapat:
   (i) Pasal 15G ayat (5) UU BUMN; (ii) Pasal 4C ayat (3) huruf b UU BUMN; (iii) Pasal 95 ayat (4) Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan (iv) Surat Kepala BP BUMN No. S-68/BPU/11/2025 tanggal 18 November 2025.
3. Perubahan Susunan Pengurus Perseroan.
   Dasar Mata Acara Rapat:
   (i) Pasal 11 ayat (10) dan Pasal 14 ayat (12) Anggaran Dasar Perseroan; (ii) Pasal 15 ayat (1) jo. Pasal 27 ayat (1) UU BUMN; (iii) POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; (iv) Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara; dan (v) Surat Kepala BP BUMN No. S-68/BPU/11/2025 tanggal 18 November 2025.

Meeting Agenda

The agenda items of the Meeting, along with their explanations, are as follows:

1. Approval of Amendments to the Articles of Association.
   Agenda Basis:
   (i) Article 42 of POJK 15/2020; (ii) Article 94 of Law No. 19 of 2003 on State-Owned Enterprises as last amended by Law No. 16 of 2025 (SOE Law); (iii) Article 25 paragraph (5) of the Articles of Association; and (iv) Letter of the Head of the State-Owned Enterprise Regulatory Agency (BP BUMN) No. S-23/BPU/10/2025 dated October 28, 2025.
2. Delegation of Authority for Approval of the 2026 Company Work Plan and Budget (RKAP) Including Amendments.
   Agenda Basis:
   (i) Article 15G paragraph (5) of the SOE Law; (ii) Article 4C paragraph (3) letter b of the SOE Law; (iii) Article 95 paragraph (4) of the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and (iv) Letter of the Head of BP BUMN No. S-68/BPU/11/2025 dated November 18, 2025.
3. Changes to the Company's Management Structure.
   Agenda Basis:
   (i) Article 11 paragraph (10) and Article 14 paragraph (12) of the Articles of Association; (ii) Article 15 paragraph (1) in conjunction with Article 27 paragraph (1) of the SOE Law; (iii) POJK No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies; (iv) Minister of SOE Regulation No. PER-03/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises; and (v) Letter of the Head of BP BUMN No. S-68/BPU/11/2025 dated November 18, 2025.

Mata Acara Rapat dipublikasikan dalam Pemanggilan. Dalam Pemanggilan Rapat, selain dipublikasikan Mata Acara Rapat, juga disebutkan informasi terkait penyelenggaraan Rapat di antaranya sebagai berikut:

1. Perseroan tidak mengirimkan undangan tersendiri kepada Pemegang Saham karena Pemanggilan ini sudah merupakan undangan resmi.
2. Pemegang Saham yang berhak menghadiri dan diwakili dalam Rapat secara elektronik adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada hari Senin, 24 November 2025, pukul 16:15 WIB, atau pemilik saldo rekening efek di Penitipan Kolektif KSEI pada penutupan perdagangan saham pada hari Senin, 24 November 2025.
3. Perseroan menghimbau Pemegang Saham untuk melakukan registrasi kehadiran secara elektronik melalui fasilitas eASY.KSEI atau memberikan kuasa kepada Biro Administasi Efek ("BAE") Perseroan yaitu PT Datindo Entrycom melalui fasilitas eASY.KSEI dengan prosedur sebagai berikut:
   a. Pemegang Saham harus terlebih dahulu terdaftar dalam fasilitas Acuan Kepemilikan Sekuritas KSEI ("AKSes KSEI") pada tautan https://akses.ksei.co.id yang disediakan oleh KSEI.
   b. Bagi Pemegang Saham yang telah terdaftar, kuasa dapat diberikan dalam eASY.KSEI melalui situs web https://easy.ksei.co.id.
   c. Dalam hal Pemegang Saham tidak dapat mengakses eASY.KSEI, Pemegang Saham dapat mengunduh Surat Kuasa yang terdapat dalam situs web Perseroan www.jasamarga.com untuk memberikan kuasa dan suaranya dalam Rapat.
   d. Pemegang Saham dapat mendeklarasikan kuasa dan suaranya, mengubah penunjukan Penerima Kuasa dan/atau pilihan suara untuk Mata Acara Rapat, maupun mencabut kuasa, sejak tanggal Pemanggilan Rapat hingga selambat-lambatnya 1 (satu) hari kerja sebelum tanggal penyelenggaraan Rapat pada pukul 12:00 WIB.
4. Proses registrasi bagi Pemegang Saham yang akan hadir secara elektronik dalam Rapat melalui eASY.KSEI agar memperhatikan hal-hal sebagai berikut:
   a. Pemegang Saham tersebut di bawah ini harus melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI pada tanggal pelaksanaan Rapat dari pukul 08:00 WIB s.d. 10:00 WIB:
      i. Pemegang Saham tipe individu lokal yang belum memberikan deklarasi kehadiran atau kuasa dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
      ii. Pemegang Saham tipe individu lokal yang telah memberikan deklarasi kehadiran, tetapi belum menetapkan pilihan suara minimal untuk 1 (satu) Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
      iii. Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada *independent representative* atau *individual representative*, tetapi belum menetapkan pilihan suara minimal untuk 1 (satu) Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan.
      iv. Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada partisipan/

The Meeting Agenda is published in the Meeting Summons. In addition to the Meeting Agenda, the Meeting Summons also contains information related to the conduct of the Meeting, including the following:

1. The Company does not send separate invitations to Shareholders because this Meeting Summons is already an official invitation.
2. Shareholders who are entitled to attend and be represented at the Meeting electronically are those whose names are recorded in the Company's Shareholder Register on Monday, November 24, 2025, at 16:15 WIB, or owners of securities account balances at KSEI Collective Custody at the close of trading on Monday, November 24, 2025.
3. The Company urges Shareholders to register their attendance electronically through the eASY.KSEI facility or to grant power of attorney to the Company's Securities Registrar (BAE), PT Datindo Entrycom, through the eASY.KSEI facility with the following procedure:
   a. Shareholders must first be registered in the KSEI Securities Ownership Reference facility (AKSes KSEI) at the https://akses.ksei.co.id link provided by KSEI.
   b. For registered Shareholders, the power of attorney can be granted in eASY.KSEI through the website https://easy.ksei.co.id.
   c. If Shareholders are unable to access eASY.KSEI, they may download the Power of Attorney form from the Company's website, www.jasamarga.com, to grant power of attorney and cast their votes at the Meeting.
   d. Shareholders may declare their proxy and vote, change the appointment of Proxy and/or voting choice for Meeting Agenda Items, or revoke their proxy, from the date of the Meeting Invitation until no later than 1 (one) business day before the date of the Meeting at 12:00 p.m. WIB.
4. The registration process for Shareholders who will attend the Meeting electronically through eASY.KSEI must pay attention to the following matters:
   a. The following Shareholders must register their attendance electronically in eASY.KSEI on the date of the Meeting from 08:00 to 10:00 a.m. WIB:
      i. Local individual shareholders who have not submitted a declaration of attendance or proxy in eASY.KSEI by the specified deadline and wish to attend the Meeting electronically.
      ii. Local individual shareholders who have submitted their attendance declaration but have not set a minimum voting option for 1 (one) Meeting Agenda Item in eASY.KSEI by the specified deadline and wish to attend the Meeting electronically.
      iii. Proxies of Shareholders who have granted power of attorney to an independent or individual representative, but have not yet set a minimum voting option for 1 (one) Meeting Agenda Item in eASY.KSEI by the specified deadline.
      iv. Proxy Holders of Shareholders who have granted power of attorney to participants/intermediaries

intermediary (bank kustodian atau perusahaan efek) dan telah menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan.

b. Pemegang Saham yang telah memberikan deklarasi kehadiran atau kuasa kepada *independent representative* atau *individual representative* dan telah menetapkan pilihan suara untuk Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan, maka yang bersangkutan/Penerima Kuasanya tidak perlu melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI.

c. Keterlambatan atau kegagalan dalam proses registrasi secara elektronik dengan alasan apapun akan mengakibatkan Pemegang Saham atau Penerima Kuasanya tidak dapat menghadiri Rapat secara elektronik, serta kepemilikan sahamnya tidak diperhitungkan sebagai kuorum kehadiran.

5. Panduan pendaftaran, registrasi, penggunaan dan penjelasan lebih lanjut mengenai eASY.KSEI dan AKSes KSEI dapat dilihat di situs *web* KSEI dengan tautan https://akses.ksei.co.id dan https://easy.ksei.co.id, serta Tata Tertib Rapat di situs web Perseroan www.jasamarga.com.
6. Notaris dibantu dengan BAE Perseroan, akan melakukan pengecekan dan perhitungan suara dalam pengambilan keputusan Rapat atas Mata Acara Rapat, termasuk yang berdasarkan suara yang telah disampaikan oleh Pemegang Saham baik melalui fasilitas eASY.KSEI, maupun yang disampaikan dalam Rapat.
7. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs *web* Perseroan www.jasamarga.com sejak tanggal Pemanggilan.
8. Perseroan tidak menyediakan makanan dan minuman, dan cindera mata/tanda terima kasih.
9. Perseroan dapat mengumumkan kembali apabila terdapat perubahan dan/atau penambahan informasi terkait tata cara penyelenggaraan Rapat dengan mengacu pada ketentuan peraturan dan perundang-undangan yang berlaku.

(custodian banks or securities companies) and have determined their voting choices in eASY.KSEI by the specified deadline.

b. Shareholders who have submitted a declaration of attendance or power of attorney to an independent or individual representative and have set their voting choice for the Meeting Agenda in eASY.KSEI by the specified deadline, the person concerned/their Proxy Holder does not need to register their attendance electronically in eASY.KSEI.

c. Any delay or failure in the electronic registration process for any reason will result in the Shareholder or their Proxy being unable to attend the Meeting electronically, and their share ownership will not be counted towards the attendance quorum.

5. Guidelines for registration, use, and further explanations regarding eASY.KSEI and AKSes KSEI can be found on the KSEI website at https://akses.ksei.co.id and https://easy.ksei.co.id, as well as the Meeting Rules on the Company's website at www.jasamarga.com.
6. The notary, assisted by the Company's BAE, will check and count the votes in the Meeting's decision-making process on the Meeting Agenda, including those based on votes submitted by Shareholders either through the eASY.KSEI facility or submitted at the Meeting.
7. As of the date of the Summons, the materials to be discussed at the Meeting are available and can be obtained on the Company's website, www.jasamarga.com.
8. The Company does not provide food and beverages, souvenirs, or tokens of appreciation.
9. The Company may make further announcements if there are changes and/or additions to information related to the procedures for holding the Meeting regarding the provisions of applicable laws and regulations.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh seluruh Direksi dan Dewan Komisaris Perseroan secara luring dan daring.

Board of Commissioners and Board of Directors Attendance

All members of the company's Board of Directors and Board of Commissioners attended the meeting, both offline and online.

Hadir secara luring
Offline attendance

Dewan Komisaris Board of Commissioners	
Juri Ardiantoro	Komisaris Utama President Commissioner
Nachrowi Ramli	Komisaris Independen Independent Commissioner
Syamsul Bachri Yusuf	Komisaris Commissioner
Asrorun Ni'am Sholeh	Komisaris Commissioner
Rudi Antariksawan	Komisaris Independen Independent Commissioner

Direksi Board of Directors	
Rivan A. Purwantono	Direktur Utama President Director
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management
Fitri Wiyanti	Direktur Operasi dan Layanan Director of Operations and Services
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development
Reza Febriano	Direktur Bisnis Director of Business
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation

Penyelenggaraan RUPS Luar Biasa didukung oleh pihak independen dalam hal ini Konsultan Hukum, Notaris, dan Biro Administrasi Efek (BAE).

The Extraordinary GMS was supported by independent parties: Legal Consultants, Notaries, and the Securities Administration Agency (BAE).

Pemimpin Rapat

Berdasarkan Pasal 24 ayat 1 huruf a Anggaran Dasar Perseroan juncto Pasal 37 ayat (1) POJK 15/2020, Rapat dipimpin oleh salah seorang anggota Dewan Komisaris yang ditunjuk oleh Dewan Komisaris sebagai Pemimpin Rapat.

Pemimpin Rapat bertanggung jawab atas kelancaran jalannya Rapat dan berhak memutuskan prosedur Rapat yang belum diatur atau belum cukup diatur dalam tata tertib ini.

Chair of the Meeting

Based on Article 24 paragraph 1 letter a of the Company's Articles of Association in conjunction with Article 37 paragraph (1) of POJK 15/2020, the Meeting shall be chaired by one of the members of the Board of Commissioners appointed by the Board of Commissioners as the Chair of the Meeting.

The Chair of the Meeting is responsible for the smooth running of the Meeting and has the right to decide on Meeting procedures that are not regulated or are insufficiently regulated in these rules of procedure

Tata Tertib

Tata Tertib Rapat tersedia di situs web Perseroan sejak tanggal Pemanggilan Rapat. Untuk memenuhi ketentuan Pasal 39 ayat (2) dan (3) POJK 15/2020, pokok-pokok Tata Tertib, yaitu Tanya Jawab, Pemungutan Suara, dan Penayangan Siaran Langsung Pelaksanaan Rapat dibacakan pada saat Rapat.

Meeting Rules

The Meeting Rules are available on the Company's website from the date of the Summons. To comply with the provisions of Article 39 paragraphs (2) and (3) of POJK 15/2020, the main points of the Rules, i.e., Questions and Answers, Voting, and Live Broadcast are read out at the Meeting.

Ketentuan Kuorum dan Kehadiran Pemegang Saham

Quorum and Shareholder Attendance Requirements

Tabel Ketentuan Kuorum
Table of Quorum Requirements

Mata Acara Agenda	Ketentuan Korum Quorum Requirement
1.	1) Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan para Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ⅔ (dua per tiga) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. 2) Secara khusus terhadap perubahan Anggaran Dasar Perseroan yang mencakup perubahan hak-hak istimewa Seri A Dwiwarna, sesuai ketentuan Pasal 25 ayat (7) huruf a Anggaran Dasar Perseroan dan Pasal 45 POJK 15/2020, Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat apabila Rapat dihadiri/diwakili oleh Pemegang Saham yang mewakili lebih dari ¾ (tiga per empat) bagian dari jumlah seluruh saham pada klasifikasi saham yang terkena dampak atas perubahan hak tersebut, dalam hal ini Pemegang Saham Seri A Dwiwarna. 1) A meeting shall be valid and entitled to adopt valid and binding resolutions if the meeting is attended/represented by the Series A Dwiwarna Shareholder and other Shareholders who collectively represent more than two-thirds (2/3) of the total number of shares with valid voting rights issued by the Company. 2) Specifically with respect to amendments to the Company's Articles of Association that include changes to the special rights of the Series A Dwiwarna, pursuant to Article 25 paragraph (7) letter a of the Company's Articles of Association and Article 45 of POJK 15/2020, a meeting shall be valid and entitled to adopt valid and binding resolutions if the meeting is attended/represented by Shareholders representing more than three-quarters (3/4) of the total number of shares in the class of shares affected by such change of rights, in this case the Series A Dwiwarna Shareholder(s).
2.	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham yang mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. A meeting shall be valid and entitled to adopt valid and binding resolutions if the meeting is attended/represented by Shareholders representing more than one-half (1/2) of the total number of shares with valid voting rights issued by the Company.
3.	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan para Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. A meeting shall be valid and entitled to adopt valid and binding resolutions if the meeting is attended/represented by the Series A Dwiwarna Shareholder and other Shareholders who collectively represent more than one-half (1/2) of the total number of shares with valid voting rights issued by the Company.

Rapat dihadiri oleh para Pemegang Saham Perseroan dan/atau Kuasa/Wakil Pemegang Saham yang seluruhnya mewakili 6.305.125.059 saham termasuk di dalamnya 1 Saham Seri A Dwiwarna atau merupakan 86,87% suara dari jumlah seluruh saham dengan hak suara yang sah yang dikeluarkan Perseroan sampai dengan hari Rapat, yaitu sejumlah 7.257.871.200 saham yang terdiri dari:

- 1 Saham Seri A Dwiwarna; dan
- 7.257.871.199 Saham Seri B

dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 24 November 2025 pukul 16:15 WIB, karenanya ketentuan mengenai kuorum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas sebagaimana terakhir diubah dengan UU No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang serta Peraturan di bidang Pasar Modal, telah terpenuhi.

The meeting was attended by the Company's Shareholders and/or Proxies/Representatives of Shareholders, representing a total of 6,305, 125,059 shares, including 1 Series A Dual Class Share, representing 86.87% of the total number of valid voting shares issued by the Company as of the date of the Meeting, namely 7,257,871,200 shares consisting of:

- 1 Series A Dual Class Share; and
- 7,257,871,199 Series B Shares

taking into account the List of Shareholders of the Company as of November 24, 2025 at 16:15 WIB, therefore the provisions regarding the quorum for attendance at the Meeting as stipulated in the Company's Articles of Association and Law No. 40 of 2007 concerning Limited Liability Companies as last amended by Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law and Regulations in the Capital Market sector, have been fulfilled.

Tabel Jumlah Saham yang Hadir pada RUPS Luar Biasa 2025 tanggal 17 Desember 2025
Table of Total Shares Attending the 2025 Jasa Marga Extraordinary GMS dated December 17, 2025

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
6.305.125.059	86,87

Dengan demikian ketentuan mengenai kuorum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas serta Peraturan di bidang Pasar Modal, telah terpenuhi, dan Rapat adalah sah dan dapat mengambil keputusan keputusan yang sah dan mengikat para Pemegang Saham Perseroan untuk Mata Acara Rapat. Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat oleh Notaris hanya dilakukan 1 (satu) kali, yaitu sebelum Pemimpin Rapat membuka Rapat.

Thus, the provisions regarding the quorum for attendance at the Meeting as stipulated in the Company's Articles of Association and Law No. 40 of 2007 on Limited Liability Companies and Regulations in the Capital Market have been fulfilled, and the Meeting is valid and can make resolutions that are valid and binding on the Company's Shareholders for the Meeting Agenda. The number of Shareholders present or represented at the Meeting by the Notary is only calculated once, i.e., before the Chair of the Meeting opens the Meeting.

Tanya Jawab

Sebelum pengambilan keputusan Mata Acara Rapat, Pemimpin Rapat akan memberikan kesempatan kepada para Pemegang Saham atau Kuasa Pemegang Saham untuk mengajukan pertanyaan atau pendapatnya dalam sesi tanya Jawab. Para Pemegang Saham atau Kuasanya diberikan kesempatan bertanya atau menyampaikan pendapat untuk paling banyak 3 (tiga) penanya. Pertanyaan atau pendapat yang dapat diajukan hanya pada hal yang berkaitan dengan Mata Acara Rapat.

Penanya yang hadir secara elektronik dapat menyampaikan pertanyaan dan/atau pendapat melalui eASY.KSEI melalui fitur chat pada kolom "*Electronic Options*" yang tersedia dalam layar *e-Meeting Hall* di eASY.KSEI. Setiap penanya diharuskan menuliskan nama Pemegang Saham, jumlah saham yang dimiliki, serta pertanyaan dan/atau pendapatnya. Bagi Penerima Kuasa, penyampaian secara tertulis harus dilengkapi dengan keterangan nama Pemegang Saham dan besar kepemilikan sahamnya, lalu diikuti dengan pertanyaan dan/atau pendapat terkait. Pertanyaan atau pendapat Pemegang Saham atau Kuasanya, dan akan dijawab atau ditanggapi oleh Pemimpin Rapat atau pihak yang ditunjuk oleh Pemimpin Rapat.

Q&A Session

Prior to decision-making on each Agenda Item of the Meeting, the Chairperson of the Meeting shall provide an opportunity for Shareholders or their authorized proxies to raise questions or express opinions during the question-and-answer session. Shareholders or their proxies are given the opportunity to submit questions or opinions for a maximum of three (3) questioners. Questions or opinions may only be raised on matters related to the Agenda Item of the Meeting.

Questioners attending electronically may submit questions and/or opinions through eASY.KSEI via the chat feature in the "Electronic Options" column available on the e-Meeting Hall screen in eASY.KSEI. Each questioner is required to state the name of the Shareholder, the number of shares held, as well as the questions and/or opinions submitted. For Proxy Holders, written submissions must include the name of the Shareholder and the number of shares owned, followed by the relevant questions and/or opinions. Questions or opinions raised by Shareholders or their proxies shall be answered or responded to by the Chairperson of the Meeting or parties appointed by the Chairperson of the Meeting.

Keputusan Rapat dan Pemungutan Suara

Semua keputusan diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, maka pengambilan Keputusan Mata Acara Rapat dilakukan berdasarkan pemungutan suara. Tiap pemegang 1 (satu) saham berhak mengeluarkan 1 (satu) suara.

Sesuai Pasal 48 POJK 15/2020 dan Pasal 25 ayat (11) Anggaran Dasar Perseroan, suara yang dikeluarkan oleh Pemegang Saham berlaku untuk seluruh saham yang dimilikinya. Untuk itu, Pemegang Saham tidak berhak memberikan kuasa kepada lebih dari seorang kuasa untuk sebagian dari jumlah saham yang dimilikinya dengan suara yang berbeda. Ketentuan tersebut tidak berlaku bagi bank kustodian atau perusahaan efek yang mewakili Pemegang Saham dalam dana bersama (*mutual fund*).

Pemungutan suara bagi Pemegang Saham yang hadir secara elektronik melalui eASY.KSEI (*e-Voting*), prosesnya berlangsung di eASY.KSEI pada menu *e-Meeting Hall*, sub menu *Live Broadcasting*. Pemegang Saham yang hadir atau memberikan kuasa secara elektronik dalam Rapat melalui eASY.KSEI, namun belum menetapkan pilihan suara, memiliki kesempatan untuk menyampaikan pilihan suaranya selama masa pemungutan suara dibuka melalui layar *e-Meeting Hall* di eASY.KSEI.

Apabila Pemegang Saham tidak memberikan pilihan suara untuk Mata Acara Rapat hingga berubahnya status pelaksanaan Rapat, maka Pemegang Saham dianggap abstain. Waktu pemungutan suara selama proses pemungutan suara secara elektronik merupakan waktu standar yang ditetapkan pada aplikasi eASY.KSEI. Perseroan dapat menetapkan kebijakan waktu pemungutan suara langsung secara elektronik untuk Mata Acara Rapat dengan waktu maksimum adalah 5 (lima) menit.

Suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham dan Kuasa para Pemegang Saham yang mengeluarkan suara.

Meeting Resolution and Voting

All decisions are made based on deliberation to reach consensus. In the event that a decision based on deliberation to reach consensus cannot be reached, decisions on the agenda items of the Meeting shall be made based on a vote. Each holder of 1 (one) share is entitled to 1 (one) vote.

In accordance with Article 48 of POJK 15/2020 and Article 25 paragraph (11) of the Company's Articles of Association, votes cast by Shareholders apply to all shares owned by them. For this reason, Shareholders are not entitled to grant proxy to more than one proxy for a portion of the shares they own with different votes. This provision does not apply to custodian banks or securities companies representing Shareholders in mutual funds.

Voting for Shareholders who are present electronically through eASY.KSEI (e-Voting) takes place on eASY.KSEI in the e-Meeting Hall menu, Live Broadcasting sub-menu. Shareholders who are present or grant power of attorney electronically at the Meeting through eASY.KSEI, but have not yet cast their vote, have the opportunity to cast their vote during the voting period through the e-Meeting Hall screen on eASY.KSEI.

If a Shareholder does not cast a vote for an Agenda Item until the status of the Meeting changes, the Shareholder is considered to have abstained. The voting time during the electronic voting process is the standard time set on the eASY.KSEI application. The Company may set a policy for the time of direct electronic voting for Meeting Agenda Items with a maximum time of 5 (five) minutes.

Abstaining votes are considered to be the same as the majority vote of the Shareholders and Proxies of the Shareholders who cast their votes.

Tabel Pengambilan Keputusan
Table of Decision Making

Mata Acara Agenda	Pengambilan Keputusan Decision Making
1.	a. Untuk perubahan Anggaran Dasar Perseroan selain terkait penyesuaian hak-hak istimewa Seri A Dwiwarna, diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham Seri A Dwiwarna dan para Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ⅔ (dua per tiga) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. b. Khusus untuk perubahan Pasal 5 Anggaran Dasar Perseroan mengenai penyesuaian hak-hak istimewa Seri A Dwiwarna, sesuai Pasal 45 POJK 15/2020 dan Pasal 25 ayat (7) huruf a Anggaran Dasar Perseroan, diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham yang mewakili lebih dari ¾ (tiga per empat) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat pada klasifikasi saham yang terkena dampak atas perubahan hak tersebut, dalam hal ini Pemegang Saham Seri A Dwiwarna. a. Amendments to the Company's Articles of Association other than those relating to adjustments to the special rights of the Series A Dwiwarna shall be adopted by a vote approved by the Series A Dwiwarna Shareholder and other Shareholders who collectively represent more than two-thirds (2/3) of the total number of shares with valid voting rights present at the Meeting. b. Specifically, amendments to Article 5 of the Company's Articles of Association concerning adjustments to the special rights of the Series A Dwiwarna, pursuant to Article 45 of POJK 15/2020 and Article 25 paragraph (7) letter a of the Company's Articles of Association, shall be adopted by a vote approved by Shareholders representing more than three-quarters (3/4) of the total number of shares with valid voting rights present at the Meeting within the class of shares affected by such change of rights, in this case the Series A Dwiwarna Shareholder(s).

Tabel Pengambilan Keputusan
Table of Decision Making

Mata Acara Agenda	Pengambilan Keputusan Decision Making
2.	Keputusan diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham yang mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The resolution shall be adopted by a vote approved by Shareholders representing more than one-half (½) of the total number of shares with valid voting rights present at the Meeting.
3.	Keputusan diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham Seri A Dwiwarna dan para Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The resolution shall be adopted by a vote approved by the Series A Dwiwarna Shareholder and other Shareholders who collectively represent more than one-half (½) of the total number of shares with valid voting rights present at the Meeting.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara Mata Acara Rapat.

After the vote, the Notary read the vote results for each agenda item.

Penayangan Siaran Langsung Pelaksanaan Rapat

Pemegang Saham yang telah terdaftar di eASY.KSEI paling lambat hingga batas waktu yang ditentukan dapat menyaksikan jalannya Rapat melalui *Webinar Zoom* dengan mengakses menu eASY.KSEI, *sub menu* Tayangan RUPS yang berada pada fasilitas AKSes KSEI dengan kapasitas hingga 500 (lima ratus) peserta yang ditentukan berdasarkan mekanisme *first come first served*.

Pemegang Saham yang tidak mendapatkan kesempatan menyaksikan Rapat melalui Tayangan RUPS dianggap sah hadir secara elektronik, serta kepemilikan saham dan pilihan suaranya diperhitungkan dalam Rapat, sepanjang telah mendeklarasikan kehadirannya dalam eASY.KSEI.

Live Broadcast of Meeting Proceedings

Shareholders who are registered with eASY.KSEI can watch the Meeting via Zoom Webinar by accessing the eASY.KSEI menu, GMS Broadcast sub-menu on the KSEI AKSes facility with a capacity of up to 500 (five hundred) participants, determined based on the first-come, first-served mechanism.

Shareholders who do not have the opportunity to watch the Meeting through the GMS Broadcast are considered validly present electronically, and their share ownership and voting rights are taken into account in the Meeting, as long as they have declared their presence in eASY.KSEI.

Hasil *Voting* Keputusan, dan Tindak Lanjut Keputusan RUPS Luar Biasa

Rapat Perseroan dibuka pada pukul 11:35 WIB dan ditutup pada pukul 16:53 WIB. Perseroan telah menunjuk Notaris sebagai pihak independen untuk melakukan validasi suara dan menyusun minuta akta Rapat. Dalam Rapat tersebut telah diambil keputusan yaitu sebagaimana dituangkan dalam Akta Berita Acara Rapat No. 32 tanggal 17 Desember 2025, dibuat oleh Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. yang pada pokoknya adalah sebagai berikut:

Voting Results, Resolutions, and Follow-up Actions from the Extraordinary GMS

The Company's Meeting was opened at 11:35 a.m. WIB and closed at 4:53 p.m. WIB. The Company appointed a Notary as an independent party to validate the votes and to prepare the minutes of the Meeting. At the Meeting, resolutions were adopted as set forth in the Deed of Minutes of Meeting No. 32 dated December 17, 2025, drawn up by Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., which in essence are as follows:

Mata Acara Rapat Pertama The First Meeting Agenda	Persetujuan Perubahan Anggaran Dasar Approval of the Amendment to the Company's Article of Association			
Penanya/Penanggap Questioners/Responders	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
	1 Saham Seri A Dwiwarna (100%)	0 (0%)	0 (0%)	1 Saham Seri A Dwiwarna (100%)
	Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
	5.743.802.208 (91,10%)	521.652.499 (8,27%)	39.670.352 (0,63%)	5.783.472.560 (91,73%)
Keputusan Rapat Meeting Resolutions	Dengan demikian, Rapat dengan Suara Terbanyak memutuskan: 1. Menyetujui perubahan Anggaran Dasar Perseroan antara lain dalam rangka penyesuaian dengan peraturan perundang-undangan dan kebijakan, termasuk Undang-undang No. 16 Tahun 2025 tentang Perubahan Keempat atas Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, termasuk menyetujui perubahan Pasal 5 Anggaran Dasar Perseroan mengenai penyesuaian hak-hak istimewa atas Saham Seri A Dwiwarna milik Negara Republik Indonesia. 2. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar Perseroan dalam suatu kodifikasi utuh sehubungan dengan perubahan sebagaimana dimaksud pada butir 1 keputusan tersebut di atas. 3. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi, untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan Mata Acara Rapat ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar Perseroan dalam suatu Akta Notaris, dan memberikan kuasa dengan hak substitusi, untuk menyampaikan kepada instansi yang berwenang untuk mendapatkan tanda penerimaan pemberitahuan, dan persetujuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut, dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut, jika hal tersebut dipersyaratkan oleh instansi yang berwenang. Thus, the Meeting with Majority Votes decided to: 1. Approve the amendment to the Company's Articles of Association, among others, for the purpose of compliance with prevailing laws and regulations and policies, including Law No. 16 of 2025 on the Fourth Amendment to Law No. 19 of 2003 on State-Owned Enterprises including the approval of the amendment to Article 5 of the Company's Articles of Association concerning the adjustment of the special rights attached to the Series A Dwiwarna Share owned by the Government of the Republic of Indonesia. 2. Approve the restatement and consolidation of all provisions of the Company's Articles of Association into a single comprehensive codification in connection with the amendments as referred to in item 1 of the resolution above. 3. Grant power and authority to the Board of Directors of the Company, with the right of substitution, to take all actions necessary in connection with the resolution of this Agenda Item of the Meeting, including to prepare and restate the entire Articles of Association of the Company in a Notarial Deed, and to grant power, with the right of substitution, to submit the same to the competent authorities in order to obtain the receipt of notification and approval of the amendments to the Company's Articles of Association, and to take any and all actions deemed necessary and beneficial for such purposes, without exception, including to make any additions and/or amendments to such amendments to the Articles of Association, if required by the competent authorities.			
Tindak Lanjut/Realisasi Follow-up/Realization	Akta Pernyataan Keputusan Rapat No. 04 tanggal 09 Januari 2026, dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHU-AH.01.03-0013716 tanggal 19 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0007721.AH.01.11.Tahun 2026 tanggal 19 Januari 2026. Deed of Statement of Meeting Resolution No. 04 dated January 9, 2026, made before Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notary in Jakarta, along with the Letter of Notification Acceptance from the Directorate General of General Legal Administration, Ministry of Law of the Republic of Indonesia No. AHU-AH.01.03-0013716 dated January 19, 2026 and has been registered in the Company Register No. AHU-0007721.AH.01.11.Year 2026 dated January 19, 2026.			

Mata Acara Rapat Kedua The Second Meeting Agenda	Pendelegasian Kewenangan Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 Termasuk dengan Perubahannya. Delegation of Authority for the Approval of the Company's Work and Budget Plan (RKAP) 2026, Including Its Amendments.			
Penanya/Penanggap Questioners/Responders	1 Orang 1 Person			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
	6.100.639.302 (96,76%)	164.815.405 (2,61%)	39.670.352 (0,62%)	6.140.309.654 (97,40%)
Keputusan Rapat Meeting Resolutions	Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri B Terbanyak untuk menyetujui Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2026 termasuk dengan perubahannya. Grant authority and power to the Company's Board of Commissioners, subject to prior written approval from the Majority Series B Shareholder, to approve the Company's Work Plan and Budget (Rencana Kerja dan Anggaran Perusahaan/RKAP) for the 2026 financial year, including its amendments.			
Tindak Lanjut/Realisasi Follow-up/Realization	Persetujuan RKAP 2026 Perseroan berdasarkan Surat PT Danantara Asset Management (Persero) No. SR.012/DI-DAM/MDONFS2/2026 tanggal 30 Januari 2026 tentang Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 PT Jasa Marga (Persero) Tbk kepada Dewan Komisaris, dan Surat Dewan Komisaris No. DK 10/I/2026 tanggal 30 Januari 2026 tentang Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 PT Jasa Marga (Persero) Tbk kepada Perseroan. Approval of the Company's 2026 Corporate Work Plan and Budget (RKAP) pursuant to Letter No. SR.012/DI-DAM/MDONFS2/2026 dated 30 January 2026 regarding the Approval of the 2026 Corporate Work Plan and Budget (RKAP) of PT Jasa Marga (Persero) Tbk to the Board of Commissioners, and the Board of Commissioners' Letter No. DK 10/I/2026 dated 30 January 2026 regarding the Approval of the 2026 Work Plan and Budget (RKAP) of PT Jasa Marga (Persero) Tbk to the Company.			

Mata Acara Rapat Ketiga The Third Meeting Agenda	Perubahan Susunan Pengurus Perseroan. Changes in the Management of Company.
Penanya/Penanggap Questioners/Responders	Nihil None

Pengambilan Keputusan
Decision Making

Dengan Pemungutan Suara
With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
6.101.140.507 (96,76%)	164.314.200 (2,60%)	39.670.352 (0,62%)	6.140.810.859 (97,39%)

Keputusan Rapat
Meeting Resolutions

Dengan demikian, Rapat dengan Suara Terbanyak memutuskan:

1. Mengukuhkan pemberhentian dengan hormat Sdr. Seppalga Ahmad sebagai Komisaris Independen Perseroan, yang diangkat berdasarkan Keputusan RUPS Luar Biasa Tahun 2023 tanggal 08 Februari 2023, terhitung sejak tanggal 12 November 2025, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan.
2. Memberhentikan dengan hormat Sdr. Mohammad Agus Setiawan sebagai Direktur Pengembangan Usaha Perseroan, yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2020 tanggal 27 Mei 2021 jo. RUPS Luar Biasa Tahun 2021 tanggal 22 Desember 2021, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan.
3. Mengubah nomenklatur jabatan Anggota-anggota Direksi Perseroan sebagai berikut:

No.	Semula	Menjadi
1)	Direktur Operasi dan Layanan	Direktur Operasi
		Direktur Layanan

4. Mengalihkan penugasan Sdr. Fitri Wiyanti, yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2024 tanggal 07 Mei 2024, semula menjabat sebagai Direktur Operasi dan Layanan menjadi Direktur Operasi, dengan masa jabatan meneruskan sisa masa jabatannya, sesuai dengan Keputusan RUPS pengangkatan yang bersangkutan.
5. Mengangkat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:
   a. Direktur Pengembangan Usaha: Ari Respati
   b. Direktur Layanan: Yaya Ruhiya
   c. Komisaris Independen: Tedi Kurniawan
6. Masa jabatan anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 5, paling lama sampai dengan penutupan RUPS Tahunan ke-5 (lima) sejak ditetapkannya Keputusan ini, dengan memperhatikan peraturan perundangundangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
7. Dengan adanya pengukuhan pemberhentian, pemberhentian, perubahan nomenklatur jabatan, pengalihan tugas, dan pengangkatan Pengurus Perseroan sebagaimana dimaksud pada angka 1, angka 2, angka 3, angka 4, dan angka 5, maka susunan Pengurus Perseroan menjadi:
   a. Direksi
      i. Direktur Utama: Rivan Achmad Purwantoro
      ii. Direktur Bisnis: Reza Febriano
      iii. Direktur Human Capital dan Transformasi: Yoga Tri Anggoro
      iv. Direktur Keuangan dan Manajemen Risiko: Pramitha Wulanjani
      v. Direktur Operasi: Fitri Wiyanti
      vi. Direktur Layanan: Yaya Ruhiya
      vii. Direktur Pengembangan Usaha: Ari Respati
   b. Dewan Komisaris
      i. Komisaris Utama: Juri Ardiantoro
      ii. Komisaris: Syamsul Bachri Yusuf
      iii. Komisaris Independen: Nachrowi Ramli
      iv. Komisaris Independen: Tedi Kurniawan
      v. Komisaris Independen: Rudi Antariksawan
      vi. Komisaris: Asrorun Ni'am Sholeh
7. Anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 5 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan-jabatan tersebut.
8. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat.

Keputusan Rapat
Meeting Resolutions

Thus, the Meeting with Majority Votes decided to:

1. Ratify the honorable dismissal of Mr. Seppalga Ahmad from his position as Independent Commissioner of the Company, who was appointed pursuant to the resolution of the Extraordinary General Meeting of Shareholders of 2023, dated February 8, 2023, effective as of November 12, 2025, with appreciation and gratitude for his dedication, services, and contributions during his tenure as a member of the Company's Management.
2. Honorably dismiss Mr. Mohammad Agus Setiawan from his position as Director of Business Development of the Company, who was appointed pursuant to the resolution of the Annual General Meeting of Shareholders for the 2020 financial year dated May 27, 2021, as amended by the resolution of the Extraordinary General Meeting of Shareholders of 2021 dated December 22, 2021, effective as of the closing of this General Meeting of Shareholders, with appreciation and gratitude for his dedication, services, and contributions during his tenure as a member of the Company's Management.
3. Change the nomenclature of the positions of members of the Company's Directors as follows:

No.	Before	After
1)	Director of Operations and Services	Director of Operations
		Director of Services

4. Reassign Ms. Fitri Wiyanti, who was appointed pursuant to the resolution of the Annual General Meeting of Shareholders for the 2024 financial year dated May 7, 2024, from her former position as Director of Operations and Services to Director of Operations, for the remainder of her term of office, in accordance with the relevant appointment resolution of the General Meeting of Shareholders.
5. Appoint the following individuals members of the Company's Managemen:
   a. Director of Business Development: Ari Respati
   b. Director of Operations: Yaya Ruhiya
   c. Independent Commissioner: Tedi Kurniawan
6. The term of office for the members of the Board of Directors and Commissioners appointed as referred to in number 5, must be for a maximum period until the closing of the 5th (fifth) Annual General Meeting of Shareholders following the adoption of this Resolution, with due observance of the laws and regulations in the Capital Market sector and without prejudice to the right of the General Meeting of Shareholders to dismiss at any time.
7. As a result of the ratification of dismissal, dismissal, change in job nomenclature, reassignment of duties, and appointment of the Company's Management as referred to in numbers 1, 2, 3, 4, and 5 above, the composition of the Company's Management shall be as follows:
   a. Board of Directors
      i. President Director: Rivan Achmad Purwantoro
      ii. Director of Business: Reza Febriano
      iii. Director of Human Capital and Transformation: Yoga Tri Anggoro
      iv. Director of Finance and Risk Management: Pramitha Wulanjani
      v. Director of Operations: Fitri Wiyanti
      vi. Director of Services: Yaya Ruhiya
      vii. Director of Business Development: Ari Respati
   b. Board of Commissioners
      i. President Commissioners: Juri Ardiantoro
      ii. Commissioners: Syamsul Bachri Yusuf
      iii. Independent Commissioners: Nachrowi Ramli
      iv. Independent Commissioners: Tedi Kurniawan
      v. Independent Commissioners: Rudi Antariksawan
      vi. Commissioners: Asrorun Ni'am Sholeh
7. Members of the Board of Directors and Commissioners appointed as referred to in number 5 who still hold other positions prohibited by regulations from being concurrent with the positions of members of the Board of Directors or Commissioners of a State-Owned Enterprise, such person must resign or be dismissed from that position.
8. Grant a power of attorney with substitution rights to the Directors of the Company to declare the resolution obtained in this Meeting in the form of a Notary Deed and faces a Notary or authorized official and make necessary adjustments or correction if required by the competent authorities to carry out the Meeting's resolution.

Tindak Lanjut/Realisasi
Follow-up/Realization

1. Keterbukaan Informasi sesuai ketentuan Pasal 2 Peraturan Otoritas Jasa Keuangan (POJK) No. 31/POJK.04/2015 tentang Keterbukaan Atas Informasi Atau Fakta Material oleh Emiten Atau Perusahaan Publik sebagaimana diubah melalui ketentuan Pasal 52 POJK No. 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 18 Desember 2025, serta diunggah di situs web Perseroan www.jasamarga.com.
2. Program Pengenalan Pengurus Baru bagi Direksi dan Dewan Komisaris pada tanggal 24 dan 30 Desember 2025.
3. Akta Pernyataan Keputusan Rapat No. 47 tanggal 24 Desember 2025, dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHU-AH.01.09-0032694 tanggal 21 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0022569.AH.01.11.TAHUN 2026 tanggal 21 Januari 2026.

1. Disclosure of Information in accordance with the provisions of Article 2 of Financial Services Authority Regulation (POJK) No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies as amended by the provisions of Article 52 of POJK No. 45 of 2024 concerning the Development and Strengthening of Issuers and Public Companies, the Company has submitted the changes to the composition of the Company's Management to the OJK and IDX on December 18, 2025, and uploaded them on the Company's website www.jasamarga.com.
2. New Management Introduction Programme for the Board of Directors and Board of Commissioners on December 24 and 30, 2025.
3. Deed of Statement of Meeting Resolutions No. 47 dated December 24, 2025, drawn up before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., a Notary in Jakarta, together with the Letter of Receipt of Notification from the Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.09-0032694 dated January 21, 2026, and duly recorded in the Company Register under No. AHU-0022569.AH.01.11.TAHUN 2026 dated January 21, 2026.

Tindak Lanjut Keputusan RUPS Tahun 2024

Pada tahun 2024, Jasa Marga menyelenggarakan 1 (satu) kali RUPS Tahunan tanggal 8 Mei 2024 dan 1 (satu) kali RUPS Luar Biasa pada tanggal 18 September 2024. Seluruh keputusan dari rapat tersebut telah ditindaklanjuti seluruhnya.

Follow-up to the 2024 GMS Resolutions

In 2024, Jasa Marga held 1 (one) Annual GMS on May 8, 2024, and 1 (one) Extraordinary GMS on September 18, 2024. All resolutions from these meetings have been fully implemented.

RUPS Tahunan 2024 tanggal 8 Mei 2024

2024 Annual GMS on May 8, 2024

Hasil Keputusan dan Tindak Lanjut RUPS Tahunan Tahun 2024
Resolutions and Follow-up to 2024 Annual GMS

Mata Acara Rapat Pertama First Meeting Agenda	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) yang Berakhir pada Tanggal 31 Desember 2023, sekaligus Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*volledig acquit et de charge*) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang Telah Dijalankan Selama Tahun Buku 2023. Approval of the Company's Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners Supervisory Report, along with Approval of the Financial Statements of Micro and Small Businesses Funding Program for the year ended on December 31, 2023, as well as the Granting of Full Release and Discharge of Liability (volledig acquit et de charge) to the Board of Directors for the Actions of Managing the Company and to the Board of Commissioners for the Actions of Supervising the Company, Carried out in the 2023 Fiscal Year.
Penanya/Penanggap Questioners/Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
6.293.419.085 (99,14%)	564.326 (0,01%)	53.873.075 (0,85%)	6.347.292.160 (99,99%)

Keputusan Rapat Meeting Resolution	Rapat dengan Suara Terbanyak memutuskan: 1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku 2023, Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta mengesahkan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) sesuai laporannya No. 00068/2.1030/AU.1/06/0645-2/1/II/2024 tanggal 29 Februari 2024 dengan pendapat "laporan keuangan konsolidasian terlampir menyajikan secara wajar dalam semua hal yang material, posisi keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2023, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia", serta memberikan pelunasan dan pembebasan tanggung jawab (*volledig acquit et de charge*) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2023 sepanjang tindakan tersebut bukan merupakan tindak pidana dan/atau melanggar ketentuan perundang-undangan dan prosedur hukum yang berlaku, tercermin dalam buku-buku laporan Perseroan, dan tidak menimbulkan kerugian bagi Perseroan dan entitas anak. 2. Mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil Tahun Buku 2023 yang berakhir pada tanggal 31 Desember 2023 yang menjadi bagian dari Laporan Tanggung Jawab Sosial dan Lingkungan sebagaimana yang telah diaudit oleh KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) sesuai laporannya No. 0098/2.1030/AU.2/12/0645-2/0/II/2024 tanggal 29 Februari 2024 dengan pendapat "laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (dahulu Program Kemitraan dan Bina Lingkungan) PT Jasa Marga (Persero) Tbk tanggal 31 Desember 2023, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik", serta memberikan pelunasan dan pembebasan tanggung jawab (*volledig acquit et de charge*) kepada Direksi atas Tindakan Pengurusan Program Pendanaan Usaha Mikro dan Usaha Kecil dan Dewan Komisaris atas Tindakan Pengawasan Program Pendanaan Usaha Mikro dan Usaha Kecil yang berakhir pada tanggal 31 Desember 2023 sepanjang tindakan tersebut bukan merupakan tindak pidana dan/atau melanggar ketentuan perundang-undangan dan prosedur hukum yang berlaku, dan tercermin dalam buku-buku laporan Perseroan. The Majority Votes decided to: 1. Approve the Annual Report of the Company including the Supervision Duty Implementation Report of the Board of Commissioner for the 2023 Fiscal Year, and ratify the Consolidated Financial Statements of the Company that ended on December 31, 2023 that has been audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Network) as stated in its report No. 00068/2.1030/AU.1/06/0645-2/1/II/2024 dated February 29, 2024 with the opinion that "the attached consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2023 and their consolidated financial performance and cash flows for the year ended on that date, in accordance with Indonesia Financial Accounting Standards", and grant full release and discharge of liability (volledig acquit et de charge) to the members of the Board of Directors for the management of the Company and to all members of the Board of Commissioners for the supervision of the Company that have been carried out during the Fiscal Year ended on December 31, 2023, to the extent that such actions do not constitute a criminal offense and/or violates applicable statutory provisions and legal procedures, have been reflected in the Company's report books, and does not cause losses to the Company and its subsidiaries. 2. Accept the Annual Report on the Implementation of the Micro and Small Enterprises Funding Program, which ended on December 31, 2023 which is part of the Social Environmental Responsibility Report and was audited by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Network) as stated in its report No. 0098/2.1030/AU.2/12/0645-2/0/II/2024 dated February 29, 2024 with the opinion that "the attached financial statement present fairly, in all material respect, the financial position of the Micro and Small Enterprises Funding Program (formerly, the Partnership and Community Development Program) of PT Jasa Marga (Persero) Tbk dated December 31, 2023, as well as all activities and cash flows for the year ended therein, in accordance with Entity's Financial Accounting Standard Without Public Accountability" and grant full release and discharge of liability (volledig acquit et de charge) to the members of the Board of Directors for the management of the Micro and Small Business Funding Program and to all members of the Board of Commissioners for the supervision of the Micro and Small Business Funding Program that have been carried out ended on December 31, 2023, to the extent that such actions do not constitute a criminal offense and/or violates applicable statutory provisions and legal procedures, have been reflected in the Company's report books.
Tindak Lanjut/Realisasi Follow-up/Realization	-

Hasil Keputusan dan Tindak Lanjut RUPS Tahunan Tahun 2024
Resolutions and Follow-up to 2024 Annual GMS

Mata Acara Rapat Kedua Second Meeting Agenda	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2023. Determination of the Use of the Company's Net Profit for the Fiscal Year 2023.
Penanya/Penanggap Questioners/Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
6.290.357.985 (99,09%)	841.826 (0,01%)	56.656.675 (0,89%)	6.347.014.660 (99,98%)

Keputusan Rapat
Meeting Resolution

Rapat dengan Suara Terbanyak memutuskan:
1. Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2023 sebesar Rp6.793.551.210.505,- (enam triliun, tujuh ratus sembilan puluh tiga miliar, lima ratus lima puluh satu juta, dua ratus sepuluh ribu, lima ratus lima Rupiah) sebagai berikut:
   a. Sebesar 4% atau Rp274.808.657.437,- (dua ratus tujuh puluh empat miliar, delapan ratus delapan juta, enam ratus lima puluh tujuh ribu, empat ratus tiga puluh tujuh Rupiah) ditetapkan sebagai dividen tunai, sehingga dividen bagian Negara RI atas kepemilikan 70% saham adalah sebesar Rp192.366.060.206,- (seratus sembilan puluh dua miliar, tiga ratus enam puluh enam juta, enam puluh ribu, dua ratus enam Rupiah).
   b. Sebesar 96% atau Rp6.518.742.553.068,- (enam triliun, lima ratus delapan belas miliar, tujuh ratus empat puluh dua juta, lima ratus lima puluh tiga ribu, enam puluh delapan Rupiah) sebagai cadangan.
2. Memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham.

The Majority Votes decided to:
1. Determining the utilization of the Net Profit Attributed to Owners of the Parent Entity for the 2023 Fiscal Year, amounting to Rp6,793,551,210,505 (six trillion, seven hundred ninety-three billion, five hundred fifty-one million, two hundred ten thousand, five hundred five Rupiah) as follows:
   a. 4% or Rp274,808,657,437 (five hundred forty-nine billion, three hundred seventy-six million, eight hundred fourteen thousand, four hundred sixty-six Rupiah) is determined as cash dividend; therefore, the Republic of Indonesia's portion of dividends for the ownership of 70% of the shares amounting to Rp192,366,060,206 (one hundred and ninety-two billion, three hundred and sixty-six million, sixty thousand, two hundred and six Rupiah).
   b. 96% or Rp6,518,742,553,068 (six trillion, five hundred eighteen billion, seven hundred forty-two million, five hundred fifty-three thousand, sixty-eight Rupiah) as reserves.
2. Grant authority and powers to the Board of Directors with the right of substitution to further stipulate the procedures and implementation of the distribution of cash dividends in accordance with prevailing regulations, including rounding up for payment of dividends per share.

Tindak Lanjut/Realisasi
Follow-up/Realization

1. Tata Cara Pembayaran Dividen Tunai Tahun Buku 2023 dipublikasikan pada Ringkasan Risalah Keputusan RUPS Tahunan dalam Bahasa Indonesia dan Bahasa Inggris melalui situs *web* Bursa Efek Indonesia dan Otoritas Jasa Keuangan https://spe.ojk.go.id/idxnet/, situs *web* penyedia *e-RUPS* https://easy.ksei.co.id/, dan situs *web* Perseroan www.jasamarga.com pada tanggal 13 Mei 2024.
2. Pembayaran dividen tahun buku 2023 pada tanggal 07 Juni 2024.

1. The Procedures for Payment of Cash Dividends for the 2023 Fiscal Year are published in the Annual GMS Minutes Summary in Indonesian and English through the Indonesian Stock Exchange and Financial Services Authority websites https://spe.ojk.go.id/idxnet/, the e-GMS provider website https://easy. ksei.co.id/, and the Company's website www.jasamarga.com on May 13, 2024.
2. Dividend payment for the 2023 financial year was made on June 7, 2024.

Hasil Keputusan dan Tindak Lanjut RUPS Tahunan Tahun 2024
Resolutions and Follow-up to 2024 Annual GMS

Mata Acara Rapat Ketiga Third Meeting Agenda	Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024. Appointment of Public Accounting Firm to Audit the Company's Consolidated Financial Statements for Fiscal Year 2024 and the Financial Statements of Micro and Small Businesses Funding Program for Fiscal Year 2024.			
Penanya/Penanggap Questioners/Responders	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
	5.996.581.995 (94,46%)	299.167.816 (4,71%)	52.106.675 (0,82%)	6.048.688.670 (95,28%)
Keputusan Rapat Meeting Resolution	Rapat dengan Suara Terbanyak memutuskan: 1. Menunjuk Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) periode Tahun Buku 2024. 2. Memberikan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan/penyesuaian ruang lingkup lainnya sebagaimana keputusan tersebut di atas, termasuk penetapan Akuntan Publik, dan persyaratan penunjukan lainnya yang wajar bagi KAP tersebut. 3. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk menetapkan KAP pengganti dalam hal KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM) karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Konsolidasian Perseroan dan Laporan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan, serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2024, termasuk menetapkan besaran imbalan jasa audit dan persyaratan lainnya bagi KAP Pengganti tersebut. The Majority Votes decided to: 1. Approve the appointment of the Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Network) Public Accounting Firm to audit the Company's Consolidated Financial Statements and other periods in the 2024 Fiscal Year, and the Financial Statements of the Company's Micro and Small Business Funding Program for the 2024 Fiscal Year. 2. Grant the delegation of authority to the Company's Board of Commissioners in determining the amount of compensation for audit services, additions/adjustments to other scopes of work as stated in the resolution above, including the determination of a Public Accountant, and other reasonable requirements for such KAP. 3. Granting authority and power to the Board of Commissioners, with prior written approval from Series A Dwiwarna Shareholders, to appoint a replacement KAP in the event that KAP Amir Abadi Jusuf, Aryanto, Mawar & Partners (a member of the RSM Global Network) is unable, for any reason, to complete the audit of the Company's Consolidated Financial Statements and the Report on the Implementation of the Social and Environmental Responsibility Program, as well as the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2024 Fiscal Year, including determining the amount of audit fees and other requirements for the replacement KAP.			
Tindak Lanjut/Realisasi Follow-up/Realization	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) melakukan pekerjaan dalam lingkup audit yang telah ditetapkan. KAP Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia) performed work within the scope of the audit as defined.			

Hasil Keputusan dan Tindak Lanjut RUPS Tahunan Tahun 2024
Resolutions and Follow-up to 2024 Annual GMS

Mata Acara Rapat Keempat Fourth Meeting Agenda	Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2024, serta Tantiem/Insentif Kinerja/Insentif Khusus untuk Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2023. Determination of Salary/Honorarium along with Facilities and Benefits for Members of the Directors and Board of Commissioners of the Company for the 2024 Fiscal Year, and Bonus/Work Incentive/Special Incentive for the Directors and Board of Commissioners of the Company for the Performance of the 2023 Fiscal Year.			
Penanya/Penanggap Questioners/Responders	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
	6.131.315.291 (96,58%)	159.884.520 (2,51%)	56.656.675 (0,89%)	6.187.971.966 (97,48%)
Keputusan Rapat Meeting Resolution	Rapat dengan Suara Terbanyak memutuskan: 1. Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem/insentif kinerja/insentif khusus untuk Tahun Buku 2023, serta menetapkan honorarium, tunjangan dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2024. 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem/insentif kinerja/insentif khusus untuk Tahun Buku 2023, serta menetapkan gaji, tunjangan, dan fasilitas bagi Direksi untuk Tahun 2024. The Majority Votes decided to: 1. Grant authority and powers to Series A Dwiwarna Shareholder to determine the amount of bonus/work incentive/special incentive for the 2023 Fiscal Year and to determine honorarium, benefits, and facilities for members of the Board of Commissioners for the year 2024. 2. Grant authority and powers to the Board of Commissioners by obtaining prior written approval from the Series A Dwiwarna Shareholder, to determine the amount of bonus/work incentive/special incentive for the 2023 Fiscal Year, and to determine the salaries, benefits, and facilities for the Board of Directors for the year 2024.			
Tindak Lanjut/Realisasi Follow-up/Realization	1. Memperhatikan Keputusan RUPS Tahunan Jasa Marga tahun buku 2023 yang dilaksanakan tanggal 08 Mei 2024 serta berdasarkan surat Kementerian Badan Usaha Milik Negara No. SR-293/Wk.MBU.10/08/2024 tanggal 23 Agustus 2024, Pemegang Saham Seri A Dwiwarna menetapkan tantiem/insentif kinerja/insentif khusus untuk Tahun Buku 2023 bagi Direksi dan Dewan Komisaris. 2. Honorarium, tunjangan, dan fasilitas untuk tahun 2024 bagi anggota Dewan Komisaris; serta gaji, tunjangan, dan fasilitas untuk tahun 2024 bagi Direksi. 1. Taking into account the resolution of the Annual GMS of Jasa Marga for the 2023 fiscal year held on May 8, 2024, and based on the letter from the Ministry of State-Owned Enterprises No. SR-293/Wk.MBU.10/08/2024 dated August 23, 2024, the Series A Dwiwarna Shareholders have determined the performance-based bonuses/incentives/special incentives for the 2023 fiscal year for the Board of Directors and Board of Commissioners. 2. honoraria, allowances, and facilities for 2024 for members of the Board of Commissioners; and salaries, allowances, and facilities for 2024 for the Board of Directors.			

Hasil Keputusan dan Tindak Lanjut RUPS Tahunan Tahun 2024
Resolutions and Follow-up to 2024 Annual GMS

Mata Acara Rapat Kelima Fifth Meeting agenda	Perubahan Susunan Pengurus Perseroan. Changes in the Company's Management.			
Penanya/Penanggap Questioners/Responders	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
	5.476.115.024 (86,26%)	819.634.787 (12,91%)	52.106.675 (0,82%)	5.528.221.699 (87,08%)
Keputusan Rapat Meeting Resolution	Rapat dengan Suara Terbanyak memutuskan: Tidak ada perubahan Pengurus, sehingga susunan Pengurus Perseroan sebagai berikut: • Dewan Komisaris • Komisaris Utama: Mohammad Zainal Fatah • Komisaris Independen: Chandra Wijaya • Komisaris: Seppalga Ahmad • Komisaris Independen: Marsetio • Komisaris Independen: Abdul Rachman • Komisaris: M. Roskanedi • Komisaris: Raja Erizman Direksi • Direktur Utama: Subakti Syukur • Direktur Operasi: Fitri Wiyanti • Direktur Keuangan dan Manajemen Risiko: Pramitha Wulanjani • Direktur Pengembangan Usaha: Mohamad Agus Setiawan • Direktur Bisnis: Reza Febriano • Direktur Human Capital dan Transformasi: Bagus Cahya Arinta B. The Majority Votes decided: There are no changes to the Management, so the composition of the Company's Management is as follows: • Board of Commissioners • President Commissioner: Mohammad Zainal Fatah • Independent Commissioner: Chandra Wijaya • Independent Commissioner: Seppalga Ahmad • Independent Commissioner: Marsetio • Independent Commissioner: Abdul Rachman • Commissioner: M. Roskanedi • Commissioner: Raja Erizman Board of Directors • President Director: Subakti Syukur • Director of Operations: Fitri Wiyanti • Director of Finance and Risk Management: Pramitha Wulanjani • Director of Business Development: Mohamad Agus Setiawan • Director of Business: Reza Febriano • Director of Human Capital and Transformation: Bagus Cahya Arinta B.			
Tindak Lanjut/Realisasi Follow-up/Realization	-			

RUPS Luar Biasa 2024 tanggal 18 September 2024 / 2024 Extraordinary GMS on September 18, 2024

Hasil Keputusan dan Tindak Lanjut RUPS Luar Biasa Tahun 2024
Resolutions and Follow-up to 2024 Extraordinary GMS

Mata Acara Rapat Meeting Agenda	Persetujuan Aksi Korporasi Pendanaan Berbasis Ekuitas (Equity Financing) di PT Jasamarga Transjawa Tol. Approval of Corporate Action for Equity Financing at PT Jasamarga Transjawa Tol.
Penanya/Penanggap Questioners/Responders	Nihil None
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara / With Voting

Setuju **Agree**	**Tidak Setuju** **Disagree**	**Abstain** **Abstain**	**Total Suara Setuju** **Total Agree Votes**
5.872.953.712 (90,75%)	603.048.984 (9,25%)	40.700.133 (0,62%)	5.913.653.845 (90,75%)

Keputusan Rapat
Meeting Resolution

Rapat dengan Suara Terbanyak memutuskan:
Menyetujui:
1. Pelepasan atau pengalihan kepemilikan sebagian saham eksisting milik PT Jasa Marga (Persero) Tbk pada PT Jasamarga Transjawa Tol sebanyak 6.200.042.303 (enam miliar dua ratus juta empat puluh dua ribu tiga ratus tiga) lembar saham.
2. Perubahan struktur permodalan pada anak perusahaan yaitu PT Jasamarga Transjawa Tol karena penerbitan saham baru di PT Jasamarga Transjawa Tol kepada pihak ketiga sebanyak 1.208.585.244 (satu miliar dua ratus delapan juta lima ratus delapan puluh lima ribu dua ratus empat puluh empat) lembar saham yang mengakibatkan dilusi kepemilikan saham PT Jasa Marga (Persero) Tbk pada PT Jasamarga Transjawa Tol, yang merupakan satu rangkaian transaksi dalam aksi korporasi pendanaan berbasis ekuitas (*equity financing*) di PT Jasamarga Transjawa Tol untuk mendorong pengembangan usaha dan sekaligus meningkatkan kinerja PT Jasa Marga (Persero) Tbk sesuai kajian yang telah disusun.
3. Pelaksanaan aksi korporasi pada butir 1 di atas agar dilakukan dengan cermat dan hati-hati, terbebas dari tindakan yang berpotensi menimbulkan *fraud*, serta mampu menghasilkan kinerja imbal hasil yang menguntungkan secara optimal untuk mendukung pencapaian kinerja PT Jasa Marga (Persero) Tbk dengan tetap memperhatikan penerapan tata kelola Perusahaan yang baik (GCG) dan sesuai dengan ketentuan perundang-undangan yang berlaku.
4. Direksi agar memenuhi seluruh hal-hal yang disampaikan dalam tanggapan dan rekomendasi Dewan Komisaris, *review* Badan Pengawasan Keuangan dan Pembangunan (BPKP), dan Pendapat Hukum Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara (Jamdatun) yang berkaitan dengan aksi korporasi tersebut.
5. Dewan Komisaris dan Direksi agar tetap berhati-hati dan mengantisipasi segala risiko yang mempengaruhi rencana bisnis sesuai kajian yang disusun.

The Meeting with the Majority Votes decided:
To Approve:
1. The release or transfer of ownership of a portion of existing shares owned by PT Jasa Marga (Persero) Tbk to PT Jasamarga Transjawa Tol, amounting to 6,200,042,303 (six billion two hundred million forty-two thousand three hundred three) shares.
2. Changes to the capital structure of the subsidiary, PT Jasamarga Transjawa Tol, due to the issuance of new shares in PT Jasamarga Transjawa Tol to third parties, amounting to 1,208,585,244 (one billion two hundred eight million five hundred eighty-five thousand two hundred forty-four) shares, resulting in the dilution of of PT Jasa Marga (Persero) Tbk share ownership in PT Jasamarga Transjawa Tol, which is a series of transactions in an equity financing corporate action at PT Jasamarga Transjawa Tol to encourage business development and at the same time improve the performance of PT Jasa Marga (Persero) Tbk in accordance with the review that has been prepared.
3. The implementation of the corporate action in point 1 above shall be carried out carefully and cautiously, free from actions that have the potential to cause fraud, and is capable of producing optimal profitable returns to support the achievement of PT Jasa Marga (Persero) Tbk performance while still paying attention to the implementation of good corporate governance (GCG) and in accordance with applicable laws and regulations.
4. The Board of Directors shall comply with all matters conveyed in the responses and recommendations of the Board of Commissioners, the review of the Development Finance Comptroller (BPKP), and the Legal Opinion of the Deputy Attorney General for Civil and State Administration (Jamdatun) related to the corporate action.
5. The Board of Commissioners and the Board of Directors shall remain cautious and anticipate all risks that affect the business plan in accordance with the prepared assessment.

Tindak Lanjut/Realisasi Follow-up/Realization	Perseroan melaksanakan aksi korporasi pendanaan berbasis ekuitas (*equity financing*) di PT Jasamarga Transjawa Tol sesuai ketentuan peraturan perundang-undangan yang berlaku. The Company carried out an equity financing corporate action at PT Jasamarga Transjawa Tol in accordance with applicable laws and regulations.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Perseroan yang melakukan pengawasan dan memberikan arahan kepada Direksi dalam menjalankan kepengurusan Perseroan. Di samping melaksanakan fungsi pengawasan, Dewan Komisaris juga turut melakukan pemantauan terhadap efektivitas implementasi GCG yang dilakukan Perseroan sesuai dengan Anggaran Dasar Perseroan.

The Board of Commissioners is the Company's organ that supervises and provides guidance to the Board of Directors in managing the Company. In addition to performing its supervisory function, the Board of Commissioners also monitors the effectiveness of the Company's implementation of GCG in accordance with the Company's Articles of Association.

Pedoman Kerja/Piagam Dewan Komisaris

Dalam melaksanakan tugas dan fungsinya, Dewan Komisaris memiliki acuan kerja yang termuat dalam Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) yang ditandatangani oleh Dewan Komisaris dan Direksi. *Board Manual* menjadi acuan Dewan Komisaris dalam melakukan pengambilan keputusan dan pelaksanaan tugas serta tanggung jawabnya.

Board Manual berisi petunjuk tata laksana kerja Dewan Komisaris dan Direksi dan menjelaskan tahapan aktivitas secara terstruktur, sistematis, dan mudah dipahami serta dijalankan dengan konsisten. Substansi *Board Manual* tersusun atas prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, Peraturan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) tata kelola perusahaan.

Pedoman kerja terkait Dewan Komisaris di dalam buku *Board Manual* terdapat pada Bab II yang secara garis besar mengatur sebagai berikut:
1. Tugas Dewan Komisaris;
2. Hak dan Kewenangan Dewan Komisaris;
3. Kewajiban Dewan Komisaris;
4. Persyaratan Dewan Komisaris;
5. Keanggotaan Dewan Komisaris;
6. Komisaris Independen;
7. Komite-Komite Dewan Komisaris;
8. Sekretaris Dewan Komisaris;
9. Program Pengenalan dan Peningkatan Kapabilitas;
10. Etika Jabatan Dewan Komisaris;
11. Rapat Dewan Komisaris;
12. Fungsi Pengawasan Dewan Komisaris; dan
13. Kinerja dan Pelaporan Dewan Komisaris.

Board of Commissioners Work Guideline/ Charter

In carrying out its duties and functions, the Board of Commissioners has a work reference contained in the Board of Commissioners and Board of Directors Work Guidelines (Board Manual) signed by the Board of Commissioners and Board of Directors. The Board Manual serves as a reference for the Board of Commissioners in making decisions and carrying out its duties and responsibilities.

The Board Manual provides instructions on the work procedures of the Board of Commissioners and the Board of Directors, explaining the stages of activities in a structured, systematic, and easy-to-understand manner that can be implemented consistently. The substance of the Board Manual comprises corporate law principles, provisions of the Articles of Association, applicable laws and regulations, shareholder directives, and best practices in corporate governance.

The work guidelines related to the Board of Commissioners in the Board Manual are contained in Chapter II, which broadly regulates the following:
1. Duties of the Board of Commissioners;
2. Rights and Authorities of the Board of Commissioners;
3. Obligations of the Board of Commissioners;
4. Requirements of the Board of Commissioners;
5. Membership of the Board of Commissioners;
6. Independent Commissioners;
7. Committees of the Board of Commissioners;
8. Secretary of the Board of Commissioners;
9. Introduction and Capability Improvement Program;
10. Code of Conduct for the Board of Commissioners;
11. Meetings of the Board of Commissioners;
12. Supervisory Function of the Board of Commissioners; and
13. Performance and Reporting of the Board of Commissioners.

Kriteria dan Penunjukan Dewan Komisaris

Berdasarkan Pasal 11 ayat 10 dan Pasal 14 ayat 12 Anggaran Dasar Perseroan, anggota Direksi dan Dewan Komisaris diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham (RUPS) dari calon-calon yang diusulkan oleh Pemegang Saham Seri A Dwiwarna. Pengangkatan dan pemberhentian anggota Direksi dan Dewan Komisaris dilakukan oleh RUPS yang dihadiri oleh Pemegang Saham Seri A Dwiwarna dan keputusan RUPS harus disetujui oleh Pemegang Saham Seri A Dwiwarna. Berdasarkan ketentuan-

Board of Commissioners Criteria and Appointment

Based on Article 11, paragraph 10, and Article 14, paragraph 12 of the Articles of Association, members of the Board of Directors and Board of Commissioners are appointed and dismissed by the General Meeting of Shareholders (GMS) from candidates proposed by Series A Dwiwarna Shareholders. The appointment and dismissal of members of the Board of Directors and Board of Commissioners is carried out by the GMS attended by Series A Dwiwarna Shareholders, and they must approve the GMS resolution. Based on the

ketentuan di atas, pengangkatan/pemberhentian anggota Direksi dan Dewan Komisaris diajukan oleh Pemegang Saham Seri A Dwiwarna. Anggota Dewan Komisaris yang diangkat, harus Memenuhi ketentuan persyaratan formal, materiil dan persyaratan lain yang ditetapkan dalam Undang-Undang Perseroan Terbatas, Anggaran Dasar Perseroan tersebut pada Pasal 14 ayat 4, Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 dan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014, peraturan perundangan lain, serta tertuang dalam *Board Manual* Dewan Komisaris PT Jasa Marga (Persero) Tbk yang mencakup antara lain:

1. Wajib dan memiliki komitmen mengikuti ketentuan Undang-Undang tentang Perseroan Terbatas (UUPT), peraturan perundangan di Pasar Modal dan peraturan perundangan lain termasuk peraturan yang terkait dengan kegiatan usaha Perseroan.
2. Orang perseorangan yang memenuhi persyaratan pada saat diangkat dan selama menjabat: mempunyai akhlak, moral, integritas, dan dedikasi yang baik, cakap melakukan perbuatan hukum, memahami masalah-masalah manajemen Perseroan yang berkaitan dengan salah satu fungsi manajemen dan tata kelola perusahaan yang baik, memiliki pengetahuan dan/atau keahlian yang memadai di bidang usaha Perseroan/yang dibutuhkan Perseroan yang bersangkutan dicalonkan, serta dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit.
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit.
   c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
   d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
      i. Pernah tidak menyelenggarakan RUPS tahunan.
      ii. Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS.
      iii. Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
4. Memenuhi persyaratan-persyaratan lainnya sebagaimana ditentukan dalam butir 1 sampai dengan 3 di atas dan/atau dilarang memangku jabatan rangkap, sebagai berikut:
   a. Bukan Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah dan Badan Usaha Milik Swasta.
   b. Pengurus partai politik dan/atau calon anggota dan/atau anggota DPR, DPD, DPRD Tingkat I dan DPRD Tingkat II.
   c. Calon Kepala/Wakil Kepala Daerah dan/atau Kepala/Wakil Kepala Daerah.

above provisions, the appointment/dismissal of members of the Board of Directors and Board of Commissioners is proposed by Series A Dwiwarna Shareholders. Appointed members of the Board of Commissioners must meet the formal and material requirements and other requirements stipulated in the Limited Liability Company Law, the Articles of Association of the Company in Article 14, paragraph 4, Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, and Financial Services Authority Regulation No. 33/POJK.04/2014, other laws and regulations, as well as those contained in the Board Manual of the Board of Commissioners of PT Jasa Marga (Persero) Tbk, which include, among others:

1. Must commit to comply with the provisions of the Limited Liability Company Law (UUPT), regulations in the Capital Market and other regulations, including regulations related to the Company's business activities.
2. Individuals who meet the requirements at the time of appointment and during their term of office: have good character, morals, integrity, and dedication, be capable of performing legal actions, understand the Company's management issues related to one of the functions of management and good corporate governance, have adequate knowledge and/or expertise in the Company's business/required by the Company concerned, and be able to provide sufficient time to carry out their duties.
3. Within 5 (five) years prior to appointment and during their term of office:
   a. Never have been declared bankrupt.
   b. Never have been a member of the Board of Directors and/or Board of Commissioners who has been found guilty of causing a company to be declared bankrupt.
   c. Never been convicted of a criminal offence that harms state finances and/or is related to the financial sector.
   d. Never been a member of the Board of Directors and/or Board of Commissioners who, during their tenure:
      i. Failed to hold an annual GMS.
      ii. Their accountability as members of the Board of Directors and/or Board of Commissioners was never accepted by the GMS, nor were they provided accountability as members of the Board of Directors and/or Board of Commissioners to the GMS.
      iii. Caused a company that obtained a license, approval, or registration from the Financial Services Authority to fail to fulfill its obligation to submit annual reports and/or financial statements to the Financial Services Authority.
4. Meets the other requirements as specified in points 1 to 3 above and/or is prohibited from holding concurrent positions, as follows:
   a. Not a member of the Board of Directors of a State-Owned Enterprise, Regional-Owned Enterprise, or Private-Owned Enterprise.
   b. An administrator of a political party and/or candidate and/or member of the DPR, DPD, DPRD Level I, and DPRD Level II.
   c. A candidate for Regional Head/Deputy Regional Head and/or Regional Head/Deputy Regional Head.

d. Tidak menjabat sebagai Anggota Dewan Komisaris pada Perseroan selama 2 (dua) periode berturut-turut.
e. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris yang dibuktikan dengan surat keterangan dari Dokter).
f. Bagi bakal calon dari Kementerian Teknis atau Instansi Pemerintah lain, harus berdasarkan usulan dari instansi yang bersangkutan.
g. Tidak memiliki rangkap jabatan sesuai dengan ketentuan peraturan perundang-undangan yang berpotensi menimbulkan benturan kepentingan dengan Perseroan dan bersedia mengundurkan diri jika terpilih sebagai Anggota Dewan Komisaris.
h. Antar para Anggota Dewan Komisaris dengan Anggota Direksi tidak memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan.

5. Selain memenuhi ketentuan sebagaimana dimaksud pada butir 1 sampai dengan 5 di atas, khusus bagi Komisaris Independen wajib memenuhi persyaratan sebagai berikut:
   a. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan.
   b. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan.
   c. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Pemenuhan persyaratan sebagaimana tersebut di atas dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris dan surat tersebut disampaikan kepada Perseroan.

Ketentuan Masa Jabatan dan Proses Setelah Pengangkatan

Masa jabatan anggota Dewan Komisaris efektif sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya, dan berakhir pada penutupan RUPS Tahunan yang ke-5 (lima) setelah tanggal pengangkatannya, dengan syarat tidak boleh melebihi jangka waktu 5 (lima) tahun, dengan memperhatikan peraturan perundangan di bidang Pasar Modal, dengan 1 (satu) periode masa jabatan anggota Dewan Komisaris paling lama 5 (lima) tahun atau sampai dengan penutupan RUPS Tahunan pada akhir 1 (satu) periode masa jabatan dimaksud. Namun demikian, hal tersebut tidak mengurangi hak RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, para anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan.

d. Not serving as a member of the Board of Commissioners of a company for 2 (two) consecutive terms.
e. Physically and mentally healthy (not suffering from any illness that could hinder the performance of duties as a member of the Board of Commissioners, as evidenced by a letter from a doctor).
f. For prospective candidates from Technical Ministries or other Government Agencies, they must be based on recommendations from the relevant agencies.
g. Not holding any concurrent positions in accordance with the provisions of laws and regulations that have the potential to cause a conflict of interest with the Company, and are willing to resign if elected as a Member of the Board of Commissioners.
h. There are no familial relations up to the third degree between members of the Board of Commissioners or between members of the Board of Commissioners and members of the Board of Directors, either in a direct line or collateral line, including relations arising from marriage.

5. In addition to fulfilling the provisions referred to in points 1 to 5 above, Independent Commissioners must specifically meet the following requirements:
   a. Not a person who works for or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for reappointment as an Independent Commissioner of the Company for the next term. Does not own shares, either directly or indirectly, in the Company.
   b. Not affiliated with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
   c. Not having any direct or indirect business relationship related to the Company's business activities.

Compliance with the above requirements shall be evidenced by a signed statement letter from the candidate member of the Board of Commissioners, submitted to the Company.

Term of Office and Post-Appointment Process

The term of office of members of the Board of Commissioners shall be effective from the date determined by the GMS that appointed them, and shall end at the closing of the fifth Annual GMS after the date of their appointment, provided that it shall not exceed a period of 5 (five) years, with due regard to the laws and regulations in the field of Capital Markets, with a maximum term of office for members of the Board of Commissioners of 5 (five) years or until the closing of the Annual GMS at the end of the 1 (one) term of office. However, this does not diminish the GMS's right to dismiss members of the Board of Commissioners at any time before the end of their term of office. After their term of office ends, members of the Board of Commissioners may be reappointed by the GMS for a one-term appointment.

Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak Memenuhi persyaratan. Dalam jangka waktu paling lambat 2 (dua) hari kerja terhitung sejak diketahui pengangkatan anggota Dewan Komisaris tidak memenuhi persyaratan, anggota Dewan Komisaris lainnya harus mengumumkan batalnya pengangkatan anggota Dewan Komisaris yang bersangkutan dalam media pengumuman dan paling lambat 7 (tujuh) hari memberitahukannya kepada Menteri Hukum dan Hak Asasi Manusia. Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasan-alasannya Alasan pemberhentian anggota Dewan Komisaris antara lain:

1. Tidak dapat menjalankan tugasnya dengan baik;
2. Melanggar ketentuan Anggaran Dasar Perseroan dan/atau Peraturan Perundangan;
3. Terlibat dalam tindakan yang merugikan Perseroan dan/atau negara;
4. Melakukan tindakan yang melanggar etika dan/atau keputusan yang seharusnya dihormati sebagai anggota Dewan Komisaris;
5. Dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap; dan
6. Mengundurkan diri.

Setelah pengangkatan Dewan Komisaris baru, berdasarkan ketentuan Bab II. I. 1 *Board Manual* Perseroan, wajib dilaksanakan Program Pengenalan bagi Pengurus Baru yang dilaksanakan dalam waktu selambat-lambatnya 3 (tiga) bulan sejak pengangkatannya. Informasi mengenai realisasi program ini pada tahun 2024 dapat dilihat pada bagian Program Pengenalan Perseroan Bagi Anggota Dewan Komisaris Baru.

Susunan, Jumlah, Komposisi, dan Dasar Pengangkatan Anggota Dewan Komisaris pada Tahun 2025

Selama tahun 2025, Perseroan telah melakukan perubahan susunan pengurus melalui dua kali mekanisme pengambilan keputusan Pemegang Saham. Pertama, Perseroan melaksanakan RUPS Tahunan pada tanggal 7 Mei 2025 yang salah satu agendanya adalah Perubahan Susunan Pengurus Perseroan. Selanjutnya, Perseroan kembali menyelenggarakan RUPS Luar Biasa pada tanggal 17 Desember 2025 dengan agenda serupa, yakni Perubahan Susunan Pengurus Perseroan.

Berdasarkan keputusan-keputusan rapat tersebut, Pemegang Saham menyetujui perubahan susunan Pengurus Perseroan, sehingga komposisi Dewan Komisaris kini berjumlah 6 (enam) orang, terdiri dari 1 (satu) orang Komisaris Utama, 3 (tiga) orang Komisaris Independen, dan 2 (dua) orang Komisaris.

The Company is required to hold a GMS to replace members of the Board of Commissioners who do not meet the requirements. Within a maximum period of 2 (two) working days from the date of discovery that the appointment of a member of the Board of Commissioners does not meet the requirements, the other members of the Board of Commissioners must announce the cancellation of the appointment of the member of the Board of Commissioners concerned in the announcement media and notify the Minister of Law and Human Rights within a maximum of 7 (seven) days. The Company is required to hold a GMS to replace members of the Board of Commissioners who do not meet the requirements. Members of the Board of Commissioners may be dismissed at any time based on a GMS resolution stating the reasons for dismissal. The reasons for dismissal of members of the Board of Commissioners include:

1. Inability to perform their duties properly;
2. Violation of the Company's Articles of Association and/or laws and regulations;
3. Involvement in actions that are detrimental to the Company and/or the state;
4. Actions that violate ethics and/or decisions that should be respected as a member of the Board of Commissioners;
5. Being found guilty by a court decision that has permanent legal force; and
6. Resignation.

After the appointment of the new Board of Commissioners, based on the provisions of Chapter II. I. 1 of the Company's Board Manual, an Induction Program for New Management must be implemented no later than 3 (three) months after their appointment. Information regarding the implementation of this program in 2025 can be found in the section on the Company's Induction Program for New Board of Commissioners Members.

Structure, Number, Composition, and Appointment Basis of Board of Commissioners Members in 2025

During 2025, the Company implemented changes to its management composition through two Shareholders' decision-making mechanisms. First, the Company held its Annual General Meeting of Shareholders (AGMS) on May 7, 2025, one of the agenda items of which was the Change in the Composition of the Company's Management. Subsequently, the Company convened an Extraordinary General Meeting of Shareholders (EGMS) on December 17, 2025 with a similar agenda, namely the Change in the Composition of the Company's Management.

Based on the resolutions of these meetings, the Shareholders approved the changes in the composition of the Company's Management, resulting in the Board of Commissioners now comprising 6 (six) members, consisting of 1 (one) President Commissioner, 3 (three) Independent Commissioners, and 2 (two) Commissioners.

Susunan Dewan Komisaris berdasarkan rangkaian keputusan-keputusan tersebut disajikan pada tabel sebagai berikut:

The composition of the Board of Commissioners based on these resolutions is presented in the following table:

Tabel Susunan Anggota Dewan Komisaris Tahun 2025
Table of Board of Commissioners Member Composition in 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Juri Ardiantoro*	Komisaris Utama President Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual General Meeting resolution on May 7, 2025
Syamsul Bachri Yusuf *	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual General Meeting resolution on May 7, 2025
Nachrowi Ramli*	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual General Meeting resolution on May 7, 2025
Tedi Kurniawan***	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Extraordinary General Meeting resolution on December 17, 2025
Rudi Antariksawan*	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual General Meeting resolution on May 7, 2025
Asrorun Ni'am Sholeh*	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual General Meeting resolution on May 7, 2025
Mohammad Zainal Fatah**	Komisaris Utama President Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary General Meeting resolution on February 8, 2023
M. Roskanedi**	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Annual General Meeting resolution on May 27, 2021
Raja Erizman**	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Annual General Meeting resolution on May 27, 2021
Chandra Wijaya**	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary General Meeting resolution on February 8, 2023
Marsetio**	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary General Meeting resolution on February 8, 2023
Seppalga Ahmad****	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary General Meeting resolution on February 8, 2023
Abdul Rachman**	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary General Meeting resolution on February 8, 2023

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Penilaian Kemampuan dan Kepatutan

Seluruh anggota Dewan Komisaris Jasa Marga yang diangkat, telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perseroan, peraturan terkait Tata Kelola Perusahaan yang Baik, serta peraturan dan ketentuan lain yang terkait, termasuk ketentuan tentang Komisaris Independen. Seluruh anggota Dewan Komisaris memiliki integritas, kompetensi, dan reputasi yang memadai. Hal tersebut dibuktikan dengan telah dilaksanakannya *fit and proper test* sebagai berikut:

Aptitude and Suitability Assessment

All members of the Board of Commissioners of Jasa Marga who have been appointed have met the criteria and requirements in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to Good Corporate Governance, and other related regulations and provisions, including provisions regarding Independent Commissioners. All members of the Board of Commissioners possess adequate integrity, competence, and reputation. This is evidenced by the implementation of the following fit and proper tests:

Tabel Pelaksanaan *Fit and Proper Test* Dewan Komisaris
Table of Fit and Proper Test Implementation for the Board of Commissioners

Nama Name	Jabatan Position	Pelaksana Executor
Juri Ardiantoro*	Komisaris Utama President Commissioner	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Syamsul Bachri Yusuf *	Komisaris Commissioner	
Nachrowi Ramli*	Komisaris Independen Independent Commissioner	
Tedi Kurniawan***	Komisaris Independen Independent Commissioner	
Rudi Antariksawan*	Komisaris Independen Independent Commissioner	
Asrorun Ni'am Sholeh*	Komisaris Commissioner	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Mohammad Zainal Fatah**	Komisaris Utama President Commissioner	
M. Roskanedi**	Komisaris Commissioner	
Raja Erizman**	Komisaris Commissioner	
Chandra Wijaya**	Komisaris Independen Independent Commissioner	
Marsetio**	Komisaris Independen Independent Commissioner	
Seppalga Ahmad****	Komisaris Independen Independent Commissioner	
Abdul Rachman**	Komisaris Independen Independent Commissioner	

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar dan tercantum dalam *Board Manual*, sebagai berikut:

1. Melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi, serta memberikan nasihat kepada Direksi, dalam melaksanakan pengurusan Perseroan, termasuk memberikan pendapat dan persetujuan Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Tahunan Perseroan serta rencana lainnya yang disiapkan Direksi sesuai dengan ketentuan Anggaran Dasar Perseroan. Selain itu melakukan pengawasan, penelaahan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Tahunan Perseroan, serta rencana lainnya, serta memberikan persetujuan atas revisi Rencana Jangka Panjang Perusahaan dan rencana lainnya yang disampaikan Direksi, termasuk pengawasan atas pelaksanaan ketentuan-ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

Duties and Responsibilities

The duties and responsibilities of the Board of Commissioners, as stipulated in the Articles of Association and listed in the Board Manual, are as follows:

1. Supervising management policies, the general course of management, both in relation to the Company and the Company's business conducted by the Board of Directors, and providing advice to the Board of Directors in carrying out the management of the Company, including providing opinions and approval of the Company's Long-Term Plan and the Company's Annual Work Plan and Budget, as well as other plans prepared by the Board of Directors in accordance with the provisions of the Company's Articles of Association. In addition, supervising and reviewing the implementation of the Company's Long-Term Plan and Annual Work Plan and Budget, as well as other plans, and approving revisions to the Company's Long-Term Plan and other plans submitted by the Board of Directors, including supervising the implementation of the provisions of the Articles of Association and GMS Resolutions, as well as applicable laws and regulations, for the benefit of the Company and in accordance with the aims and objectives of the Company.

2. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
3. Melaporkan kepada Pemegang Saham Seri A Dwiwarna apabila terjadi gejala menurun kinerja Perseroan.
4. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku-buku Perseroan.
5. Meneliti dan menelaah laporan berkala dan Laporan Tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan.
6. Memberikan penjelasan, pendapat, dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta.
7. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya.
8. Melaporkan kepada Perseroan mengenai kepemilikan Sahamnya dan/atau keluarganya pada Perseroan tesebut dan Perseroan lain.
9. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
10. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Pemegang Saham Seri A Dwiwarna dengan memperhatikan peraturan perundangan khususnya yang berlaku di bidang Pasar Modal.
11. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan dengan peraturan perundangan, Anggaran Dasar dan/atau keputusan RUPS.
12. Menyampaikan laporan triwulanan mengenai kinerja Perseroan, termasuk realisasi Indikator Kinerja Utama kepada Pemegang Saham Seri A Dwiwarna.
13. Menyusun Piagam/Pedoman dan tata tertib Kerja Dewan Komisaris (BOC *Charter*).
14. Memastikan dan memberi dorongan kepada Direksi dan seluruh jajarannya dalam menjalankan Perseroan untuk menerapkan prinsip-prinsip tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) secara konsisten dan berkesinambungan, serta memiliki moral tinggi dalam berusaha; dan
15. Dalam kondisi tertentu, Dewan Komisaris wajib menyelenggarakan RUPS Tahunan dan RUPS Lainnya sesuai dengan kewenangannya sebagaimana diatur dalam peraturan perundangan dan Anggaran Dasar.

Selain tugas-tugas pokok tersebut, dalam *board manual* Dewan Komisaris juga ditetapkan tugas dan tanggung jawab Dewan Komisaris yang terkait dengan:
1. Tugas Umum;
2. Tugas dan Kewajiban Terkait RUPS;
3. Tugas terkait Strategi dan Rencana Kerja;
4. Tugas terkait Fungsi Pengawasan;
5. Tugas terkait Nominasi dan Remunerasi;
6. Tugas terkait Evaluasi Kinerja Dewan Komisaris dan Kinerja Direksi;
7. Tugas terkait Penerapan *Good Corporate Governance* (GCG);
8. Tugas terkait Penerapan Manajemen Risiko;
9. Tugas terkait Sistem Pengendalian Internal;
10. Tugas terkait Keterbukaan dan Kerahasiaan Informasi;

2. Follow the development of the Company's activities, provide opinions and advice to the GMS on any issues deemed important for the management of the Company.
3. Report to the Series A Dwiwarna Shareholders if there are signs of a decline in the Company's performance.
4. Proposing to the GMS the appointment of a Public Accountant to audit the Company's books.
5. Examining and reviewing periodic reports and Annual Reports prepared by the Board of Directors and signing the Annual Report.
6. Providing explanations, opinions, and advice to the GMS regarding the Annual Report, if requested.
7. Prepare minutes of the Board of Commissioners' meetings and keep copies thereof.
8. Report to the Company regarding their and/or their family's share ownership in the Company and other companies.
9. Provide a report on the supervisory duties performed during the past fiscal year to the GMS.
10. Provide explanations on all matters inquired or requested by Series A Dwiwarna Shareholders with due regard to laws and regulations, particularly those applicable in the Capital Market.
11. Perform other duties in the context of supervisory and advisory tasks, as long as they do not conflict with laws and regulations, the Articles of Association and/or GMS resolutions.
12. Submitting quarterly reports on the Company's performance, including the realization of Key Performance Indicators, to Series A Dwiwarna Shareholders.
13. Prepare the Charter/Guidelines and Rules of Procedure of the Board of Commissioners (BOC Charter).
14. Ensure and encourage the Board of Directors and all its members in running the Company to consistently and continuously apply the principles of good corporate governance (GCG) and to have high moral standards in their business activities; and
15. Under certain conditions, the Board of Commissioners is required to hold Annual GMS and Other GMS in accordance with its authority as stipulated in the laws and regulations and the Articles of Association.

In addition to these main duties, the Board of Commissioners' board manual also stipulates the duties and responsibilities of the Board of Commissioners related to:
1. General Duties;
2. Duties and Obligations related to GMS;
3. Duties related to Strategy and Work Plans;
4. Duties related to Supervisory Functions;
5. Duties related to Nomination and Remuneration;
6. Duties related to the Performance Evaluation of the Board of Commissioners and the Board of Directors;
7. Duties related to the Implementation of Good Corporate Governance (GCG);
8. Duties related to the Implementation of Risk Management;
9. Tasks related to Internal Control Systems;
10. Tasks related to Information Disclosure and Confidentiality;

11. Tugas terkait Teknologi Informasi;
12. Tugas terkait Pelaporan; dan
13. Tugas lainnya.

Dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris harus:
1. Mematuhi Anggaran Dasar Perseroan, Peraturan Perundangan serta keputusan RUPS dan bertindak dan bersikap profesional, efisien, transparan, menjaga kemandirian, akuntabel, bertanggung jawab dan kewajaran.
2. Bertindak untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perusahaan, serta tidak dimaksudkan untuk kepentingan pihak dan golongan tertentu.
3. Beritikad baik, penuh kehati-hatian, bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
4. Menjaga kerahasiaan data dan/atau informasi Perseroan.

Hak dan Wewenang

Dalam melaksanakan tugas pokoknya, Dewan Komisaris berwenang untuk:
1. Memeriksa buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan.
2. Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perseroan.
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan.
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.
6. Mengangkat dan memberhentikan seorang Sekretaris Dewan Komisaris.
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar.
8. Membentuk Komite Audit, Komite Remunerasi dan Nominasi, Komite Pemantau Risiko dan komite-komite lain, jika dianggap perlu dengan memperhatikan kemampuan Perseroan.
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu.
10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar.
11. Menyetujui pengangkatan dan pemberhentian Sekretaris Perusahaan (Corporate Secretary & Chief Administration Office) dan/atau Kepala Satuan Pengawas Intern (Internal Audit Senior Group Head).
12. Menghadiri rapat Direksi dan memberikan pandanganpandangan terhadap hal-hal yang dibicarakan.
13. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan Peraturan Perundangan, serta peraturan yang berlaku di bidang Pasar Modal, Anggaran Dasar dan/atau keputusan RUPS.

11. Tasks related to Information Technology;
12. Tasks related to Reporting; and
13. Other tasks.

In carrying out their duties, each member of the Board of Commissioners must:
1. Comply with the Company's Articles of Association, Laws and Regulations, and GMS resolutions, and act and behave professionally, efficiently, transparently, independently, accountably, responsibly, and reasonably.
2. Act in the interests of the Company and in accordance with the Company's objectives and purposes, and not for the interests of certain parties or groups.
3. Act in good faith, with prudence, and be responsible in performing supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the Company's objectives and purposes.
4. Maintain the confidentiality of the Company's data and/or information.

Rights and Authorities

In carrying out its main duties, the Board of Commissioners has the authority to:
1. Examine books, letters, and other documents, examine cash for verification purposes and other securities, and examine the Company's assets.
2. Enter the grounds, buildings, and offices used by the Company.
3. Request explanations from the Board of Directors and/or other officials regarding all matters relating to the management of the Company.
4. Be informed of all policies and actions that have been and will be carried out by the Board of Directors.
5. Request the Board of Directors and/or other officials under the Board of Directors, with the knowledge of the Board of Directors, to attend Board of Commissioners meetings.
6. Appoint and dismiss a Secretary to the Board of Commissioners.
7. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Articles of Association.
8. Form an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee and other committees, if deemed necessary, taking into account the Company's capabilities.
9. Use experts for specific matters and for a specific period of time at the expense of the Company, if deemed necessary.
10. Performing management actions for the Company in certain circumstances for a certain period of time per the provisions of the Articles of Association.
11. Approving the appointment and dismissal of the Corporate Secretary & Chief Administration Officer and/or the Internal Audit Senior Group Head.
12. Attending Board of Directors meetings and providing opinions on matters discussed.
13. Exercising other supervisory powers as long as they do not conflict with laws and regulations, as well as regulations applicable in the Capital Market, the Articles of Association and/or GMS resolutions.

Pembagian Tugas antar Dewan Komisaris

Setiap anggota Dewan Komisaris memiliki tugas masing-masing yang pembagiannya telah ditetapkan berdasarkan peran masing-masing anggota Dewan Komisaris, yang menyesuaikan dengan kompetensi dan pengalamannya. Pembagian tugas anggota Dewan Komisaris dilakukan dengan tujuan untuk menjamin efektivitas tugas dan fungsi agar terlaksana secara efektif dan bertanggung jawab, dengan tetap dilaksanakan secara transparan dan akuntabel, tidak terafiliasi dengan kepentingan Direksi dan pemegang saham pengendali, serta tidak mengabaikan kepentingan pemegang saham publik, pemegang saham minoritas dan pemangku kepentingan lainnya, serta dengan tetap memperhatikan bidang tugas masing-masing anggota Direksi. Khusus untuk 3 (tiga) orang anggota Komisaris, masing-masing mendapat tugas sebagai Ketua Komite Nominasi dan Remunerasi, Ketua Komite Pemantau Risiko dan Hukum, dan Ketua Komite Audit. 3 (tiga) orang Anggota Dewan Komisaris lainnya, masing-masing masuk menjadi anggota Komite Nominasi dan Remunerasi, anggota Komite Pemantau Risiko dan Hukum dan anggota Komite Audit. Selain melaksanakan tiga fungsi Komite tersebut, Dewan Komisaris juga melaksanakan fungsi pengawasan terhadap Tata Kelola terintegrasi melalui Komite Tata Kelola Terintegrasi. Fungsi ini diketuai oleh Komisaris Utama dan seluruh Komisaris sebagai anggota ditambah dengan Komisaris Utama pada seluruh entitas anak Perusahaan. Berdasarkan Surat Keputusan Dewan Komisaris No. KEP-079/VI/2025 tanggal 4 Juni 2025, bidang tugas anggota Dewan Komisaris dibagi dalam 6 (enam) bidang tugas pengawasan dan pemberian nasihat kepada Direksi, meliputi:

1. Bidang Kebijakan dan Strategi Pengelolaan Pengusahaan Jalan Tol dengan Sarana Penunjangnya;
2. Bidang Pengelolaan *Human Capital* dan Transformasi;
3. Bidang Pengelolaan Pengembangan Usaha;
4. Bidang Pengelolaan Operasi & Pemeliharaan;
5. BIdang Pengelolaan Bisnis; dan
6. Bidang Pengelolaan Keuangan dan Manajemen Risiko.

Juri Ardiantoro, Komisaris Utama, menangani tugas pengawasan dan pemberian nasihat kepada Direksi dalam bidang kebijakan dan strategi pengelolaan pengusahaan Jalan Tol dengan Sarana Penunjangnya serta merangkap sebagai anggota Komite Nominasi dan Remunerasi, dengan uraian tugasnya meliputi hal-hal sebagai berikut:

1. Mengkoordinasikan serta mengintegrasikan masukan, arahan dan rekomendasi dari anggota Komisaris lainnya dalam rangka: penyiapan dan penyusunan visi dan misi Perusahaan, penyusunan kebijakan & strategi Rencana Jangka Menengah dan/atau Jangka Panjang Perusahaan, termasuk dalam penyiapan dan penyusunan Rencana Kerja dan Anggaran Perusahaan Tahunan, serta memimpin RUPS (Rapat Umum Pemegang Saham) dan pengawasan terhadap pelaksanaan keputusan Rapat Umum Pemegang Saham.
2. Mengkoordinasi anggota Komisaris lainnya dalam rangka pelaksanaan wewenang dan kewajiban Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perseroan Pasal 15 ayat 1 dan ayat 2 huruf a dan b, serta kewajiban lain yang diatur dalam ayat 4, yang meliputi antara lain: (a) menyampaikan saran dan pendapat kepada RUPS mengenai rencana pengembangan Perseroan, laporan tahunan dan laporan berkala lainnya

Division of Duties among the Board of Commissioners

Each member of the Board of Commissioners has their own duties, which are assigned based on the role of each member, in accordance with their competencies and experience. The division of duties among members of the Board of Commissioners is carried out to ensure the effectiveness of tasks and functions so that they are carried out effectively and responsibly, while remaining transparent and accountable, not affiliated with the interests of the Board of Directors and controlling shareholders, and not neglecting the interests of public shareholders, minority shareholders and other stakeholders, while still paying attention to the respective duties of each member of the Board of Directors. Specifically, 3 (three) members of the Board of Commissioners are assigned as Chairman of the Nomination and Remuneration Committee, Chairman of the Risk Monitoring and Legal Committee, and Chairman of the Audit Committee. The other 3 (three) members of the Board of Commissioners serve on the Nomination and Remuneration Committee, the Risk Monitoring and Legal Committee, and the Audit Committee, respectively. In addition to carrying out the three functions of the Committee, the Board of Commissioners performs a supervisory function over integrated governance through the Integrated Governance Committee. This function is chaired by the President Commissioner and all Commissioners, as well as the President Commissioners of all subsidiaries. Based on the Board of Commissioners Decree No. KEP-079/VI/2025 dated June 4, 2025, the duties of the Board of Commissioners are divided into 6 (six) areas of supervision and advisory services to the Board of Directors, including:

1. Toll Road Management Policy and Strategy with Supporting Facilities;
2. Human Capital Management and Transformation;
3. Business Development Management;
4. Operations & Maintenance Management;
5. Business Management; and
6. Financial Management and Risk Management.

Juri Ardiantoro, President Commissioner, handles the supervision and advisory duties to the Board of Directors in the area of policy and strategy for toll road management with supporting facilities and also serves as a member of the Nomination and Remuneration Committee, with the following duties:

1. Coordinating and integrating input, directives, and recommendations from other members of the Board of Commissioners to prepare and formulate the Company's vision and mission, formulating the Company's Medium-Term and/or Long-Term policy and strategy, including preparing and formulating the Company's Annual Work Plan and Budget, as well as chair the General Meeting of Shareholders (GMS) and supervising the implementation of GMS resolutions.
2. Coordinating other members of the Board of Commissioners in the exercise of the powers and duties of the Board of Commissioners as stipulated in Article 15 paragraphs 1 and 2 letters a and b of the Company's Articles of Association, as well as other duties stipulated in paragraph 4, which include, among others: (a) submitting suggestions and opinions to the GMS regarding the Company's development plans,

yang disampaikan Direksi; (b) memberikan pelaporan tentang tugas pengawasan yang telah dilaksanakan selama tahun buku yang baru lampau kepada RUPS, disertai saran dan langkah perbaikan yang harus ditempuh apabila Perseroan menunjukan gejala kemunduran; (c) memberikan persetujuan atas Rencana Kerja dan Anggaran Perseroan Tahunan (RKAP) yang disampaikan Direksi dalam waktu selambat-lambatnya 30 (tiga puluh) hari sebelum tahun buku baru dimulai; (d) memimpin dan menjamin tercapainya efektivitas rapat-rapat Dewan Komisaris dan rapat koordinasi Dewan Komisaris-Direksi dan dalam pengambilan keputusan rapat, penyusunan kesimpulan rapat dan risalah rapat, serta menandatanganinya bersama anggota Komisaris lainnya dan atau bersama Direksi; (e) memimpin RUPS berdasarkan surat keputusan Dewan Komisaris; (f) mengusulkan kepada RUPS melalui Direksi, penunjukan KAP (Kantor Akuntan Publik) yang akan melakukan audit atas Laporan Keuangan Perseroan; (g) bersama Direksi menyusun dan/atau memperbarui pedoman (*Board Manual*) yang mengikat setiap anggota Direksi dan anggota Dewan Komisaris; (h) bersama Direksi menyusun dan/atau memperbarui kode etik yang berlaku bagi seluruh anggota Direksi, anggota Dewan Komisaris dan karyawan serta organ yang dimiliki Perseroan; (i) dalam kondisi tertentu wajib menyelenggarakan RUPS Tahunan dan RUPS Lainnya, sesuai dengan kewenangan Dewan Komisaris sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar Perseroan; (j) Mendorong dan memastikan pengelolaan Perseroan baik di lingkungan Dewan Komisaris maupun di jajaran Direksi mematuhi Anggaran Dasar dan Peraturan Perundangan, memenuhi prinsip-prinsip tata kelola perusahaan yang baik, profesional, efisien, transparan dan kewajaran; (k) mengkoordinir anggota Dewan Komisaris dalam melakukan penilaian kinerja Direksi secara individual dan kolegial dan melakukan pembahasan akhir untuk menetapkan hasil penilaian untuk memberikan rekomendasi Dewan Komisaris kepada Pemegang Saham dalam pengusulan calon Direksi dan/atau remunerasi & tantiem Direksi; (l) Menyampaikan laporan kepada RUPS dan/atau Pemegang Saham apabila terjadi gejala menurunnya kinerja perusahaan serta saran-saran yang telah disampaikan kepada Direksi untuk memperbaiki permasalahan yang dihadapi.

3. Selaku Komisaris Utama, menandatangani laporan-laporan bulanan dan/atau laporan Triwulanan dan/atau laporan tahunan Komite-Komite Dewan Komisaris.
4. Selaku Anggota Komite Nominasi dan Remunerasi, menghadiri dan/atau memimpin rapat internal Komite Nominasi dan Remunerasi dan/atau rapat Komite dengan pihak lain, dalam hal Ketua Komite Nominasi dan Remunerasi berhalangan hadir. Selain itu melakukan pengawasan agar piagam (*charter*) Komite Nominasi dan Remunerasi telah terpenuhi dan dilakukan dengan baik, antara lain: (a) menyusun program kerja tahunan dan indikator kinerja kunci Komite Nominasi dan Remunerasi, untuk ditetapkan oleh Ketua Nominasi dan Remunerasi, (b) menyusun kajian Komite Nominasi dan Remunerasi tepat dan tajam, serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, (c) menyusun Laporan Triwulan dan Laporan Tahunan Komite

annual reports and other periodic reports submitted by the Board of Directors; (b) reporting to the GMS on the supervisory duties that have been carried out during the past fiscal year, accompanied by suggestions and corrective measures that must be taken if the Company shows signs of decline; (c) approving the Company's Annual Work Plan and Budget (RKAP) submitted by the Board of Directors no later than 30 days before the start of the new fiscal year; (d) leading and ensuring the effectiveness of Board of Commissioners meetings and Board of Commissioners-Board of Directors coordination meetings and in the decision-making process, the preparation of meeting conclusions and minutes, and signing them together with other Commissioners and/or the Board of Directors; (e) chairing the GMS based on a Board of Commissioners' decree; (f) proposing to the GMS through the Board of Directors the appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements; (g) together with the Board of Directors, compiling and/or updating guidelines (Board Manual) that are binding on every member of the Board of Directors and the Board of Commissioners; (h) together with the Board of Directors, prepare and/or update a code of conduct applicable to all members of the Board of Directors, members of the Board of Commissioners and employees as well as organs owned by the Company; (i) under certain conditions, be obliged to hold an Annual GMS and Other GMS, per the authority of the Board of Commissioners as stipulated in the laws and regulations and the Company's Articles of Association; (j) Encourage and ensure that the management of the Company, both within the Board of Commissioners and the Board of Directors, complies with the Articles of Association and laws and regulations, and fulfills the principles of good, professional, efficient, transparent, and fair corporate governance; (k) Coordinating members of the Board of Commissioners in assessing the performance of the Board of Directors individually and collectively and conducting final discussions to determine the assessment results to provide recommendations from the Board of Commissioners to Shareholders in proposing candidates for the Board of Directors and/or remuneration & bonuses for the Board of Directors; (l) Submitting reports to the GMS and/or Shareholders in the event of a decline in company performance and recommendations that have been submitted to the Board of Directors to improve the problems faced.

3. As President Commissioner, signing monthly reports and/or quarterly reports and/or annual reports of the Board of Commissioners' Committees.
4. As a member of the Nomination and Remuneration Committee, attend and/or chair internal meetings of the Nomination and Remuneration Committee and/or Committee meetings with other parties, if the Chairman of the Nomination and Remuneration Committee is unable to attend. In addition, supervising that the charter of the Nomination and Remuneration Committee is fulfilled and carried out properly, including: (a) preparing the annual work program and key performance indicators of the Nomination and Remuneration Committee, to be determined by the Chairman of the Nomination and Remuneration Committee, (b) preparing accurate and insightful reviews of the Nomination and Remuneration Committee, that can be used as recommendations and input for the Board of Commissioners in making decisions,

Nominasi dan Remunerasi, serta laporan capaian kinerja Komite Nominasi dan Remunerasi yang dilakukan secara *self assessment* yang disusun dan diserahkan kepada pihak yang berkenaan tepat pada waktunya. Laporan-laporan tersebut akan disampaikan kepada Direksi untuk bahan penyusunan Laporan Tahunan Perseroan, (d) memberikan masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi nominasi mengenai: (1) komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris (kebijakan dan kriteria yang dibutuhkan dalam proses nominasi) dan (2) kebijakan evaluasi kinerja bagi anggota Direksi (3) membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi, program pengembangan kemampuan Dewan Komisaris, serta usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris untuk diusulkan kepada Pemegang Saham dan/atau RUPS, (e) memberikan masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi remunerasi bagi Direksi.

5. Memberikan masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris, terkait dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii, iv, v dan ayat 10 a.

Nachrowi Ramli, Komisaris Independen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi dalam Bidang Pengelolaan Human Capital dan Transformasi Organisasi dan Program Kemitraan dan Bina Lingkungan (PKBL), serta merangkap sebagai Ketua Komite Nominasi dan Remunerasi. Uraian tugasnya meliputi hal-hal sebagai berikut:

1. Menyampaikan kepada RUPS laporan tentang pelaksanaan tugas pengawasan Dewan Komisaris selama tahun buku yang lampau kepada RUPS.
2. Menangani tugas pengawasan dan pemberian nasihat kepada Direksi terkait pelaksanaan pembinaan dan pengembangan bidang human capital dan transformasi, program Kemitraan & Bina Lingkungan (PKBL), yang meliputi tugas memberikan masukan, arahan, rekomendasi dalam rangka: (a) Penetapan arah kebijakan dan strategi Human Capital Development, Human Capital Services, Jasa Marga Learning Institute dan Strategic Transformation, Innovation Center, dan Strategic Transformation Office, termasuk penyusunan dan penetapan struktur organisasi Perseroan yang efektif dan efisien, uraian fungsi dan tugas pokok pejabat 1 (satu) tingkat di bawah jabatan Direksi, sistem tata kelola dan pengembangannya; (b) Pengawasan atas pelaksanaan manajemen pengelolaan dan pengembangan sistem *human capital* yang tepat, akuntabel, efisien dan dapat dipertanggung jawabkan; (c) Pengawasan atas pelaksanaaan manajemen pengelolaan dan pengembangan sistem logistik, pengamanan aset milik Perusanaan dan/atau milik Negara, serta aktivitas umum lainnya, berdasarkan ketentuan peraturan perundang-undangan dan prinsip-prinsip tata kelola perusahaan yang baik; (d) Pengawasan atas pelaksanaan manajemen pengelolaan dan pengembangan Pusat Pembelajaran yang menyelenggarakan pendidikan, pelatihan dan

(c) preparing Quarterly Reports and Annual Reports of the Nomination and Remuneration Committee, as well as reports on the performance achievements of the Nomination and Remuneration Committee conducted through self assessment, which are prepared and submitted to the relevant parties on time. These reports will be submitted to the Board of Directors for use in preparing the Company's Annual Report, (d) provide input, directive, and recommendations to the Board of Commissioners regarding the nomination function on: (1) the composition of the Board of Directors and/or Board of Commissioners (policies and criteria required in the nomination process) and (2) performance evaluation policies for members of the Board of Directors (3) assisting the Board of Commissioners in assessing the performance of members of the Board of Directors, the competency development program, and proposals for qualified candidates as members of the Board of Directors and/or the Board of Commissioners to be proposed to the Shareholders and/or the GMS, (e) providing input, directive, and recommendations to the Board of Commissioners on the remuneration function for the Board of Directors.

5. Providing input, direction, conclusions, responses, and approval of the Board of Commissioners regarding requests from the Board of Directors for actions of the Board of Directors as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12, paragraph 7, letters i, ii, iii, iv, v, and paragraph 10 a.

Nachrowi Ramli, Independent Commissioner, is responsible for supervising and advising the Board of Directors in the areas of Human Capital Management and Organizational Transformation, the Partnership and Community Development Program (PKBL), as well as serving as Chairman of the Nomination and Remuneration Committee. His duties include the following:

1. Submitting a report to the GMS on the implementation of the Board of Commissioners' supervisory duties during the past fiscal year.
2. Overseeing and advising the Board of Directors on the implementation of human capital development and transformation, Partnership and Community Development (PKBL) programs, which includes providing input, directive, and recommendations in the context of: (a) Determining the direction of policies and strategies for human capital development, human capital services, Jasa Marga Learning Institute and Strategic Transformation, Innovation Center, and Strategic Transformation Office, including the preparation and determination of an effective and efficient organizational structure for the Company, the description of the functions and main duties of officials one level below the Board of Directors, and the governance system and its development; (b) Supervision of the implementation of appropriate, accountable, efficient, and responsible human capital management and development systems; (c) Supervision of the implementation of logistics management and development systems, security of Company and/or State assets, and other general activities, based on the provisions of laws and regulations and the principles of good corporate governance; (d) Overseeing the implementation of management and development of the Learning Center that provides education, training, and management

manajemen yang terkait pengembangan *human capital* bagi Perusahaan dan Anak Perusahaan serta Perusahaan lain; (e) Pengelolaan aktivitas Perusahaan sesuai dengan peraturan perundang-undangan dan peraturan Perusahaan yang berlaku, serta pengelolaan pelayanan dan penyelesaian permasalahan bidang hukum; (f) penyusunan persyaratan dan tata cara nominasi calon Direksi dan Komisaris Anak Perusahaan, penetapan komposisi jabatan dan pengangkatannya, termasuk untuk jabatan Sekretaris Perusahaan & Internal Audit Group Head; (g) Pelaksanaan pengadaan lembaga profesional yang melakukan uji kelayakan dan kepatutan terhadap calon-calon Direksi dan/atau Dewan Komisaris; (h) Menyusun usulan besaran, jenis dan fasilitas remunerasi dan besaran alokasi tantiem, untuk dibahas dan diputuskan Direksi dalam RKAP dan untuk kemudian diusulkan kepada Dewan Komisaris; (i) Melaksanakan pelaksanaan Peraturan Menteri Badan Usaha Milik Negara tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris Badan Usaha Milik Negara, khususnya dalam mengusulkan gaji/honorarium, tunjangan fasilitas dan tantiem/insentif kinerja anggota Direksi dan Dewan Komisaris, kepada Menteri Badan Usaha Milik Negara, selaku Pemegang Saham Seri A Dwiwarna PT Jasa Marga (Persero) Tbk yakni sebagai tindak lanjut keputusan RUPS Tahunan Perseroan.

3. Melakukan penilaian kinerja Direksi secara individual dan kolegial untuk kemudian dibahas dalam rapat Dewan Komisaris untuk menetapkan hasil penilaian sebagai rekomendasi Dewan Komisaris kepada Pemegang Saham dalam pengusulan calon Direksi dan/atau remunerasi & tantiem Direksi.

4. Selaku Komite Nominasi dan Remunerasi (KNR), memastikan bahwa piagam (*charter*) KNR telah terpenuhi dan dilakukan dengan baik antara lain: (a) menetapkan program kerja tahunan dan indikator kinerja kunci Komite Nominasi dan Remunerasi, (b) mengarahkan agar hasil kajian Komite Nominasi dan Remunerasi tepat dan tajam, serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, (c) menandatangani risalah rapat Komite Nominasi dan Remunerasi, (d) menerbitkan dan menandatangani laporan Triwulan dan Laporan Tahunan Komite Nominasi dan Remunerasi, serta laporan capaian kinerja Komite Nominasi dan Remunerasi yang dilakukan secara *self assessment* selesai pada waktunya, yang nantinya akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.

5. Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii,iv,v, dan ayat 10 a.

Rudi Antariksawan, Komisaris Independen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi di bidang pengembangan usaha, merangkap sebagai anggota

related to human capital development for the Company and its Subsidiaries as well as other companies; (e) Management of Company activities per applicable laws and regulations and Company regulations, as well as management of services and resolution of legal issues; (f) Preparation of requirements and procedures for the nomination of candidates for the Board of Directors and Board of Commissioners of Subsidiaries, determination of the composition of positions and their appointment, including for the positions of Corporate Secretary & Internal Audit Group Head; (g) Implementing the procurement of professional institutions that conduct fit and proper tests for candidates for the Board of Directors and/or Board of Commissioners; (h) Preparing proposals on the amount, type, and facilities of remuneration and the amount of bonus allocation, to be discussed and decided by the Board of Directors in the RKAP and then proposed to the Board of Commissioners; (i) Implementing the Minister of State-Owned Enterprises Regulation on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners of State-Owned Enterprises, particularly in proposing salaries/honoraria, facility allowances and bonuses/performance incentives for members of the Board of Directors and Board of Commissioners, to the Minister of State-Owned Enterprises, as the holder of Series A Dwiwarna shares of PT Jasa Marga (Persero) Tbk, as a follow-up to the Company's Annual GMS resolution.

3. Conducting individual and collegial performance assessments of the Board of Directors, which are then discussed in Board of Commissioners meetings to determine the assessment results as recommendations from the Board of Commissioners to the Shareholders in proposing candidates for the Board of Directors and/or remuneration and bonuses for the Board of Directors.

4. As the Nomination and Remuneration Committee (KNR), ensuring that the KNR charter has been fulfilled and implemented properly, including: (a) establishing the annual work program and key performance indicators of the Nomination and Remuneration Committee, (b) directing the results of the Nomination and Remuneration Committee's review to be accurate and precise, and can be used as recommendations and input for the Board of Commissioners in making decisions, (c) signing the minutes of the Nomination and Remuneration Committee meetings, (d) publishing and signing the Nomination and Remuneration Committee's Quarterly and Annual Reports, as well as the Nomination and Remuneration Committee's performance achievement report, which is conducted through a timely self assessment, which will later be submitted to the Board of Directors for use in preparing the Company's annual report.

5. Provide recommendations, input, directives, conclusions, responses, and approvals of the Board of Commissioners in accordance with and related to their duties and obligations in connection with the Board of Directors' requests for actions of the Board of Directors as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12, paragraph 7, letters i, ii, iii, iv, v, and paragraph 10 a.

Rudi Antariksawan, Independent Commissioner, handles supervisory duties and provides advice to the Board of Directors in the area of business development. He also

Komite Audit, yang meliputi tugas untuk memberikan masukan, arahan dan rekomendasi persetujuan tertulis Dewan Komisaris kepada Direksi terutama dalam rangka:

1. Penyusunan dan penetapan arah kebijakan dan strategi dalam pengembangan usaha bisnis jalan tol dan bisnis lain jangka panjang, menengah dan pendek, sesuai dengan kebijakan dan strategi Perseroan.

2. Penyusunan dan penetapan arah kebijakan dan strategi dalam pengembangan teknik dan rekayasa teknik pembangunan jalan tol maupun pembangunan bisnis non tol (seperti properti, *rest area*, pengoperasian dan pemeliharaan jalan tol), dalam rangka menghasilkan jalan-jalan tol dan bangunan properti dan usaha non properti yang dibangun dan dioperasikan oleh Perseroan adalah jalan tol, properti dan non properti yang bermutu tinggi, modern, efektif dan efisien serta ramah lingkungan dan handal dioperasikan serta mendatangkan pendapatan usaha yang menguntungkan Perseroan.
3. Pengelolaan pengembangan *Project Management Office* dan penambahan konsesi ruas jalan tol baru, baik melalui cara *solicited* dan *unsolicited project* maupun akuisisi, serta proyek properti dan non properti, yang meliputi tahap perencanaan investasi, pengajuan permohonan persetujuan investasi dan persetujuan investasi dari Dewan Komisaris dan atau Pemegang Saham, dan kemudian dilanjutkan tahap eksekusi investasi yang berupa penyusunan proposal tender investasi dan keikutsertaan dalam tahap prakualifikasi dan pemasukan surat penawaran tender.
4. Pengelolaan persiapan pembangunan proyek jalan tol baru termasuk proyek peningkatan kapasitas jalan tol yang meliputi penetapan *lay-out*/lokasi proyek, pembebasan lahan, pengadaan kontraktor dan pengawasan atas mobilisasi sumber dayanya dan pelaksanaan pekerjaan fisik proyek. Tahapan-tahapan tersebut menjadi wewenang pengawasan sehingga proyek jalan tol dapat diselesaikan sesuai dengan jadwal waktu, pemenuhan spesifikasi teknis, legal dan lingkungan serta manfaatnya dan siap dioperasikan.

   Pengelolaan pengembangan bisnis jalan tol baru dan bisnis non tol dapat dilakukan dengan cara lain yaitu sebagai berikut:
   a. Dalam hal tertentu, pengelolaan pengembangan jalan tol baru dan bisnis lain menggunakan hasil kajian investasi dari Pemerintah atau pihak lain, yang pengadaannya dilakukan secara pelelangan, sehingga keterlibatan Perseroan dimulai dari tahapan prakualifikasi. Dengan demikian sebelum masuk dalam tahap pemasukan surat keikut-sertaan prakualifikasi, Direksi menyampaikan terlebih dahulu data kelayakan proyek, manfaat dan risiko investasi dan mitigasinya kepada Dewan Komisaris untuk dievaluasi dan dikaji, yang hasilnya dipakai oleh Dewan Komisaris untuk memberikan rekomendasinya yaitu apakah Direksi dapat meneruskan ke tahap-tahap pelelangan berikutnya atau tidak.
   b. Pengelolaan pengembangan bisnis jalan tol baru melalui akuisisi ruas-ruas jalan tol, yaitu meliputi tahap perencanaan akuisisi ruas jalan tol dalam RKAP Perseroan, pengajuan permohonan persetujuan akuisisi kepada Dewan Komisaris dengan

serves as a member of the Audit Committee, which includes the task of providing input, directive, and recommendations for written approval by the Board of Commissioners to the Board of Directors, particularly in the context of:

1. Formulating and determining policy directions and strategies for the development of toll road businesses and other long-term, medium-term, and short-term businesses, in accordance with the Company's policies and strategies.
2. Formulating and determining policy directions and strategies for the development of toll road construction engineering and non-toll road construction (such as property, rest areas, toll road operation and maintenance), to produce toll roads, property buildings, and non-property businesses built and operated by the Company that are of high quality, modern, effective, efficient, environmentally friendly, reliable in operation, and generate profitable business income for the Company.

3. Management of the development of the Project Management Office and the addition of new toll road concessions, either through solicited and unsolicited projects or acquisitions, as well as property and non-property projects, which include the investment planning stage, submission of investment approval applications and investment approvals from the Board of Commissioners and/or Shareholders, and then continuing to the investment execution stage in the form of preparing investment tender proposals and participating in the pre-qualification stage and submitting tender bids.
4. Management of the preparation for the construction of new toll road projects, including toll road capacity expansion projects, which includes determining the project layout/location, land acquisition, procurement of contractors, and supervision of the mobilization of resources and implementation of physical project work. These stages are subject to supervision to ensure the toll road project is completed according to schedule, fulfilling technical, legal, and environmental specifications and benefits, and is ready for operation.

   The management of new toll road business development and non-toll road business can be carried out in other ways, as follows:
   a. In certain cases, the management of new toll road development and other businesses uses the results of investment studies from the Government or other parties, which are procured through a tender process, so that the Company's involvement begins at the pre-qualification stage. Thus, before entering the stage of submitting a pre-qualification participation letter, the Board of Directors first submits project feasibility data, investment benefits and risks, and their mitigation to the Board of Commissioners for evaluation and review, the results of which are used by the Board of Commissioners to provide their recommendation on whether the Board of Directors can proceed to the next stages of the tender or not.
   b. Management of new toll road business development through the acquisition of toll road sections, which includes the stage of planning the acquisition of toll road sections in the RKAP, submitting a request for approval of the acquisition to the Board of

melampirkan data kelayakan ruas jalan tol yang akan diakusisi, meliputi kelayakan teknis, finansial, legal ekonomis, manfaat, *bankable*, kemampuan pendanaan Perseroan, rencana bisnis dan profil risiko investasi, untuk dievaluasi dan dikaji oleh Dewan Komisaris, yang hasilnya dipakai Dewan Komisaris untuk memberikan rekomendasinya apakah Direksi dapat meneruskan ke tahap pelaksanaan akuisisi atau tidak.

c. Pengelolaan pengembangan bisnis jalan tol baru melalui akuisisi sebagian saham atau seluruh saham ruas-ruas jalan tol, yaitu meliputi tahap perencanaan akuisisi ruas jalan tol dalam RKAP Perseroan, pengajuan permohonan persetujuan akuisisi kepada Dewan Komisaris dengan melampirkan data kelayakan ruas jalan tol yang akan diakusisi, meliputi kelayakan teknis, finansial, legal, ekonomis, manfaat, *bankable*, kemampuan pendanaan Perseroan dan rencana bisnis dan profil risiko investasi, untuk dievaluasi dan dikaji oleh Dewan Komisaris, yang hasilnya dipakai oleh Dewan Komisaris untuk memberikan rekomendasinya apakah Direksi dapat meneruskan ke tahap pelaksanaan akuisisi atau tidak.

5. Melakukan pengawasan atas pelaksanaan manajemen risiko beserta mitigasinya terkait dengan pembangunan jalan tol baru dan akuisisi ruas-ruas jalan tol serta pembangunan sarana dan prasarana jalan tol.
6. Pengelolaan dan pengembangan inisiasi bisnis Perusahaan, khususnya pengembangan bisnis yang terkait dengan bidang sistem informasi dan teknologi informasi, bidang pemeliharaan, bidang *rest area* dan *related business*, dalam hal melakukan eksekusi dan meningkatkan peluang bisnis baik di dalam maupun di luar wilayah operasi kelompok usaha Perusahaan untuk meningkatkan dan/atau memaksimalkan pendapatan dan nilai tambah Perusahaan melalui pengembangan operasi jalan tol Anak Perusahaan dan Usaha Lain Induk dan Anak Perusahaan yang telah beroperasi.
7. Melakukan pengawasan atas pelaksanaan pembinaan dan pengelolaan dalam pengembangan usaha di bidang jalan tol, usaha lain (*rest area*, iklan dan utilitas) serta *toll corridor development*.
8. Selaku Anggota Komite Audit, menghadiri dan/atau memimpin rapat internal Komite Audit dan/atau rapat Komite dengan pihak lain, dalam hal Ketua Komite Audit berhalangan hadir. Selain itu melakukan pengawasan agar piagam (*charter*) Komite Audit telah terpenuhi dan dilakukan dengan baik, antara lain: (a) menyusun program kerja tahunan dan indikator kinerja kunci Komite Audit, untuk ditetapkan oleh Ketua Komite Audit, (b) menyusun kajian Komite Audit tepat dan tajam, serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, (c) menyusun Laporan Triwulan dan Laporan Tahunan Komite Audit, serta laporan capaian kinerja Komite Audit yang dilakukan secara *self assessment* yang disusun dan diserahkan kepada pihak yang berkenaan tepat pada waktunya. Laporan-laporan tersebut akan disampaikan kepada Direksi untuk bahan penyusunan Laporan Tahunan Perseroan.
9. Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai

Commissioners by attaching feasibility data on the toll road sections to be acquired, including technical, financial, legal, economic, benefits, bankability, the Company's funding capabilities, business plans and investment risk profiles, to be evaluated and reviewed by the Board of Commissioners, the results of which are used by the Board of Commissioners to provide recommendations on whether the Board of Directors can proceed to the acquisition implementation stage or not.

c. Management of new toll road business development through the acquisition of partial or total shares of toll road sections, which includes the toll road section acquisition planning stage in the Company's RKAP, submission of an acquisition approval request to the Board of Commissioners with attached feasibility data on the toll road section to be acquired, including technical, financial, legal, economic, benefits, bankability, the Company's funding capabilities, and the business plan and investment risk profile, to be evaluated and reviewed by the Board of Commissioners, the results of which are used by the Board of Commissioners to provide its recommendation on whether the Board of Directors can proceed to the acquisition implementation stage or not.

5. Supervise the implementation of risk management and mitigation related to the construction of new toll roads and the acquisition of toll road sections, as well as the construction of toll road facilities and infrastructure.
6. Manage and develop the Company's business initiatives, particularly the development of businesses related to information systems and information technology, maintenance, rest areas and related businesses, in terms of executing and increasing business opportunities both within and outside the company's business group's operating area to increase and/or maximize the Company's revenue and added value through the development of the toll road operations of Subsidiaries and Other Businesses of the Parent Company and Subsidiaries that are already in operation.
7. Supervising the implementation of guidance and management in business development in the toll road sector, other businesses (rest areas, advertising, and utilities), and toll corridor development.
8. As a member of the Audit Committee, attending and/or chairing internal Audit Committee meetings and/or Committee meetings with other parties, if the Chairman of the Audit Committee is unable to attend. In addition, supervising to ensure that the Audit Committee charter is fulfilled and implemented properly, including: (a) preparing the Audit Committee's annual work program and key performance indicators, to be determined by the Chairman of the Audit Committee, (b) preparing accurate and insightful Audit Committee reviews, which can be used as recommendations and input for the Board of Commissioners in making decisions, (c) preparing Quarterly and Annual Reports of the Audit Committee, as well as reports on the performance of the Audit Committee conducted through self-assessment, which are prepared and submitted to the relevant parties on time. These reports will be submitted to the Board of Directors for use in preparing the Annual Report.
9. Providing recommendations, input, directives, conclusions, responses, and approvals of the Board of

dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii,iv,v, dan ayat 10 a.

Tedi Kurniawan, Komisaris Independen, menangani tugas pengawasan dan pemberian nasihat kepada Direksi di Bidang Operasi dan Pemeliharaan, dan merangkap sebagai Ketua Komite Audit, yang meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:

1. Penetapan arah kebijakan dan strategi dalam *Operation Business Planning & Performance* serta managemen pengoperasian dan pemeliharaan serta peningkatan jalan tol beserta seluruh kelengkapannya.
2. Pengelolaan manajemen pengoperasian jalan tol yang meliputi pengumpulan tol dan manajemen lalu lintas jalan tol yang efektif, aman dan handal oleh PT Jasamarga Tollroad Operator (PT JMTO), PT Jasamarga Toll Road Maintenance (PT JMTM) dan PT Jakarta Lingkarluar Jakarta (PT JLJ) dimana:
   a. Transaksi pembayaran tol lancar, aman dari manipulasi/kerusakan, serta memenuhi standar pelayanan minimum, dan pengumpulan pendapatan tol transparan, aman, akuntabel dan cepat.
   b. Kelancaran lalu lintas di gardu tol dan antrian kendaraan di gerbang tol sesuai dengan standar pelayanan minimum.
   c. Manajemen pengoperasian jalan tol yang modern, efektif, aman dan handal, dengan memanfaatkan teknologi informasi yang canggih, penggunaan peralatan tehnis gardu tol yang canggih, *compatible* dan handal yang memungkinkan dilaksanakan pengintegrasian transaksi pembayaran tol antar operator, serta didukung dengan sarana dan prasarana penunjang jalan tol yang cukup, dalam rangka pemberian pelayanan lalu lintas jalan tol yang memenuhi standar keamanan, kecepatan tempuh serta peningkatan *response time* penanganan gangguan perjalanan, yang memenuhi Standar Pelayanan Minimal (SPM).
3. Pengelolaan manajemen pemeliharaan dan peningkatan kapasitas jalan tol beserta seluruh sarana dan prasarana penunjang jalan tol oleh PT Jasamarga Tollroad Maintenance (PT JMTM) dan PT Jakarta Lingkarluar Jakarta (PT JLJ) dilakukan secera efektif dan efisien,serta tepat pada waktunya, sehingga kondisi jalan tol yang handal untuk mendukung tercapainya kecepatan tempuh rata-rata, keamanan, kenyamanan dan mobilitas, serta dioperasikan dalam kondisi yang selalu memenuhi standar pelayanan minimum dan menjamin kenaikan tarif dicapai tepat sesuai dengan jadwalnya.
4. Selaku Ketua Komite Audit (KA), memastikan bahwa piagam (*charter*) KA telah terpenuhi dan dilakukan dengan baik antara lain: (a) menetapkan program kerja tahunan dan indicator kinerja kunci Komite Audit, (b) mengarahkan agar hasil kajian Komite Audit tepat dan tajam, serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, (c) menandatangani risalah rapat Komite Audit, (d) menerbitkan dan menandatangani laporan Triwulan dan Laporan Tahunan Komite Audit,

Commissioners in accordance with and related to their duties and obligations in connection with the Board of Directors' requests for actions to be taken by the Board of Directors as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12, paragraph 7, letters i, ii, iii, iv, v, and paragraph 10 a.

Tedi Kurniawan, Independent Commissioner, handles supervisory duties and provides advice to the Board of Directors in the areas of Operations and Maintenance, and also serves as Chairman of the Audit Committee, which includes the duties of providing input, directive, and recommendations in the context of:

1. Determining policy and strategy directions in Operation Business Planning & Performance, as well as the management of operation, maintenance, and improvement of toll roads and all their facilities.
2. Management of toll road operations, including toll collection and effective, safe, and reliable toll road traffic management by PT Jasamarga Tollroad Operator (PT JMTO), PT Jasamarga Toll Road Maintenance (PT JMTM), and PT Jakarta Lingkarluar Jakarta (PT JLJ), whereby:
   a. Smooth toll payment transactions, secure from manipulation/damage, and meeting minimum service standards, as well as transparent, secure, accountable, and fast toll revenue collection.
   b. Smooth traffic flow at toll booths and vehicle queues at toll gates in accordance with minimum service standards.
   c. Modern, effective, safe, and reliable toll road operation management, utilizing advanced information technology, the use of advanced, compatible, and reliable toll gate technical equipment that enables the integration of toll payment transactions between operators, and supported by adequate toll road facilities and infrastructure to provide toll road traffic services that meet safety standards, travel speed, and improved response time for handling travel disruptions, which meet the Minimum Service Standards (SPM).
3. The management of maintenance and capacity improvement of toll roads and all supporting facilities and infrastructure by PT Jasamarga Tollroad Maintenance (PT JMTM) and PT Jakarta Lingkarluar Jakarta (PT JLJ) is carried out effectively, efficiently, and on time, so that the toll road is in reliable condition to support the achievement of average travel speed, safety, comfort, and mobility, and is operated in a condition that always meets minimum service standards and ensures that tariff increases are achieved according to schedule.
4. As Chairman of the Audit Committee (KA), ensure that the KA charter is fulfilled and implemented properly, including: (a) establishing the annual work program and key performance indicators of the Audit Committee, (b) directing the Audit Committee to produce accurate and incisive reviews that can be used as recommendations and input for the Board of Commissioners in making decisions, (c) signing the minutes of the Audit Committee meetings, (d) publishing and signing the Audit Committee's Quarterly and Annual Reports, as well as

serta laporan capaian kinerja Komite Audit yang dilakukan secara *self assessment* selesai pada waktunya, yang nantinya akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.
5. Selaku Ketua Komite Audit (KA) melakukan evaluasi atas kinerja auditor eksternal dalam rangka pengadaan KAP yang akan melakukan audit umum Perusahaan yang akan diusulkan Dewan Komisaris (melalui Direksi) untuk disetujui dan ditetapkan oleh RUPS.

6. Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii,iii,iv,v dan ayat 10 a.

Syamsul Bachri Yusuf, Komisaris, menangani tugas pengawasan dan pemberian nasihat kepada Direksi di Bidang Pengelolaan Bisnis, merangkap sebagai Ketua Komite Pemantau Risiko dan Hukum yang meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:
1. Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis Perusahaan dan sistem teknologi informasi Perseroan dan pengembangannya.

2. Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis di tingkat Regional Perusahaan dan sistem teknologi informasi Regional dan pengembangannya.
3. Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis Perusahaan dan sistem teknologi informasi dan pengembangannya di tingkat APJT - APJT yang telah operasional di masing-masing Regional, Metropolitan, Nusantara dan Transjawa, serta dalam mengeksekusi dan meningkatkan peluang bisnis baik di dalam maupun di luar wilayah operasi kelompok usaha Perseroan.
4. Pengelolaan manajemen dalam sistem informasi dan teknologi informasi Perseroan, termasuk teknologi operasi jalan tol, dalam hal perencanaan, pembangunan, operasional dan pengendalian teknologi informasi.
5. Pengelolaan manajemen pemantauan, evaluasi, koordinasi dan pengendalian APJT-APJT operasional dalam rangka untuk mencapai sasaran strategis, standar sistem operasi dan tolok ukur kinerja.
6. Pengelolaan dan pengendalian kinerja pengoperasian Regional dalam manajemen pengumpulan tol, keefektivitasnya dan pengamanannya, serta pengembangan sistem teknologi operasional.
7. Selaku Komite Pemantau Risiko dan Hukum, memastikan bahwa piagam (*charter*) KRH telah terpenuhi dan dilakukan dengan baik antara lain: (a) menetapkan program kerja tahunan dan indikator kinerja kunci Komite Pemantau Risiko dan Hukum, (b) mengarahkan agar hasil kajian Komite Pemantau Risiko dan Hukum tepat dan tajam, serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, (c) menandatangani risalah rapat Komite Pemantau Risiko dan Hukum, (d) menerbitkan dan menandatangani laporan Triwulan dan Laporan Tahunan Komite Pemantau Risiko dan Hukum, serta laporan capaian kinerja Komite Pemantau Risiko dan

the Audit Committee's performance achievement report, which is conducted through a timely self assessment, which will later be submitted to the Board of Directors for use in preparing the annual report.
5. As Chairman of the Audit Committee (KA), evaluate the performance of external auditors in the context of procuring a KAP to conduct a general audit of the Company, which will be proposed by the Board of Commissioners (through the Board of Directors) for approval and determination by the GMS.
6. Providing recommendations, input, directives, conclusions, responses, and approvals to the Board of Commissioners in accordance with and related to their duties and obligations in connection with the Board of Directors' requests for actions as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12, paragraph 7, letters i, ii, iii, iv, v, and paragraph 10 a.

Syamsul Bachri Yusuf, Commissioner, handles supervisory duties and provides advice to the Board of Directors in the area of Business Management, concurrently serving as Chairman of the Risk Monitoring and Legal Committee, which includes the duties of providing input, directive, and recommendations in the context of:
1. Determining the direction of policies and strategies in the management of the Company's business and the Company's information technology systems and their development.
2. Establishing policy and strategy directions in business management at the Company's regional level, and regional information technology systems and their development.
3. Determining the direction of policies and strategies in the management of the Company's business and information technology systems and their development at the APJTs levels that are already operational in each Regional, Metropolitan, Nusantara, and Transjawa areas, as well as in executing and increasing business opportunities both within and outside the company's business group's operating areas.
4. Management of the Company's information and information technology systems, including toll road operation technology, in terms of planning, development, operation, and control of information technology.
5. Management of monitoring, evaluation, coordination, and control of operational APJTs to achieve strategic objectives, operating system standards, and performance benchmarks.
6. Management and control of regional operational performance in toll collection management, its effectiveness and security, as well as the development of operational technology systems.
7. As the Risk Monitoring and Legal Committee (KRH), ensuring that the KRH charter is fulfilled and implemented properly, including: (a) establishing the annual work program and key performance indicators of the Risk Monitoring and Legal Committee, (b) directing the Risk Monitoring and Legal Committee to produce accurate and incisive review results that can be used as recommendations and input for the Board of Commissioners in making decisions, (c) signing the minutes of the Risk Monitoring and Legal Committee meetings, (d) publishing and signing the Risk Monitoring and Legal Committee's Quarterly and Annual Reports, as well as the Risk Monitoring and Legal Committee's

Hukum yang dilakukan secara *self assessment* selesai pada waktunya, yang nantinya akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.

8. Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii,iii,iv,v dan ayat 10 a.

Asrorun Ni'am Sholeh, Komisaris, menangani tugas pengawasan dan pemberian nasihat kepada Direksi khususnya dalam bidang pengelolaan Keuangan dan Manajemen Risiko, serta merangkap sebagai Anggota Komite Pemantau Risiko dan Hukum. Bidang tugasnya meliputi tugas untuk memberikan masukan, arahan. rekomendasi dalam rangka:

1. Bekerja sama dengan Komite Nominasi dan Remunerasi dan Komite Audit dalam memberikan rekomendasi dan/atau masukan dalam menetapkan arah kebijakan dan strategi dalam rangka penyusunan rencana strategis Perusahaan Jangka Panjang (RJPP) dan Rencana Kegiatan dan Anggaran Perusahaan Tahunan (RKAP),serta evaluasi dan *review* pelaksanaannya setiap tahun serta realisasi Program Kemitraan dan Bina Lingkungan.
2. Melakukan pengawasan dan pemantauan atas kepatuhan Direksi dalam menjalankan Perusahaan sesuai RKAP dan/atau RJPP, serta memberikan hal-hal penting mengenai perubahan lingkungan bisnis yang diperkirakan akan berdampak besar pada usaha dan kinerja Perseroan secara tepat waktu dan relevan.
3. Memastikan audit eksternal dan audit internal dilaksanakan secara efektif serta memberikan arahan untuk penguatan sistem pengendalian intern Perseroan.
4. Penetapan arah kebijakan dan strategi untuk pengelolaan manajemen keuangan dan akuntansi Perseroan yang sehat, akuntabel, transparan, serta dalam rangka perkuatan struktur keuangan Perseroan dan peningkatan efisiensi dan efektivitas pengelolaan keuangan Perseroan, sehingga diperoleh dana yang murah yang diperlukan untuk investasi pembangunan jalan tol baru, peningkatan kapasitas, perbaikan dan pemeliharaan jalan tol yang ada, serta untuk investasi di bidang bisnis lain dan/atau non tol dalam rangka menambah pendapatan Perseroan.
5. Memberikan arahan tentang kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi yang berlaku umum di Indonesia (SAK), serta pengelolaan sistem perpajakan.
6. Peningkatan kemampuan dalam pemantauan dan evaluasi pelaksanaan program kerja Perseroan dan Anak Perusahaan serta dalam pengendalian portofolio investasi keuangan Perseroan, agar tercapai keselarasan dengan arah, sasaran dan rencana strategis Perseroan.
7. Pengembangan, peningkatan efisiensi dan efektivitas pengelolaan administrasi keuangan, pengendalian likuiditas keuangan Perseroan serta pemanfaatan teknologi informasi dalam penyusunan laporan keuangan dan dalam rangka pengamanan transaksi keuangan termasuk pendapatan tol dan non tol, yang sesuai dan memenuhi ketentuan peraturan perundang-undangan

performance achievement report, which is conducted through a timely self assessment, which will later be submitted to the Board of Directors as material for the preparation of the annual report.

8. Provide recommendations, input, directives, conclusions, responses, and approvals to the Board of Commissioners in accordance with and related to their duties and obligations in connection with the Board of Directors' requests for actions to be taken by the Board of Directors as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12, paragraph 7, letters i, ii, iii, iv, v, and paragraph 10 a.

Asrorun Ni'am Sholeh, Commissioner, oversees supervisory duties and provides guidance to the Board of Directors, particularly in areas such as financial management and risk management, and also serves as a member of the Risk Monitoring and Legal Committee. His duties include providing input, direction, and recommendations to:

1. Cooperating with the Nomination and Remuneration Committee and the Audit Committee in providing recommendations and/or input in determining policy and strategy directions in the context of preparing the Company's Long-Term Strategic Plan (RJPP) and Annual Company Activity and Budget Plan (RKAP), as well as evaluating and reviewing their implementation each year and the realization of the Partnership and Community Development Program.
2. Supervising and monitoring the Board of Directors' compliance in running the Company per the RKAP and/or RJPP, as well as providing important information on changes in the business environment that are expected to have a significant impact on the Company's business and performance in a timely and relevant manner.
3. Ensuring that external and internal audits are carried out effectively and providing guidance for strengthening the company's internal control system.
4. Determining the direction of policies and strategies for sound, accountable, and transparent financial and accounting management of the Company, as well as strengthening the Company's financial structure and increasing the efficiency and effectiveness of the Company's financial management, so as to obtain the low-cost funds needed for investment in new toll road construction, capacity expansion, repair and maintenance of existing toll roads, as well as for investment in other business areas and/or non-toll road areas to increase the Company's revenue.
5. Guiding accounting policies and the preparation of financial statements in accordance with generally accepted accounting standards in Indonesia (SAK), as well as tax system management.
6. Improving capabilities in monitoring and evaluating the implementation of the Company's and Subsidiaries' work programs and in controlling the Company's financial investment portfolio, to achieve alignment with the Company's direction, objectives, and strategic plans.
7. Developing, improving the efficiency and effectiveness of financial administration management, controlling the Company's financial liquidity, and utilizing information technology in the preparation of financial statements and in the context of securing financial transactions, including toll and non-toll revenues, in accordance with and complying with the provisions of laws and

dan standar administrasi keuangan.

8. Menyampaikan laporan kepada Dewan Komisaris apabila terjadi gejala menurunnya kinerja Perusahaan untuk memberikan saran-saran kepada Direksi untuk memperbaiki permasalahan yang dihadapi.
9. Memberikan masukan, arahan, rekomendasi atas pelaksanaan pengawasan manajemen risiko, penyelesaian permasalahan di bidang hukum yang dihadapi Perseroan sesuai dengan ketentuan peraturan perundang undangan.
10. Memberikan masukan, arahan, rekomendasi dalam rangka pengawasan dan pengendalian manajemen mutu agar produk-produk Perseroan dibidang keuangan, investasi dan operasi & pemeliharaan tercapai sesuai sasaran target mutu, waktu dan manfaat, sehingga tercapai efisiensi dan efektivitas usaha.
11. Memberikan masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi pemantauan Manajemen Risiko mengenai: (1) telaahan atas aktivitas pelaksanaan manajemen risiko yang dilakukan Direksi, (2) penyempurnaan sistem manajemen risiko dan pelaksanaannya, (3) memberikan saran *risk indicator* atas perkembangan lingkungan eksternal dan organisasi Perseroan yang akan mempengaruhi bisnis Perseroan, dan (4) dalam rangka penyempurnaan sistem manajemen risiko dan pelaksanaannya.
12. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas, antara lain laporan keuangan (Triwulanan dan Tahunan) dan informasi lain yang terkait dengan informasi keuangan Perseroan.
13. Selaku Anggota Komite Pemantau Risiko dan Hukum, menghadiri dan/atau memimpin rapat internal Komite Pemantau Risiko dan Hukum dan/atau rapat Komite dengan pihak lain, dalam hal Ketua Komite Pemantau Risiko dan Hukum berhalangan hadir. Selain itu melakukan pengawasan agar piagam (*charter*) Komite Pemantau Risiko dan Hukum telah terpenuhi dan dilakukan dengan baik, antara lain: (a) menyusun program kerja tahunan dan indikator kinerja kunci Komite Pemantau Risiko dan Hukum, untuk ditetapkan oleh Ketua Komite Pemantau Risiko dan Hukum, (b) menyusun kajian Komite Pemantau Risiko dan Hukum tepat dan tajam, serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, (c) menyusun Laporan Triwulan dan Laporan Tahunan Komite Pemantau Risiko dan Hukum, serta laporan capaian kinerja Komite Pemantau Risiko dan Hukum yang dilakukan secara *self assessment* yang disusun dan diserahkan kepada pihak yang berkenaan tepat pada waktunya. Laporan-laporan tersebut akan disampaikan kepada Direksi untuk bahan penyusunan Laporan Tahunan Perseroan.
14. Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii,iv,v dan ayat 10 a.

regulations and financial administration standards.

8. Submitting reports to the Board of Commissioners in the event of a decline in the Company's performance, to provide advice to the Board of Directors on how to address the problems faced.
9. Providing input, directive, and recommendations on the implementation of risk management supervision and the resolution of legal issues faced by the Company per the provisions of laws and regulations.
10. Providing input, directive, and recommendations in the context of quality management supervision and control so that the Company's products in the fields of finance, investment, and operations & maintenance achieve their quality, time, and benefit targets, thereby achieving business efficiency and effectiveness.
11. Providing input, directive, and recommendations to the Board of Commissioners regarding the Risk Management monitoring function on: (1) review of risk management activities carried out by the Board of Directors, (2) improvement of the risk management system and its implementation, (3) providing advice on risk indicators regarding developments in the external environment and the Company's organization that will affect the Company's business, and (4) improving the risk management system and its implementation.
12. Reviewing financial information to be released by the company to the public and/or authorities, including financial reports (quarterly and annual) and other information related to the company's financial information.
13. As a member of the Risk Monitoring and Legal Committee, attending and/or chairing internal meetings of the Risk Monitoring and Legal Committee and/or committee meetings with other parties, if the Chairman of the Risk Monitoring and Legal Committee is unable to attend. In addition, supervising the fulfillment and proper implementation of the Risk Monitoring and Legal Committee charter, including: (a) preparing the annual work program and key performance indicators of the Risk Monitoring and Legal Committee, to be determined by the Chairman of the Risk Monitoring and Legal Committee, (b) preparing accurate and insightful Risk Monitoring and Legal Committee reviews that can be used as recommendations and input for the Board of Commissioners in making decisions, (c) compiling Quarterly Reports and Annual Reports of the Risk Monitoring and Legal Committee, as well as reports on the performance achievements of the Risk Monitoring and Legal Committee conducted through self assessment, which are compiled and submitted to the relevant parties on time. These reports will be submitted to the Board of Directors for preparing the Annual Report.
14. Provide recommendations, input, directives, conclusions, responses, and approvals to the Board of Commissioners in accordance with and related to their duties and obligations in connection with the Board of Directors' requests for actions as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12, paragraph 7, letters i, ii, iii, iv, v, and paragraph 10 a.

Rapat-Rapat yang Dihadiri oleh Dewan Komisaris

Uraian mengenai kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS, dapat dilihat pada Sub Bab mengenai Rapat Dewan Komisaris dan Direksi dalam buku Laporan Tahunan ini.

Program Pengenalan Perseroan bagi Anggota Dewan Komisaris Baru

Proses yang dilakukan setelah pengangkatan pengurus baru melalui RUPS adalah diselenggarakannya Program Pengenalan bagi Pengurus yang baru diangkat. Program Pengenalan bagi anggota Dewan Komisaris yang baru diangkat untuk pertama kali, wajib dilakukan oleh Perseroan dalam waktu selambat-lambatnya 3 (tiga) bulan sejak pengangkatannya, sebagaimana tercantum dalam Bab II. I. 1. *Board Manual*. Kegiatan ini bertujuan untuk memperkenalkan Perseroan kepada anggota Dewan Komisaris, sebelum memahami Perseroan secara lebih detail. Di samping itu, kegiatan ini juga bertujuan agar para anggota Dewan Komisaris dapat saling mengenal dan menjalin kerja sama sebagai satu tim yang solid, komprehensif, dan efektif. Materi Program Pengenalan bagi Pengurus baru di antaranya mencakup profil Perseroan, pengenalan tentang proses bisnis Jasa Marga, pencapaian Perseroan, penerapan sistem manajemen dan tata kelola Perusahaan.

Sehubungan dengan perubahan susunan pengurus, Perseroan telah melaksanakan program pengenalan bagi Dewan Komisaris sebanyak 3 (tiga) kali pada tahun 2025. Program tersebut dilaksanakan pada tanggal:

- 28 Mei 2025, dihadiri oleh Bapak Nachrowi Ramli dan Bapak Rudi Antariksawan selaku anggota Dewan Komisaris yang baru diangkat;
- 4 Juni 2025, dihadiri oleh Bapak Juri Ardiantoro, Bapak Syamsul Bachri Yusuf, dan Bapak Asrorun Ni'am Sholeh selaku anggota Dewan Komisaris yang baru diangkat, serta Bapak Rivan A. Purwantono, dan Bapak Yoga Tri Anggoro selaku anggota Direksi yang baru diangkat; dan
- 30 Desember 2025, dihadiri oleh Bapak Tedi Kurniawan selaku anggota Dewan Komisaris yang baru diangkat.

Pengembangan Kompetensi

Dalam rangka meningkatkan pengetahuan dan kompetensi para anggota Dewan Komisaris, dan memastikan wawasan profesional, kompetensi serta kemampuan kepemimpinan para anggota Dewan Komisaris dapat berkembang selaras dengan perkembangan industri terkini, Perseroan memberikan pelatihan kepada setiap anggota Dewan Komisaris. Program pelatihan/pendidikan yang diikuti oleh para Dewan Komisaris sepanjang tahun 2025 dapat dilihat pada bagian Pengembangan Kompetensi Dewan Komisaris di Bab Profil Perusahaan di dalam buku Laporan Tahunan ini.

Meetings Attended by the Board of Commissioners

A description of the policy and implementation of the frequency of Board of Commissioners meetings, joint Board of Commissioners and Board of Directors meetings, and the attendance rate of Board of Commissioners members at these meetings, including attendance at GMS, is available in the Board of Commissioners and Board of Directors Meetings sub-chapter of this Annual Report.

Company Induction Program for New Board of Commissioners Members

The process carried out after the appointment of new management through the GMS is the implementation of an Induction Program for newly appointed management. The Induction Program for newly appointed members of the Board of Commissioners must be carried out by the Company no later than 3 (three) months after their appointment, as stated in Chapter II. I. 1. Board Manual. This activity aims to introduce the Company to the members of the Board of Commissioners, providing them with a more detailed understanding of the Company. In addition, this activity aims to enable members of the Board of Commissioners to get to know one another and establish cooperation as a solid, comprehensive, and effective team. The material for the Induction Program for new management includes the Company profile, an introduction to Jasa Marga's business processes, the Company's achievements, and the implementation of the company's management and governance systems.

In connection with changes in the composition of the management, the Company has conducted an orientation programme for the Board of Commissioners 3 (three) times in 2025. The programme was held on the following dates:

- May 28, 2025, attended by Mr Nachrowi Ramli and Mr Rudi Antariksawan as newly appointed members of the Board of Commissioners;
- June 4, 2025, attended by Mr Juri Ardiantoro, Mr Syamsul Bachri Yusuf, and Mr Asrorun Ni'am Sholeh as newly appointed members of the Board of Commissioners, as well as Mr Rivan A. Purwantono and Mr Yoga Tri Anggoro as newly appointed members of the Board of Directors; and
- December 30 2025, attended by Mr Tedi Kurniawan as a newly appointed member of the Board of Commissioners.

Competency Development

To enhance the knowledge and competence of the Board of Commissioners members, and to ensure that their professional insight, competence, and leadership skills evolve in line with the latest industry developments, the Company provides training to each member of the Board of Commissioners. The training/education programs attended by the Board of Commissioners throughout 2025 are available in the Board of Commissioners Competency Development section of the Company Profile chapter in this Annual Report.

Kebijakan Rangkap Jabatan

Rangkap Jabatan Dewan Komisaris diatur secara tegas dalam Anggaran Dasar Perseroan, sebagai berikut:

1. Anggota Direksi pada BUMN, BUMD, dan badan usaha milik swasta.
2. Pengurus partai politik dan/atau calon/anggota Dewan Perwakilan Rakyat (DPR), Dewan Perwakilan Daerah (DPD), Dewan Perwakilan Rakyat Daerah (DPRD) Tingkat I dan DPRD Tingkat II dan/atau calon Kepala Daerah/ Wakil Kepala Daerah.
3. Jabatan lain sesuai dengan ketentuan dalam Peraturan Perundangan.
4. Jabatan lainnya yang dapat menimbulkan benturan kepentingan.

Informasi berikut mengenai rangkap jabatan pada keanggotaan Dewan Komisaris tahun 2025:

Policy on Concurrent Positions

The concurrent positions of the Board of Commissioners are clearly regulated in the Company's Articles of Association, as follows:

1. Members of the Board of Directors of SOE, ROE, and private enterprises.
2. Political party officials and/or candidates/members of the House of Representatives (DPR), Regional Representatives Council (DPD), Provincial Legislative Council (DPRD) Level I and DPRD Level II, and/or candidates for Regional Head/Deputy Regional Head.
3. Other positions in accordance with the provisions of the Law.
4. Other positions that may cause a conflict of interest.

The following information shows concurrent positions on the Board of Commissioners in 2025:

Tabel Rangkap Jabatan Dewan Komisaris
Table of Concurrent Positions of the Board of Commissioners

Nama Name	Jabatan Position	Jabatan Pada Perusahaan/Instansi Lain Position in Other Companies/Institutions	Nama Perusahaan/Instansi Lain Name of Company/Institution
Juri Ardiantoro*	Komisaris Utama President Commissioner	Wakil Menteri Sekretaris Negara Deputy Minister of State Secretary	Kementerian Sekretariat Negara Ministry of State Secretariat
Syamsul Bachri Yusuf *	Komisaris Commissioner	Staf Khusus Bidan Teknologi, Tata Kelola, dan Kepatuhan Kementerian Pekerjaan Umum Special Staff for Technology, Governance, and Compliance, Ministry of Public Works	Kementerian Pekerjaan Umum Ministry of Public Works
Nachrowi Ramli*	Komisaris Independen Independent Commissioner	-	-
Tedi Kurniawan***	Komisaris Independen Independent Commissioner	-	-
Rudi Antariksawan*	Komisaris Independen Independent Commissioner	-	-
Asrorun Ni'am Sholeh*	Komisaris Commissioner	Staf Ahli Bidang Inovasi Kepemudaan dan Keolahragaan Kementerian Pemuda dan Olahraga Expert Staff for Youth Innovation and Sports at the Ministry of Youth and Sports	Kementerian Pemuda dan Olahraga Ministry of Youth and Sports
Mohammad Zainal Fatah**	Komisaris Utama President Commissioner	Sekretaris Jenderal Secretary General	Kementerian Pekerjaan Umum dan Perumahan Rakyat Ministry of Public Works and Housing
M. Roskanedi**	Komisaris Commissioner	-	-
Raja Erizman**	Komisaris Commissioner	Perwira Tinggi (Pati) High-ranking Officer (Pati)	Police Education and Training Institute (Lemdiklat)
Chandra Wijaya**	Komisaris Independen Independent Commissioner	• Dekan Fakultas Ilmu Administrasi • Ketua Klaster Riset Tata Kelola dan Daya Saing Badan Usaha • Dean of Faculty of Administrative Sciences • Head of the Enterprise Governance and Competitiveness Research Cluster	Universitas Indonesia Universitas Indonesia
Marsetio**	Komisaris Independen Independent Commissioner	-	-
Seppalga Ahmad****	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	PT Pelindo Solusi Logistik
Abdul Rachman**	Komisaris Independen Independent Commissioner	-	-

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Keputusan, Rekomendasi, dan Pelaksanaan Tugas Dewan Komisaris

Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan fungsi, tugas, dan tanggung jawabnya, beberapa di antaranya dituangkan dalam bentuk surat keputusan dan surat lainnya yang bersifat pengawasan dan persetujuan, antara lain:

1. Keputusan-Keputusan Dewan Komisaris Tahun 2025
   Selama tahun 2025, Dewan Komisaris telah membuat Keputusan-keputusan di antaranya terkait hal-hal sebagai berikut:
   - Perubahan Piagam (*Charter*) Komite Audit PT Jasa Marga (Persero) Tbk.
   - Persetujuan dan Pengesahan Rencana Jangka Panjang 2025-2029.
   - Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan 2025.
   - Keanggotaan Komite Nominasi dan Remunerasi.
   - Keanggotaan Komite Audit.
   - Audit Laporan Keuangan Konsolidasian Tahun Buku 2025 dan Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2025.
   - Pemimpin Rapat Umum Pemegang Saham Tahunan Tahun Buku 2024.
   - Keanggotaan Komte Pemantau Risiko dan Hukum.
   - Revisi Pembagian Tugas Anggota Dewan Komisaris.
   - Keanggotaan Komite Pemantau Risiko dan Hukum PT Jasa Marga (Persero) Tbk.
   - Kebijakan Anti Penyuapan PT Jasa Marga (Persero) Tbk

2. Surat lainnya terkait pengawasan dan persetujuan, antara lain surat Dewan Komisaris di antaranya terkait hal-hal sebagai berikut:
   - Pemenuhan Ketentuan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Transaksi Signifikan BUMN yang Terkait dengan Fungsi Internal Audit 2025.
   - *Key Performance Indicators* (KPI) Direksi Kolegial dan *Glossary* KPI Jasa Marga.
   - Corporate Secretary and Chief Administration Officer Jasa Marga.
   - Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025.
   - Program Kerja Tahunan Dewan Komisaris Tahun 2025.
   - Buku Putih *Equity Financing* PT Jasamarga Transjawa Tol.
   - Kontrak Manajemen Tahunan.
   - KPI Direksi Kolegial.
   - Dana Pensiun Jasa Marga.
   - Pemenuhan Organ Pengelola Risiko Anak Perusahaan.
   - Rapat Koordinasi Direksi-Dewan Komisaris.
   - Evaluasi Direksi dan *Nominated Talent* BUMN.

Decisions, Recommendations, and Implementation of the Board of Commissioners' Duties

Throughout 2025, the Board of Commissioners has carried out its functions, duties, and responsibilities, some of which are outlined in the form of decrees and other letters of supervision and approval, including:

1. Decisions of the Board of Commissioners in 2025
   In 2025, the Board of Commissioners made decisions related to the following matters:
   - Amendments to the Audit Committee Charter of PT Jasa Marga (Persero) Tbk.
   - Approval and Ratification of the 2025–2029 Long-Term Plan.
   - Approval and ratification of the 2025 Corporate Work Plan and Budget.
   - Nomination and Remuneration Committee Membership.
   - Audit Committee Membership.
   - Audit of the Consolidated Financial Statements for Fiscal Year 2025 and the Micro and Small Business Financing Program (PUMK) Report for Fiscal Year 2025.
   - Chair of the 2024 Fiscal Year Annual General Meeting of Shareholders.
   - Risk Monitoring and Legal Committee Membership.
   - Revision of the Division of Duties Among Members of the Board of Commissioners.
   - Membership of the Risk and Legal Monitoring Committee of PT Jasa Marga (Persero) Tbk.
   - Anti-Bribery Policy of PT Jasa Marga (Persero) Tbk

2. Other letters related to supervision and approval, including letters from the Board of Commissioners related to the following matters:
   - Compliance with the Provisions of the Minister of SOE Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Transactions of SOEs Related to the Internal Audit Function 2025.
   - Collegial Key Performance Indicators (KPI) of the Board of Directors and Jasa Marga KPI Glossary.
   - Corporate Secretary and Chief Administration Officer of Jasa Marga.
   - Company Work Plan and Budget (RKAP) 2025.
   - Annual Work Program of the Board of Commissioners for 2025.
   - White Paper on Equity Financing of PT Jasamarga Transjawa Tol.
   - Annual Management Contract.
   - Collegial KPI of the Board of Directors.
   - Jasa Marga Pension Fund.
   - Compliance with Subsidiary Risk Management Bodies.
   - Board of Directors-Board of Commissioners Coordination Meeting.
   - Evaluation of the Board of Directors and Nominated SOE Talent.

- Implementasi dan Hasil Survey Akhlak.
- Pengungkapan Hal Audit Utama Laporan Keuangan.

- Laporan Audit Intern Tahun 2024.
- Pengusahaan Jalan Tol.
- Evaluasi atas Pelaksanaan Pemberian Jasa Audit atas Laporan Keuangan Konsolidasian.
- Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2024.
- Usulan Tantiem Tahun Buku 2024 dan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2025.

- Laporan Tahunan dan Laporan Keuangan Konsolidasian Tahun 2024 (*audited*).
- Usulan Perubahan Susunan Pengurus.
- Kantor Akuntan Publik dalam Rangka Audit Laporan Keuangan Konsolidasian Tahun Buku 2025 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2025.

- Usulan Keputusan RUPS Tahunan Tahun Buku 2024.

- Pengurus Anak Perusahaan.
- Kinerja Triwulanan Tahun 2025.
- Pedoman Rencana Darurat (*Contingency Plan*) Tahun 2025.
- Pemenuhan Organ Pengelola Risiko Anak Perusahaan Berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.

- Perubahan Logo Perusahaan.
- Tindak Lanjut Laporan Program Kerja Internal Audit.

- Transaksi Afiliasi.
- Penyelenggaraan RUPS dalam Rangka Persetujuan RKAP.
- Permasalahan Hukum.
- Tingkat Kesehatan Tahun Buku 2025.
- Rancangan RKAP 2026.
- Penerbitan Obligasi.

- Implementation and Results of the Akhlak Survey.
- Disclosure of Key Audit Matters in the Financial Statements.
- 2024 Internal Audit Report.
- Toll Road Operations.
- Evaluation of the Performance of Audit Services on the Consolidated Financial Statements.
- Board of Commissioners Supervisory Report for Fiscal Year 2024.
- Proposed Bonuses for Fiscal Year 2024 and Remuneration for the Board of Directors and Supervisory Board for Fiscal Year 2025.
- Annual Report and Consolidated Financial Statements for 2024 (audited).
- Proposal for Changes to the Management Structure.
- Public Accounting Firm for the Audit of the Consolidated Financial Statements for Fiscal Year 2025 and the Financial Statements of the Micro and Small Business Financing Program (PUMK) for Fiscal Year 2025.
- Proposed Annual GMS Resolutions for the 2024 Fiscal Year.
- Management of Subsidiary Companies.
- Quarterly Performance for 2025.
- Guidelines for the 2025 Contingency Plan.

- Establishment of the Subsidiary's Risk Management Body in accordance with the Ministry of SOE Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of SOEs.
- Change of Company Logo.
- Follow-up on the Internal Audit Work Program Report.
- Transactions of Affiliated Parties.
- Convening of the GMS to Ratify the 2025 RKAP.

- Legal Issues.
- Financial Soundness Status for the 2025 Fiscal Year.
- 2026 RKAP Draft.
- Bond Issuance.

Pengelolaan Benturan Kepentingan

Untuk menjaga independensi dan profesionalisme, setiap anggota Dewan Komisaris harus memiliki etika sebagai berikut:

1. Mengambil sikap, pendapat dan tindakan harus didasarkan atas unsur objektivitas, profesional dan independen demi kepentingan Perseroan yang seimbang dengan kepentingan para pemangku kepentingan.
2. Menjalankan tugas dan kewajiban dengan menempatkan kepentingan Dewan Komisaris secara keseluruhan, di atas kepentingan pribadi.
3. Selama menjabat, anggota Dewan Komisaris tidak diperkenankan untuk:
   a. Mengambil peluang bisnis Perseroan untuk kepentingan dirinya sendiri, keluarga, kelompok usahanya dan/atau pihak lain.
   b. Menggunakan aset Perseroan, informasi Perseroan atau jabatannya selaku anggota Dewan Komisaris untuk kepentingan pribadi ataupun orang lain, yang bertentangan dengan ketentuan peraturan perundang-undangan serta kebijakan Perseroan yang berlaku.

Conflict of Interest Management

To maintain independence and professionalism, each member of the Board of Commissioners must adhere to the following code of conduct:

1. All decisions, opinions, and actions must be based on objectivity, professionalism, and independence in the interests of the Company, balanced with the interests of stakeholders.
2. Perform duties and obligations by placing the interests of the Board of Commissioners as a whole above personal interests.
3. During their term of office, members of the Board of Commissioners are not permitted to:
   a. Take advantage of the Company's business opportunities for their own interests, those of their family, business group, and/or other parties.
   b. Use the Company's assets, information, or their position as a member of the Board of Commissioners for personal gain or the gain of others, which is contrary to the provisions of laws and regulations and the Company's applicable policies.

c. Berkompetisi dengan Perseroan yaitu menggunakan pengetahuan/informasi dari dalam (*inside information*) untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perseroan.
d. Mengambil keuntungan pribadi dari kegiatan Perseroan, selain gaji dan fasilitas yang diterimanya sebagai anggota Dewan Komisaris, yang ditentukan oleh RUPS.

4. Menjaga kerahasiaan informasi-informasi Perseroan yang pribadi atau bagi kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perseroan.
5. Menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam melaksanakan tugas.
6. Melakukan pengungkapan dalam hal terjadi benturan kepentingan dan anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan yang berkaitan dengan hal tersebut.
7. Tidak merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung dengan Perseroan dan/atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku.
8. Menandatangani pernyataan tidak memiliki benturan kepentingan (Pakta Integritas) dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap dirinya dan menyampaikannya kepada RUPS dan/atau OJK.
9. Mematuhi peraturan perundang-undangan yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (*insider trading*) untuk memperoleh keuntungan pribadi.
10. Dilarang untuk memberikan atau menawarkan, atau menerima baik langsung ataupun tidak langsung imbalan dan/atau hadiah, dan/atau hibah dan/atau sumbangan dan/atau *entertainment* dalam bentuk apapun dari pihak yang memiliki hubungan bisnis atau pesaing Perseroan, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk memengaruhinya untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan/jabatannya.
11. Tidak diperkenankan memberikan dan menerima hadiah, bingkisan, parsel, karangan bunga dan bentuk pemberian lainnya pada hari raya keagamaan maupun hari-hari besar/tertentu lainnya kepada pejabat/karyawan di lingkungan instansi Pemerintah dan/atau pihak yang memiliki hubungan bisnis.

Kepemilikan Saham Dewan Komisaris

Informasi mengenai kepemilikan saham anggota Dewan Komisaris dapat dilihat di bagian Komposisi Pemegang Saham di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

c. Compete with the Company, i.e., by using inside information to gain benefits for interests other than those of the Company.
d. Taking personal advantage of the Company's activities, other than the salary and facilities received as a Board of Commissioners member, as determined by the GMS.

4. Maintaining the confidentiality of the Company's information that is private or for the benefit of other persons or parties contrary to the interests of the Company.
5. Avoiding any activities that may affect their independence in carrying out their duties.
6. Disclose any conflicts of interest, and the relevant member of the Board of Commissioners shall not be involved in the Company's decision-making process related to such matters.
7. Not hold other positions that may cause a direct conflict of interest with the Company and/or that are contrary to the provisions of applicable laws and regulations.
8. Sign a statement of no conflict of interest (Integrity Pact) and declare in writing any matters that could potentially cause a conflict of interest for themselves and submit it to the GMS and/or OJK.
9. Comply with applicable laws and regulations, including not engaging in insider trading for personal gain.
10. It is prohibited to give or offer, or accept, either directly or indirectly, rewards and/or gifts, and/or grants and/or donations and/or entertainment in any form from parties that have a business relationship with or are competitors of the Company, to obtain information, or anything that is not permitted by applicable laws and regulations, or to influence them to do and/or not do something related to their position/office.
11. It is prohibited to give and receive gifts, packages, parcels, flower bouquets, and other forms of gifts on religious holidays or other important/special days to officials/employees within government agencies and/or parties that have a business relationship.

Share Ownership of the Board of Commissioners

Information regarding the share ownership of members of the Board of Commissioners is available in the Shareholder Composition section of the Company Profile chapter in this Annual Report.

Penilaian Kinerja Dewan Komisaris

Uraian mengenai penilaian kinerja Dewan Komisaris, mencakup prosedur pelaksanaan penilaian kinerja, kriteria yang digunakan, dan pihak yang melakukan penilaian, dapat dilihat pada Sub Bab mengenai Penilaian Kinerja Dewan Komisaris dan Direksi.

Performance Assessment of the Board of Commissioners

A description of the performance assessment of the Board of Commissioners, including the procedures for conducting the assessment, the criteria used, and the assessor, is available in the Performance Assessment of the Board of Commissioners and Board of Directors sub-chapter.

Penilaian Kinerja Komite-Komite yang Berada di bawah Dewan Komisaris

Dewan Komisaris membawahi komite-komite yang akan membantu pelaksanaan tugasnya. Setiap tahun Dewan Komisaris memberikan penilaian terhadap kinerja masing-masing Komite sesuai dengan tugas dan tanggung jawab yang diembannya berdasarkan piagam/*charter* masing-masing Komite.

Performance Assessment of Committees under the Board of Commissioners

The Board of Commissioners oversees committees that assist in the execution of its duties. Each year, the Board of Commissioners assesses the performance of each committee in accordance with its duties and responsibilities as outlined in each committee's charter.

Prosedur Penilaian Kinerja Komite di bawah Dewan Komisaris

Prosedur penilaian kinerja Komite di bawah Dewan Komisaris dilakukan dengan mengevaluasi rencana program kerja tahunan serta KPI masing-masing Komite yang telah disepakati bersama dengan Dewan Komisaris beserta realisasinya.

Performance Assessment Procedure for Committees under the Board of Commissioners

The performance assessment procedure for Committees under the Board of Commissioners is carried out by evaluating the annual work program plan and the KPIs of each Committee that have been agreed upon with the Board of Commissioners, along with their realization.

Kriteria Penilaian Kinerja Komite di bawah Dewan Komisaris

Kriteria penilaian kinerja Komite di bawah Dewan Komisaris didasari oleh perbandingan pencapaian kinerja masing-masing Komite dengan target KPI sesuai rencana program kerja tahunan yang telah ditetapkan pada tahun buku berjalan.

Performance Assessment Criteria for Committees under the Board of Commissioners

The performance assessment criteria for committees under the Board of Commissioners are based on a comparison of each committee's performance achievements with the KPI targets set out in the annual work program plan for the current fiscal year.

Tabel Penilaian Kinerja Komite di bawah Dewan Komisaris
Table of Performance Assessment of Committees under the Board of Commissioners

Komite di Bawah Dewan Komisaris Committee under the Board of Commissioners	Pencapaian KPI Tahun 2025 KPI Achievement in 2025	Penilaian Kinerja pada Tahun 2025 Performance Assessment in 2025
Komite Audit Audit Committee	100%	Sangat Baik Excellent
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	100%	Sangat Baik Excellent
Komite Pemantau Risiko dan Hukum Risk Monitoring and Legal Committee	100%	Sangat Baik Excellent
Komite Tata Kelola Terintegrasi Integrated Governance Committee	100%	Sangat Baik Excellent

Mekanisme Pengunduran Diri dan Pemberhentian Dewan Komisaris

Seorang anggota Dewan Komisaris dapat mengundurkan diri sebelum masa jabatannya berakhir dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perseroan, dengan tembusan kepada Pemegang Saham, Direksi dan anggota Dewan Komisaris lainnya sekurang-kurangnya 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya. Dalam menindaklanjuti pengajuan tersebut, Perseroan wajib menyelenggarakan RUPS dalam jangka

Board of Commissioners Resignation and Dismissal Mechanism

A member of the Board of Commissioners may resign before the end of their term of office by notifying the Company in writing of their intention to do so, with copies to the Shareholders, the Board of Directors, and other members of the Board of Commissioners at least 30 (thirty) days before the date of resignation. In following up on the submission, the Company is required to hold a GMS within the same period after receiving the Letter of Resignation, with an

waktu yang sama setelah diterimanya Surat Pengunduran Diri, dengan agenda untuk menindaklanjuti masalah tersebut atau bila tidak, pengunduran diri akan dianggap sah tanpa memerlukan persetujuan RUPS.

Sebelum pengunduran diri berlaku efekif, Dewan Komisaris yang bersangkutan tetap berkewajiban untuk menyelesaikan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar. Anggota Dewan Komisaris juga dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasan-alasannya, antara lain:

1. Tidak dapat menjalankan tugasnya dengan baik.
2. Melanggar ketentuan Anggaran Dasar Perseroan dan/atau peraturan perundangan.
3. Terlibat dalam tindakan yang merugikan Perseroan dan/atau Negara.
4. Melakukan tindakan yang melanggar etika dan/atau keputusan yang seharusnya dihormati sebagai anggota Dewan Komisaris.
5. Dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap.
6. Mengundurkan diri.
7. Restrukturisasi Perseroan.
8. Memasuki masa usia pensiun (bagi Aparatur Sipil Negara yang menerima penugasan dari Kementerian Teknis atau Instansi Pemerintah lainnya).

Tata Cara Pemberhentian

1. Pemegang Saham Seri A Dwiwarna selaku pemegang saham mayoritas Perseroan melalui Deputi yang terkait berkoordinasi dengan Sekretaris BP BUMN melakukan evaluasi terhadap anggota Dewan Komisaris yang akan diberhentikan.
2. Hasil evaluasi disampaikan kepada Kepala BP BUMN untuk mendapatkan penetapan.
3. Jika ditetapkan untuk diberhentikan, Deputi yang ditunjuk untuk mewakili Kepala BP BUMN menyiapkan surat usulan pemberhentian kepada RUPS Perseroan untuk mendapatkan keputusan penetapannya.
4. Kepala BP BUMN dapat memberhentikan anggota Dewan Komisaris berdasarkan hasil evaluasi Kepala BP BUMN sendiri dan dapat meminta pertimbangan Deputi yang terkait dan Sekretaris Utama BP BUMN.
5. Kepala BP BUMN secara lisan atau tertulis memberitahukan terlebih dahulu kepada anggota Dewan Komisaris yang rencananya akan diberhentikan sebelum berakhirnya masa jabatannya.
6. Dalam hal Kepala BP BUMN tidak melakukan sendiri, maka pemberitahuan rencana pemberhentian tersebut dapat dikuasakan kepada Deputi terkait dan/atau menugasi Sekretaris Utama dan/atau Deputi yang terkait.
7. Keputusan pemberhentian karena alasan sebagaimana tersebut pada butir A. huruf a, b, c, d diambil setelah anggota Dewan Komisaris yang bersangkutan diberi kesempatan membela diri.
8. Pembelaan diri dilakukan dalam forum RUPS, dan mengikuti ketentuan Pasal 114 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
9. Dalam hal pemberitahuan pemberhentian anggota Dewan Komisaris dilakukan di luar forum RUPS, maka pembelaan diri dapat diberikan langsung pada saat pemberitahuan oleh Kepala BP BUMN.

agenda to follow up on the matter. If not, the resignation will be deemed valid without requiring GMS approval.

Before the resignation takes effect, the Board of Commissioners concerned remains obliged to complete their duties and responsibilities in accordance with the Articles of Association. Members of the Board of Commissioners may also be dismissed based on a GMS decision stating the reasons, including:

1. Unable to perform their duties properly.
2. Violating the provisions of the Company's Articles of Association and/or laws and regulations.
3. Involvement in actions that are detrimental to the Company and/or the State.
4. Actions that violate ethics and/or decisions that should be respected as a member of the Board of Commissioners.
5. Being found guilty by a court decision that has permanent legal force.
6. Resigning.
7. Restructuring of the Company.
8. Reaching retirement age (for Civil Servants who receive assignments from Technical Ministries or other Government Agencies).

Dismissal Procedure

1. The holder of Series A Dwiwarna shares, as the majority shareholder of the Company, through the relevant Deputy, coordinates with the Secretary to the Ministry of SOE to evaluate the members of the Board of Commissioners who will be dismissed.
2. The results of the evaluation are submitted to the Minister of SOE for approval.
3. If the decision to dismiss is made, the Deputy appointed to represent the Minister of SOE prepares a letter of recommendation for dismissal to the Company's GMS to obtain a decision on the dismissal.
4. The Minister of SOE may dismiss members of the Board of Commissioners based on the results of the Minister's own evaluation and may request the consideration of the relevant Deputy and the Secretary to the Ministry of SOE.
5. The Minister of SOE shall notify the members of the Board of Commissioners who are planned to be dismissed verbally or in writing before the end of their term of office.
6. If the Minister of SOE does not do so himself, the notification of the planned dismissal may be delegated to the relevant Deputy and/or assigned to the Secretary and/or the relevant Deputy.
7. The decision to dismiss for the reasons referred to in point A. letters a, b, c, d shall be taken after the member of the Board of Commissioners concerned has been allowed to defend himself.
8. The defense shall be conducted in the GMS forum and shall comply with the provisions of Article 114 of Law No. 40 of 2007 on Limited Liability Companies.
9. If the notification of dismissal of a member of the Board of Commissioners is made outside the GMS forum, the defense may be given directly at the time of notification by the Minister of SOE.

10. Dalam hal anggota Dewan Komisaris yang diberhentikan telah melakukan pembelaan diri, atau menyatakan keberatan atau tidak berkeberatan atas rencana pemberhentiannya pada saat diberitahukan, maka haknya sesuai ketentuan perundangan telah terpenuhi.
11. Di samping alasan pemberhentian anggota Dewan Komisaris, anggota Dewan Komisaris dapat diberhentikan oleh RUPS berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perseroan.

12. Penetapan pemberhentian anggota Dewan Komisaris dilakukan dengan Keputusan RUPS.
13. Selama proses pemberhentian berlangsung, maka anggota Dewan Komisaris yang bersangkutan wajib tetap melaksanakan tugasnya sebagaimana mestinya.
14. Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan. Dalam jangka waktu paling lambat 2 (dua) hari kerja terhitung sejak diketahui pengangkatan anggota Dewan Komisaris tidak memenuhi persyaratan. Anggota Dewan Komisaris lainnya, harus mengumumkan batalnya pengangkatan anggota Dewan Komisaris yang bersangkutan dalam media pengumuman, dan paling lambat dalam 7 (tujuh) hari memberitahukan kepada Menteri Hukum dan Hak Asasi Manusia. Sebagai tindak lanjut terkait penggantian anggota Dewan Komisaris yang tidak Memenuhi persyaratan, Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan tersebut.

10. If the dismissed member of the Board of Commissioners has defended themselves, or expressed their objection or non-objection to the dismissal plan at the time of notification, then their rights in accordance with the provisions of the law have been fulfilled.
11. In addition to the reasons for dismissal of a member of the Board of Commissioners, a member of the Board of Commissioners may be dismissed by the GMS based on other reasons deemed appropriate by the GMS in the interests of the Company.
12. The dismissal of a member of the Board of Commissioners shall be determined by a GMS Resolution.
13. During the dismissal process, the member of the Board of Commissioners concerned shall continue to perform their duties as usual.
14. The Company shall be obliged to hold a GMS to replace members of the Board of Commissioners who do not meet the requirements. This must be done within a maximum period of 2 (two) working days from the date on which it is known that the appointment of the member of the Board of Commissioners does not meet the requirements. The other members of the Board of Commissioners must announce the cancellation of the appointment of the concerned Board of Commissioners member in the media and notify the Minister of Law and Human Rights within 7 (seven) days at the latest. As a follow-up to the replacement of Board of Commissioners members who do not meet the requirements, the Company is required to hold a GMS to replace the Board of Commissioners members who do not meet the requirements.

Komisaris Independen
Independent Commissioner

Komisaris Independen diatur dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 bahwa setiap perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% dari jumlah seluruh anggota Dewan Komisaris. Keberadaan Komisaris Independen dimaksudkan untuk menciptakan iklim yang lebih objektif dan mandiri menjaga "*fairness*" serta mampu memberikan keseimbangan antara kepentingan pemegang saham mayoritas dengan pemegang saham minoritas serta memberikan perlindungan terhadap kepentingan pemegang saham minoritas dan pemangku kepentingan lainnya.

Independent Commissioners are regulated in Financial Services Authority Regulation No. 33/POJK.04/2014, which stipulates that every public company must have Independent Commissioners comprising at least 30% of the total number of members of the Board of Commissioners. The existence of Independent Commissioners is intended to create a more objective and independent environment that maintains fairness and provides a balance between the interests of majority shareholders and minority shareholders, as well as protecting the interests of minority shareholders and other stakeholders.

Kriteria Penentuan Komisaris Independen

Berdasarkan pasal 21 Peraturan OJK No. 33/POJK.04/2014 tanggal 8 Desember 2014, selain harus memenuhi persyaratan yang berlaku bagi Direksi dan Dewan Komisaris, Komisaris Independen harus memenuhi persyaratan sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi Kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya.
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan.
3. Tidak memiliki hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan.
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Criteria for Determining Independent Commissioners

Based on Article 21 of OJK Regulation No. 33/POJK.04/2014 dated December 8, 2014, in addition to meeting the requirements applicable to the Board of Directors and Board of Commissioners, Independent Commissioners must meet the following criteria:

1. Not a person who works for or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for reappointment as an Independent Commissioner of the Company for the next term.
2. Not owning shares, either directly or indirectly, in the Company.
3. Not affiliated with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
4. Not having any business relationship, either directly or indirectly, related to the Company's business activities.

Komposisi Komisaris Independen

Komposisi Komisaris Independen yang dimiliki Perseroan di tahun 2025 ialah sebanyak 3 (tiga) orang dari total 6 (enam) orang anggota Dewan Komisaris. Dengan demikian, Perseroan telah memenuhi regulasi yang ditetapkan. Susunan Komisaris Independen Perseroan adalah sebagai berikut:

Composition of Independent Commissioners

The composition of the Independent Commissioners in the Company in 2025 consists of 3 (three) people out of a total of 6 (six) Board of Commissioners members. Thus, the Company has complied with the regulations set forth. The composition of the Company's Independent Commissioners is as follows:

Tabel Komposisi Komisaris Independen Tahun 2025
Table of Independent Commissioner Composition in 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Nachrowi Ramli*	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual GMS Resolution dated May 7, 2025
Rudi Antariksawan*	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual GMS Resolution dated May 7, 2025
Tedi Kurniawan***	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Extraordinary GMS Resolution dated December 17, 2025
Marsetio**	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution dated February 8, 2023

Tabel Komposisi Komisaris Independen Tahun 2025
Table of Independent Commissioner Composition in 2025

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Appointment Basis
Abdul Rachman**	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution dated February 8, 2023
Seppalga Ahmad****	Komisaris Independen Independent Commissioner	Keputusan RUPS Luar Biasa tanggal 8 Februari 2023 Extraordinary GMS Resolution dated February 8, 2023

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Pernyataan Tentang Independensi Komisaris Independen
Statement of Independence from Independent Commissioners

Kriteria / Criteria	Nachrowi Ramli*	Rudi Antariksawan*	Tedi Kurniawan***	Marsetio**	Abdul Rachman**	Seppalga Ahmad****
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as an Independent Commissioner of the Issuer or Public Company in the following period.	■	■	■	■	■	■
Tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut. Do not have any direct or indirect shares in the Issuer or Public Company.	■	■	■	■	■	■
Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut. Do not have any affiliate relationship with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or the Issuer's or Public Company's major shareholders.	■	■	■	■	■	■
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut. Do not have any direct or indirect business relationships related to the business activities of the Issuer or Public Company	■	■	■	■	■	■

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Direksi
Board of Directors

Sebagai organ Perseroan, Direksi bertanggung jawab penuh atas pengurusan dan pengelolaan Perseroan. Direksi bertugas dan bertanggung jawab secara kolektif kolegial dalam mengelola Perseroan demi tercapainya tujuan Perseroan dengan tetap tunduk dan patuh terhadap setiap ketentuan yang berlaku. Masing-masing anggota Direksi melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas, wewenang, dan hal-hal lain yang terkait dengan jabatannya sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

As an organ of the Company, the Board of Directors is fully responsible for the administration and management of the Company. The Board of Directors has the duty and responsibility to collectively and collegially manage the Company, achieving its objectives while remaining subject to and complying with all applicable provisions. Each member performs their duties and makes decisions in accordance with the division of tasks, authority, and other matters related to their position per the Articles of Association and applicable laws and regulations.

Pedoman Kerja/Piagam Direksi

Dalam melaksanakan tugas dan fungsinya, Direksi memiliki acuan kerja yang termuat dalam Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) yang ditandatangani oleh Dewan Komisaris dan Direksi. *Board Manual* menjadi acuan Direksi dalam melakukan pengambilan keputusan dan pelaksanaan tugas serta tanggung jawabnya.

Board Manual berisi petunjuk tata laksana kerja Dewan Komisaris dan DIreksi dan menjelaskan tahapan aktivitas secara terstruktur, sistematis dan mudah dipahami serta dijalankan dengan konsisten. Substansi *Board Manual* tersusun atas prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, Peraturan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) tata kelola perusahaan. Selain berpedoman pada *Board Manual*, Direksi juga dalam melaksanakan tugas dan tanggung jawabnya dengan berpedoman pada *Code of Corporate Governance* dan *Code of Conduct*. Baik *Code of Corporate Governance* maupun *Code of Conduct*, keduanya ditandatangani oleh Dewan Komisaris dan Direksi sebagai wujud komitmen dalam mengimplementasikan prinsip-prinsip Tata Kelola Perusahaan yang Baik secara konsisten.

Pedoman kerja terkait Direksi di dalam buku pedoman kerja (*Board Manual*) terdapat pada Bab III tentang Direksi yang secara garis besar mengatur hal-hal sebagai berikut:

1. Tugas Direksi;
2. Hak dan Wewenang Direksi;
3. Kewajiban Direksi;
4. Persyaratan Direksi;
5. Keanggotaan Direksi;
6. Program Pengenalan dan Peningkatan Kapabilitas;
7. Etika Jabatan Direksi;
8. Rapat Direksi;
9. Penilaian Kinerja Direksi;
10. *Corporate Secretary*; dan
11. Internal Audit.

Board of Director Work Guideline/Charter

In carrying out its duties and functions, the Board of Directors has a work reference contained in the Board of Commissioners and Board of Directors Work Guidelines (Board Manual) signed by the Board of Commissioners and Board of Directors. The Board Manual serves as a reference for the Board of Directors in making decisions and carrying out its duties and responsibilities.

The Board Manual provides guidelines for the work procedures of the Board of Commissioners and the Board of Directors, explaining the stages of activities in a structured, systematic, and straightforward manner that can be implemented consistently. The substance of the Board Manual comprises corporate law principles, provisions of the Articles of Association, applicable laws and regulations, shareholder directives, and best practices in corporate governance. In addition to the Board Manual, the Board of Directors performs its duties and responsibilities per the Code of Corporate Governance and the Code of Conduct. Both the Code of Corporate Governance and the Code of Conduct have been signed by the Board of Commissioners and the Board of Directors as a manifestation of their commitment to consistently implementing the principles of Good Corporate Governance.

The work guidelines related to the Board of Directors in the work manual (Board Manual) are contained in Chapter III on the Board of Directors, which broadly regulates the following matters:

1. Duties of the Board of Directors;
2. Rights and Authorities of the Board of Directors;
3. Obligations of the Board of Directors;
4. Requirements for the Board of Directors;
5. Membership of the Board of Directors;
6. Induction and Capability Improvement Program;
7. Ethics of the Board of Directors;
8. Board of Directors Meetings;
9. Board of Directors Performance Appraisal;
10. Corporate Secretary; and
11. Internal Audit.

Kriteria dan Penunjukan Direksi

Berdasarkan Pasal 11 ayat 10 dan Pasal 14 ayat 12 Anggaran Dasar Perseroan, anggota Direksi dan Dewan Komisaris diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham (RUPS) dari calon-calon yang diusulkan oleh Pemegang Saham Seri A Dwiwarna. Pengangkatan dan pemberhentian anggota Direksi dan Dewan Komisaris dilakukan oleh RUPS yang dihadiri oleh Pemegang Saham Seri A Dwiwarna dan keputusan RUPS harus disetujui oleh Pemegang Saham Seri A Dwiwarna. Berdasarkan ketentuan-ketentuan di atas, pengangkatan/pemberhentian anggota Direksi dan Dewan Komisaris diajukan oleh Pemegang Saham Seri A Dwiwarna. Jasa Marga memiliki *top talent* yang disaring dari *talent pool* yang dimiliki BP BUMN. *Top talent* yang diusulkan oleh Direksi dan disetujui oleh Dewan Komisaris kemudian disampaikan untuk mengikuti serangkaian validasi dan kalibrasi *Cluster Talent Committe* dan selanjutnya akan dilakukan validasi dan *assessment* oleh BP BUMN untuk dapat dicalonkan dan diusulkan dalam RUPS Perseroan. Para *top talent* mendapatkan pengembangan yang khusus diberikan baik oleh Perseroan maupun oleh BP BUMN.

Setiap anggota Direksi yang diangkat, yang diangkat, harus memenuhi persyaratan formal, materiil dan persyaratan lain yang ditetapkan oleh Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, serta persyaratan sebagaimana tertuang dalam Anggaran Dasar. Dalam persyaratannya dijelaskan bahwa anggota Direksi adalah orang perseorangan yang memenuhi persyaratan pada saat diangkat dan selama menjabat:

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit;
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perseroan dinyatakan pailit;
   c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan;
   d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
      i. Pernah tidak menyelenggarakan RUPS Tahunan.
      ii. Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS.
4. Pernah menyebabkan Perseroan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
5. Memiliki komitmen untuk mematuhi Peraturan Perundangan.
6. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.

Board of Directors Criteria and Appointment

Based on Article 11, paragraph 10, and Article 14, paragraph 12 of the Articles of Association, members of the Board of Directors and Board of Commissioners are appointed and dismissed by the General Meeting of Shareholders (GMS) from candidates proposed by Series A Dwiwarna Shareholders. The appointment and dismissal of members of the Board of Directors and Board of Commissioners is carried out by the GMS attended by Series A Dwiwarna Shareholders, and Series A Dwiwarna Shareholders must approve the GMS resolution. Based on the above provisions, the appointment/dismissal of members of the Board of Directors and Board of Commissioners is proposed by Series A Dwiwarna Shareholders. Jasa Marga has top talent that is screened from the talent pool owned by the State-Owned Enterprises Regulatory Agency. The top talent proposed by the Board of Directors and approved by the Board of Commissioners is then submitted to undergo a series of validations and calibrations by the Cluster Talent Committee, followed by validation and assessment by the State-Owned Enterprises Regulatory Agency to be nominated and proposed at the GMS. The top talent receives special development provided by both the Company and the State-Owned Enterprises Regulatory Agency.

Each member of the Board of Directors who is appointed must meet the formal, material, and other requirements stipulated by the Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on State-Owned Enterprises' Organs and Human Resources, as well as the Articles of Association. The requirements stipulate that members of the Board of Directors are individuals who meet the following requirements at the time of appointment and during their term of office:

1. Have good character, morals, and integrity.
2. Be competent to perform legal actions.
3. Within 5 (five) years before appointment and during their term of office:
   a. Never have been declared bankrupt;
   b. Never been a member of the Board of Directors and/or Board of Commissioners who has been found guilty of causing a company to be declared bankrupt;
   c. Never been convicted of a criminal offense that harms state finances and/or is related to the financial sector;
   d. Never been a member of the Board of Directors and/or Board of Commissioners who, during their tenure:
      i. Failed to hold an annual GMS.
      ii. Their accountability as a member of the Board of Directors and/or Board of Commissioners was never accepted by the GMS or never provided accountability as a member of the Board of Directors and/or Board of Commissioners to the GMS.
4. Have caused the Company that obtained a license, approval, or registration from the Financial Services Authority to fail to fulfill its obligation to submit annual reports and/or financial reports to the Financial Services Authority.
5. Commit to comply with laws and regulations.
6. Have knowledge and/or expertise in the fields required by the Company.

7. Memenuhi persyaratan-persyaratan lainnya, mengikuti ketentuan:
   a. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
   b. Peraturan perundangan di bidang Pasar Modal; dan
   c. Peraturan perundangan yang berlaku bagi Perseroan yang terkait dengan kegiatan usaha Perseroan.

Ketentuan Masa Jabatan dan Proses Setelah Pengangkatan

Anggota Direksi menjabat untuk jangka waktu yang telah ditentukan, yaitu terhitung sejak penutupan RUPS pada saat pengangkatan dan berakhir pada penutupan RUPS yang ke-5 (lima) setelah pengangkatannya dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi sewaktu-waktu. Setelah pengangkatan Direksi baru, berdasakan ketentuan Bab III. F. 1 *Board Manual* Perseroan, wajib dilaksanakan Program Pengenalan bagi Pengurus Baru yang dilaksanakan dalam waktu selambat-lambatnya 3 (tiga) bulan sejak pengangkatannya. Informasi mengenai realisasi program ini pada tahun 2025 dapat dilihat pada bagian Program Pengenalan Perseroan Bagi Anggota Direksi Baru.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Anggota Direksi pada Tahun 2025

Perseroan melaksanakan RUPS Tahunan tanggal 7 Mei 2025, dengan salah satu agenda Perubahan Susunan Pengurus Perseroan. Berdasarkan Keputusan RUPS Tahunan tersebut, diputuskan adanya perubahan Pengurus, sehingga susunan Pengurus Perseroan mengalami perubahan.

Adapun susunan Direksi masih tetap berjumlah 6 (enam) orang, terdiri dari Direktur Utama, Direktur Operasi dan Pelayanan, Direktur Pengembangan Usaha, Direktur Keuangan dan Manajemen Risiko, Direktur Bisnis, serta Direktur Human Capital dan Transformasi, sebagaimana disampaikan pada tabel berikut:

7. Fulfill other requirements, in accordance with the provisions of:
   a. Law No. 40 of 2007 on Limited Liability Companies;
   b. Laws and regulations on Capital Markets; and
   c. Laws and regulations applicable to the Company related to the Company's business activities.

Term of Office and Post-Appointment Process

Members of the Board of Directors shall serve for a specified term, starting from the closing of the GMS at the time of appointment and ending at the closing of the fifth GMS after their appointment, without prejudice to the GMS's right to dismiss members of the Board of Directors at any time. Following the appointment of new directors, based on the provisions of Chapter III. F. 1 Board Manual of the Company, an Induction Program for New Management must be implemented no later than 3 (three) months after their appointment. Information regarding the implementation of this program in 2025 can be found in the section on the Company's Induction Program for New Board Members.

Structure, Number, Composition, and Appointment Basis of Board of Directors Members in 2025

The Company held its Annual GMS on May 7, 2025, with one of the agenda items being changes to the Company's Management composition. Based on the Annual GMS resolution, it was decided that there would be changes to the Management, resulting in changes to the composition of the Company's Management.

The composition of the Board of Directors remains at 6 (six) members, consisting of the President Director, Director of Operations and Services, Director of Business Development, Director of Finance and Risk Management, Director of Business, and Director of Human Capital and Transformation, as shown in the following table:

Tabel Susunan Anggota Direksi Tahun 2025
Table of Board of Directors Member Composition in 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Rivan A. Purwantono*	Direktur Utama President Director	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual GMS Resolution dated May 7, 2025
Reza Febriano	Direktur Bisnis Director of Business	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Extraordinary GMS Resolution dated December 22, 2021
Yoga Tri Anggoro*	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Luar Biasa tanggal 08 Februari 2023 Resolution of the Extraordinary GMS dated 8 February 2023
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Tahunan tanggal 7 Mei 2025 Annual GMS Resolution dated May 7, 2025
Fitri Wiyanti	Direktur Operasi ***** Director of Operations	• Keputusan RUPS Tahunan tanggal 11 Juni 2020 • Keputusan RUPS Tahunan tanggal 7 Mei 2025 • Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 • Annual GMS Resolution dated June 11, 2020 • Annual GMS Resolution dated May 7, 2025 • Extraordinary GMS Resolution dated December 17, 2025

Tabel Susunan Anggota Direksi Tahun 2025
Table of Board of Directors Member Composition in 2025

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Appointment Basis
Yaya Ruhiya***	Direktur Layanan Director of Services	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Extraordinary GMS Resolution dated December 17, 2025
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Luar Biasa tanggal 17 Desember 2025 Extraordinary GMS Resolution dated December 17, 2025
Subakti Syukur**	Direktur Utama President Director	• Keputusan RUPS Luar Biasa tanggal 29 Agustus 2016 (Periode Pertama) • Keputusan RUPS Tahunan tanggal 27 Mei 2021 juncto Keputusan RUPS Luar Biasa tanggal 27 Agustus 2021 (Periode Kedua) • Extraordinary GMS Resolution dated August 29, 2016 (First Term) • Annual GMS Resolution dated May 27, 2021, in conjunction with Extraordinary GMS resolution dated August 27, 2021 (Second Term)
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Extraordinary GMS Resolution dated December 22, 2021
Mohamad Agus Setiawan ****	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Annual GMS Resolution dated May 27, 2021

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7, 2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025.

Penilaian Kemampuan dan Kepatutan

Seluruh anggota Direksi Jasa Marga yang diangkat, telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perseroan, peraturan terkait Tata Kelola Perusahaan yang Baik, serta peraturan dan ketentuan lain yang terkait. Seluruh anggota Direksi memiliki integritas, kompetensi, dan reputasi yang memadai. Hal tersebut dibuktikan dengan telah dilaksanakannya *fit and proper test* sebagai berikut:

Aptitude and Suitability Assessment

All members of the Board of Directors of Jasa Marga who have been appointed have met the criteria and requirements in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to Good Corporate Governance, and other relevant regulations and provisions. All members of the Board of Directors have sufficient integrity, competence, and reputation. This is evidenced by the implementation of the following fit and proper tests:

Tabel Pelaksanaan *Fit and Proper Test* Direksi
Table of Fit and Proper Test Implementation for the Board of Directors

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Appointment Basis
Rivan A. Purwantono*	Direktur Utama President Director	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Reza Febriano	Direktur Bisnis Director of Business	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Yoga Tri Anggoro*	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Fitri Wiyanti	Direktur Operasi ***** Director of Operations	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Yaya Ruhiya***	Direktur Layanan Director of Services	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)

Tabel Pelaksanaan *Fit and Proper Test* Direksi
Table of Fit and Proper Test Implementation for the Board of Directors

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Subakti Syukur**	Direktur Utama President Director	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)
Mohamad Agus Setiawan****	Direktur Pengembangan Usaha Director of Business Development	Badan Pengatur BUMN (d/h Kementerian BUMN) State-Owned Enterprises Regulatory Agency (formerly the Ministry of State-Owned Enterprises)

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7, 2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025.

Tugas dan Tanggung Jawab

Direksi bertugas dan bertanggung jawab melakukan pengurusan Perseroan, dan berwenang untuk mewakili Perseroan baik di dalam maupun di luar pengadilan sebagai amanat dari Pemegang Saham yang ditetapkan dalam RUPS. Direksi mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui RUPS. Dalam menjalankan jabatannya, Direksi memiliki tugas untuk menindaklanjuti temuan audit dan rekomendasi hasil pemeriksaan auditor internal, yang dilakukan oleh Unit Internal Audit maupun auditor eksternal. Tindak lanjut yang dilakukan oleh Direksi, bertujuan untuk perbaikan Perseroan agar kedepannya pengelolaan Perseroan menjadi lebih baik dan tujuan Perseroan dapat tercapai dengan tetap mematuhi ketentuan yang berlaku.

Sebagaimana diatur dalam ketentuan yang berlaku, Direksi memiliki tugas pokok untuk memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan, dan senantiasa berusaha meningkatkan efisiensi dan efektivitas Perseroan. Direksi juga diberikan kuasa untuk menguasai, memelihara, dan mengurus kekayaan Perseroan. Dalam melaksanakan tugas pokoknya, Direksi:
1. Tunduk pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan dan keputusan RUPS.
2. Memperhatikan kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan serta tidak dimaksudkan untuk kepentingan pihak dan golongan tertentu.
3. Beritikad baik, berintegritas, profesional, penuh kehatihatian, dan bertanggung jawab serta menerapkan prinsip-prinsip GCG secara konsisten.
4. Menjaga kerahasiaan data dan/atau informasi Perseroan.

Selain tugas-tugas pokok tersebut, dalam *Board Manual* juga mencantumkan tugas lain dari Direksi berkaitan dengan:
1. Tugas terkait Pemegang Saham/RUPS.
2. Tugas terkait Strategi dan Rencana Kerja.
3. Tugas terkait Manajemen Risiko.
4. Tugas terkait Pengendalian Internal.

Duties and Responsibilities

The Board of Directors is tasked with and responsible for managing the Company, and is authorized to represent the Company both in and out of court as mandated by the Shareholders as stipulated in the GMS. The Board of Directors is accountable to the shareholders for the performance of its duties through the GMS. In carrying out its duties, the Board of Directors is responsible for following up on audit findings and recommendations from internal audits conducted by the Internal Audit Unit and external auditors. The follow-up actions taken by the Board of Directors are aimed at improving the Company so that in the future, the management of the Company will be better and the Company's objectives can be achieved while complying with applicable regulations.

As stipulated in the applicable provisions, the Board of Directors has the main duty to lead and manage the Company in accordance with the Company's aims and objectives, and to constantly strive to improve the Company's efficiency and effectiveness. The Board of Directors is also given the authority to control, maintain, and manage the Company's assets. In carrying out its main duties, the Board of Directors:
1. Complies with applicable laws and regulations, the Company's Articles of Association, and GMS resolutions.
2. Considers the interests of the Company in accordance with the Company's objectives and purposes and not for the interests of certain parties and groups.
3. Act in good faith, with integrity, professionalism, prudence, and responsibility, and consistently apply the principles of GCG.
4. Maintain the confidentiality of the Company's data and/or information.

In addition to these main duties, the Board Manual also lists other duties of the Board of Directors related to:
1. Duties related to Shareholders/GMS.
2. Tasks related to Strategy and Work Plans.
3. Tasks related to Risk Management.
4. Tasks related to Internal Control.

5. Tugas terkait Sistem Akuntansi dan Pembukuan.
6. Tugas terkait Sumber Daya Manusia.
7. Tugas terkait Teknologi Informasi.
8. Tugas terkait Pengadaan Barang dan Jasa Serta Peningkatan Mutu dan Pelayanan.
9. Tugas terkait Penerapan *Good Corporate Governance*.
10. Tugas terkait Penyampaian Informasi, Dokumen Perseroan dan Pelaporan.
11. Tugas terkait Anak Perusahaan.
12. Tugas terkait Hubungan Masyarakat dan *Stakeholders* lainnya.
13. Tugas lainnya.

Adapun prinsip dasar dalam melaksanakan tugas Direksi adalah sebagai berikut:
1. Bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan dan usaha Perseroan dalam mencapai maksud dan tujuannya.
2. Dalam setiap pengambilan keputusan/tindakan harus mempertimbangkan risiko usaha.
3. Setiap anggota Direksi bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya.
4. Anggota Direksi tidak dapat mempertanggungjawabkan atas kerugian Perseroan, apabila yang bersangkutan dapat membuktikan bahwa:
   a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
   b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
   c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas Tindakan pengurusan yang mengakibatkan kerugian; dan
   d. Telah mengambil tindakan untuk mencegah berlanjutnya kerugian tersebut.

Hak dan Wewenang

Hak dan wewenang Direksi di Perseroan adalah sebagai berikut:
1. Mewakili Perseroan di dalam dan di luar pengadilan serta melakukan segala tindakan dan perbuatan baik mengenai pengurusan maupun mengenai pemilikan serta mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta menjalankan segala tindakan, baik yang mengenai kepengurusan maupun kepemilikan, dengan pembatasan yang ditetapkan dalam Anggaran Dasar Perseroan dan dengan memperhatikan peraturan perundang-undangan yang berlaku di bidang pasar modal di Indonesia.
2. Untuk melakukan tindakan tertentu, Direksi terlebih dahulu harus mendapat persetujuan tertulis dari Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna.
3. Kecuali ditentukan lain oleh peraturan dan ketentuan yang berlaku, beberapa hal yang membutuhkan persetujuan dari Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna adalah:
   a. Melepasakan/memindahtangankan dan/atau mengagunkan aset Perseroan dengan nilai melebihi jumlah tertentu yang ditetapkan oleh Dewan Komisaris, yaitu sebesar lebih kecil dari Rp100

5. Tasks related to Accounting and Bookkeeping Systems.
6. Duties related to Human Resources.
7. Duties related to Information Technology.
8. Duties related to the Procurement of Goods and Services, as well as Quality and Service Improvement.
9. Duties related to the Implementation of Good Corporate Governance.
10. Duties related to the Information Submission, Company Documents, and Reporting.
11. Duties related to Subsidiaries.
12. Duties related to Public Relations and other Stakeholders.
13. Other duties.

The basic principles in carrying out the duties of the Board of Directors are as follows:
1. Fully responsible for carrying out their duties for the benefit and business of the Company in achieving its aims and objectives.
2. In every decision/action, business risks must be considered.
3. Each member of the Board of Directors is fully and jointly liable for losses incurred by the Company due to errors or negligence of Board members in performing their duties.
4. Members of the Board of Directors cannot be held liable for losses incurred by the Company if they can prove that:
   a. The losses were not due to their errors or negligence;
   b. They have acted in good faith and with prudence for the interests and in accordance with the aims and objectives of the Company;
   c. They have no direct or indirect conflict of interest in the management actions that resulted in the loss; and
   d. They have taken action to prevent the continuation of such losses.

Rights and Authorities

The rights and authorities of the Board of Directors in the Company are as follows:
1. Representing the Company in and out of court and performing all actions and deeds related to management and ownership, binding the Company to other parties and/or other parties to the Company, and carrying out all actions related to management and ownership, with the restrictions stipulated in the Company's Articles of Association and with due regard to the applicable laws and regulations in the capital market in Indonesia.
2. To perform certain actions, the Board of Directors must first obtain written approval from the Board of Commissioners and Series A Dwiwarna Shareholders.
3. Unless otherwise specified by applicable rules and regulations, several matters that require the approval of the Board of Commissioners and Series A Dwiwarna Shareholders are:
   a. Disposing of/transferring and/or pledging Company assets with a value exceeding a certain amount determined by the Board of Commissioners, which is less than Rp100 billion, except for assets recorded

miliar, kecuali aset yang dicatat sebagai persediaan, dengan memperhatikan ketentuan di bidang pasar modal;

b. Mengadakan kerja sama dengan badan usaha atau pihak lain, dalam bentuk Kerja Sama Operasi (KSO), Kerja Sama Usaha (KSU), Kerja Sama Lisensi, Bangun Guna Serah (*Build, Operate and Transfer*/BOT), Bangun Serah Guna (*Build, Transfer and Operate*/BTO), Bangun Guna Milik (*Build, Operate and Own*/BOO) dan perjanjian lain yang mempunyai sifat yang sama yang jangka waktunya ataupun nilainya melebihi dari yang ditetapkan oleh Dewan Komisaris, yaitu sebesar lebih kecil dari Rp100 miliar dan jangka waktu kurang dari 5 (lima) tahun;

c. Menetapkan dan mengubah logo Perseroan;

d. Menetapkan struktur organisasi 1 tingkat di bawah Direksi;

e. Melakukan penyertaan modal dengan nilai tertentu yang ditetapkan Dewan Komisaris pada Perusahaan lain, Anak Perusahaan, dan Perusahaan Patungan yang tidak dalam rangka penyelamatan piutang dengan memperhatikan ketentuan di bidang pasar modal dengan nilai <Rp75 miliar;

f. Mendirikan Anak Perusahaan dan/atau Perusahaan Patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris pada perusahaan lain, anak perusahaan, dan perusahaan patungan dengan memperhatikan ketentuan di bidang pasar modal, dengan nilai <Rp75 miliar;

g. Mengusulkan wakil Perseroan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada Anak Perusahaan yang memberikan kontribusi signifikan kepada Perseroan dan/atau bernilai strategis yang ditetapkan oleh Dewan Komisaris;

h. Melepaskan penyertaan modal dengan nilai tertentu yang ditetapkan Dewan Komisaris, Anak Perusahaan, dan Perusahaan Patungan dengan memperhatikan ketentuan di bidang pasar modal kurang dari Rp75 miliar;

i. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, dan pembubaran Anak Perusahaan dan Perusahaan Patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang pasar modal dengan nilai <Rp75 miliar;

j. Mengikat Perusahaan sebagai penjamin (*borg* atau *avalist*) dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang pasar modal dengan nilai <Rp300 miliar;

k. Menerima pinjaman jangka menengah/panjang dan memberikan pinjaman jangka menengah/panjang dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang pasar modal dengan nilai <Rp1 triliun;

l. Memberikan pinjaman jangka pendek/menengah/panjang yang tidak bersifat operasional, kecuali pinjaman kepada Anak Perusahaan cukup dilaporkan kepada Dewan Komisaris dengan nilai <Rp300 miliar;

m. Menghapuskan terhadap piutang macet dan persediaan barang mati dalam nilai yang melebihi batas yang ditetapkan oleh Dewan Komisaris dengan nilai <Rp100 miliar;

as inventory, with due regard to capital market regulations;

b. Entering into cooperation with business entities or other parties, in the form of Joint Operations (KSO), Business Cooperation (KSU), License Cooperation, Build, Operate and Transfer (BOT), Build, Transfer and Operate (BTO), Build, Operate and Own (BOO) and other agreements of a similar nature whose term or value exceeds that determined by the Board of Commissioners, which is less than Rp100 billion and a term of less than 5 (five) years;

c. Establishing and changing the Company's logo;

d. Establishing an organizational structure one level below the Board of Directors;

e. Making capital investments of a certain value determined by the Board of Commissioners in other Companies, Subsidiaries, and Joint Ventures that are not for debt recovery, with due regard to capital market regulations, with a value of <Rp75 billion;

f. Establishing Subsidiaries and/or Joint Ventures with a certain value determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures with due regard to capital market regulations, with a value of <Rp75 billion;

g. Proposing representatives of the Company to become candidates for the Board of Directors and Board of Commissioners of Subsidiaries that make a significant contribution to the Company and/or are of strategic value as determined by the Board of Commissioners;

h. Releasing capital participation with a certain value determined by the Board of Commissioners, Subsidiaries, and Joint Ventures, with due regard to capital market regulations of less than Rp75 billion;

i. Carrying out mergers, consolidations, acquisitions, separations, and dissolutions of Subsidiaries and Joint Ventures with a certain value determined by the Board of Commissioners, with due regard to capital market regulations, with a value of <Rp75 billion;

j. Binding the Company as a guarantor (borg or avalist) with a certain value determined by the Board of Commissioners, with due regard to capital market regulations, with a value of <Rp300 billion;

k. Receiving medium/long-term loans and providing medium/long-term loans with a certain value determined by the Board of Commissioners, with due regard to capital market regulations, with a value of <Rp1 trillion;

l. Granting short-term/medium-term/long-term loans that are not operational in nature, except for loans to Subsidiaries, which only need to be reported to the Board of Commissioners with a value of <Rp300 billion;

m. Writing off bad debts and obsolete inventories in excess of the limit set by the Board of Commissioners, with a value of <Rp100 billion;

n. Melakukan tindakan-tindakan yang termasuk dalam transaksi material sebagaimana ditetapkan oleh Peraturan Perundangan di bidang pasar modal dengan nilai tertentu yang ditetapkan Dewan Komisaris, kecuali tindakan tersebut termasuk dalam transaksi material yang dikecualikan oleh Peraturan Perundangan yang berlaku di bidang pasar modal; dan
o. Tindakan-tindakan yang belum ditetapkan dalam RKAP.

4. Direksi wajib meminta persetujuan RUPS untuk:
   a. Mengalihkan kekayaan Perseroan; atau
   b. Menjadikan jaminan utang kekayaan Perseroan, yang merupakan lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, kecuali sebagai pelaksana kegiatan usaha Perseroan.
5. Perbuatan-perbuatan di bawah ini hanya dapat dilakukan oleh Direksi setelah mendapatkan tanggapan tertulis dari Dewan Komisaris dan mendapat persetujuan dari RUPS untuk:
   a. Melakukan tindakan-tindakan yang termasuk dalam transaksi material sebagaimana ditetapkan oleh Peraturan Perundangan di bidang pasar modal dengan nilai di atas 50% (lima puluh persen) dari ekuitas Perseroan, kecuali Tindakan tersebut termasuk dalam transaksi material yang dikecualikan oleh Peraturan Perundangan yang berlaku di bidang pasar modal;
   b. Melakukan transaksi yang mengandung benturan kepentingan sebagaimana ditentukan dalam Peraturan Perundangan yang berlaku di pasar modal; dan
   c. Melakukan transaksi lain guna memenuhi Peraturan Perundangan yang berlaku di pasar modal.
6. Perbuatan hukum untuk mengalihkan, melepaskan hak atau menjadikan jaminan hutang lebih dari 50% jumlah kekayaan bersih Perseroan baik dalam satu transaksi atau beberapa transaksi yang berdiri sendiri ataupun yang berkaitan satu sama lain harus mendapat persetujuan RUPS yang dihadiri atau diwakili para Pemegang Saham yang memiliki sekurang-kurangnya ¾ bagian dari jumlah seluruh saham yang telah dikeluarkan Perseroan dengan hak suara yang sah dan disetujui oleh lebih dari ¾ dari jumlah seluruh suara yang dikeluarkan secara sah dalam RUPS.

Pembagian Tugas Antar Direksi

Setiap anggota Direksi, memiliki tugas dan wewenang masing-masing sesuai dengan jabatannya, sebagaimana telah dilakukan pembagian tugas berdasarkan Keputusan Direksi No. 201/KPTS/2025 tanggal 31 Desember 2025 tentang Pembagian Tugas dan Wewenang Direksi PT Jasa Marga (Persero) Tbk, pembagian lingkup tugas Direksi Perseroan diuraikan sebagai berikut:

n. Taking actions that are included in material transactions as stipulated by the Regulations in the capital market with a certain value determined by the Board of Commissioners, except for actions that are included in material transactions that are exempted by the applicable Regulations in the capital market; and
o. Actions that have not been stipulated in the RKAP.

4. The Board of Directors is required to seek the approval of the GMS for:
   a. Transferring the Company's assets; or
   b. Using the Company's assets as collateral for debt, which constitutes more than 50% (fifty percent) of the Company's net assets in 1 (one) or more transactions, whether related to each other or not, except as part of the Company's business activities.
5. The following actions may only be taken by the Board of Directors after obtaining a written response from the Board of Commissioners and obtaining approval from the GMS for:
   a. Performing actions that are included in material transactions as stipulated by the Regulations in the capital market with a value of more than 50% of the Company's equity, except if the Action is included in material transactions that are exempted by the applicable Regulations in the capital market;
   b. Conducting transactions that contain conflicts of interest as determined in the applicable laws and regulations in the capital market; and
   c. Conducting other transactions to comply with the applicable laws and regulations in the capital market.
6. Legal actions to transfer, release rights or make debt collateral of more than 50% of the Company's net assets, whether in a single transaction or several independent or related transactions, must obtain the approval of the GMS attended or represented by Shareholders who own at least ¾ of the total number of shares issued by the Company with valid voting rights and approved by more than ¾ of the total number of votes validly cast at the GMS.

Division of Duties among the Board of Directors

Each member of the Board of Directors has their own duties and authorities in accordance with their positions, as stipulated in the division of duties based on Board of Directors Decree No. 201/KPTS/2025 dated December 31, 2025, on the Division of Duties and Authorities of the Board of Directors of PT Jasa Marga (Persero) Tbk. The division of duties of the Company's Board of Directors is outlined as follows:

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Rivan Achmad Purwantoro*	Direktur Utama President Director	1. Mengarahkan perumusan penetapan kebijakan Perusahaan berikut kewajiban lainnya sesuai dengan kebijakan dalam pencapaian sasaran Perusahaan; 2. Mengarahkan penyusunan visi, misi, dan tata nilai Perusahaan; 3. Mengarahkan penyusunan RJPP, RKAP, Laporan Manajemen Perusahaan, Laporan Tahunan Perusahaan dan Laporan Keuangan Konsolidasian; 4. Mengarahkan penyusunan rencana dan anggaran serta penyampaian laporan pertanggungjawaban dan perhitungan hasil usaha Perusahaan menurut cara dan waktu yang telah ditetapkan oleh Rapat Umum Pemegang Saham (RUPS); 5. Mengarahkan pengusahaan jalan tol serta pengembangan bisnis usaha jalan tol dan usaha pendukung jalan tol; 6. Mengarahkan penyelenggaraan aktivitas Perusahaan sesuai dengan peraturan perundangan dan Peraturan Perusahaan yang berlaku; 7. Mengarahkan pelaksanaan kegiatan audit internal dan audit eksternal serta audit khusus Perusahaan; 8. Mengoordinasikan pelaksanaan kebijakan Direksi yang dilakukan oleh para Direktur serta mengendalikan tugas pengawasan intern dan para Pimpinan Unit Kerja; 9. Mengarahkan pengelolaan manajemen risiko korporat dalam memenuhi prinsip tata kelola perusahaan yang baik; 10. Melalui Corporate Secretary & Chief Administration Officer, mengarahkan penyusunan rencana dan kebijakan yang bersifat strategis di tingkat Perusahaan, meliputi pengelolaan hubungan dengan *stakeholder*, administrasi eksekutif, komunikasi internal dan eksternal Perusahaan, *corporate branding*, serta tanggung jawab sosial dan lingkungan; 11. Melalui Corporate Secretary & Chief Administration Officer, mengarahkan pengelolaan pelayanan dan penyelesaian permasalahan di bidang hukum agar dapat berjalan sesuai dengan ketentuan perundang-undangan; 12. Melalui Corporate Secretary & Chief Administration Officer, mengarahkan pengendalian hukum dan kepatuhan Anak Perusahaan agar sesuai dengan ketentuan serta mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan; 13. Melalui Corporate Secretary & Chief Administration Officer, mengarahkan perumusan kebijakan, tata kelola, ketentuan, perencanaan dan pelaksanaan atas proses pengadaan barang/jasa dan manajemen aset di lingkungan Jasa Marga Group; 14. Memimpin dan mengarahkan pengembangan dan implementasi budaya Perusahaan; 15. Memimpin dan memastikan pelaksanaan transformasi Perusahaan; dan 16. Mengoordinasikan tugas-tugas lain atas nama Direksi. 1. Directing the formulation of Company policies and other obligations in accordance with policies for achieving Company objectives; 2. Directing the formulation of the Company's vision, mission, and values; 3. Directing the preparation of the RJPP, RKAP, Company Management Report, Company Annual Report, and Consolidated Financial Statements; 4. Directing the preparation of plans and budgets as well as the submission of accountability reports and calculation of the Company's business results in accordance with the methods and timing determined by the General Meeting of Shareholders (GMS); 5. Directing the operation of toll roads as well as the development of the toll road business and toll road support businesses; 6. Directing the implementation of Company activities in accordance with applicable laws and regulations and Company Regulations; 7. Directing the implementation of internal and external audits, as well as special audits of the Company; 8. Coordinating the implementation of Board of Directors' policies carried out by the Directors and controlling internal supervision tasks and Work Unit Leaders; 9. Directing corporate risk management in accordance with good corporate governance principles; 10. Through the Corporate Secretary & Chief Administration Officer, directing the formulation of strategic plans and policies at the Company level, including stakeholder relations, executive administration, internal and external corporate communications, corporate branding, and social and environmental responsibility; 11. Through the Corporate Secretary & Chief Administration Officer, directing the management of services and resolution of legal issues to ensure they are in accordance with the provisions of the law; 12. Through the Corporate Secretary & Chief Administration Officer, directing the legal control and compliance of Subsidiaries to ensure they are in accordance with the provisions and mechanisms applicable in the relationship between the Parent Company and Subsidiaries; 13. Through the Corporate Secretary & Chief Administration Officer, directing the formulation of policies, governance, provisions, planning, and implementation of the procurement of goods/services and asset management within the Jasa Marga Group; 14. Leading and directing the development and implementation of the Company's culture; 15. Leading and ensuring the implementation of the Company's transformation; and 16. Coordinating other tasks on behalf of the Board of Directors.
Subakti Syukur**	Direktur Utama President Director	

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	1. Mengarahkan pengendalian teknis untuk seluruh fungsi keuangan, yang dilaksanakan oleh Unit Kerja yang membidangi fungsi penyusunan rencana strategis Perusahaan dan Unit Kerja yang mengelola pelaporan keuangan; 2. Memimpin dan memastikan penyusunan dan reviu Rencana Jangka Panjang Perusahaan (RJPP) serta penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) sesuai dengan rencana strategis Perusahaan; 3. Memimpin pemantauan dan evaluasi pelaksanaan program kerja Perusahaan dan Anak Perusahaan agar terintegrasi dan selaras dengan rencana strategis Perusahaan melalui Kontrak Manajemen, Laporan Manajemen Korporat dan Rapat Kinerja Korporat; 4. Memimpin dan memastikan kegiatan penyusunan dan pengendalian portofolio investasi keuangan Perusahaan; 5. Memimpin kebijakan dan strategi pengelolaan keuangan serta pendanaan Perusahaan dan optimalisasi aset, investasi, kredit serta terkait pasar modal dan perbankan untuk mendukung pertumbuhan dan perkembangan Perusahaan; 6. Memimpin dan mengendalikan kegiatan Rapat Umum Pemegang Saham (RUPS), penyampaian pesan-pesan investasi dan kinerja Perusahaan secara konsisten kepada investor (pemegang saham publik Perusahaan), potensial investor, analis, regulator pasar modal dan para pelaku pasar modal atas nama Perusahaan; 7. Memimpin kebijakan dan strategi yang berkaitan dengan kewajiban perpajakan untuk memastikan efisiensi dan efektivitas pemenuhan kewajiban perpajakan sesuai peraturan dan perundang-undangan yang berlaku; 8. Memimpin kegiatan pengelolaan keuangan Perusahaan serta penyusunan Laporan Keuangan Konsolidasian Perusahaan terlaksana sesuai dengan standar akuntansi yang berlaku; 9. Mengelola manajemen mutu, kesehatan, keselamatan, dan lingkungan (MK3L) guna meningkatkan produktivitas Perusahaan; 10. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait bidang keuangan dan pendanaan Perusahaan; 11. Menetapkan kebijakan strategis bidang manajemen risiko dan memimpin pengendalian risiko Perusahaan; 12. Memimpin dan memastikan implementasi kegiatan Sistem Pengendalian Internal atas Pelaporan Keuangan (*Internal Control over Financial Reporting*/ICOFR) di lingkungan Perusahaan dan konsolidasi; 13. Memimpin dan mengarahkan koordinasi strategis bidang manajemen risiko kepada stakeholder terkait; 14. Memberikan arahan strategis terhadap pengelolaan keuangan Anak Perusahaan agar sesuai dengan ketentuan dan mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan; dan 15. Memastikan pengendalian pengelolaan Dana Pensiun Perusahaan berjalan dengan baik. 1. Directing technical control for all financial functions, carried out by the Work Unit in charge of the Company's strategic planning and the Work Unit that manages financial reporting; 2. Leading and ensuring the preparation and review of the Company's Long-Term Plan (RJPP) and the preparation of the Company's Work Plan and Budget (RKAP) in accordance with the Company's strategic plan; 3. Leading the monitoring and evaluation of the implementation of the Company's and Subsidiaries' work programs to ensure they are integrated and aligned with the Company's strategic plan through Management Contracts, Corporate Management Reports, and Corporate Performance Meetings; 4. Leading and ensuring the preparation and control of the Company's financial investment portfolio; 5. Leading the Company's financial management and funding policies and strategies as well as the optimization of assets, investments, credit, and related capital markets and banking to support the Company's growth and development; 6. Leading and controlling the activities of the General Meeting of Shareholders (GMS), consistently delivering messages regarding the Company's investments and performance to investors (public shareholders of the Company), potential investors, analysts, capital market regulators, and capital market players on behalf of the Company; 7. Leading policies and strategies related to tax obligations to ensure the efficiency and effectiveness of fulfilling tax obligations in accordance with applicable laws and regulations; 8. Leading the Company's financial management activities and the preparation of the Company's Consolidated Financial Statements in accordance with applicable accounting standards; 9. Managing quality, health, safety, and environment (MK3L) to improve the Company's productivity; 10. Leading and ensuring risk management activities related to the Company's finance and funding; 11. Establishing strategic policies in the field of risk management and leading the Company's risk control; 12. Leading and ensuring the implementation of the Internal Control over Financial Reporting (ICOFR) system within the Company and its consolidation; 13. Leading and directing strategic coordination in the field of risk management to relevant stakeholders; 14. Providing strategic direction for the financial management of Subsidiaries in accordance with the applicable provisions and mechanisms in the relationship between the Parent Company and its Subsidiaries; and 15. Ensuring the proper control of the Company's Pension Fund management.

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Reza Febriano	Direktur Bisnis Director of Business	1. Memimpin dan memastikan pengendalian kinerja bisnis untuk seluruh ruas jalan tol yang dikelola oleh AP *Subholding* serta BUJT *Subholding*, Regional termasuk APJT Operasi-Konstruksi, APJT Operasi, dan APJT Operasi-Persiapan di bidang bisnis konsesi jalan tol untuk ruas jalan tol yang sudah beroperasi (*brownfield*); 2. Memimpin dan memastikan pengendalian kinerja Regional dalam peningkatan peluang bisnis untuk memaksimalkan pendapatan Perusahaan melalui aksi korporasi yang selaras dengan strategi Perusahaan; 3. Memimpin dan memastikan pembinaan korporasi serta pengawasan aksi korporasi meliputi investasi dan divestasi pada AP *Subholding*, APJT Operasi-Konstruksi, APJT Operasi dan APJT Operasi-Persiapan di bidang bisnis konsesi jalan tol untuk ruas jalan tol yang sudah beroperasi (*brownfield*); 4. Memimpin dan mengendalikan arah strategi portofolio investasi bisnis konsesi ruas jalan tol yang sudah beroperasi (*brownfield*), termasuk arah akuisisi, peningkatan kepemilikan, restrukturisasi yang berkaitan dengan strategi, portofolio, dan model bisnis, dan/atau divestasi aset investasi; 5. Mengarahkan penyusunan kerangka pengambilan keputusan investasi (*investment decision framework*) termasuk parameter finansial, operasional, risiko dan strategis untuk investasi ruas jalan tol yang sudah beroperasi (*brownfield*); 6. Memimpin dan memastikan pengendalian pelaksanaan kontrak manajemen dengan *Service Provider* di bidang transaksi, lalu lintas, preservasi dan usaha lain untuk menjamin pemenuhan SPM dan efisiensi operasional pada ruas tol yang sudah beroperasi (*brownfield*); 7. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait kegiatan aksi korporasi dan bisnis jalan tol yang sudah beroperasi (*brownfield*); dan 8. Memastikan dan mengendalikan pencapaian pendapatan tol di masing-masing Regional, dan APJT Operasi-Konstruksi, APJT Operasi, dan APJT Operasi-Persiapan agar sesuai dengan realisasi volume lalu lintas. 1. Leading and ensuring business performance control for all toll roads managed by Subholding Subsidiaries and BUJT Subholding, Regional, including APJT Operations-Construction, APJT Operations, and APJT Operations-Preparation in the toll road concession business for toll roads that are already in operation (brownfield); 2. Leading and ensuring Regional performance control in increasing business opportunities to maximize the Company's revenue through corporate actions that are in line with the Company's strategy; 3. Leading and ensuring corporate development and supervision of corporate actions, including investment and divestment in Subholding Subsidiaries, APJT Operations-Construction, APJT Operations, and APJT Operations-Preparation in the toll road concession business for toll road sections that are already in operation (brownfield); 4. Leading and controlling the strategic direction of the investment portfolio for toll road concession businesses that are already operating (brownfield), including the direction of acquisitions, increases in ownership, restructuring related to strategy, portfolio, and business models, and/or divestment of investment assets; 5. Directing the preparation of an investment decision framework, including financial, operational, risk, and strategic parameters for investments in existing toll road sections (brownfield); 6. Leading and ensuring the control of management contracts with service providers in the areas of transactions, traffic, preservation, and other businesses to ensure the fulfillment of SPM and operational efficiency on toll road sections that are already in operation (brownfield); 7. Leading and ensuring risk management activities related to corporate actions and toll road business activities that are already operational (brownfield); and 8. Ensuring and controlling toll revenue achievement in each Region, and APJT Operations-Construction, APJT Operations, and APJT Operations-Preparation to match traffic volume realization.

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development	1. Memimpin, mengarahkan, dan memastikan kegiatan pengembangan bisnis jalan tol terkait rencana bisnis, kelayakan awal dan studi kelayakan (finansial, teknik, dan lingkungan) dalam investasi ruas-ruas baru jalan tol baik prakarsa (*unsolicited*) maupun penugasan Pemerintah (*solicited*) dan persiapan akuisisi ruas jalan tol dalam tahap konstruksi; 2. Memimpin dan memastikan kegiatan penyusunan desain, arsitektur, dan kajian teknik jalan tol, serta kajian mengenai dampak lingkungan, dan Keselamatan Konstruksi guna mendukung ketersediaan rekomendasi strategis Perusahaan; 3. Memimpin dan memastikan terlaksananya kegiatan pengendalian eksekusi investasi jalan tol melalui pembentukan konsorsium perolehan Perjanjian Pengusahaan Jalan Tol (PPJT) dan pembentukan APJT, serta pengendalian pembangunan jalan tol pada APJT Persiapan, APJT Konstruksi, APJT Operasi-Persiapan, dan APJT Operasi-Konstruksi (terkait bidang persiapan dan/atau konstruksi termasuk pengadaan tanah dan konstruksi); 4. Memimpin dan memastikan kegiatan pengelolaan aksi korporasi, investasi, dan divestasi pada APJT Persiapan, APJT Konstruksi, AP2JT Bidang Operasi, AP2JT Bidang Preservasi, dan AP Bidang *Related Business*, dan APJT Operasi-Persiapan dan APJT Operasi-Konstruksi terkait bidang persiapan dan/atau konstruksi; 5. Memimpin dan memastikan kegiatan penyusunan kebijakan, standar dan strategi serta pengelolaan pengembangan usaha Perusahaan di bidang tempat istirahat dan pelayanan (*rest area*), usaha lainnya (*related business*) termasuk pengembangan kawasan/*toll corridor development* untuk memastikan pemenuhan SPM layanan rest area serta optimalisasi aset jalan tol dan sekitar jalan tol; 6. Memimpin, memastikan, dan mengendalikan kinerja AP2JT Bidang Operasi, AP2JT Bidang Preservasi, dan AP Bidang *Related Business* dalam peningkatan peluang bisnis bidang pengoperasian dan preservasi jalan tol serta bisnis *Related* untuk memaksimalkan pendapatan Perusahaan sesuai tata kelola dan strategi Perusahaan; 7. Memberikan pembinaan korporasi serta arahan atas isu-isu strategis kepada AP2JT Bidang Operasi, AP2JT Bidang Preservasi, dan AP Bidang *Related Business* dalam rangka memastikan keselarasan strategi, tata kelola dan kebijakan Perusahaan; dan 8. Memastikan terlaksananya kegiatan pengelolaan manajemen risiko terkait dengan kebijakan di bidang pembangunan jalan tol, pengembangan usaha jalan tol, pengembangan usaha bidang *related business* (termasuk pengembangan kawasan/*toll corridor development*). 1. Leading, directing, and ensuring toll road business development activities related to business plans, preliminary feasibility and feasibility studies (financial, technical, and environmental) in new toll road section investments, both unsolicited and government-assigned (solicited), and prepare for the acquisition of toll road sections under construction; 2. Leading and ensuring the preparation of designs, architecture, and technical studies for toll roads, as well as studies on environmental impact and construction safety to support the availability of the Company's strategic recommendations; 3. Leading and ensuring the implementation of toll road investment control activities through the formation of a consortium to obtain a Toll Road Concession Agreement (PPJT) and the formation of an APJT, as well as controlling toll road construction in the APJT Preparation, APJT Construction, and APJT Operation -Preparation, and APJT Operation-Construction (related to the fields of preparation and/or construction, including land acquisition and construction); 4. Leading and ensuring corporate action, investment, and divestment management activities in the Preparation APJT, Construction APJT, Operations AP2JT, Preservation AP2JT, and Related Business Subsidiaries, as well as the Operations-Preparation APJT and Operations-Construction APJT related to preparation and/or construction; 5. Leading and ensuring the preparation of policies, standards, and strategies as well as the management of the Company's business development in the areas of rest areas and services (rest area), other businesses (related business), including area development/toll corridor development to ensure the fulfillment of SPM rest area services and the optimization of toll road assets and surrounding toll roads; 6. Leading, ensuring, and controlling the performance of AP2JT Operations, AP2JT Preservation, and AP Related Business in increasing business opportunities in the field of toll road operation and preservation, as well as Related Business to maximize the Company's revenue in accordance with the Company's governance and strategy; 7. Providing corporate guidance and direction on strategic issues to AP2JT Operations, AP2JT Preservation, and AP Related Business to ensure alignment with the Company's strategy, governance, and policies; and 8. Ensuring the implementation of risk management activities related to policies in the field of toll road construction, toll road business development, and related business development (including area development/toll corridor development).
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Yoga Tri Anggoro*	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	1. Memimpin dan mengarahkan penyusunan dan pengembangan kebijakan pengelolaan *human capital* Perusahaan; 2. Memimpin dan memastikan implementasi sistem dan prosedur pengelolaan human capital Perusahaan berjalan dengan baik; 3. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait kebijakan di bidang pengelolaan human capital; 4. Memimpin dan mengarahkan pengembangan sistem *human capital* di Anak Perusahaan sesuai dengan ketentuan dan mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan; 5. Memastikan pengelolaan hubungan industrial yang harmonis antara Perusahaan dan Karyawan dengan memperhatikan peraturan dan perundang-undangan yang berlaku; 6. Mengarahkan pengelolaan kerumahtanggaan, sarana kerja dan fasilitas kantor, transportasi kendaraan dinas dan kendaraan *pool*, serta penyediaan fasilitas rapat dinas, untuk memberikan dukungan terhadap aktivitas Perusahaan; dan 7. Memastikan pengelolaan *human capital* untuk meningkatkan kapabilitas Perusahaan melalui pembelajaran berbasis teknologi informasi. 1. Leading and directing the formulation and development of the Company's human capital management policies; 2. Leading and ensuring the proper implementation of the Company's human capital management systems and procedures; 3. Leading and ensuring risk management activities related to policies in the field of human capital management; 4. Leading and directing the development of the human capital system in Subsidiaries in accordance with the provisions and mechanisms applicable in the relationship between the Parent Company and Subsidiaries; 5. Ensuring harmonious industrial relations between the Company and Employees by complying with applicable laws and regulations; 6. Directing the management of housekeeping, work facilities and office facilities, official vehicle transportation and pool vehicles, as well as the provision of official meeting facilities, to support the Company's activities; and 7. Ensuring the management of human capital to improve the Company's capabilities through information technology-based learning.
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	
Fitri Wiyanti	Direktur Operasi ***** Director of Operations	1. Memimpin dan mengarahkan pengembangan kebijakan strategis di bidang operasional dan preservasi jalan tol di seluruh lingkungan Perusahaan; 2. Memimpin dan mengarahkan kegiatan pengoperasian jalan tol meliputi manajemen layanan transaksi tol dan manajemen lalu lintas agar dapat terlaksana sesuai dengan pencapaian SLA untuk memberikan pelayanan terhadap pengguna jalan tol sesuai dengan Standar Pelayanan Minimum (SPM), perundang-undangan, serta kebijakan dan pedoman operasional yang ditetapkan Perusahaan; 3. Mengarahkan dan mengendalikan perumusan serta pemanfaatan kebijakan dan arahan strategis pemanfaatan data dan pemodelan lalu lintas sebagai acuan Perusahaan dalam pengambilan keputusan operasional, perencanaan layanan, dan pengembangan jalan tol; 4. Mengarahkan dan mengendalikan integrasi analisis eksternal, termasuk perubahan kebijakan transportasi, Rencana Tata Ruang Wilayah (RTRW), kondisi sosial-ekonomi, serta interaksi dengan moda transportasi lain, ke dalam kerangka perencanaan dan proyeksi lalu lintas Perusahaan, serta memastikan penyediaan analisis ekonomi transportasi sebagai data dukung strategis bagi pengembangan bisnis jalan tol, kebijakan penyesuaian tarif dan pengembangan layanan jalan tol; 5. Memimpin dan mengarahkan kegiatan pengamanan layanan transaksi tol; 6. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait dengan pengoperasian dan preservasi jalan tol,manajemen lalu lintas jalan tol dan sistem teknologi informasi Perusahaan; 7. Memimpin dan mengarahkan sistem pengamanan jalan tol yang dapat dilaksanakan sesuai dengan kebutuhan pengoperasian jalan tol; 8. Mengarahkan dan mengendalikan perencanaan dan penyusunan perkiraan lalu lintas dalam rangka pencapaian rencana pendapatan perusahaan; 9. Memimpin dan mengarahkan pengembangan teknologi informasi di bidang pengoperasian dan preservasi jalan tol (IT *Operation*) guna meningkatkan efisiensi beban operasi dan kapabilitas Perusahaan; 10. Memimpin dan mengarahkan riset dan pengembangan pengetahuan baru berbasis teknologi informasi guna menciptakan teknologi, sistem maupun layanan baru untuk meningkatkan kapabilitas Perusahaan; dan 11. Memimpin dan memastikan pengelolaan teknologi informasi Perusahaan sebagai tindak lanjut pelaksanaan rencana strategis dan *masterplan* teknologi informasi yang mencakup IT *Enterprise* dan IT Operation.

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Fitri Wiyanti	Direktur Operasi ***** Director of Operations	1. Leading and directing the development of strategic policies in the areas of toll road operations and maintenance throughout the Company; 2. Leading and directing toll road operations, including toll transaction service management and traffic management, to ensure that they are carried out in accordance with SLAs to provide services to toll road users in accordance with Minimum Service Standards (SPM), laws and regulations, and operational policies and guidelines established by the Company; 3. Directing and controlling the formulation and utilization of strategic policies and directives on data utilization and traffic modeling as a reference for the Company in operational decision-making, service planning, and toll road development; 4. Directing and controlling the integration of external analysis, including changes in transportation policy, Regional Spatial Planning (RTRW), socio-economic conditions, and interactions with other modes of transportation, into the Company's traffic planning and projection framework, as well as ensuring the provision of transportation economic analysis as strategic supporting data for toll road business development, tariff adjustment policies, and toll road service development; 5. Leading and directing toll transaction security activities; 6. Leading and ensuring risk management activities related to toll road operation and preservation, toll road traffic management, and the Company's information technology systems; 7. Leading and directing toll road security systems that can be implemented in accordance with toll road operational needs; 8. Directing and controlling traffic estimation planning and preparation to achieve the Company's revenue plan; 9. Leading and directing information technology development in the field of toll road operation and preservation (IT Operation) to improve the Company's operational efficiency and capabilities; 10. Leading and directing research and development of new knowledge-based on information technology to create new technologies, systems, and services to enhance the Company's capabilities; and 11. Leading and ensuring the management of the Company's information technology as a follow-up to the implementation of strategic plans and information technology master plans covering IT Enterprise and IT Operations.
Yaya Ruhiya***	Direktur Layanan Director of Services	1. Memimpin dan mengarahkan pengembangan kebijakan strategis layanan pelanggan berbasis *customer experience management*, termasuk penetapan SLA layanan pelanggan melampaui Standar Pelayanan Minimum (SPM), pengelolaan kualitas layanan secara *end-to-end*, serta kebijakan yang mengatur tentang layanan *call center* Perusahaan sebagai kanal layanan pelanggan; 2. Mengarahkan pengembangan dan pemanfaatan *customer database* sebagai dasar perumusan kebijakan layanan, inovasi, komersialisasi dan pengambilan keputusan berbasis data; 3. Memimpin dan mengendalikan pengumpulan *Voice of Customer* (VoC), pelaksanaan temu pelanggan, survei kepuasan pelanggan, serta pengukuran *Customer Experience* sebagai dasar perbaikan berkelanjutan; 4. Mengarahkan strategi pengembangan dan optimalisasi kanal layanan digital guna memperkuat aksesibilitas layanan serta memperkaya database pelanggan secara terintegrasi; 5. Memimpin dan memastikan pengendalian standar dan kinerja layanan pelanggan berdasarkan SLA terkait *Customer Experience*, termasuk pengelolaan terkait penanganan keluhan pelanggan di seluruh Unit Kerja terkait; 6. Memimpin dan mengarahkan pengelolaan Kontrak Manajemen dengan *Service Provider* pada bidang layanan *call center* baik secara langsung untuk lingkup Induk maupun pengawasan terhadap lingkup Anak Perusahaan; 7. Mengarahkan dan mengendalikan pemberian arahan kebijakan, masukan dan rekomendasi kepada Direktorat terkait agar kebijakan, standar, dan *roadmap* layanan Perusahaan diterapkan secara konsisten; 8. Memimpin dan mengarahkan manajemen inovasi Perusahaan secara *end-to-end* melalui meliputi perencanaan inovasi, pengembangan prototipe, kajian kelayakan, kolaborasi lintas direktorat, inkubasi inovasi baik organik maupun inorganik, implementasi serta pengukuran kinerja dan dampak inovasi, termasuk penyelenggaraan acara kompetisi inovasi Perusahaan; 9. Mengarahkan dan mengendalikan pembinaan kepada Unit Kerja dan Anak Perusahaan terkait pengembangan inovasi agar selaras dengan strategi *Customer Experience* dan kebutuhan bisnis Perusahaan, dengan membedakan pendekatan inovasi organik dan inorganik sesuai ketentuan Perusahaan; 10. Memimpin dan mengarahkan validasi strategis terhadap penyusunan serta implementasi strategi komersialisasi bisnis non tarif/non konsesi, termasuk kajian *segmenting*, *targeting*, dan *positioning* (STP), kerja sama, promosi, dan aktivasi komersialisasi; 11. Mengarahkan dan mengendalikan penyusunan kajian, kebijakan, dan rekomendasi bidang komersialisasi kepada Direktorat terkait sebagai acuan dalam pencapaian target pendapatan dan kinerja komersialisasi yang terukur; 12. Memimpin dan mengarahkan penyusunan kajian dan rekomendasi strategi branding Perusahaan berdasarkan evaluasi dari *Voice of Customer* (VoC) dan evaluasi layanan lainnya dari perspektif pelanggan (*customer*); dan 13. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait kebijakan di bidang pengelolaan *customer experience management*, inovasi, dan komersialisasi.

Tabel Pembagian Tugas Antar Direksi
Table of Division of Duties among the Board of Directors

Nama Name	Jabatan Position	Bidang Tugas Scope of Work
Yaya Ruhiya***	Direktur Layanan Director of Services	1. Leading and directing the development of strategic customer service policies based on customer experience management, including establishing customer service SLAs that exceed Minimum Service Standards (SPM), end-to-end service quality management, and policies governing the Company's call center services as a customer service channel; 2. Directing the development and utilization of the customer database as the basis for formulating service policies, innovation, commercialization, and data-driven decision making; 3. Leading and controlling the collection of Voice of Customer (VoC), conducting customer meetings, customer satisfaction surveys, and measuring Customer Experience as the basis for continuous improvement; 4. Directing the development and optimization strategy for digital service channels to strengthen service accessibility and enrich the customer database in an integrated manner; 5. Leading and ensuring the control of customer service standards and performance based on SLAs related to Customer Experience, including management related to handling customer complaints across all relevant Work Units; 6. Leading and directing the management of Management Contracts with Service Providers in the field of call center services, both directly for the Parent Company and through supervision of Subsidiaries; 7. Directing and controlling the provision of policy guidance, input, and recommendations to relevant Directorates so that the Company's policies, standards, and service roadmaps are implemented consistently; 8. Leading and directing the Company's end-to-end innovation management through innovation planning, prototype development, feasibility studies, cross-directorate collaboration, organic and inorganic innovation incubation, implementation, and measurement of innovation performance and impact, including organizing Company innovation competitions; 9. Directing and controlling guidance to Work Units and Subsidiaries regarding innovation development to ensure alignment with the Company's Customer Experience strategy and business needs, differentiating between organic and inorganic innovation approaches in accordance with Company regulations; 10. Leading and directing strategic validation of the preparation and implementation of non-tariff/non-concession business commercialization strategies, including segmenting, targeting, and positioning (STP) studies, cooperation, promotion, and commercialization activation; 11. Directing and controlling the preparation of studies, policies, and recommendations in the field of commercialization to the relevant Directorates as a reference in achieving measurable commercialization revenue and performance targets; 12. Leading and directing the preparation of studies and recommendations for the Company's branding strategy based on evaluations from the Voice of Customer (VoC) and other service evaluations from the customer's perspective; and 13. Leading and ensuring risk management activities related to policies in the areas of customer experience management, innovation, and commercialization.

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7, 2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025

Rapat-Rapat yang Dihadiri oleh Direksi

Uraian mengenai kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS, dapat dilihat pada Sub Bab mengenai Rapat Dewan Komisaris dan Direksi.

Meetings Attended by the Board of Directors

A description of the policy and implementation of the frequency of Board of Directors meetings, joint Board of Commissioners and Board of Directors meetings, and the attendance rate of Board of Directors members at these meetings, including attendance at GMS, is available in the Board of Commissioners and Board of Directors Meetings sub-chapter.

Program Pengenalan Perseroan bagi Anggota Direksi Baru

Proses yang dilakukan setelah pengangkatan pengurus baru melalui RUPS adalah diselenggarakannya Program Pengenalan bagi Pengurus yang baru diangkat. Hal ini sebagaimana tercantum dalam Bab III. F. 1. *Board Manual,* Perseroan wajib melaksanakan kegiatan program pengenalan Perseroan, setiap kali terjadi pengangkatan anggota Direksi baru dalam waktu selambat-lambatnya

Company Induction Program for New Board of Directors Members

The process carried out after the appointment of new management through the GMS is the implementation of an Induction Program for newly appointed management. As stated in Chapter III. F. 1. of the Board Manual, the Company is required to carry out a Company induction program whenever new members of the Board of Directors are appointed, no later than 3 (three) months after their

3 (tiga) bulan sejak pengangkatannya. Program Pengenalan dilaksanakan dengan tujuan memperkenalkan Perseroan secara komprehensif kepada anggota Direksi yang baru diangkat, sehingga didapatkan pemahaman awal yang cukup terkait Perseroan. Pengetahuan yang didapatkan oleh anggota Direksi baru dalam program pengenalan berperan penting demi kelancaran dan efektivitas pelaksanaan tugas dan kewajibannya. Materi Program Pengenalan bagi Pengurus baru di antaranya mencakup profil Perseroan, pengenalan tentang proses bisnis Jasa Marga, pencapaian Perseroan, penerapan sistem manajemen dan tata kelola perusahaan.

Sehubungan dengan perubahan susunan pengurus, Perseroan telah melaksanakan program pengenalan bagi Direksi sebanyak 2 (dua) kali pada tahun 2025. Program tersebut dilaksanakan pada tanggal:
- 4 Juni 2025: Dihadiri oleh Bapak Rivan A. Purwantono, dan Bapak Yoga Tri Anggoro selaku anggota Direksi yang baru diangkat, serta Bapak Juri Ardiantoro, Bapak Syamsul Bachri Yusuf, dan Bapak Asrorun Ni'am Sholeh selaku anggota Dewan Komisaris yang baru diangkat; dan
- 24 Desember 2025: Dihadiri oleh Bapak Ari Respati dan Bapak Yaya Ruhiya, selaku anggota Direksi yang baru diangkat.

Pengembangan Kompetensi

Dalam rangka meningkatkan pengetahuan dan kompetensi para anggota Direksi, dan memastikan wawasan profesional, kompetensi serta kemampuan kepemimpinan para anggota Direksi dapat berkembang selaras dengan perkembangan industri terkini, Perseroan memberikan pelatihan kepada setiap anggota Direksi. Program pelatihan/pendidikan yang diikuti oleh para Direksi sepanjang tahun 2025 dapat dilihat pada bagian Pengembangan Kompetensi Direksi di Bab Profil Perusahaan di dalam buku Laporan Tahunan ini.

Kebijakan Rangkap Jabatan

Setiap anggota Direksi dilarang untuk merangkap jabatan, hal ini sebagaimana diatur dalam Anggaran Dasar Perseroan Pasal 11 ayat (28), yang mengatur sebagai berikut:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
2. Anggota Dewan Komisaris dan/atau Dewan Pengawas pada Badan Usaha Milik Negara;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga Pemerintah Pusat dan Daerah;
4. Pengurus partai politik, anggota Dewan Perwakilan Rakyat (DPR), Dewan Perwakilan Daerah (DPD), Dewan Perwakilan Rakyat Daerah (DPRD) Tingkat I, dan DPRD Tingkat II dan/atau kepala daerah/wakil kepala daerah;
5. Menjadi calon/anggota DPR, DPD, DPRD Tingkat I, dan DPRD Tingkat II atau calon kepada daerah/wakil kepala daerah;
6. Jabatan lain yang dapat menimbulkan benturan kepentingan; dan/atau
7. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundangan.

appointment. The Induction Program is carried out with the aim of comprehensively introducing the Company to newly appointed members of the Board of Directors, so that they gain a sufficient initial understanding of the Company. The knowledge gained by new members of the Board of Directors in the induction program plays an important role in the smooth and effective performance of their duties and obligations. The material for the Induction Program for new Management includes the Company's profile, an introduction to Jasa Marga's business processes, the Company's achievements, and the implementation of management and corporate governance systems.

In connection with changes in the management structure, the Company has conducted an orientation programme for the Board of Directors twice in 2025. The programme was held on the following dates:
- June 4, 2025: Attended by Mr Rivan A. Purwantono and Mr Yoga Tri Anggoro as newly appointed members of the Board of Directors, as well as Mr Juri Ardiantoro, Mr Syamsul Bachri Yusuf, and Mr Asrorun Ni'am Sholeh as newly appointed members of the Board of Commissioners; and
- December 24, 2025: Attended by Mr Ari Respati and Mr Yaya Ruhiya, as newly appointed members of the Board of Directors.

Competency Development

To enhance the knowledge and competence of the members of the Board of Directors, and to ensure that their professional insight, competence, and leadership skills develop in line with the latest industry developments, the Company provides training to each member of the Board of Directors. The training/education programs attended by the Board of Directors throughout 2025 are available in the Board of Directors Competency Development section of the Company Profile chapter in this Annual Report.

Policy on Concurrent Positions

Each member of the Board of Directors is prohibited from holding concurrent positions, as stipulated in Article 11 paragraph (28) of the Articles of Association, which regulates as follows:
1. Members of the Board of Directors of State-Owned Enterprises, Regional-Owned Enterprises, and Private-Owned Enterprises;
2. Members of the Board of Commissioners and/or Supervisory Board of State-Owned Enterprises;
3. Other structural and functional positions in Central and Regional Government agencies/institutions;
4. Political party officials, members of the House of Representatives (DPR), Regional Representatives Council (DPD), Provincial Legislative Council (DPRD) Level I, and DPRD Level II, and/or regional heads/deputy regional heads;
5. Being a candidate/member of the DPR, DPD, DPRD Level I, and DPRD Level II, or a candidate for regional head/deputy regional head;
6. Other positions that may cause a conflict of interest; and/or
7. Other positions in accordance with the provisions of laws and regulations.

Tabel Rangkap Jabatan Direksi Tahun 2025
Table of Concurrent Positions of the Board of Directors in 2025

Nama Name	Jabatan Position	Jabatan Pada Perusahaan/Instansi Lain Position in Other Companies/Institutions	Nama Perusahaan/Instansi Lain Name of Company/Institution
Rivan A. Purwantono	Direktur Utama President Director	• Ketua Umum Asosiasi Jalan Tol Indonesia • Wakil Ketua Masyarakat Transportasi Indonesia • Komite Audit Universitas Gadjah Mada • Dosen Universitas Gadjah Mada • Dosen Kehormatan Universitas Islam Sultan Agung Semarang • Ketua Bidang Hukum & Advokasi Certified Wealth Manager's Association • Chairman of the Indonesian Toll Road Association • Vice Chairman of the Indonesian Transportation Society • Audit Committee of Gadjah Mada University • Lecturer at Gadjah Mada University	• Asosiasi Jalan Tol Indonesia • Masyarakat Transportasi Indonesia • Universitas Gadjah Mada • Universitas Gadjah Mada • Universitas Islam Sultan Agung Semarang • Certified Wealth Manager's Association • Indonesian Toll Road Association • Indonesian Transportation Society • Gadjah Mada University • Gadjah Mada University
Reza Febriano	Direktur Bisnis Director of Business	-	-
Yoga Tri Anggoro	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	-	-
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	-	-
Fitri Wiyanti	Direktur Operasi ***** Director of Operations	-	-
Yaya Ruhiya***	Direktur Layanan Director of Services	-	-
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development	-	-
Subakti Syukur**	Direktur Utama President Director	• Ketua Umum Asosiasi Jalan Tol Indonesia • Staf Khusus Ketua Umum Persatuan Olahraga Dayung Seluruh Indonesia • Ketua Bidang Investasi II Himpunan Pengembangan Jalan Indonesia • Chairman Indonesian Toll Road Association • Special Staff of the General Chairman All Indonesia Rowing Sports Association • Chairman of Investment II Indonesian Road Development Association	• Asosiasi Jalan Tol Indonesia • Persatuan Olahraga Dayung Seluruh Indonesia • Himpunan Pengembangan Jalan Indonesia • Indonesian Toll Road Association • All Indonesia Rowing Sports Association • Indonesian Road Development Association
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	-	-
Mohamad Agus Setiawan****	Direktur Pengembangan Usaha Director of Business Development	-	-

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7, 2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025.

Keputusan dan Pelaksanaan Tugas Direksi

Sepanjang tahun 2025, Direksi telah membuat sejumlah keputusan, rekomendasi dan pelaksanaan penting, antara lain sebagai berikut:

1. Tunjangan Hari raya Keagamaan.
2. Kesetaraan Stratifikasi Kelompok Jabatan.
3. Pemberian Penghargaan kepada Pensiunan Karyawan.
4. Pemberian Penghargaan Pengabdian Karyawan.
5. Arsitektur Sumber Daya Manusia (*Human Capital Architecture*) Jasa Marga.
6. Organisasi dan Uraian Jabatan.
7. Penetapan Daftar Hitam Penyedia Barang dan Jasa.
8. Perancangan Desain *Internal Control over Financial Reporting* (ICoFR).
9. Kelompok dan Stratifikasi Jabatan.
10. Penetapan Tim Inovasi Terbaik Jasa Marga Innovation Competition 2024.
11. Pedoman Pengelolaan Keterikatan Karyawan (*Employee Engagement*) Jasa Marga Group.
12. Pembentukan Tim Satuan Tugas Jasa Marga Siaga Operasional Hari Raya.
13. Pemberian *Motivational Reward* Tahunan Karyawan Tahun Buku 2024.
14. Standar Prosedur Transaksi Keuangan Jasa Marga.
15. Penetapan *Fine Tuning* untuk Rumusan Kenaikan Gaji Pokok Tahun 2025.
16. Pembagian Tugas dan Wewenang Direksi Jasa Marga.
17. Pakaian Dinas Karyawan.
18. Pembagian Dividen Tunai Tahun Buku 2024.
19. Struktur Organisasi Sistem Manajemen Keamanan Informasi Jasa Marga.
20. *Key Performance Indicators* Direksi dan Kontrak Manajemen Tahunan Direksi Jasa Marga.
21. Pembentukan Tim Audit Internal Atas Penerapan Sistem Manajemen Anti Penyuapan (SMAP) Jasa Marga.
22. Standar Persyaratan Personil Sistem Manajemen Keamanan Infomasi (SMKI) Jasa Marga.
23. Penilaian *Risk Maturity Index* (RMI) Tahun Buku 2024 Jasa Marga.
24. Matriks Pemetaan Kewenangan Jasa Marga.
25. Jasa Marga Impactful Akhlak Program (JM ImAp) Competition 2025.
26. Kebijakan dan Pedoman Sistem Manajemen Kelangsungan Usaha Jasa Marga.
27. Sistem Manajemen Pemberhentian Karyawan (*Exit System*).
28. Kontrak Manajemen Pengoperasian Jalan Tol.
29. Dana Pensiun Jasa Marga.
30. Kebijakan Hak Asasi manusia (HAM).
31. Pedoman dan Prosedur Pemasangan Iklan di Wilayah Jalan Tol.
32. Penyesuaian Logo Perusahaan.
33. Penetapan Lagu Mars Jasa Marga.
34. Penetapan Peserta Program Beasiswa 2025.
35. Kebijakan Anti Penyuapan.
36. Petugas Polisi Patroli Jalan Raya di Lingkungan Jasa Marga.
37. Pedoman Kompetisi Inovasi Jasa Marga Group.
38. Pembentukan Komite Sustainability Jasa Marga.

Decisions and Implementation of the Board of Directors' Duties

Throughout 2025, the Board of Directors has made important decisions, recommendations, and implementations, including the following:

1. Religious Holiday Allowance.
2. Job Group Stratification Equality.
3. Awarding Recognition to Retired Employees.
4. Awarding Recognition for Employee Service.
5. Jasa Marga Human Capital Architecture.
6. Organization and Job Descriptions.
7. Establishment of the Vendor Blacklist for Goods and Services.
8. Designing Internal Control over Financial Reporting (ICoFR).
9. Job Groups and Stratification.
10. Selection of the Best Innovation Team for Jasa Marga Innovation Competition 2024.
11. Guidelines for Managing Employee Engagement in Jasa Marga Group.
12. Formation of the Jasa Marga Operational Readiness Task Force for Holidays.
13. Granting Annual Employee Motivational Reward for Fiscal Year 2024.
14. Jasa Marga Financial Transaction Standard Procedures.
15. Establishment of Fine Tuning for the 2025 Basic Salary Increase Formula.
16. Division of Duties and Authorities of Jasa Marga Directors.
17. Employee Uniforms.
18. Distribution of Cash Dividends for Fiscal Year 2024.
19. Jasa Marga Information Security Management System Organizational Structure.
20. Key Performance Indicators for Directors and Annual Management Contracts for Jasa Marga Directors.
21. Formation of an Internal Audit Team for the Implementation of Jasa Marga's Anti-Bribery Management System (SMAP).
22. Jasa Marga Information Security Management System (SMKI) Personnel Requirements Standard.
23. Jasa Marga Risk Maturity Index (RMI) Assessment for Fiscal Year 2024.
24. Jasa Marga Authority Mapping Matrix.
25. Jasa Marga Impactful Akhlak Program (JM ImAp) Competition 2025.
26. Jasa Marga Business Continuity Management System Policy and Guidelines.
27. Employee Termination Management System (Exit System).
28. Toll Road Operation Management Contract.
29. Jasa Marga Pension Fund.
30. Human Rights (HAM) Policy.
31. Guidelines and Procedures for Advertising Placement in Toll Road Areas.
32. Company Logo Adjustment.
33. Establishment of the Jasa Marga March Song.
34. Selection of Scholarship Program 2025 Participants.
35. Anti-Bribery Policy.
36. Highway Patrol Officers within Jasa Marga.
37. Jasa Marga Group Innovation Competition Guidelines.
38. Formation of Jasa Marga Sustainability Committee.

39. Standarisasi Proses Bisnis Jasa Marga.
40. Pelaksanaan Penghapusan dan Pelelangan Aktiva tetap Barang/Peralatan dan Kendaraan.
41. Pedoman Tindak Lanjut Hasil Audit di Lingkungan Jasa Marga.
42. Penetapan Tim Inovasi dan Peninjau untuk Temu Karya Mutu dan Produktivitas Nasional 2025.
43. Penetapan Budaya Kerja Perusahaan "JSMR MOVE".
44. Peraturan Kerja Lembur Karyawan.
45. Manual Sistem Manajemen Anti Penyuapan.
46. Peraturan Perjalanan Dinas.
47. Pembentukan Tim Penyusunan dan Perundingan Perjanjian Kerja Bersama (PKB) 2026-2028.
48. *Dashboard* Proyeksi Lalu Lintas.

39. Standardization of Jasa Marga Business Processes.
40. Implementation of Fixed Asset Disposal and Auction for Goods/Equipment and Vehicles.
41. Guidelines for Follow-up on Audit Results within Jasa Marga.
42. Selection of Innovation and Review Teams for the 2025 National Quality and Productivity Meeting.
43. Establishment of the Company Work Culture "JSMR MOVE".
44. Employee Overtime Regulations.
45. Anti-Bribery Management System Manual.
46. Business Travel Regulations.
47. Formation of the Team for Drafting and Negotiating the Collective Labor Agreement (PKB) 2026-2028.
48. Traffic Projection Dashboard.

Pengelolaan Benturan Kepentingan

Dalam melaksanakan tugas dan tanggung jawabnya, dapat terjadi Direksi berhadapan dengan kondisi benturan kepentingan. Demi menjaga independensi dan profesionalisme, maka setiap anggota Direksi harus menganut etika sebagai berikut:

1. Mematuhi peraturan perundang-undangan yang berlaku, Anggaran Dasar, dan Pedoman GCG serta kebijakan-kebijakan Perseroan yang telah ditetapkan.
2. Mengambil sikap, pendapat dan tindakan harus didasarkan atas unsur objektivitas, profesional dan independen demi kepentingan Perseroan yang seimbang dengan kepentingan para pemangku kepentingan.
3. Menjalankan tugas dan kewajibannya dengan menempatkan kepentingan Direksi secara keseluruhan, di atas kepentingan pribadi.
4. Selama menjabat, Anggota Direksi tidak diperkenankan untuk:
   a. Mengambil peluang bisnis Perseroan, selain gaji dan fasilitas yang diterimanya sebagai Anggota Direksi yang ditentukan oleh RUPS, untuk kepentingan dirinya sendiri, keluarga, kelompok usahanya dan/atau pihak lain.
   b. Memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perseroan.
   c. Menggunakan aset Perseroan, informasi Perseroan atau jabatannya selaku Anggota Direksi untuk kepentingan pribadi ataupun orang lain, yang bertentangan dengan ketentuan peraturan perundang-undangan serta kebijakan Perseroan yang berlaku.
   d. Berkompetisi dengan Perseroan yaitu menggunakan pengetahuan/informasi dari dalam (*inside information)* untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perseroan.
   e. Merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung dengan Perseroan dan/atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku.
   f. Memberikan atau menawarkan, atau menerima baik langsung ataupun tidak langsung imbalan dan/atau hadiah, dan/atau hibah dan/atau sumbangan dan/atau *entertainment* dalam bentuk apapun dari pihak yang memiliki hubungan bisnis atau pesaing

Conflict of Interest Management

In carrying out their duties and responsibilities, the Board of Directors may encounter conflicts of interest. To maintain independence and professionalism, each member of the Board of Directors must adhere to the following code of conduct:

1. Comply with applicable laws and regulations, the Articles of Association, and GCG Guidelines as well as the Company's established policies.
2. Take stances, opinions, and actions based on objectivity, professionalism, and independence for the benefit of the Company, balanced with the interests of stakeholders.
3. Perform duties and obligations by placing the interests of the Board of Directors as a whole above personal interests.
4. During their term of office, Members of the Board of Directors are not permitted to:
   a. Take advantage of the Company's business opportunities, other than the salary and facilities received as a Member of the Board of Directors, as determined by the GMS, for their own interests, those of their family, business group, and/or other parties.
   b. Use their position for personal interests or for the interests of other persons or parties that conflict with the interests of the Company.
   c. Use the Company's assets, information, or their position as a Member of the Board of Directors for personal gain or for the benefit of others, which is contrary to the provisions of laws and regulations and the applicable policies of the Company.
   d. Compete with the Company, i.e., by using inside information to obtain benefits for interests other than those of the Company.
   e. Holding other positions that may cause a direct conflict of interest with the Company and/or that are contrary to applicable laws and regulations.
   f. Giving or offering, or receiving, either directly or indirectly, rewards and/or gifts, and/or grants and/or donations and/or entertainment in any form from parties that have a business relationship with or are competitors of the Company, to obtain information

Perseroan, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk memengaruhinya untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan/jabatannya.

g. Memberikan dan menerima hadiah, bingkisan, parsel, karangan bunga dan bentuk pemberian lainnya pada hari raya keagamaan maupun hari-hari besar/tertentu lainnya kepada pejabat/pegawai di lingkungan instansi Pemerintah dan/atau pihak yang memiliki hubungan bisnis.

5. Menjaga kerahasiaan informasi-informasi Perseroan yang bersifat rahasia yang dipercayakan kepadanya sesuai ketentuan peraturan perundang-undangan yang berlaku.
6. Menghindari setiap aktivitas yang dapat memengaruhi independensinya dalam melaksanakan tugas.
7. Melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan Anggota Direksi yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan yang berkaitan dengan hal tersebut.
8. Mematuhi peraturan perundang-undangan yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (*insider trading*) untuk memperoleh keuntungan pribadi.

or something that is not permitted by applicable laws and regulations, or to influence them to do and/or not do something related to their position/office.

g. Giving and receiving gifts, presents, parcels, flower bouquets, and other forms of gifts on religious holidays and/or other special days to officials/employees within government agencies and/or parties that have a business relationship.

5. Maintain the confidentiality of confidential Company information entrusted to them in accordance with applicable laws and regulations.
6. Avoid any activities that may affect their independence in carrying out their duties.
7. Disclose any conflicts of interest, and the relevant Board of Directors member shall not be involved in the Company's decision-making process related to such matters.
8. Comply with applicable laws and regulations, including not engaging in insider trading for personal gain.

Kepemilikan Saham Direksi

Informasi mengenai kepemilikan saham oleh anggota Direksi dapat dilihat pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Share Ownership of the Board of Directors

Information regarding the share ownership of members of the Board of Directors is available in the Company Profile chapter of this Annual Report.

Penilaian Kinerja Komite di Bawah Direksi dan Dasar Penilaiannya

Direksi Jasa Marga memiliki 3 (tiga) Komite di bawah Direksi, yaitu: Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, dan Komite Sustainability yang membantu pelaksanaan tugas Direksi. Atas kinerja Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, dan Komite Sustainability di tahun 2025, Direksi menilai bahwa ketiga Komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dan telah memberikan sejumlah rekomendasi dan saran kepada Direksi terkait impelementasi manajemen risiko, pengembangan TI, dan pelaksanaan TJSL di Perseroan.

Di tahun 2025, Komite Manajemen Risiko telah membantu Direksi dalam memastikan kelangsungan usaha melalui penetapan rencana kontinjensi, strategi risiko, klasifikasi risiko anak perusahaan, serta pengukuran maturitas risiko yang terintegrasi dengan pengawasan tim sekretariat. Selain itu Komite Manajemen Risiko juga telah melakukan *review* terhadap risiko-risiko strategis beserta kriterianya yang mungkin dihadapi oleh Perseroan beserta dengan pemantauan realisasinya dan melakukan *review* terhadap hasil pengukuran indeks kematangan risiko *(Risk Maturity Index)* di lingkungan Perseroan.

Komite Pengarah Teknologi Informasi di tahun 2025 telah melakukan beberapa arahan terkait program kerja yaitu pencapaian RSTI, progres kajian MLFF, implementasi SAP

Performance Assessment of Committees under the Board of Directors and the Assessment Basis

The Board of Directors of Jasa Marga has 3 (three) committees under its authority: the Risk Management Committee, the Information Technology Steering Committee, and the Sustainability Committee, which assist the Board of Directors in carrying out its duties. Based on the performance of the Risk Management Committee, the Information Technology Steering Committee, and the TJSL Committee in 2025, the Board of Directors assessed that the three Committees had performed their duties and responsibilities well and had provided several recommendations and suggestions to the Board of Directors regarding the implementation of risk management, IT development, and the implementation of TJSL in the Company.

In 2025, the Risk Management Committee assisted the Board of Directors in ensuring business continuity through the establishment of contingency plans, risk strategies, risk classification for subsidiaries, and risk maturity assessments, integrated with oversight by the secretariat team. In addition, the Risk Management Committee reviewed the strategic risks and criteria that the Company may face, monitored their realization, and reviewed the results of the Risk Maturity Index measurement within the Company.

In 2025, the Information Technology Steering Committee provided several directives related to the work program, namely RSTI achievements, progress on the MLFF review,

PSAK 118, IT *Maturity Assessment,* pengembangan aplikasi TCM dan BPO, serta penguatan struktur melalui penambahan Tim Teknis IT *Steering Committee*.

Sedangkan Komite Sustainability pada tahun 2025 telah membantu Direksi dalam melakukan pemetaan isu-isu keberlanjutan serta penyusunan dan penyelarasan program keberlanjutan Perseroan, termasuk program Tanggung Jawab Sosial dan Lingkungan (TJSL), agar sejalan dengan Kebijakan Keberlanjutan dan *Road Map* ESG Perseroan. Selain itu, Komite Sustainability juga melakukan *monitoring* dan evaluasi atas pelaksanaan program keberlanjutan dan TJSL di Perseroan guna memastikan efektivitas, ketercapaian target, serta akuntabilitas pelaksanaannya.

Prosedur Penilaian Kinerja Komite di Bawah Direksi

Prosedur penilaian kinerja Komite di bawah Direksi dilakukan dengan mengevaluasi pelaksanaan tugas dan tanggung jawabnya berdasarkan tujuan pembentukan masing-masing Komite. Dalam hal prosedur penilaian kinerja Komite di Bawah Direksi, Direksi akan menilai kinerja dari Komite tersebut sesuai dengan tugas pokok dan fungsi serta pertimbangan atas sejumlah rekomendasi pengambilan keputusan yang diberikan kepada Direksi sesuai ketentuan yang berlaku.

Kriteria Penilaian Kinerja Komite di Bawah Direksi

Adapun kriteria penilaian kinerja Komite di bawah Direksi didasari oleh pemenuhan tugas dan tanggung jawab dari setiap Komite di bawah Direksi sesuai dengan maksud dan tujuan pembentukannya.

Mekanisme Pemberhentian dan Pengunduran Diri Direksi

Anggota Direksi dapat diberhentikan sementara waktu oleh Dewan Komisaris dengan menyebutkan alasannya, apabila anggota Direksi tersebut bertindak bertentangan dengan Anggaran Dasar atau terdapat indikasi melakukan tindakan yang merugikan Perseroan atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perseroan, dengan memperhatikan ketentuan-ketentuan sebagai berikut:

1. Anggota Direksi sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya.
2. Alasan pemberhentian Anggota Direksi sebagaimana dimaksud dilakukan apabila berdasarkan kenyataan, Anggota Direksi yang bersangkutan antara lain:
    a. Tidak/kurang dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen.
    b. Tidak dapat menjalankan tugasnya dengan baik.
    c. Melanggar ketentuan Anggaran Dasar dan/atau peraturan perundangan.
    d. Terlibat dalam tindakan yang merugikan Perseroan dan/atau negara.

implementation of SAP PSAK 118, IT Maturity Assessment, development of the TCM and BPO applications, and strengthening of the structure through the addition of the IT Steering Committee Technical Team.

Sedangkan Komite Sustainability pada tahun 2025 telah membantu Direksi dalam melakukan pemetaan isu-isu keberlanjutan serta penyusunan dan penyelarasan program keberlanjutan Perseroan, termasuk program Tanggung Jawab Sosial dan Lingkungan (TJSL), agar sejalan dengan Kebijakan Keberlanjutan dan Road Map ESG Perseroan. Selain itu, Komite Sustainability juga melakukan monitoring dan evaluasi atas pelaksanaan program keberlanjutan dan TJSL di Perseroan guna memastikan efektivitas, ketercapaian target, serta akuntabilitas pelaksanaannya.

Performance Assessment Procedure for Committees under the Board of Directors

The performance appraisal procedure for committees under the Board of Directors is carried out by evaluating the implementation of their duties and responsibilities based on the objectives of each committee's establishment. In the case of the performance appraisal procedure for committees under the Board of Directors, the Board will assess the performance of these committees per their main duties and functions, and consider several decision-making recommendations given to the Board of Directors per applicable regulations.

Performance Assessment Criteria for Committees under the Board of Directors

The criteria for assessing the performance of the Committees under the Board of Directors are based on the fulfillment of the duties and responsibilities of each Committee under the Board of Directors in accordance with the purpose and objectives of its establishment.

Board of Directors Dismissal and Resignation Mechanism

Members of the Board of Directors may be temporarily dismissed by the Board of Commissioners with stated reasons if they act contrary to the Articles of Association or there are indications that they have committed acts that are detrimental to the Company, or have neglected their duties, or there are urgent reasons for the Company, with due regard to the following provisions:

1. Members of the Board of Directors may be dismissed at any time based on a decision of the GMS, stating the reasons.
2. The reasons for dismissal of a member of the Board of Directors as referred to above shall be based on the fact that the member of the Board of Directors in question, among other things:
    a. Fails/is unable to fulfill their obligations as agreed in the management contract.
    b. Is unable to perform their duties properly.
    c. Violates the provisions of the Articles of Association and/or laws and regulations.
    d. Is involved in actions that are detrimental to the Company and/or the state.

e. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai Direksi.
f. Dinyatakan bersalah dengan keputusan Pengadilan yang mempunyai kekuatan hukum yang tetap.
g. Mengundurkan diri.
h. Alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perseroan.

3. Keputusan pemberhentian karena alasan sebagaimana dimaksud diambil setelah yang bersangkutan diberi kesempatan untuk membela diri, kecuali nomor 2 huruf f dan g.
4. Pemberhentian karena alasan sebagaimana dimaksud pada nomor 2 huruf d dan f merupakan pemberhentian dengan tidak hormat.
5. Antara para anggota Direksi dan antara Anggota Direksi dengan anggota Dewan Komisaris tidak boleh ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar).

6. Dalam hal terjadi keadaan sebagaimana dimaksud pada nomor 5, RUPS berwenang memberhentikan salah seorang di antara mereka.

Pengunduran Diri Anggota Direksi

1. Seorang Anggota Direksi dapat mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir. Dalam hal terdapat Anggota Direksi yang mengundurkan diri, maka Anggota Direksi yang bersangkutan wajib menyampaikan permohonan pengunduran diri secara tertulis mengenai maksudnya tersebut kepada Perseroan.
2. Perseroan wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri Anggota Direksi paling lambat 90 (sembilan puluh) hari setelah diterimanya surat pengunduran diri tersebut.
3. Perseroan wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah:
   a. Diterimanya permohonan pengunduran diri Direksi sebagaimana dimaksud dalam huruf a, dan;
   b. Hasil penyelenggaraan RUPS sebagaimana dimaksud dalam huruf a.
4. Sebelum pengunduran diri berlaku efektif, Anggota Direksi yang bersangkutan tetap berkewajiban menyelesaikan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar dan peraturan perundangan.
5. Direksi yang mengundurkan diri baru bebas dari tanggung jawab setelah memperoleh pembebasan tanggung jawab dari RUPS Tahunan.

e. Commits actions that violate the ethics and/or propriety that should be respected as a member of the Board of Directors.
f. Is found guilty by a court decision that has permanent legal force.
g. Resigns.
h. Other reasons deemed appropriate by the GMS for the benefit and objectives of the Company.

3. The decision to dismiss for the reasons referred to above shall be taken after the person concerned has been allowed to defend themselves, except for numbers 2 letters f and g.
4. Dismissal for the reasons referred to in number 2, letters d and f, shall be a dishonorable dismissal.

5. There shall be no familial relationship up to the third degree, either in the direct line or in the collateral line, or any relationship by marriage (son-in-law or brother-in-law) between Members of the Board of Directors or between a Member of the Board of Directors and a Member of the Board of Commissioners.
6. In the event of a situation as referred to in point 5, the GMS shall have the authority to dismiss one of them.

Resignation of Board of Directors Members

1. A Board Member may resign from their position before the end of their term of office. If a Board Member resigns, the Board Member concerned shall submit a written resignation letter to the Company stating his/her intention to resign.

2. The Company must hold a GMS to decide on the resignation request of a Board Member no later than 90 (ninety) days after receiving the resignation letter.

3. The Company shall disclose this information to the public and submit it to the OJK no later than 2 (two) working days after:
   a. Receipt of the resignation request of the Board of Directors as referred to in letter a, and;
   b. The results of the GMS as referred to in letter a.

4. Before the resignation takes effect, the relevant Board of Directors member remains obligated to complete their duties and responsibilities in accordance with the Articles of Association and applicable laws and regulations.
5. The resigning Board of Directors member is only released from their responsibilities after obtaining a release of liability from the Annual GMS.

Penilaian Kinerja Dewan Komisaris dan Direksi

Performance Assessment of the Board of Commissioners and Board of Directors

Perseroan telah menetapkan mekanisme penilaian kinerja Dewan Komisaris termasuk Komisaris Utama dan Direksi termasuk Direktur Utama, yang penilaiannya didasarkan pada *Key Performance Indicator* (KPI) dan GCG *Assessment*. Penilaian terhadap Dewan Komisaris dan Direksi merupakan tahap evaluasi atas kinerja Dewan Komisaris dan Direksi untuk periode tahun penilaian.

The Company has established a performance assessment mechanism for the Board of Commissioners, including the President Commissioner, and the Board of Directors, including the President Director, which is based on Key Performance Indicators (KPIs) and GCG Assessment. The assessment of the Board of Commissioners and Board of Directors is an evaluation of their performance for the assessment period.

Penilaian Kinerja Dewan Komisaris Berdasarkan KPI

Setiap tahun, Dewan Komisaris menetapkan program kerja tahunan Dewan Komisaris, dan juga menetapkan *Key Performance Indicators* (KPI) sebagai tolak ukur pencapaian kinerja Dewan Komisaris termasuk Komisaris Utama. Capaian atas KPI merupakan objek penilaian yang menentukan pencapaian kinerja Dewan Komisaris selama 1 (satu) tahun.

Berdasarkan program kerja tahunan yang disusun oleh Dewan Komisaris tersebut, dijadwalkan penyelenggaraan rapat-rapat yaitu Rapat Dewan Komisaris dan Rapat Koordinasi Dewan Komisaris dengan Direksi, kunjungan-kunjungan kerja yaitu kunjungan kerja ke Kantor Regional dan Anak Perusahaan baik pada proyek-proyek jalan tol baru, maupun yang sedang dalam tahap konstruksi. KPI Dewan Komisaris terdiri dari 8 (delapan) perspektif dan 15 (lima belas) indikator/parameter penilaian kinerja Dewan Komisaris.

Performance Assessment of the Board of Commissioners Based on KPIs

Each year, the Board of Commissioners establishes the Board of Commissioners' annual work program and also sets Key Performance Indicators (KPIs) as a benchmark for the performance of the Board of Commissioners, including the President Commissioner. The KPI achievement is the object of assessment that determines the performance of the Board of Commissioners for 1 (one) year.

Based on the annual work program prepared by the Board of Commissioners, meetings are scheduled, i.e., Board of Commissioners Meetings and Board of Commissioners Coordination Meetings with the Board of Directors, as well as working visits to Regional Offices and Subsidiaries, both for new toll road projects and those currently under construction. The Board of Commissioners' KPIs consist of 8 (eight) perspectives and 15 indicators/parameters for assessing the performance of the Board of Commissioners.

Prosedur Pelaksanaan dan Pihak yang Melakukan Penilaian

Penilaian kinerja Dewan Komisaris dilakukan berdasarkan pedoman *self-assessment* kinerja Dewan Komisaris yang ditetapkan dalam Keputusan Dewan Komisaris No. 125/X/2019 tanggal 18 Oktober 2019 tentang Penetapan Revisi Sistem *self-assessment* Kinerja Dewan Komisaris PT Jasa Marga (Persero) Tbk. Penilaian kinerja dimaksud dilaksanakan setiap akhir Triwulan, termasuk setiap akhir Triwulan IV menjelang akhir tahun buku untuk penilaian 1 (satu) tahun buku secara keseluruhan. Hasil penilaian dimaksud disampaikan kepada Pemegang Saham Seri A Dwiwarna.

Implementation Procedures and Assessor

The performance assessment of the Board of Commissioners is conducted based on the guidelines for the self-assessment of the Board of Commissioners' performance as stipulated in Board of Commissioners Decree No. 125/X/2019 dated October 18, 2019, on the Determination of Revisions to the Self-Assessment System for the Performance of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. The performance assessment is conducted at the end of each quarter, including at the end of the fourth quarter, before the end of the fiscal year, for the assessment of the entire fiscal year. The evaluation results are submitted to the holders of Series A Dwiwarna shares.

Kriteria Penilaian Kinerja Dewan Komisaris

KPI Dewan Komisaris mencakup perspektif penilaian kinerja sebagai berikut:
1. Rapat Umum Pemegang Saham (RUPS).
2. Pengawasan terhadap Direksi atas Implementasi Rencana dan Kebijakan Perseroan.
3. Pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan.
4. Persetujuan atas Rancangan RJPP dan RKAP yang disampaikan Direksi.

Criteria for Assessing the Board of Commissioners Performance

The KPIs of the Board of Commissioners include the following performance assessment perspectives:
1. General Meeting of Shareholders (GMS).
2. Supervision of the Board of Directors over the Implementation of the Company's Plans and Policies.
3. Supervision of the implementation of subsidiary management policies.
4. Approval of the RJPP and RKAP drafts submitted by the Board of Directors.

5. Penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugasnya.
6. Penyelenggaraan Rapat Dewan Komisaris yang efektif dan menghadirinya.
7. Pemberian arahan kepada Direksi atas implementasi rencana dan kebijakan Perseroan.
8. Pemantauan untuk memastikan bahwa Prinsip GCG telah diterapkan dengan efektif dan berkelanjutan.

5. Determination of the factors needed to support the performance of its duties.
6. Holding effective Board of Commissioners meetings and attending them.
7. Providing direction to the Board of Directors on the implementation of the Company's plans and policies.
8. Monitoring to ensure that GCG principles are implemented effectively and sustainably.

Hasil Penilaian KPI Dewan Komisaris

Board of Commissioners KPI Assessment Results

Tabel Hasil Penilaian KPI Dewan Komisaris Tahun 2025
Table of Board of Commissioners KPI Assessment Results for 2025

No.	Perspektif dan Indikator Kinerja Perspective and Performance Indicator	Bobot Weight	Nilai KPI KPI Score	
			Target Target	Realisasi Realization
1.	Rapat Umum Pemegang Saham (RUPS). General Meeting of Shareholders (GMS).	18,5%	0,925	0,925
2.	Pengawasan terhadap Direksi atas Implementasi Rencana dan Kebijakan Perseroan. Supervision of the Board of Directors over the Implementation of the Company's Plans and Policies.	17,0%	0,850	0,850
3.	Pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan. Supervision of the implementation of subsidiary management policies.	3,0%	0,150	0,150
4.	Persetujuan atas Rancangan RJPP dan RKAP yang disampaikan Direksi. Approval of the RJPP and RKAP drafts submitted by the Board of Directors.	17,5%	0,875	0,875
5.	Penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugasnya. Determination of the factors needed to support the performance of its duties.	2,5%	0,125	0,125
6.	Penyelenggaraan Rapat Dewan Komisaris yang efektif dan menghadirinya. Holding effective Board of Commissioners meetings and attending them.	5,0%	0,250	0,250
7.	Pemberian arahan kepada Direksi atas implementasi rencana dan kebijakan Perseroan. Providing direction to the Board of Directors on the implementation of the Company's plans and policies.	20,0%	1,000	1,000
8.	Pemantauan untuk memastikan bahwa Prinsip GCG telah diterapkan dengan efektif dan berkelanjutan. Monitoring to ensure that GCG principles are implemented effectively and sustainably.	16,5%	0,825	0,825
Jumlah **Total**		**100%**	**5,000**	**5,000**

Berdasarkan hasil *self-assessment* dapat disimpulkan bahwa kinerja pengawasan dan pemberian nasihat Dewan Komisaris kepada Direksi dalam mengelola dan mengembangkan Perseroan pada tahun buku 2025 telah dilaksanakan dengan sangat baik.

Sesuai dengan pedoman *self-assessment* kinerja Dewan Komisaris, hasil penilaian kinerja Dewan Komisaris tahun 2025 secara *self-assessment* adalah sebesar 5,0 atau 100% sesuai dengan target yang ditetapkan untuk tahun 2025 yaitu 5,0. Skor tersebut dipertahankan dari tahun sebelumnya, dimana skor tahun lalu untuk aspek Dewan Komisaris adalah 5,0 atau 100%.

Based on the results of the self-assessment, it can be concluded that the Board of Commissioners' performance in supervising and advising the Board of Directors in managing and developing the Company in the 2025 fiscal year has been carried out very well.

In accordance with the Board of Commissioners' performance self-assessment guidelines, the result of the Board of Commissioners' performance self-assessment for 2025 is 5.0, or 100%, in line with the target set for 2025 of 5.0. This score is unchanged from the previous year, when the score for the Board of Commissioners was 5.0, or 100%.

Penilaian Kinerja Direksi Berdasarkan KPI

Penilaian atas kinerja Direksi termasuk Direktur Utama dilakukan dengan menggunakan metode *self-assessment*, yang dilakukan setiap akhir tahun, dan hasil penilaian disampaikan kepada Pemegang Saham dalam RUPS.

Performance Assessment of the Board of Directors Based on KPIs

The assessment of the Board of Directors' performance, including the President Director, is conducted using a self-assessment method at the end of each year, and the results of the assessment are submitted to the Shareholders at the GMS.

Prosedur Pelaksanaan Penilaian Kinerja Direksi dan Pihak yang Melakukan Penilaian

Prosedur Pelaksanaan Penilaian Direksi termasuk Direktur Utama melalui KPI dilakukan berdasarkan Kontrak Manajemen yang telah disahkan oleh Dewan Komisaris.

Kriteria Penilaian KPI Direksi

Kriteria evaluasi kinerja Direksi termasuk Direktur Utama berdasarkan KPI dibagi ke dalam beberapa perspektif, yaitu:

1. Nilai Ekonomi dan Sosial untuk Indonesia;
2. Inovasi Model Bisnis;
3. Kepemimpinan Teknologi;
4. Peningkatan Investasi; dan
5. Pengembangan Talenta.

Hasil Penilaian KPI Direksi Tahun 2025

Penilaian kinerja Direksi termasuk Direktur Utama untuk tahun 2025 telah dilakukan berdasarkan kriteria penilaian dan proses sebagaimana diuraikan di atas dengan hasil sebagai berikut:

Board of Directors' Performance Assessment Implementation Procedures and Assessor

The procedure for assessing the Board of Directors, including the President Director, through KPIs, is carried out based on the Management Contract that has been approved by the Board of Commissioners.

Criteria for Assessing the Board of Directors' KPIs

The criteria for evaluating the performance of the Board of Directors, including the President Director, based on KPIs, are divided into several perspectives, namely:

1. Economic and Social Value for Indonesia;
2. Business Model Innovation;
3. Technological Leadership;
4. Investment Growth; and
5. Talent Development.

Board of Directors KPI Assessment Results in 2025

The performance appraisal of the Board of Directors, including the President Director, for the year 2025 has been conducted based on the appraisal criteria and process as described above, with the following results:

Hasil Penilaian KPI Direksi (Termasuk Direktur Utama) Tahun 2025
Board of Directors (Including the President Director) KPI Assessment Results in 2025

No.	Perspektif dan Indikator Kinerja Perspective and Performance Indicator	Bobot Weight	Target	*Audited 2025*
1.	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	55	55	57,55
2.	Inovasi Model Bisnis Business Model Innovation	15	15	16,50
3.	Kepemimpinan Teknologi Technology Leadership	7	7	7,47
4.	Peningkatan Investasi Increase in Investment	15	15	14,75
5.	Pengembangan Talenta Talent Development	8	8	8,80
Jumlah Total		**100**	**100**	**105,07**

Rapat Dewan Komisaris dan Direksi
Board of Commissioners and Board of Directors Meetings

Rapat Dewan Komisaris

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan sesuai dengan Anggaran Dasar PT Jasa Marga (Persero) Tbk pasal 16, bahwa Dewan Komisaris wajib mengadakan rapat paling kurang 1 (satu) kali dalam 2 (dua) bulan, serta mengadakan rapat koordinasi Dewan Komisaris dengan Direksi secara berkala, paling kurang 1 (satu) kali dalam 4 (empat) bulan.

Board of Commissioners Meetings

In accordance with Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies and in accordance with Article 16 of the Articles of Association of PT Jasa Marga (Persero) Tbk, the Board of Commissioners is required to hold meetings at least once every 2 (two) months and hold coordination meetings between the Board of Commissioners and the Board of Directors periodically, at least once every 4 (four) months.

Rencana Rapat Dewan Komisaris Tahun 2025

Dewan Komisaris telah menyusun jadwal rencana Rapat Dewan Komisaris, untuk rapat yang wajib dilaksanakan sepanjang tahun 2025. Ada pun jadwal rencana rapat Dewan Komisaris tahun 2025 adalah sebagai berikut:

Board of Commissioners Meeting Plan in 2025

The Board of Commissioners has prepared a schedule for Board of Commissioners meetings that must be held throughout 2025. The schedule for Board of Commissioners meetings in 2025 is as follows:

Tabel Rencana Jadwal Rapat Dewan Komisaris Tahun 2025
Table of Board of Commissioners Meeting Schedule Plan in 2025

Bulan Month	Tanggal Rapat Meeting Date	Bulan Month	Tanggal Rapat Meeting Date
Januari January	21/01/2025	Juli July	15/07/2025
Februari February	18/02/2025	Agustus August	19/08/2025
Maret March	18/03/2025	September September	16/09/2025
April April	22/04/2025	Oktober October	21/10/2025
Mei May	20/05/2025	November November	18/11/2025
Juni June	17/06/2025	Desember December	16/12/2025

Sedangkan untuk Rencana Agenda Rapat Dewan Komisaris Tahun 2025, sebagai berikut:
1. Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris.
2. Program Kerja Dewan Komisaris
3. Usulan dan Realisasi RKAP.
4. Usulan dan Realisasi *Key Performance Indicators* (KPI).
5. Struktur Organisasi.
6. Laporan Komite.
7. Aksi Korporasi.
8. Pengawasan Atas *Talent Management.*
9. Rencana Jangka Panjang Perusahaan (RJPP).
10. Laporan Bulanan Progres Fisik Investasi.
11. Laporan Manajemen.
12. *Review* Atas *Governance Soft Structure.*
13. Pengawasan Atas Kepatuhan Terhadap Peraturan Perundang-undangan yang Berlaku
14. Proses Bisnis Saat Ini dan ke Depan.
15. Audit Internal dan Eksternal.

As for the 2025 Board of Commissioners Meeting Agenda Plan, it is as follows:
1. Report on the Implementation of the Supervisory Board's Duties.
2. Supervisory Board Work Program.
3. Proposed and Realized RKAP.
4. Proposed and Realized Key Performance Indicators (KPI).
5. Organizational Structure.
6. Committee Report.
7. Corporate Actions.
8. Supervision of Talent Management.
9. Company Long-Term Plan (RJPP).
10. Monthly Report on Physical Investment Progress.
11. Management Report.
12. Review of Governance Soft Structure.
13. Supervision of Compliance with Applicable Laws and Regulations
14. Current and Future Business Processes.
15. Internal and External Audits.

Realisasi Rapat Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Dewan Komisaris Jasa Marga melakukan rapat sebanyak 17 (tujuh belas) kali dengan berbagai agenda sebagai berikut:

1. Strategi dan Implementasi Organ Pengelola Manajemen Risiko di Anak Perusahaan.
2. Calon Direktur dan Komisaris Anak Perusahaan.
3. KPI Kolegial 2025.
4. Hasil Audit Intern 2024.
5. Hasil Reviu Pengendalian Internal 2024.
6. *Self-Assessment* Perubahan *Change of Control* dan Valuasi Nilai Wajar.
7. Pengusahaan Jalan Tol.
8. Penunjukan Kantor Akuntan Publik Tahun Buku 2025.
9. Laporan Tugas Pengawasan Dewan Komisaris 2024.
10. Struktur Organisasi.
11. Pembagian Tugas Dewan Komisaris.
12. Penerbitan Obligasi.
13. Internal Audit *Charter*.
14. Program Kerja Internal Audit 2025
15. Laporan Komite Nominasi dan Remunerasi.
16. Laporan Komite Pemantau Risiko dan Hukum.
17. *Board Manual*.
18. *Review* Kinerja Triwulanan.
19. Rapat Umum Pemegang Saham.
20. RKAP 2026.
21. Perubahan Struktur Organisasi sebagai Tindak Lanjut RUPS Luar Biasa.

Adapun tingkat kehadiran anggota Dewan Komisaris dalam Rapat Dewan Komisaris, termuat dalam tabel berikut:

Board of Commissioners Meeting Realization in 2025

Throughout 2025, the Board of Commissioners of Jasa Marga held 17 meetings with the following agendas:

1. Strategi dan Implementasi Organ Pengelola Manajemen Risiko di Anak Perusahaan.
2. Calon Direktur dan Komisaris Anak Perusahaan.
3. KPI Kolegial 2025.
4. Hasil Audit Intern 2024.
5. Hasil Reviu Pengendalian Internal 2024.
6. Self-Assessment Perubahan Change of Control dan Valuasi Nilai Wajar.
7. Pengusahaan Jalan Tol.
8. Penunjukan Kantor Akuntan Publik Tahun Buku 2025.
9. Laporan Tugas Pengawasan Dewan Komisaris 2024.
10. Struktur Organisasi.
11. Pembagian Tugas Dewan Komisaris.
12. Penerbitan Obligasi.
13. Internal Audit Charter.
14. Program Kerja Internal Audit 2025
15. Laporan Komite Nominasi dan Remunerasi.
16. Laporan Komite Pemantau Risiko dan Hukum.
17. Board Manual.
18. Review Kinerja Triwulanan.
19. Rapat Umum Pemegang Saham.
20. RKAP 2026.
21. Perubahan Struktur Organisasi sebagai Tindak Lanjut RUPS Luar Biasa.

The attendance rate of Board of Commissioners members at Board of Commissioners meetings is shown in the following table:

Tabel Kehadiran Anggota Dewan Komisaris pada Rapat Dewan Komisaris Tahun 2025
Table of Board of Commissioners Members' Attendance at the 2025 Board of Commissioners Meetings

	Jumlah Rapat Dalam Setahun Total Meetings in One Year	Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	Jumlah Rapat yang Dihadiri Total Attended Meetings	Persentase Kehadiran Attendance Percentage	Rata-Rata Average
Juri Ardiantoro*	17	11	11	100%	95%
Syamsul Bachri Yusuf*		11	10	91%	
Asrorun Ni'am Sholeh*		11	10	91%	
Nachrowi Ramli*		11	11	100%	
Rudi Antariksawan *		11	10	91%	
Tedi Kurniawan***		1	1	100%	
Mohammad Zainal Fatah**		6	6	100%	
Marsetio**		6	6	100%	
Chandra Wijaya**		6	5	83%	
Abdul Rachman**		6	6	100%	
M. Roskanedi**		6	6	100%	
Raja Erizman**		6	5	83%	
Seppalga Ahmad****		16	15	94%	

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Rapat Direksi

Sebagaimana diatur dalam Anggaran Dasar Perseroan, Direksi wajib mengadakan Rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan. Rapat Direksi juga dapat diadakan setiap waktu apabila dipandang perlu oleh seorang atau lebih anggota Direksi atau atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris. Aturan mengenai pelaksanaan Rapat Direksi juga diatur dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik yang mengatur bahwa Direksi diwajibkan melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan.

Rencana Rapat Direksi Tahun 2025

Direksi telah menyusun jadwal rencana Rapat Direksi, untuk rapat yang wajib dilaksanakan sepanjang tahun 2025. Rapat Direksi terdiri dari Rapat Mingguan yang dilaksanakan sekali dalam sepekan, Rapat Triwulanan yang dilaksanakan sekali dalam 3 (tiga) bulan, Rapat Semesteran yang dilaksanakan sekali dalam 6 bulan dan Rapat Tahunan yang dilaksanakan sekali dalam setahun. Ada pun jadwal rencana rapat dan agenda rapat Direksi tahun 2025 adalah sebagai berikut:

Board of Commissioners Meetings

As stipulated in the Company's Articles of Association, the Board of Directors is required to hold Board of Directors Meetings at least once a month. Board of Directors Meetings may also be held at any time if deemed necessary by one or more members of the Board of Directors or upon written request from one or more members of the Board of Commissioners. The rules regarding the implementation of Board of Directors Meetings are also regulated in Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, which stipulates that the Board of Directors is required to hold meetings at least once a month.

Board of Directors Meeting Plan in 2025

The Board of Directors has prepared a schedule for Board of Directors meetings that must be held throughout 2025. Board meetings consist of Weekly Meetings held once a week, Quarterly Meetings held once every 3 (three) months, Semi-Annual Meetings held once every 6 (six) months, and Annual Meetings held once a year. The schedule and agenda for the 2025 Board meetings are as follows:

Tabel Rencana Jadwal Rapat Direksi Tahun 2025
Table of Board of Directors Meeting Schedule Plan in 2025

Bulan Month	Tanggal Rapat (tgl/bln/thn) Meeting Date (date/month/year
Januari January	06/01/2025
	13/01/2025
	20/01/2025
Februari February	03/02/2025
	10/02/2025
	17/02/2025
	24/02/2025
Maret March	03/03/2025
	10/03/2025
	17/03/2025
	24/03/2025
April April	14/04/2025
	21/04/2025
	28/04/2025
Mei May	05/05/2025
	19/05/2025
	26/05/2025
Juni June	02/06/2025
	16/06/2025
	23/06/2025
	30/06/2025
Juli July	07/07/2025
	14/07/2025
	21/07/2025
	28/07/2025
Agustus August	04/08/2025
	11/08/2025
	18/08/2025
	25/08/2025
September September	01/09/2025
	08/09/2025
	15/09/2025
	22/09/2025
	29/09/2025
Oktober October	06/10/2025
	13/10/2025
	20/10/2025
	27/10/2025
November November	03/11/2025
	10/11/2025
	17/11/2025
	24/11/2025
Desember December	01/12/2025
	08/12/2025
	15/12/2025
	22/12/2025
	29/12/2025

Tabel Rencana Agenda Rapat Direksi Tahun 2025
Table of Proposed Board of Directors Meeting Agenda in 2025

Rapat Meeting	Materi Material	Waktu Pelaksanaan Implementation Time	Keterangan Description
Rapat Mingguan Weekly Meeting	Hal-hal aktual yang berkaitan dengan pekerjaan rutin Unit Kerja Kantor Pusat, Cabang, Proyek, Anak Perusahaan. Current matters related to the routine work of the Head Office, Branches, Projects, and Subsidiaries.	Setiap 1 minggu sekali (sesuai Keputusan Direksi No. 197/KPTS/2011 tentang Pedoman Pelaksanaan Rapat Direksi PT Jasa Marga (Persero) Tbk). Once a week (per Board of Directors Decree No. 197/KPTS/2011 on Guidelines for Conducting Board Meetings of PT Jasa Marga (Persero) Tbk).	1. Penyampaian materi Rapat disampaikan oleh unit kerja terkait kepada Corporate Secretary and CAO. 2. Kompilasi materi Rapat tersebut disampaikan oleh Corporate Secretary and CAO kepada Direksi. 1. The meeting materials are submitted by the relevant work unit to the Corporate Secretary and CAO. 2. The compilation of the meeting materials is submitted by the Corporate Secretary and CAO to the Board of Directors.
Rapat Triwulanan Quarterly Meeting	• Realisasi RKAP. • Evaluasi Kerja. • Laporan Manajemen (Triwulanan). • RKAP Implementation. • Work Evaluation. • Management Report (Quarterly).	Setiap 3 bulan sekali pada Rapat Mingguan pertama bulan yang bersangkutan. Every three months, on the first Weekly Meeting of the respective month.	Penyampaian materi Rapat disampaikan oleh unit kerja terkait kepada Corporate Secretary & CAO. The presentation of materials for the meeting is delivered by the relevant work units to the Corporate Secretary & CAO.
Rapat Semesteran Biannual Meeting	• Realisasi RKAP pada Semester yang bersangkutan. • Evaluasi Kerja. • Evaluasi KPI. • Laporan Manajemen (Semesteran). • RKAP Implementation for the respective semester. • Work Evaluation. • KPI Evaluation. • Management Report (Semi-Annual).	Setiap 6 bulan sekali pada Rapat Mingguan pertama bulan yang bersangkutan. Every six months, on the first Weekly Meeting of the respective month.	Penyampaian materi Rapat disampaikan oleh unit kerja terkait kepada Corporate Secretary & CAO. The presentation of materials for the meeting is delivered by the relevant work units to the Corporate Secretary & CAO.
Rapat Tahunan Annual Meeting	• Laporan Realisasi RKAP pada Tahun tersebut. • Laporan Evaluasi Tahunan KPI. • Laporan Manajemen (Tahunan). • Evaluasi Kerja. • RKAP Implementation for the year. • Annual KPI Evaluation Report. • Annual Management Report. • Work Evaluation.	Setiap 1 tahun pada Rapat Mingguan pertama bulan Desember. Once a year, at the first Weekly Meeting of December.	Penyampaian materi Rapat disampaikan oleh unit kerja terkait kepada Corporate Secretary & CAO. The presentation of materials for the meeting is delivered by the relevant work units to the Corporate Secretary & CAO.

Adapun daftar agenda rapat Direksi tahun 2025, di antaranya sebagai berikut:
1. Perjanjian Pengusahaan Jalan Tol.
2. *Risk Awareness Survey* 2025.
3. Program Budaya Manajemen Risiko 2025.
4. Pengusahaan Jalan Tol.
5. Pemeringkatan Tahun 2025.
6. Divestasi Saham di Anak Perusahaan.
7. Penyesuaian Kriteria Klasifikasi Risiko serta Penetapan Kategori dan Klasifikasi Anak Perusahaan berdasarkan *Self-Assessment* Terhadap Peraturan Menteri (Permen) BUMN No. PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN
8. Sistem Manajemen Kelangsungan Usaha.
9. Rekrutmen Tahun 2025 (*Talent Acquisition*).
10. Perancangan Desain *Internal Control over Financial Reporting* (ICOFR).
11. *Motivational Reward* (Insentif Kinerja) Tahun 2024.

The list of the Board of Directors' meeting agenda for 2025 includes the following:
1. Toll Road Concession Agreement.
2. Risk Awareness Survey 2025.
3. Risk Management Culture Programme 2025.
4. Toll Road Concession.
5. 2025 Rating.
6. Divestment of Shares in Subsidiaries.
7. Adjustment of Risk Classification Criteria and Determination of Categories and Classification of Subsidiaries based on Self-Assessment of Ministerial Regulation (Permen) BUMN No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of BUMN
8. Business Continuity Management System.
9. Recruitment in 2025 (Talent Acquisition).
10. Design of Internal Control over Financial Reporting (ICOFR).
11. Motivational Reward (Performance Incentive) for 2024.

12. *Refinancing* Kredit Investasi.
13. Jasa Marga *Performance Management* (JMPM) dan Jasa Marga *Performance Development* (JMPD) Tahun Buku 2024.
14. Usulan Remunerasi Anak Perusahaan/Cucu Perusahaan/ Entitas Asosiasi.
15. Usulan Kenaikan Berkala (*Fine Tuning*) 2025.
16. Pemberian Potongan Tarif Tol.
17. Pengendalian Anggaran.
18. *Bridging Loan* untuk Anak Perusahaan.
19. Kajian Penerbitan Obligasi.
20. Kajian Potensi *Refinancing*.
21. Rencana Proyek Pengembangan Akses Tol.
22. *Benchmark* Terkait Teknologi Konstruksi, Operasi, Preservasi dan *Intelligent Transportation System* (ITS).
23. Rencana Aksi Korporasi.
24. *Stress Test Contingency Plan* Tahun 2025.
25. Rencana Konsolidasi Laporan Keuangan Jasa Marga.
26. Usulan Penggunaan Laba Bersih Tahun Buku 2024 PT Jasamarga Kualanamu Tol (JMKT).
27. Penyelenggaraan dan Pengelolaan *Daycare* di Lingkungan Kantor Pusat Jasa Marga.
28. Penyesuaian *Brand Guidelines* PT Jasa Marga (Persero) Tbk.
29. Prognosa 2025.
30. Rapat Kinerja pada Tahun 2025.
31. Revisi RKAP 2025.
32. Dana Pensiun Jasa Marga.
33. Pengembangan Jasa Marga Tollroad Command Center (JMTC).
34. Sistem Transaksi Tol Nontunai Nirsentuh Berbasis *Multi-Lane Free Flow* (MLFF).
35. Rencana Integrasi WIM – RFID.
36. Partisipasi dalam Konferensi dan Kompetisi Inovasi Internasional.
37. Laporan Kinerja 2025.
38. Pemenuhan Standar Pelayanan Minimal ("SPM") Jalan Tol.
39. Strategi Risiko 2026.
40. Usulan RKAP 2026.
41. Profil Risiko RKAP 2026.
42. Tinjauan Manajemen atas Laporan Fungsi Kepatuhan Anti Penyuapan (FKAP) 2025.
43. *Risk Maturity Index* (RMI) Tahun Buku 2024 dan *Roadmap* Manajemen Risiko 2025-2029.
44. Rapat Umum Pemegang Saham.
45. Laporan Tahunan Tahun Buku 2025.
46. Budaya Kerja Perusahaan.
47. *Whistleblowing System* (WBS).
48. Tata Kelola Terintegrasi.
49. Aplikasi Travoy.
50. Perkara Penting yang Dihadapi Jasa Marga.
51. Proses Bisnis Investasi Jalan Tol.
52. *Immersive Learning Experience Program*.
53. Partisipasi Sumbangan Bantuan Bencana Alam Banjir dan Longsor Wilayah Sumatera.
54. Apel Terpadu Jasa Marga Siaga Operasional.
55. Penataan Organisasi dalam Rangka Penyesuaian Direktorat Pasca RUPS Luar Biasa.
56. *Contingency Plan* 2026.
57. IT *Steering Committee*.

12. Refinancing of Investment Loans.
13. Jasa Marga Performance Management (JMPM) and Jasa Marga Performance Development (JMPD) for 2024.
14. Proposed Remuneration for Subsidiaries/Grand Subsidiaries/Associated Entities.
15. Proposed Periodic Increase (Fine Tuning) 2025.
16. Granting of Toll Discounts.
17. Budget Control.
18. Bridging Loan for Subsidiaries.
19. Bond Issuance Review.
20. Refinancing Potential Review.
21. Toll Access Development Project Plan.
22. Benchmarks Related to Construction Technology, Operations, Preservation and Intelligent Transportation System (ITS).
23. Corporate Action Plan.
24. Stress Test Contingency Plan for 2025.
25. Plan for Consolidation of Jasa Marga Financial Statements.
26. Proposed Use of Net Profit for Fiscal Year 2024 PT Jasamarga Kualanamu Toll (JMKT).
27. Operation and Management of Daycare at Jasa Marga Headquarters.
28. Adjustment of Brand Guidelines for PT Jasa Marga (Persero) Tbk.
29. 2025 Forecast.
30. Performance Meeting in 2025.
31. Revision of the 2025 RKAP.
32. Jasa Marga Pension Fund.
33. Development of the Jasa Marga Tollroad Command Centre (JMTC).
34. Multi-Lane Free Flow (MLFF) Non-Cash Contactless Toll Transaction System.
35. WIM – RFID Integration Plan.
36. Participation in International Innovation Conferences and Competitions.
37. 2025 Performance Report.
38. Fulfilment of Minimum Service Standards ('SPM') for Toll Roads.
39. 2026 Risk Strategy.
40. 2026 RKAP Proposal.
41. 2026 RKAP Risk Profile.
42. Management Review of the 2025 Anti-Bribery Compliance Function Report (FKAP).
43. Risk Maturity Index (RMI) for the 2024 Financial Year and Risk Management Roadmap for 2025-2029.
44. General Meeting of Shareholders.
45. Annual Report for the 2025 Financial Year.
46. Corporate Work Culture.
47. Whistleblowing System (WBS).
48. Integrated Governance.
49. Travoy Application.
50. Important Issues Faced by Jasa Marga.
51. Toll Road Investment Business Process.
52. Immersive Learning Experience Programme.
53. Participation in Donations for Natural Disaster Relief for Floods and Landslides in the Sumatra Region.
54. Jasa Marga Integrated Operational Readiness Roll Call.
55. Organisational Restructuring in the Context of Post-Extraordinary GMS Directorate Adjustments.
56. Contingency Plan 2026.
57. IT Steering Committee.

Realisasi Rapat Direksi Tahun 2025

Sepanjang tahun 2025, Direksi Jasa Marga telah menyelenggarakan rapat sebanyak 48 (empat puluh delapan) kali, dengan tingkat kehadiran sebagai berikut:

Board of Directors Meeting Realization in 2025

Throughout 2025, the Board of Directors of Jasa Marga held 48 (forty eight) meetings, with the following attendance rates:

Tabel Kehadiran Anggota Direksi Pada Rapat Direksi Tahun 2025
Table of Board of Directors Members' Attendance at the 2025 Board of Directors Meetings

	Jumlah Rapat Dalam Setahun Total Meetings in One Year	Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	Jumlah Rapat yang Dihadiri Total Attended Meetings	Persentase Kehadiran Attendance Percentage	Rata-Rata Average
Rivan A. Purwantono*	48	34	33	97%	99%
Pramitha Wulanjani		48	48	100%	
Fitri Wiyanti		48	48	100%	
Reza Febriano		48	44	92%	
Yoga Tri Anggoro*		34	34	100%	
Ari Respati***		2	2	100%	
Yaya Ruhiya***		2	2	100%	
Subakti Syukur**		14	14	100%	
Bagus Cahya Arinta B.**		14	14	100%	
M. Agus Setiawan****		46	46	100%	

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025

Rapat Gabungan Dewan Komisaris dan Direksi

Sebagaimana diatur dalam Anggaran Dasar Perseroan, Dewan Komisaris dan Direksi wajib melaksanakan Rapat Gabungan atau Rapat Koordinasi. Rapat Dewan Komisaris dan Direksi wajib dilaksanakan oleh Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.

Dalam dinamikanya, Rapat Koordinasi juga dapat dilakukan atas usulan Direksi dengan menyampaikan agenda yang akan dibahas. Terkait Rapat Gabungan atau Rapat Koordinasi diatur dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 Tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik menjelaskan mengenai rapat gabungan antara Dewan Komisaris dan Direksi, di mana rapat gabungan wajib dilakukan sekurang-kurangnya 1 (satu) kali dalam 4 (empat) bulan.

Sepanjang tahun 2025, Dewan Komisaris dan Direksi Perseroan mengadakan rapat bersama sebanyak 11 (sebelas) kali dengan agenda sebagai berikut:
1. Audit Laporan Keuangan Konsolidasian oleh Kantor Akuntan Publik.
2. Laporan Manajemen 2024.
3. Pengusahaan Jalan Tol.
4. Tindak Lanjut Hasil Audit Intern 2024.
5. Kesiapan Jasa Marga Menghadapi Idulfitri 2025.
6. Diskon Tarif Tol.
7. Kinerja Bulanan.
8. Kinerja Triwulanan.
9. Kinerja Semesteran.
10. Rapat Umum Pemegang Saham.

Joint Board of Commissioners and Board of Directors Meetings

As stipulated in the Company's Articles of Association, the Board of Commissioners and the Board of Directors are required to hold Joint Meetings or Coordination Meetings. Meetings of the Board of Commissioners and the Board of Directors must be held by the Board of Commissioners at least once every 4 (four) months.

In practice, Coordination Meetings may also be held at the suggestion of the Board of Directors, with the agenda to be discussed submitted in advance. Joint Meetings or Coordination Meetings are regulated in the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, which explains joint meetings between the Board of Commissioners and the Board of Directors, whereby joint meetings must be held at least once every 4 (four) months.

Throughout 2025, the Board of Commissioners and Board of Directors of the Company held joint meetings 11 (eleven) times with the following agenda:
1. Audit of Consolidated Financial Statements by Public Accounting Firm.
2. 2024 Management Report.
3. Toll Road Operations.
4. Follow-up on 2024 Internal Audit Results.
5. Jasa Marga's Readiness for Eid al-Fitr 2025.
6. Toll Rate Discounts.
7. Monthly Performance.
8. Quarterly Performance.
9. Semi-annual Performance.
10. General Meeting of Shareholders.

11. *Diagnostic* ICOFR.
12. Peringkat Komposit Risiko 2024.
13. Revisi RKAP 2025.
14. Penerbitan Obligasi.
15. Hasil *Self-Assessment* Tata Kelola Terintegrasi.
16. RKAP 2026.
17. Kesiapan Jasa Marga Menghadapi Natal 2025 dan Tahun Baru 2026.
18. *Key Performance Indicator* (KPI) RKAP 2026.

11. ICOFR Diagnostic.
12. 2024 Composite Risk Rating.
13. Revision of the 2025 RKAP.
14. Bond Issuance.
15. Integrated Governance Self-Assessment Results.
16. 2026 Business Plan.
17. Jasa Marga's Readiness for Christmas 2025 and New Year 2026.
18. 2026 Business Plan Key Performance Indicators (KPIs).

Adapun tingkat kehadiran masing-masing anggota Dewan Komisaris dan anggota Direksi dalam Rapat Gabungan, dapat dilihat pada tabel berikut:

The attendance rate of each member of the Board of Commissioners and Board of Directors in Joint Meetings are available in the following table:

Tabel Kehadiran Anggota Dewan Komisaris dan Anggota Direksi pada Rapat Gabungan Tahun 2025
Table of Board of Commissioners and Board of Directors Members' Attendance at the 2025 Joint Meetings

		Jumlah Rapat Dalam Setahun Total Meetings in One Year	**Jumlah Rapat yang Wajib Dihadiri** Total Mandatory Meetings	**Jumlah Rapat yang Dihadiri** Total Attended Meetings	**Persentase Kehadiran** Attendance Percentage	**Rata-Rata** Average
Dewan Komisaris Board of Commissioners	Juri Ardiantoro*	11	8	8	100%	98%
	Syamsul Bachri Yusuf*		8	8	100%	
	Asrorun Ni'am Sholeh*		8	7	88%	
	Nachrowi Ramli*		8	8	100%	
	Rudi Antariksawan *		8	7	88%	
	Tedi Kurniawan***		1	1	100%	
	Mohammad Zainal Fatah**		3	3	100%	
	Marsetio**		3	3	100%	
	Chandra Wijaya**		3	3	100%	
	Abdul Rachman**		3	3	100%	
	M. Roskanedi**		3	3	100%	
	Raja Erizman**		3	3	100%	
	Seppalga Ahmad*****		10	9	90%	
Direksi Board of Directors	Rivan A. Purwantono*		8	7	88%	
	Pramitha Wulanjani		11	11	100%	
	Fitri Wiyanti		11	11	100%	
	Reza Febriano		11	10	91%	
	Yoga Tri Anggoro*		8	8	100%	
	Ari Respati***		1	1	100%	
	Yaya Ruhiya***		1	1	100%	
	Subakti Syukur**		3	3	100%	
	Bagus Cahya Arinta B.**		3	3	100%	
	M. Agus Setiawan****		10	10	100%	

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Nominasi dan Remunerasi bagi Dewan Komisaris dan Direksi

Nomination and Remuneration for the Board of Commissioners and Board of Directors

Nominasi Dewan Komisaris dan Direksi Perseroan, mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 3 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Nominasi Dewan Komisaris dan Direksi, dilaksanakan melalui proses penetapan bakal calon Dewan Komisaris dan Direksi, yang diusulkan melalui Dewan Komisaris yang dibantu oleh Komite Nominasi dan Remunerasi. Setiap bakal calon merupakan seorang yang telah dinyatakan memenuhi persyaratan formal, persyaratan materiil, maupun persyaratan lainnya, termasuk telah lulus Uji Kelayakan dan Kepatutan (UKK). Penetapan Dewan Komisaris dan Direksi dilakukan oleh Pemegang Saham melalui Keputusan RUPS.

Dalam menentukan remunerasi bagi Dewan Komisaris dan Direksi, Perseroan mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 3 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

The nomination of the Board of Commissioners and Board of Directors refers to the Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 3, 2023, on the Organization and Human Resources of State-Owned Enterprises. The nomination of the Board of Commissioners and Directors is carried out through a process of determining candidates for the Board of Commissioners and Directors, which the Board of Commissioners proposes with the assistance of the Nomination and Remuneration Committee. Each candidate is a person who has been declared to meet the formal requirements, material requirements, and other requirements, including passing the Fit and Proper Test (UKK). The Board of Commissioners and Directors are appointed by the Shareholders through a GMS Resolution.

In determining the remuneration for the Board of Commissioners and Board of Directors, the Company refers to the Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 3, 2023, on Organs and Human Resources of State-Owned Enterprises.

Prosedur Penetapan Remunerasi Komisaris dan Direksi

Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan telah mengikuti aturan yang berlaku, dengan memperhatikan dan mempertimbangkan hasil kajian yang dilakukan oleh Komite Nominasi, Remunerasi dan Risiko, kemudian diusulkan kepada Kepala BP BUMN selaku Pemegang Saham Seri A Dwiwarna, untuk selanjutnya disetujui dan diusulkan untuk mendapatkan penetapan dan/atau persetujuan RUPS Tahunan. Sedangkan untuk besaran gaji dan honorarium serta tunjangan lainnya untuk anggota Direksi dan Dewan Komisaris pada tahun 2025, Dewan Komisaris mengusulkan agar Dewan Komisaris diberikan wewenang dan kuasa RUPS dengan terlebih dahulu mendapatkan persetujuan dari Pemegang Saham Seri A Dwiwarna.

Dewan Komisaris menyampaikan surat kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna melalui Surat Dewan Komisaris PT Jasa Marga (Persero) Tbk Nomor 056/IV/2025 tanggal 22 April 2025. Selanjutnya Pemegang Saham Seri A Dwiwarna memberikan surat jawaban atas usulan Dewan Komisaris.

Dewan Komisaris, sebagaimana surat dari Pemegang Saham Seri A Dwiwarna, menetapkan Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk tentang Penetapan Gaji/Honorarium, Tunjangan dan Fasilitas Tahun 2025 serta

Procedures for Determining Remuneration for Board of Commissioners and Board of Directors

The determination of remuneration for the Board of Commissioners and Directors of the Company has followed the applicable regulations, taking into account and considering the results of the review conducted by the Nomination, Remuneration and Risk Committee, then proposed to the Head of BP BUMN as the Dual Class A Shareholder, to be further approved and proposed for determination and/or approval by the Annual General Meeting of Shareholders. As for the amount of salaries, honoraria and other allowances for members of the Board of Directors and Board of Commissioners in 2025, the Board of Commissioners proposes that the Board of Commissioners be given the authority and power of the GMS, after first obtaining approval from the Series A Dwiwarna Shareholder.

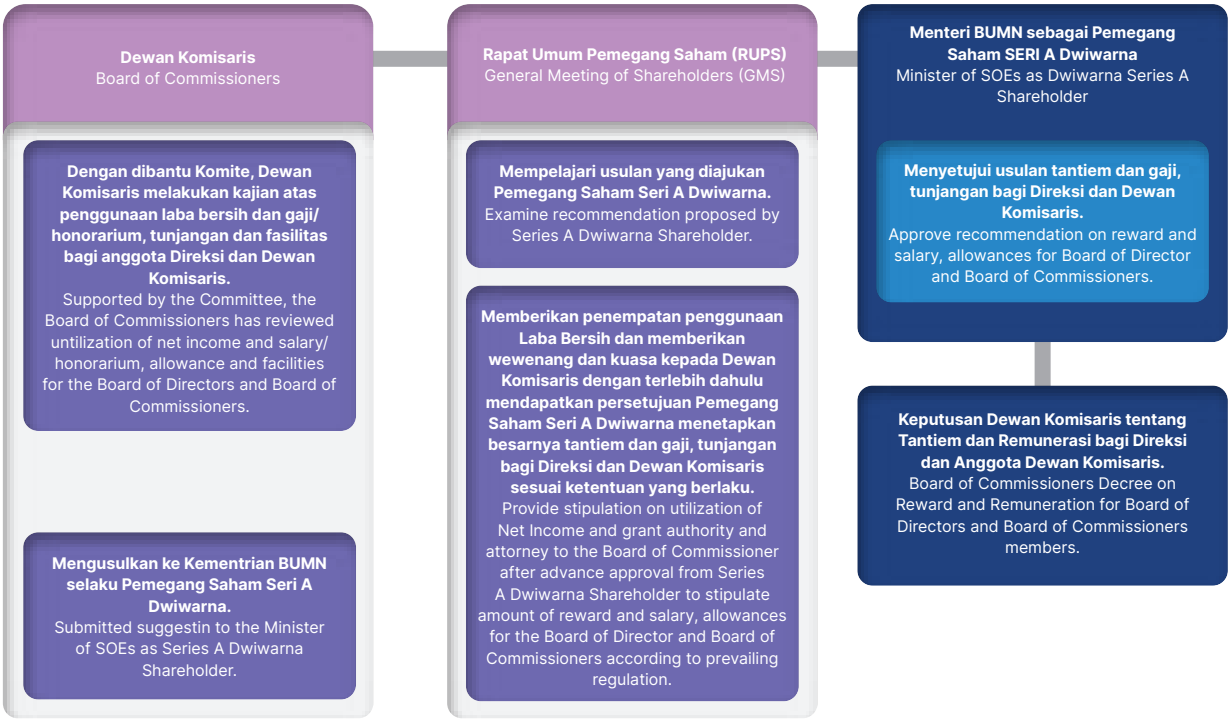
The Board of Commissioners submitted a letter to the Minister of State-Owned Enterprises as the holder of the Series A Dwiwarna shares through Letter of the Board of Commissioners of PT Jasa Marga (Persero) Tbk Number 056/IV/2025 dated April 22, 2025. Subsequently, the holder of the Series A Dwiwarna shares provided a response letter to the proposal of the Board of Commissioners.

The Board of Commissioners, as stated in the letter from the holder of the Series A Dwiwarna shares, stipulated the Resolution of the Board of Commissioners of PT Jasa Marga (Persero) Tbk regarding the Determination of Salaries/

Tantiem/Insentif Kinerja Tahun Buku 2024 Bagi Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk.

Honoraria, Allowances, and Facilities for 2025, as well as Tantiem/Performance Incentives for the 2024 Financial Year for the Board of Directors and the Board of Commissioners of PT Jasa Marga (Persero) Tbk.

Bagan Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi
Remuneration Determination Procedure for the Board of Commissioners and Board of Directors



Struktur Remunerasi Dewan Komisaris dan Direksi

Komponen remunerasi Dewan Komisaris dan Direksi terdiri dari:
1. Honorarium;
2. Tunjangan;
3. Fasilitas;
4. Tantiem/Insentif Kinerja/Insentif Khusus; dan
5. Insentif Jangka Panjang (*Long Term Incentive*).

Board of Commissioners and Board of Directors Remuneration Structure

The remuneration components for the Board of Commissioners and Board of Directors consist of:
1. Honoraria;
2. Allowances;
3. Facilities;
4. Bonuses/Performance Incentives/Special Incentives; and
5. Long Term Incentives.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Board of Commissioners and Board of Directors Remuneration Structure

Komponen Components	Besaran Amount
1. Honorarium/Gaji Honorarium/Salary	
a. Komisaris Utama President Commissioner	45% dari Gaji Direktur Utama 45% of the President Director's Salary
b. Wakil Komisaris Utama Deputy President Commissioner	42,5% dari Gaji Direktur Utama 42.5% of the President Director's Salary
c. Anggota Dewan Komisaris Board of Commissioner Members	90% dari Honorarium Komisaris Utama 90% of the President Commissioner's Honorarium
d. Direktur Utama President Director	Rp331.000.000,- per bulan Rp331.000.000,- per month
e. Anggota Direksi lainnya Other Board of Directors Members	85% dari Gaji Direktur Utama 85% of the President Director's Salary
2. Tunjangan Allowance	
a. Hari Raya Keagamaan Religious Holiday	1 (satu) kali gaji One salary

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Board of Commissioners and Board of Directors Remuneration Structure

Komponen Components		Besaran Amount
b.	Transportasi (hanya Dewan Komisaris) Transportation (Board of Commissioners only)	20% dari honorarium per bulan 20% of the monthly honorarium
c.	Asuransi Purna Jabatan Retirement Insurance	Premi yang ditanggung Perseroan sebesar maksimal 25% dari gaji dalam 1 tahun The premium borne by the Company is a maximum of 25% of the salary in a year.
d.	Perumahan (hanya Direksi) Housing (Board of Directors only)	Rp27.500.000,- per bulan Rp27,500,000,- per month
3.	Fasilitas Facilities	
a.	Kendaraan (hanya Direksi) Vehicle (Board of Directors only)	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perseroan 1 (one) unit, along with maintenance and operational costs, considering the Company's financial condition
b.	Kesehatan Health	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (sebesar pemakaian/*at cost*) In the form of health insurance or reimbursement of medical expenses (at cost)
c.	Bantuan Hukum Legal Assistance	Sebesar pemakaian At cost
4.	Tantiem/Insentif Kinerja/Insentif Khusus Tantiem Bonuses/Performance Incentives/Special Incentives	
a.	Komisaris Utama President Commissioner	45% dari Tantiem Direktur Utama 45% of the President Director's Bonus
b.	Wakil Komisaris Utama Deputy President Commissioner	42,5% dari Gaji Direktur Utama 42.5% of the President Director's Salary
c.	Anggota Dewan Komisaris Board of Commissioners Member	90% dari Tantiem Komisaris Utama 90% of the President Commissioner's Bonus
d.	Direktur Utama President Director	100%
e.	Anggota Direksi Board of Directors Member	85% dari Tantiem Direktur Utama 85% of the President Director's Bonus
5.	Insentif Jangka Panjang Long-Term Incentive	

Indikator Penetapan Remunerasi

Dengan memperhatikan faktor skala dan kompleksitas usaha industri yang sejenis, tingkat inflasi, kinerja Perusahaan serta kemampuan keuangan Perseroan maka Perseroan mengusulkan besaran gaji Direktur Utama. Gaji, honorarium, dan tunjangan lainnya bagi anggota Direksi lainnya & Dewan Komisaris sesuai dengan ketentuan dalam Peraturan Menteri BUMN Nomor: PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Usulan besarnya tantiem bagi Dewan Komisaris dan Direksi tahun buku 2024 mempertimbangkan pencapaian kinerja Perseroan selama tahun 2024. Sejalan dengan peningkatan volume lalu lintas, penyesuaian tarif, serta keberhasilan Perseroan dalam mengendalikan beban usaha dan beban bunga selama tahun 2024, Perseroan mencatatkan Laba diatribusikan induk di tahun 2024 sebesar Rp4.535 miliar dengan laba core sebesar Rp3.701 miliar atau meningkat 36% dibandingkan tahun 2023. Perseroan berhasil mencapai pendapatan usaha di luar konstruksi sebesar Rp18.728 miliar atau tumbuh 20,3% dibandingkan tahun 2023. Melalui PT Jasamarga Transjawa Tol, telah dilakukan pengalihan hak kepemilikan atas seluruh saham milik Kontrak Investasi Kolektif Dana Investasi Infrastruktur (KIK DINFRA) pada PT Trans Optima Luhur. Perseroan berhasil melaksanakan aksi korporasi *Equity Financing* PT Jasamarga Transjawa Tol yang merupakan salah satu dari 88 program strategis

Remuneration Determination Indicators

By taking into account factors such as the scale and complexity of similar industrial businesses, the inflation rate, the Company's performance, and its financial capacity, the Company proposes the amount of salary for the President Director. Salaries, honoraria, and other allowances for other members of the Board of Directors and the Board of Commissioners are determined in accordance with the provisions set forth in the Regulation of the Minister of State-Owned Enterprises Number: PER-3/MBU/03/2023 dated March 20, 2023, concerning the Organs and Human Resources of State-Owned Enterprises.

The proposed amount of tantiem for the Board of Commissioners and the Board of Directors for the 2024 financial year takes into consideration the Company's performance achievements throughout 2024. In line with the increase in traffic volume, tariff adjustments, as well as the Company's success in controlling operating expenses and interest expenses during 2024, the Company recorded profit attributable to the parent entity in 2024 amounting to IDR 4,535 billion, with core profit of IDR 3,701 billion, representing a 36% increase compared to 2023. The Company successfully achieved operating revenue excluding construction of IDR 18,728 billion, or a growth of 20.3% compared to 2023. Through PT Jasamarga Transjawa Tol, the transfer of ownership rights over all shares owned by the Collective Investment Contract for Infrastructure Investment Fund (KIK DINFRA) in PT Trans Optima Luhur has been completed. The Company successfully carried

Kementerian BUMN. Perseroan berhasil menambah panjang jalan tol operasi sepanjang 22,3 km pada ruas jalan tol Solo-Yogyakarta-NYIA Kulon Progo. Pencapaian kinerja Anak Perusahaan prosektif (non tol) PT Jasamarga Tollroad Operator (JMTO), PT Jasamarga Tollroad Maintenance (JMTM), dan PT Jasamarga Related Business (JMRB) juga berhasil membukukan dan meningkatkan pertumbuhan laba usaha yang cukup signifikan.

out the equity financing corporate action of PT Jasamarga Transjawa Tol, which is one of the 88 strategic programs of the Ministry of State-Owned Enterprises. The Company also successfully increased the length of operational toll roads by 22.3 km on the Solo–Yogyakarta–NYIA Kulon Progo toll road section. The performance achievements of prospective non-toll subsidiaries—PT Jasamarga Tollroad Operator (JMTO), PT Jasamarga Tollroad Maintenance (JMTM), and PT Jasamarga Related Business (JMRB)—have also shown significant growth in operating profit.

Realisasi Remunerasi Dewan Komisaris dan Direksi pada Tahun 2025
Realization of Board of Commissioners and Board of Directors Remuneration in 2025

Tabel Realisasi Remunerasi Dewan Komisaris Tahun 2025
Table Board of Commissioners Remuneration Realization in 2025

Nama Name	Jabatan Position	Penghasilan Income			THR Religious Holiday Allowance	Jumlah Total
		Per Tahun Per Year		1 Tahun 1 Year		
		Gaji Salary	Tunjangan Allowance			
Juri Ardiantoro*	Komisaris Utama President Commissioner	1.162.771.025	238.320.000	1.401.091.025	-	1.401.091.025
Syamsul Bachri Yusuf *	Komisaris Commissioner	1.046.493.923	214.488.000	1.260.981.923	-	1.260.981.923
Nachrowi Ramli*	Komisaris Independen Independent Commissioner	1.046.493.923	214.488.000	1.260.981.923	-	1.260.981.923
Tedi Kurniawan***	Komisaris Independen Independent Commissioner	64.865.327	26.811.000	91.676.327	-	91.676.327
Rudi Antariksawan*	Komisaris Independen Independent Commissioner	1.046.493.923	214.488.000	1.260.981.923	-	1.260.981.923
Asrorun Ni'am Sholeh*	Komisaris Commissioner	1.046.493.923	214.488.000	1.260.981.923	-	1.260.981.923
Mohammad Zainal Fatah**	Komisaris Utama President Commissioner	624.628.975	148.950.000	773.578.975	148.950.000	922.528.975
M. Roskanedi**	Komisaris Commissioner	562.166.077	134.055.000	696.221.077	134.055.000	830.276.077
Raja Erizman**	Komisaris Commissioner	562.166.077	134.055.000	696.221.077	134.055.000	830.276.077
Chandra Wijaya**	Komisaris Independen Independent Commissioner	562.166.077	134.055.000	696.221.077	-	696.221.077
Marsetio**	Komisaris Independen Independent Commissioner	562.166.077	134.055.000	696.221.077	134.055.000	830.276.077
Seppalga Ahmad****	Komisaris Independen Independent Commissioner	1.474.605.000	294.921.000	1.769.526.000	134.055.000	1.903.581.000
Abdul Rachman**	Komisaris Independen Independent Commissioner	562.166.077	134.055.000	696.221.077	134.055.000	830.276.077
Total		**10.323.676.404**	**2.237.229.000**	**12.560.905.404**	**819.225.000**	**13.380.130.404**

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 12 November 2025/Serving until November 12, 2025

Tabel Realisasi Remunerasi Direksi Tahun 2025
Table Board of Directors Remuneration Realization in 2025

Nama Name	Jabatan Position	Penghasilan Income			THR Religious Holiday Allowance	Jumlah Total
		Per Tahun Per Year		1 Tahun 1 Year		
		Gaji Salary	Tunjangan Allowance			
Rivan A. Purwantono *	Direktur Utama President Director	2.583.935.612	220.000.000	2.803.935.612	-	2.803.935.612
Reza Febriano	Direktur Bisnis Director of Business	3.376.200.000	330.000.000	3.706.200.000	281.350.000	3.987.550.000
Yoga Tri Anggoro*	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	2.196.345.270	220.000.000	2.416.345.270	-	2.416.345.270
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	3.376.200.000	330.000.000	3.706.200.000	281.350.000	3.987.550.000
Fitri Wiyanti	Direktur Operasi ***** Director of Operations	3.376.200.000	330.000.000	3.706.200.000	281.350.000	3.987.550.000
Yaya Ruhiya***	Direktur Layanan Director of Services	136.137.106	27.500.000	163.637.106	-	163.637.106
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development	136.137.106	27.500.000	163.637.106	-	163.637.106
Subakti Syukur**	Direktur Utama President Director	1.388.064.388	137.500.000	1.525.564.388	331.000.000	1.856.564.388
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	1.179.854.730	137.500.000	1.317.354.730	281.350.000	1.598.704.730
Mohamad Agus Setiawan****	Direktur Pengembangan Usaha Director of Business Development	3.240.062.894	330.000.000	3.570.062.894	281.350.000	3.851.412.894
Total		**20.989.137.106**	**2.090.000.000**	**23.079.137.106**	**1.737.750.000**	**24.816.887.106**

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7,2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025.

Hubungan Dewan Komisaris dan Direksi

Relationship between the Board of Commissioners and Board of Directors

Dewan Komisaris dan Direksi memiliki perbedaan tugas dan fungsi, di mana Dewan Komisaris memiliki tugas dan fungsi pengawasan dan pemberian nasihat kepada Direksi, sedangkan Direksi memiliki tugas dan fungsi melakukan pengelolaan Perseroan.

Hubungan yang bersifat informal dapat dilakukan oleh masing-masing Anggota Direksi dan Dewan Komisaris, namun tidak mempunyai kekuatan hukum sebelum diputuskan melalui mekanisme yang sah sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan. Dalam beberapa hal tertentu yang strategis menyangkut aktiva, pinjaman, ekuitas, struktur organisasi serta penetapan direksi dan komisaris Anak Perusahaan, Direksi memerlukan persetujuan Dewan Komisaris secara formal. Seluruh tata cara, pedoman kerja dan hubungan antara Direksi dan Dewan Komisaris telah ditetapkan dalam *Board Manual*.

Pedoman ini mengikat setiap anggota Direksi dan Dewan Komisaris dan mencantumkan antara lain tanggung jawab, kewajiban, wewenang, hak, dan etika Direksi dan Dewan Komisaris, serta pengaturan rapat dan tata cara hubungan kerja antara Direksi dan Dewan Komisaris.

The Board of Commissioners and the Board of Directors have different duties and functions, whereby the Board of Commissioners has the duty and function of supervising and advising the Board of Directors, while the Board of Directors has the duty and function of managing the Company.

Informal relationships may be established between individual members of the Board of Directors and the Board of Commissioners, but these have no legal force until they are decided through a valid mechanism per the laws and regulations and the Articles of Association. In certain strategic matters relating to assets, loans, equity, organizational structure, and the appointment of directors and commissioners of Subsidiaries, the Board of Directors requires the formal approval of the Board of Commissioners. All procedures, work guidelines, and relationships between the Board of Directors and the Board of Commissioners are stipulated in the Board Manual.

These guidelines are binding on all members of the Board of Directors and Board of Commissioners and include, among other things, the responsibilities, obligations, authorities, rights, and ethics of the Board of Directors and Board of Commissioners, as well as regulations on meetings and procedures for working relationships between the Board of Directors and the Board of Commissioners.

Pengungkapan Hubungan Afiliasi
Disclosure of Affiliated Relationship

Antar anggota Dewan Komisaris dan antara anggota Dewan Komisaris dengan anggota Direksi tidak ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda. Hubungan keluarga anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham Utama/Pengendali dapat dilihat pada tabel berikut:

There are no familial relations up to the third degree between members of the Board of Commissioners and between members of the Board of Commissioners and members of the Board of Directors, either in a direct line or in a collateral line, or any other relationship. The family relationships of members of the Board of Commissioners with fellow members of the Board of Commissioners and/or members of the Board of Directors and Major/Controlling Shareholders can be seen in the following table:

Tabel Hubungan Keuangan dan Hubungan Keluarga Direksi dan Komisaris
Table of Board of Directors and Board of Commissioners Financial and Familial Affiliations

Nama Name	Jabatan Position	Hubungan Keuangan dengan Financial Affiliation with						Hubungan Keuangan dengan Financial Affiliation with						Kepengurusan Managerial Affilitaton	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Juri Ardiantoro*	Komisaris Utama President Commissioner														
Syamsul Bachri Yusuf *	Komisaris Commissioner														
Nachrowi Ramli*	Komisaris Independen Independent Commissioner														
Tedi Kurniawan***	Komisaris Independen Independent Commissioner														
Rudi Antariksawan*	Komisaris Independen Independent Commissioner														
Asrorun Ni'am Sholeh*	Komisaris Commissioner														
Mohammad Zainal Fatah**	Komisaris Utama President Commissioner														
M. Roskanedi**	Komisaris Commissioner														
Raja Erizman**	Komisaris Commissioner														
Chandra Wijaya**	Komisaris Independen Independent Commissioner														
Marsetio**	Komisaris Independen Independent Commissioner														
Seppalga Ahmad*****	Komisaris Independen Independent Commissioner														

Tabel Hubungan Keuangan dan Hubungan Keluarga Direksi dan Komisaris

Table of Board of Directors and Board of Commissioners Financial and Familial Affiliations

Nama Name	Jabatan Position	Hubungan Keuangan dengan Financial Affiliation with						Hubungan Keuangan dengan Financial Affiliation with						Kepengurusan Managerial Affilitaton	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Abdul Rachman**	Komisaris Independen Independent Commissioner		■		■		■		■		■		■		■
Rivan A. Purwantono*	Direktur Utama President Director		■		■		■		■		■		■		■
Reza Febriano	Direktur Bisnis Director of Business		■		■		■		■		■		■		■
Yoga Tri Anggoro*	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation		■		■		■		■		■		■		■
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management		■		■		■		■		■		■		■
Fitri Wiyanti	Direktur Operasi ****** Director of Operations		■		■		■		■		■		■		■
Yaya Ruhiya***	Direktur Layanan Director of Services		■		■		■		■		■		■		■
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development		■		■		■		■		■		■		■
Subakti Syukur**	Direktur Utama President Director		■		■		■		■		■		■		■
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation		■		■		■		■		■		■		■
Mohamad Agus Setiawan****	Direktur Pengembangan Usaha Director of Business Development		■		■		■		■		■		■		■

Keterangan/Notes:

* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025

** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025

*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025

**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025

***** Menjabat sampai 12 November 2025/Serving until November 12, 2025

****** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7,2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025

Keberagaman Komposisi Dewan Komisaris dan Direksi

Board of Commissioners and Board of Directors Composition Diversity

Dalam rekomendasi Otoritas Jasa Keuangan yang dituangkan dalam Lampiran Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka dinyatakan bahwa komposisi Dewan Komisaris wajib memperhatikan keberagaman komposisi Dewan Komisaris. Perseroan telah mengikuti aturan tersebut dan sekaligus memenuhi aspek penentuan Dewan Komisaris adalah kewenangan Pemegang Saham Seri A Dwiwarna.

In the Financial Services Authority recommendation, as stated in the Appendix to Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Corporate Governance of Public Companies, it is stated that the composition of the Board of Commissioners must consider the diversity of the Board of Commissioners. The Company has complied with this regulation and, at the same time, fulfilled the aspect that the determination of the Board of Commissioners is the authority of the Series A Dwiwarna Shareholders.

Keberagaman komposisi Dewan Komisaris merupakan kombinasi karakteristik baik dari segi Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan Terbuka. Komposisi yang telah memperhatikan kebutuhan Perseroan Terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas. Keberagaman komposisi Dewan Komisaris dan Direksi pada tahun 2025 dapat dilihat sebagaimana dalam tabel di bawah ini:

The composition diversity of the Board of Commissioners is a combination of characteristics both in terms of the Board of Commissioners and the individual members of the Board of Commissioners, in accordance with the needs of the Public Company. These characteristics can be reflected in the determination of the expertise, knowledge, and experience required in the performance of supervisory and advisory duties by the Board of Commissioners of the Public Company. A composition that considers the needs of the Public Company is a positive thing, especially in relation to decision-making in the context of performing supervisory functions by considering a wider range of aspects. The diversity of the composition of the Board of Commissioners and Board of Directors in 2025 can be seen in the table below:

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Juri Ardiantoro*	Komisaris Utama President Commissioner	52 tahun 52 years old	Laki-Laki Male	• S1 Sejarah dari Universitas Negeri Jakarta (1999) • S2 Sosiologi dari Universitas Indonesia (2003) • S3 Ilmu Sosiologi dari Universitas Malaya (2015) • Bachelor's degree in History from the Jakarta National University (1999) • Master's degree in Sociology from the University of Indonesia (2003) • Doctorate in Sociology from the University of Malaya (2015)	• Komisaris PT Pertamina Patra Niaga (2020-2024) • Deputi Kepala Staf Kepresidenan Bidang Informasi dan Komunikasi Politik, Staf Kepresidenan (2020) • Commissioner of PT Pertamina Patra Niaga (2020-2024) • Deputy Chief of Staff for Political Information and Communication, Presidential Staff (2020)	Ilmu Sosiologi Sociology

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Syamsul Bachri Yusuf *	Komisaris Commissioner	45 tahun 45 years old	Laki-Laki Male	• S1 Teknik Mesin dari University of Applied Sciences and Arts Hannover, Jerman (2006) • S2 Manajemen Pertahanan (Ketahanan Energi) dari Universitas Pertahanan Indonesia (2016) • Pendidikan Pemantapan Pimpinan Nasional (P3N) XXVI dari Lembaga Ketahanan Nasional RI (2025) • Bachelor's degree in Mechanical Engineering from the University of Applied Sciences and Arts Hannover, Germany (2006) • Master's degree in Defense Management (Energy Security) from the Indonesian Defense University (2016) • National Leadership Consolidation Education (P3N) XXVI from the National Defense Institute of Indonesia (2025)	• Staf Ahli (Senior Advisor) PT Maluku Energi Abadi (Perseroda) (2022-2024) • Direktur Utama Perumda Air Minum Jakarta (PAM Jaya) (2021-2022) • Senior Advisor of PT Maluku Energi Abadi (Perseroda) (2022-2024) • Director General of Perumda Air Minum Jakarta (PAM Jaya) (2021-2022)	Manajemen Pertahanan (Ketahanan Energi) Defense Management (Energy Security)
Nachrowi Ramli*	Komisaris Independen Independent Commissioner	74 tahun 74 years old	Laki-Laki Male	• Akademi Angkatan Bersenjata Republik Indonesia (1973) • Ahli Sandi dan Akademi Sandi Negara (1980) • S1 Ekonomi dari Universitas Borobudur (2004) • Indonesian Military Academy (AKABRI) (1973) • State Cryptography Academy (Cryptography Expert Level III) (1980) • Bachelor's degree in Economics from Borobudur University (2004)	• Kepala Lembaga Sandi Negara (2002-2028) • Sekretaris Umum Lembaga Sandi Negara (2001-2002) • Head of the National Encryption Agency (2002-2028) • Secretary General of the National Encryption Agency (2001-2002)	Ekonomi Economics
Tedi Kurniawan***	Komisaris Independen Independent Commissioner	41 tahun 41 years old	Laki-Laki Male	S1 Fakultas Ekonomi dari Universitas Bandar Lampung (2006) S1 Fakultas Ekonomi dari Universitas Bandar Lampung (2006)	• Staf Khusus Menteri Perhubungan (2025) • Wakil Ketua DPRD Kabupaten Tanggamus (2019-2024) • Staf Khusus Menteri Perhubungan (2025) • Wakil Ketua DPRD Kabupaten Tanggamus (2019-2024)	Ekonomi Economics
Rudi Antariksawan*	Komisaris Independen Independent Commissioner	59 tahun 59 years old	Laki-Laki Male	• S1 Akademi Kepolisian (1989) • S2 Kajian Ilmu Kepolisian dari Universitas Indonesia (2004) • S3 Kriminolog dari Universitas Indonesia (2019) • Bachelor's degree from Police Academy (1989) • Master's degree in Police Science from the University of Indonesia (2004) • Doctorate in Criminology from the University of Indonesia (2019)	• Widyaiswara Kepolisian Utama Tingkat I Sekolah Staf dan Pimpinan Lembaga Pendidikan dan Pelatihan Kepolisian Negara Republik Indonesia (2024) • Direktur Samapta Bhayangkara Badan Pemelihara Keamanan Kepolisian Negara Republik Indonesia (2021) • Senior Police Instructor Level I at the Staff and Leadership School of the Indonesian National Police Education and Training Institution (2024) • Director of Samapta Bhayangkara, Security Maintenance Agency of the Indonesian National Police (2021)	Kriminologi Criminology

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Asrorun Ni'am Sholeh*	Komisaris Commissioner	49 tahun 49 years old	Laki-Laki Male	• S1 Pendidikan dari IAIA Jakarta (1997) • S1 Hukum Islam dari Lembaga Ilmu Pengetahuan Islam dan Arab (LIPIA) Jakarta (2001) • S2 Filsafat Hukum (Ushul Fiqih) dari Institut Agama Islam Negeri (IAIN) Jakarta (2002) • S3 Hukum Fikih dari Universitas Islam Negeri Syarif Hidayatullah Jakarta (2008) • Bachelor's degree in Education from IAIA Jakarta (1997) • Bachelor's degree Islamic Law from the Institute for the Study of Islam and Arabic (LIPIA) Jakarta (2001) • Master's degree in Legal Philosophy (Ushul Fiqih) from the Institute of Islamic Studies (IAIN) Jakarta (2002) • Doctorate in Fiqh Law from Syarif Hidayatullah State Islamic University Jakarta (2008)	• Deputi Pemberdayaan Pemuda Kementerian Pemuda dan Olahraga (2023-2025) • Deputi Pengembangan Pemuda Kementerian Pemuda dan Olahraga (2017-2023) • Deputy for Youth Empowerment at the Ministry of Youth and Sports (2023-2025) • Deputy for Youth Development at the Ministry of Youth and Sports (2017–2023)	Hukum Islam Islamic Law
Mohammad Zainal Fatah**	Komisaris Utama President Commissioner	59 tahun 59 years old	Laki-Laki Male	S1 Teknik Pertanian (Teknik Tanah & Air) dari Universitas Brawijaya (1992) Bachelor's degree in Agricultural Engineering (Soil & Water Engineering) from Brawijaya University (1992)	• Staf Ahli Menteri Bidang Ekonomi dan Investasi Kementerian Pekerjaan Umum dan Perumahan Rakyat (2019-2020) • Asisten Deputi Infrastruktur Sumber Daya Air Kementerian Koordinator Bidang Perekonomian (2015-2019) • Expert Staff to the Minister of Economy and Investment, Ministry of Public Works and Public Housing (2019-2020) • Deputy Assistant for Water Resources Infrastructure, Coordinating Ministry for Economic Affairs (2015-2019)	Pertanian (teknik tanah dan air) Agriculture (soil and water engineering)
M. Roskanedi**	Komisaris Commissioner	64 tahun 64 years old	Laki-Laki Male	Sarjana bidang Hukum Bachelor's degree in Law	• Sekretaris Jaksa Agung Muda Intelijen, Kejaksaan Agung Republik Indonesia (2020) • Kepala Kejaksaan Tinggi (Kajati) Sulawesi Utara (2018) • Secretary to the Deputy Attorney General for Intelligence, Attorney General's Office of the Republic of Indonesia (2020) • Head of the North Sulawesi High Court (2018)	Hukum Law

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Raja Erizman**	Komisaris Commissioner	63 tahun 63 years old	Laki-Laki Male	Akademi Angkatan Bersenjata Republik Indonesia Indonesian Armed Forces Academy	• Analis Kebijakan Utama, Lembaga Pendidikan dan Pelatihan (Lemdiklat) Polri (2020) • Kepala Divisi Teknologi Informasi dan Komunikasi (Kadiv. TIK) Polri (2019) • Senior Policy Analyst, Education and Training Institute (Lemdiklat) of the Indonesian National Police (2020) • Head of the Information and Communication Technology Division (IT DivHead) of the Indonesian National Police (2019)	Hukum Law
Chandra Wijaya**	Komisaris Independen Independent Commissioner	55 tahun 55 years old	Laki-Laki Male	• S3 Ilmu Manajemen (Konsentrasi Keuangan) dari Fakultas Ekonomi Universitas Indonesia (2004) • S2 Manajemen dari Institut Teknologi Bandung (2000) • Doctorate in Management (Finance) from the Faculty of Economics, University of Indonesia (2004) • Master's degree in Management from the Bandung Institute of Technology (2000)	• Deputi Bidang Pemberdayaan Pemuda Kementerian Pemuda dan Olahraga RI) (Maret-Juni 2016) • Presiden Komisaris PT Daya Makara UI (Mei 2014-Mei 2016) • Deputy for Youth Empowerment, Ministry of Youth and Sports of the Republic of Indonesia (March-June 2016) • President Commissioner of PT Daya Makara UI (May 2014-May 2016)	Manajemen Keuangan Financial Management
Marsetio**	Komisaris Independen Independent Commissioner	69 tahun 69 years old	Laki-Laki Male	• S3 Ilmu Kajian budaya dan Media dari Universitas Gadjah Mada (2002) • S2 Manajemen dari Universitas Wijaya Putra Surabaya (2001) • S1 Ilmu Politik dari Universitas Wijaya Putra Surabaya (1997) • Doctorate in Cultural Studies and Media from Gadjah Mada University (2002) • Master's degree in Management from Wijaya Putra University Surabaya (2001) • Bachelor's degree in Political Science from Wijaya Putra University Surabaya (1997)	• Kepala Staf TNI Angkatan Laut (2012-2014) • Wakasal TNI Angkatan Laut (2010-2012) • Chief of Staff of the Indonesian Navy (2012-2014) • Deputy Chief of Staff of the Indonesian Navy (2010-2012)	Manajemen, Budaya, Pemerintahan/ Politik Management, Culture, Government/ Politics
Seppalga Ahmad*****	Komisaris Independen Independent Commissioner	54 tahun 54 years old	Laki-Laki Male	Sarjana Akuntansi Sekolah Tinggi Ilmu Ekonomi YAI Bachelor's degree in Accounting from YAI College of Economics	• Direktur Operasi PT Pupuk Indonesia Energi (2020-2021) • Anggota DPRD DKI Jakarta (2014-2019) • Direktur PT Pasopati Indo Risk (2010-2013) • Director of Operations at PT Pupuk Indonesia Energi (2020-2021) • Member of the DKI Jakarta DPRD (2014-2019) • Director of PT Pasopati Indo Risk (2010)	Akuntansi Accounting

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Abdul Rachman**	Komisaris Independen Independent Commissioner	71 tahun 71 years old	Laki-Laki Male	• S2 Financial Management dari Kansas State University (1989) • S2 Ekonomi dari Universitas Padjajaran (1980) • Master's degree in Financial Management from Kansas State University (1989) • Master's degree in Economics from Padjajaran University (1980)	• Komisaris Independen PT Garuda Indonesia (Persero) Tbk (2021-2023) • Direktur Special Asset Management, PT Bank Mandiri (Persero) Tbk (2008-2010) • Independent Commissioner of PT Garuda Indonesia (Persero) Tbk (2021-2023) • Director of Special Asset Management, PT Bank Mandiri (Persero) Tbk (2008-2010)	Manajemen Keuangan, Ekonomi Financial Management, Economics
Rivan A. Purwantono*	Direktur Utama President Director	59 tahun 59 years old	Laki-Laki Male	• S3 bidang Hukum dari Universitas Sultan Agung (2023) • S2 bidang Hukum dari Universitas Pelita Harapan (2003) • S1 Universitas Gadjah Mada (1991) • Doctorate in Law from Sultan Agung University (2023) • Master's Degree in Law from Pelita Harapan University (2003) • Bachelor's Degree from Gadjah Mada University (1991)	• Direktur Utama PT Asuransi Kerugian Jasa Raharja (2021-2025) • Direktur Utama PT Bank Bukopin (2020-2021) • Direktur Keuangan PT Kereta Api Indonesia (Persero) (2020) • President Director of PT Asuransi Kerugian Jasa Raharja (2021-2025) • President Director of PT Bank Bukopin (2020-2021) • Finance Director of PT Kereta Api Indonesia (Persero) (2020)	Hukum Law
Reza Febriano	Direktur Bisnis Director of Business	46 tahun 46 years old	Laki-Laki Male	• Sarjana Ilmu Pemerintahan, Universitas Padjadjaran • Sarjana Teknik Sipil, Universitas Katolik Parahyangan • Magister Teknik Sipil, Universitas Indonesia • Bachelor's degree in Government Science, Padjadjaran University • Bachelor's degree in Civil Engineering, Parahyangan Catholic University • Master's degree in Civil Engineering, University of Indonesia	• Corporate Secretary PT Jasa Marga (Persero) Tbk (2021) • Jasamarga Transjawa Tollroad Regional Division Head (2019-2020) • Corporate Secretary of PT Jasa Marga (Persero) Tbk (2021) • Jasamarga Transjawa Tollroad Regional Division Head (2019-2020)	Teknik Sipil, Tata Kelola Civil Engineering, Governance
Yoga Tri Anggoro*	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	39 tahun 39 years old	Laki-Laki Male	• S2 Magister Manajemen dari Universitas Indonesia (2023) • S1 Teknik Industri dari Universitas Gadjah Mada (2008) • Master of Management from the University of Indonesia (2023) • Bachelor of Industrial Engineering from Gadjah Mada University (2008)	• Direktur Utama PT Jasamarga Tollroad Operator (2022-2025) • Direktur Operasi PT Jasamarga Tollroad Operator (2019-2022) • President Director of PT Jasamarga Tollroad Operator (2022-2025) • Director of Operations at PT Jasamarga Tollroad Operator (2019-2022)	Teknik Industri Industrial Engineering
Pramitha Wulanjani	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	38 tahun 38 years old	Perempuan Female	S1 Akuntansi dari Universitas Gadjah Mada (2008) Bachelor's degree in Accounting from Gadjah Mada University (2008)	• Direktur Keuangan PT Jasamarga Transjawa Tol (2022-2023) • Direktur Keuangan PT Jasamarga Tollroad Operator (2021-2022) • Director of Finance of PT Jasamarga Transjawa Tol (2022-2023) • Director of Finance of PT Jasamarga Tollroad Operator (2021-2022)	Akuntansi, Keuangan, Manajemen Risiko Accounting, Finance, Risk Management

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Fitri Wiyanti******	Direktur Operasi Director of Operations	50 tahun 50 years old	Perempuan Female	Sarjana Teknik Mesin Bachelor's degree in Mechanical Engineering	• Operation and Maintenance Management Group Head PT Jasa Marga (Persero) Tbk • General Manager Jagorawi, PT Jasa Marga (Persero) Tbk • Operation and Maintenance Management Group Head of PT Jasa Marga (Persero) Tbk • General Manager Jagorawi, PT Jasa Marga (Persero) Tbk	Teknik dan Pemeliharaan Engineering and Maintenance
Yaya Ruhiya***	Direktur Layanan Director of Services	59 tahun 59 years old	Laki-Laki Male	• S1 Teknik Sipil dari Universitas Katolik Parahyangan (1990) • S2 Magister Sistem dan Teknik Jalan raya dari Institut Teknologi Bandung (1992) • Bachelor's Degree in Civil Engineering from Parahyangan Catholic University (1990) • Master's Degree in Highway Systems and Engineering from the Bandung Institute of Technology (1992)	• Direktur Utama PT Cibitung Tanjung Priok Port Tollways (2024-2025) • Direktur Teknik dan Operasi PT Cibitung Tanjung Priok Port Tollways (2021-2024) • Chief Executive Officer of PT Cibitung Tanjung Priok Port Tollways (2024–2025) • Technical and Operations Director of PT Cibitung Tanjung Priok Port Tollways (2021–2024)	Teknik Sipil Civil Engineering
Ari Respati***	Direktur Pengembangan Usaha Director of Business Development	51 tahun 51 years old	Laki-Laki Male	• S1 Arsitektur dan Konstruksi Sains dari The University of Oklahoma (1998) • S2 Manajemen Properti dari Arizona State University (2000) • School of Hotel Administration, General Manager Program (GMP) dari Cornell University (2012) • Doctoral Candidate Fakultas Ilmu Administrasi dari Universitas Brawijaya (2023) • Bachelor of Science in Architecture and Construction, The University of Oklahoma (1998) • Master of Science in Property Management, Arizona State University (2000) • School of Hotel Administration, General Manager Programme (GMP), Cornell University (2012) • Doctoral Candidate, Faculty of Administrative Sciences, Brawijaya University (2023)	• Direktur Utama ITDC (InJourney Tourism Development Corporation) PT Pengembangan Pariwisata Indoensia (Persero) (2022-2025) • CEO & Founder AR Hospitality & Yats Colony Yogyakarta (2014-2022) • President Director of ITDC (InJourney Tourism Development Corporation) PT Pengembangan Pariwisata Indonesia (Persero) (2022-2025) • CEO & Founder of AR Hospitality & Yats Colony Yogyakarta (2014-2022)	Arsitektur dan Konstruksi, Manajemen Properti Architecture and Construction, Property Management
Subakti Syukur**	Direktur Utama President Director	63 tahun 63 years old	Laki-Laki Male	Sarjana Teknik Sipil Bachelor's degree in Civil Engineering	• Direktur Operasi PT Jasa Marga (Persero) Tbk • Direktur Utama PT Marga Lingkar Jakarta • Director of Operations at PT Jasa Marga (Persero) Tbk • President Director of PT Marga Lingkar Jakarta	Teknik Sipil, Manajemen Civil Engineering, Management

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2025
Table of Board of Commissioners and Board of Directors Composition Diversity in 2025

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Bagus Cahya Arinta B.**	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	57 tahun 57 years old	Laki-Laki Male	Sarjana Teknik Sipil, Universitas Brawijaya Malang Bachelor's degree in Civil Engineering, Brawijaya University, Malang	• Jasa Marga Metropolitan Tollroad Regional Division Head (2021) • Direktur Utama PT Jasamarga Surabaya Mojokerto (2020- 2021) • Jasa Marga Metropolitan Tollroad Regional Division Head (2021) • President Director of PT Jasamarga Surabaya Mojokerto (2020- 2021)	Teknik Sipil Civil Engineering
Mohamad Agus Setiawan****	Direktur Pengembangan Usaha Director of Business Development	55 tahun 55 years old	Laki-Laki Male	• Sarjana Teknik Sipil • Magister Teknik Pengelolaan Jaringan Jalan • Bachelor's degree in Civil Engineering • Master's degree in Road Network Management Engineering	• Corporate Secretary PT Jasa Marga (Persero) Tbk • Direktur Utama PT Jasamarga Pandaan Malang • Corporate Secretary of PT Jasa Marga (Persero) Tbk • President Director of PT Jasamarga Pandaan Malang	Teknik Sipil Civil Engineering

Keterangan/Notes:
* Menjabat sejak 7 Mei 2025/Appointed since May 7, 2025
** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
*** Menjabat sejak 17 Desember 2025/Appointed since December 17, 2025
**** Menjabat sampai 17 Desember 2025/Serving until December 17, 2025
***** Menjabat sampai 12 November 2025/Serving until November 12, 2025
****** Per 7 Mei 2025, nomenklatur berubah menjadi Direktur Operasi dan Layanan, kemudian ditetapkan kembali menjadi Direktur Operasi melalui RUPSLB 17 Desember 2025/As of May 7,2025, the nomenclature changed to Director of Operations and Services, then reverted to Director of Operations through the Extraordinary General Meeting of Shareholders on December 17, 2025

Organ dan Komite di Bawah Dewan Komisaris

Organs and Committees under the Board of Commissioners

Dalam menjalankan fungsi, tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh organ di bawah Dewan Komisaris. Pada periode tahun 2025, organ di bawah Dewan Komisaris adalah sebagai berikut:

1. Komite Audit;
2. Komite Nominasi dan Remunerasi;
3. Komite Pemantau Risiko dan Hukum;
4. Komite Tata Kelola Terintegrasi; dan
5. Sekretaris Dewan Komisaris.

In carrying out its functions, duties, and responsibilities, the Board of Commissioners is assisted by organs under the Board of Commissioners. In 2025, the organs under the Board of Commissioners are as follows:

1. Audit Committee;
2. Nomination and Remuneration Committee;
3. Risk Monitoring and Legal Committee
4. Integrated Governance Committee; and
5. Secretary of the Board of Commissioners.

Komite Audit

Dewan Komisaris dibantu oleh Komite Audit dalam pelaksanaan tugasnya mengawasi serta memberikan nasihat kepada Direksi agar dalam menjalankan kepengurusan Perseroan sesuai dengan peraturan dan perundang-undangan yang berlaku.

Dasar Pembentukan Komite Audit

Komite Audit Perseroan dibentuk berdasarkan peraturan peraturan/perundangan sebagai berikut:

1. Undang-Undang Republik Indonesia No. 19 tahun 2003 tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia tahun 2003 No. 70; Tambahan Lembaran Negara Republik Indonesia No. 4297) yang terakhir telah diubah dengan Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang No. 19 Tahun 2023 tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2025 No. 25, Tambahan Lembaran Negara No. 7097);
2. Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas (Lembaran Negara Republik Indonesia tahun 2007 No. 106; Tambahan Lembaran Negara Republik Indonesia No. 4756) yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No.2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 No. 238, Tambahan Lembaran Negara Republik Indonesia No. 6841) dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang (Lembaran Negara Republik Indonesia Tahun 2023 No. 2023, Tambahan Lembaran Negara No. 6856);
3. Peraturan Pemerintah No. 45 tahun 2015 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia tahun 2005 No. 117; Tambahan Lembaran Negara Republik Indonesia No. 4556);
4. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014, tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
5. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015, tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;

Audit Committee

The Board of Commissioners is assisted by the Audit Committee in performing its duties of supervising and advising the Board of Directors so that the management of the Company is conducted in accordance with applicable rules and regulations.

Audit Committee Establishment Basis

The Company's Audit Committee was established based on the following laws and regulations:

1. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2003 No. 70; Supplement to State Gazette of the Republic of Indonesia No. 4297), which was last amended by Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2023 on State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2025 No. 25, Supplement to State Gazette No. 7097);
2. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies (State Gazette of the Republic of Indonesia of 2007 No. 106; Supplement to the State Gazette of the Republic of Indonesia No. 4756), which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation (State Gazette of the Republic of Indonesia of 2022 No. 238, Supplement to the State Gazette of the Republic of Indonesia No. 6841) and enacted into law in accordance with Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 No. 2023, Supplement to State Gazette No. 6856);
3. Government Regulation No. 45 of 2015 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2005 No. 117; Supplement to the State Gazette of the Republic of Indonesia No. 4556);
4. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014, on the Board of Directors and Board of Commissioners of Issuers or Public Companies;
5. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, on the Establishment and Implementation Guidelines for the Audit Committee;

6. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
7. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
8. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka yang dijabarkan dalam Surat Edaran OJK No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, bahwa Dewan Komisaris dapat membentuk Komite Dewan Komisaris (Dekom);
9. Peraturan Otoritas Jasa Keuangan No. 9 tahun 2023 tanggal 11 Juli 2023, tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik Dalam Kegiatan Jasa Keuangan;
10. Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP 11/DKJM/VII/2003 tentang Pembentukan Komite Audit Perusahaan Perseroan (Persero) PT Jasa Marga.

Pedoman Kerja/Piagam Komite Audit

Piagam Komite Audit disahkan oleh Dewan Komisaris pada tanggal 8 November 2023, yang merupakan pemutakhiran dari Piagam sebelumnya yang ditetapkan pada tahun 2017. Piagam Komite Audit merupakan acuan bagi Komite Audit dalam melaksanakan tugas dan tanggung jawabnya. Dalam Piagam Komite Audit termuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Audit agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Isi dari Piagam tersebut antara lain mencakup:

1. Maksud dan Tujuan;
2. Peran Komite Audit;
3. Tugas, Tanggung Jawab dan Wewenang;
4. Komposisi, Struktur, dan Tata Cara Pengangkatan;
5. Persyaratan Keanggotaan dan Penilaian Kinerja Komite Audit;
6. Penyelenggaraan Rapat;
7. Pelaporan;
8. Masa Tugas; dan
9. Penutup.

Kriteria Komite Audit

Kriteria anggota Komite Audit:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan;
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap perseroan;
3. Mampu berkomunikasi secara efektif;
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya;
5. Salah seorang dari anggota Komite Audit harus memiliki latar belakang independen atau memiliki keahlian di bidang akuntansi atau keuangan dan salah seorang dari anggota Komite Audit harus memahami industri/bisnis;

6. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
7. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 24, 2023 on Organs and Human Resources of State-Owned Enterprises;
8. Financial Services Authority Regulation No. 21/POJK.04/2015 dated November 16, 2015, on the Implementation of Corporate Governance Guidelines for Public Companies as outlined in OJK Circular Letter No. 32/SEOJK. 04/2015 dated November 17, 2015, on Guidelines for Corporate Governance of Public Companies, that the Board of Commissioners may form a Board of Commissioners Committee;
9. Financial Services Authority Regulation No. 9 of 2023 dated July 11, 2023, on the Use of Public Accountants and Public Accounting Firms in Financial Services Activities;
10. Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. KEP 11/DKJM/VII/2003 on the Establishment of the Audit Committee of the State-Owned Company (Persero) PT Jasa Marga.

Audit Committee Work Guideline/Charter

The Audit Committee Charter was approved by the Board of Commissioners on November 8, 2023, which is an update of the previous Charter established in 2017. The Audit Committee Charter serves as a reference for the Audit Committee in carrying out its duties and responsibilities. The Audit Committee Charter contains provisions that must be complied with in the formation and implementation of the Audit Committee's activities so that it can work independently, objectively, autonomously, transparently, and accountably. The Charter contents include:

1. Purpose and Objectives;
2. Role of the Audit Committee;
3. Duties, Responsibilities, and Authorities;
4. Composition, Structure, and Appointment Procedures;
5. Membership Requirements and Performance Assessment of the Audit Committee;
6. Conducting Meetings;
7. Reporting;
8. Term of Office; and
9. Closing.

Audit Committee Criteria

Audit Committee member criteria:

1. Possess good integrity and sufficient knowledge and work experience in the field of supervision/auditing;
2. Have no personal interests/connections that could have a negative impact or conflict of interest with the company;
3. Be able to communicate effectively;
4. Be able to provide sufficient time to complete their duties;
5. One of the Audit Committee members must have an independent background or expertise in accounting or finance, and one of the Audit Committee members must understand the industry/business;

6. Anggota Komite Audit bukan merupakan orang dalam kantor akuntan publik, kantor konsultan hukum, kantor jasa penilai publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain perseroan dalam waktu 6 (enam) bulan terakhir;
7. Komite harus menandatangani pakta integritas yang merupakan pernyataan dan komitmen untuk mematuhi segala ketentuan peraturan perundang-undangan dan prinsip tata kelola perusahaan yang baik;
8. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan;
9. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan perseroan dalam waktu 6 (enam) bulan terakhir, kecuali komisaris independen;
10. Dalam hal anggota Komite Audit memperoleh saham perseroan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut;
11. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota direksi, atau pemegang saham utama perseroan;
12. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perseroan;
13. Anggota Komite Audit yang merupakan Dewan Komisaris dapat merangkap sebagai anggota komite paling banyak pada 5 (lima) komite di perusahaan publik dimana yang bersangkutan juga menjabat sebagai anggota Dewan Komisaris di mana hal tersebut dapat dilakukan sepanjang tidak bertentangan dengan peraturan perundang-undangan lainnya;
14. Anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris Perseroan tidak boleh merangkap sebagai:
    a. Anggota Dewan Komisaris pada BUMN/perusahaan lain;
    b. Sekretaris/staf sekretaris Dewan Komisaris pada BUMN/perusahaan lain;
    c. Anggota komite lain di Perseroan;
    d. Anggota komite pada BUMN/perusahan lain.

Ketentuan Masa Jabatan Komite Audit

Seluruh Anggota Komite Audit Jasa Marga memiliki integritas, kompetensi dan reputasi yang baik. Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam anggaran dasar dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya. Anggota Komite Audit yang merupakan anggota Dewan Komisaris berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris berakhir, sedangkan masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diangkat kembali untuk paling lama 2 (dua) tahun, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu. Dalam hal Komisaris Independen menjabat pada Komite Audit, Komisaris Independen yang bersangkutan hanya dapat diangkat kembali pada Komite Audit untuk 1 (satu) periode masa jabatan Komite Audit berikutnya.

6. Audit Committee members are not insiders of public accounting firms, law firms, public appraisal firms, or other parties that provide insurance, non-insurance, appraisal, and/or other consulting services to the company within the last 6 (six) months;
7. The Committee must sign an integrity pact, which is a statement and commitment to comply with all laws and regulations and good corporate governance principles;
8. Be willing to improve competence through education and training continuously;
9. Not a person who works for or has the authority and responsibility to plan, lead, control, or supervise the company's activities within the last 6 (six) months, except for independent commissioners;
10. If a member of the Audit Committee acquires shares in the company, either directly or indirectly, as a result of a legal event, such shares must be transferred to another party within a maximum period of 6 (six) months after the acquisition of such shares;
11. Does not have any affiliation with members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the company;
12. Not having any direct or indirect business relationship related to the company's business activities;
13. Audit Committee members who are members of the Board of Commissioners may serve as members of a maximum of 5 (five) committees in public companies where they also serve as members of the Board of Commissioners, provided that this does not conflict with other laws and regulations;
14. Audit Committee members who are not members of the Company's Board of Commissioners may not concurrently serve as:
    a. Members of the Board of Commissioners of other SOEs/companies;
    b. Secretaries/secretarial staff of the Board of Commissioners of other SOEs/companies;
    c. Members of other committees within the Company;
    d. A member of a committee at a SOE/other company.

Term of Office of the Audit Committee

All members of the Jasa Marga Audit Committee have integrity, competence, and a good reputation. The term of office of Audit Committee members may not exceed the term of office of the Board of Commissioners as stipulated in the articles of association and may only be re-elected for 1 (one) subsequent term. Audit Committee members who are members of the Board of Commissioners shall automatically resign when their term of office as members of the Board of Commissioners ends, while the term of office of Audit Committee members who are not members of the Board of Commissioners shall be a maximum of 3 (three) years and they may be reappointed for a maximum of 2 (two) years, without prejudice to the Board of Commissioners' right to dismiss them at any time. If an Independent Commissioner serves on the Audit Committee, the Independent Commissioner concerned may only be reappointed to the Audit Committee for 1 (one) subsequent term of office of the Audit Committee.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Audit

Komite Audit dibentuk oleh Dewan Komisaris, yang susunannya terdiri dari ketua Komite Audit dan anggota Komite Audit, dengan paling sedikit terdiri dari 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan pihak luar yang independen. Ketua dan anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris. Ketua Komite Audit adalah anggota Dewan Komisaris yang merupakan anggota Dewan Komisaris Independen atau anggota Dewan Komisaris yang dapat bertindak independen. Anggota Komite Audit dapat berasal dari anggota Dewan Komisaris atau pihak luar yang independen.

Susunan keanggotaan Komite Audit Jasa Marga pada tahun 2025 adalah sebagai berikut:

Structure, Number, Composition, and Appointment Basis of Audit Committee in 2025

The Audit Committee is formed by the Board of Commissioners, which consists of the Chairman of the Audit Committee and members of the Audit Committee, with at least 3 (three) members from the Independent Commissioners and independent external parties. The Chairman and members of the Audit Committee are appointed and dismissed by the Board of Commissioners. The Chairman of the Audit Committee is a member of the Board of Commissioners who is an Independent Commissioner or a member of the Board of Commissioners who can act independently. Members of the Audit Committee may come from the Board of Commissioners or independent external parties.

The composition of the Jasa Marga Audit Committee in 2025 is as follows:

Tabel Susunan Keanggotaan Komite Audit
Table of Audit Committee Member Composition in 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Rudi Antariksawan*	Ketua Komite Committee Chairperson	Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025 Jasa Marga Board of Commissioners Decision No. KEP-80/VI/2025
Tedi Kurniawan **	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-005/I/2026 Decision of the Board of Commissioners of Jasa Marga No. KEP-005/I/2026
Siti Purnama Rizki	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-125/X/2023 Jasa Marga Board of Commissioners Decree No. KEP-125/X/2023
Fibria Indriati Dwi Liestiawati ***	Anggota Member	Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk, Nomor: KEP-035/III/2025 PT Jasa Marga (Persero) Tbk Board of Commissioners Decree No: KEP-035/III/2025
Seppalga Ahmad ****	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025 Jasa Marga Board of Commissioners Decree No. KEP-80/VI/2025
Seppalga Ahmad ****	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-029/III/2023 Jasa Marga Board of Commissioners Decree No. KEP-029/III/2023
Chandra Wijaya *****	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-029/III/2023 Jasa Marga Board of Commissioners Decree No. KEP-029/III/2023

Keterangan/Notes:
* Menjabat sejak 19 Januari 2026, sebelumnya menjabat sebagai Anggota Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025/Menjabat sejak 19 Januari 2026, sebelumnya menjabat sebagai Anggota Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025
** Menjabat sejak 19 Januari 2026/Appointed since January 19, 2026
*** Menjabat sejak 03 Maret 2025/Appointed since March 3, 2025
**** Menjabat sebagai Ketua sejak 05 Juni 2025 s.d. 17 Desember 2025, sebelumnya menjabat sebagai Anggota sejak 07 Maret 2023 s.d. 04 Juni 2025/ Menjabat sebagai Ketua sejak 05 Juni 2025 s.d. 17 Desember 2025, sebelumnya menjabat sebagai Anggota sejak 07 Maret 2023 s.d. 04 Juni 2025
***** Menjabat sejak 07 Maret 2023 s.d. 07 Mei 2025/Appointed since March 7, 2023 until May 7, 2025

Profil Komite Audit

Profil anggota Komite Audit dapat dilihat pada bagian Profil Komite Audit di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Audit Committee Profile

The profiles of the Audit Committee members are available in the Audit Committee Profile section of the Company Profile chapter in this Annual Report.

Independensi Anggota Komite Audit

Sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Komite Audit, serta Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, seluruh anggota Komite Audit

Independence of Audit Committee Members

In accordance with the provisions of Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, on the Establishment and Implementation Guidelines for Audit Committees, as well as Minister of SOE Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises, all members of the Company's

Perseroan telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Audit Committee have met the requirements for number, composition, criteria, competence, and independence.

Tabel Independensi Komite Audit
Table of Audit Committee Independence

Aspek Independensi Independence Aspect	Rudi Antariksawan*	Tedi Kurniawan **	Siti Purnama Rizki	Fibria Indriati Dwi Liestiawati***	Seppalga Ahmad ****	Chandra Wijaya *****
Tidak memiliki hubungan keuangan dengan Dewan Komisaris. Not having any financial affiliation with Board of Commissioners.	■	■	■	■	■	■
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi. Not having any managerial affiliation in the Company, its subsidiaries, or affiliated companies.	■	■	■	■	■	■
Tidak memiliki hubungan kepemilikan saham di perusahaan. Not having any shares ownership in the Company.	■	■	■	■	■	■
Tidak memiliki hubungan kekeluargaan dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit. Not having any family affiliation with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee Members.	■	■	■	■	■	■
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Not serving as administrators of political parties, officials and government	■	■	■	■	■	■

Keterangan/Notes:
* Menjabat sejak 19 Januari 2026, sebelumnya menjabat sebagai Anggota Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025/Menjabat sejak 19 Januari 2026, sebelumnya menjabat sebagai Anggota Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025/ Appointed on 19 January 2026; previously served as a member of the Audit Committee from June 5, 2025 pursuant to Jasa Marga Board of Commissioners' Decision No. KEP-80/VI/2025/Appointed since January 19, 2026, previously served as a Member of the Audit Committee since June 5, 2025 pursuant to Jasa Marga Board of Commissioners' Resolution No. KEP-80/VI/2025
** Menjabat sejak 19 Januari 2026/Appointed since January 19, 2026
*** Menjabat sejak 03 Maret 2025/Appointed since March 3, 2025
**** Menjabat sebagai Ketua sejak 05 Juni 2025 s.d. 17 Desember 2025, sebelumnya menjabat sebagai Anggota sejak 07 Maret 2023 s.d. 04 Juni 2025/Menjabat sebagai Ketua sejak 05 Juni 2025 s.d. 17 Desember 2025, sebelumnya menjabat sebagai Anggota sejak 07 Maret 2023 s.d. 04 Juni 2025/Served as Chairman from 5 June 2025 to 17 December 2025, previously served as a Member from 7 March 2023 to 4 June 2025/Served as Chair from 5 June 2025 to 17 December 2025, previously served as a Member from 7 March 2023 to 4 June 2025
***** Menjabat sejak 07 Maret 2023 s.d. 07 Mei 2025/Appointed since March 7, 2023 until May 7, 2025/Served from 7 March 2023 to 7 May 2025/Appointed since 7 March 2023 until 7 May 2025

Sebagai bentuk komitmen dan tanggung jawab Komite Audit atas terlaksananya prinsip-prinsip Tata Kelola Perusahaan, serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Audit, Komite Audit Perseroan telah membuat Surat Pernyataan Independensi Komite Audit yang ditandatangani oleh Ketua dan seluruh Anggota Komite Audit.

As a form of commitment and responsibility of the Audit Committee for the implementation of Corporate Governance principles, as well as an effort to realize the provisions on independence contained in the Audit Committee Charter, the Company's Audit Committee has prepared a Statement of Independence of the Audit Committee signed by the Chairman and all Members of the Audit Committee.

Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Audit antara lain bahwa Komite Audit Jasa Marga:
1. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
2. Tidak memiliki saham Perseroan, baik langsung maupun tidak langsung.
3. Akan menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun

Some important statements in the Audit Committee Independence Statement include that the Jasa Marga Audit Committee:
1. Has no personal interests/connections that could have a negative impact and conflict of interest with the Company.
2. Does not own any shares in the Company, either directly or indirectly.
3. Will maintain the confidentiality of the Company's documents, data, and information, both from internal

pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Audit.

Tugas, Tanggung Jawab, dan Wewenang Komite Audit

Piagam Komite Audit telah mengatur akan tugas dan tanggung jawab komite sebagai berikut:

1. Melakukan penelaahan dan memberikan rekomendasi atas informasi keuangan untuk memastikan kredibilitas dan objektivitas laporan keuangan Perseroan yang akan diterbitkan untuk pihak eksternal dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan.
2. Melakukan pemantauan dan evaluasi kesesuaian penerapan kebijakan keuangan dan Audit Intern Perseroan maupun Anak Perusahaan Perseroan.
3. Memberikan rekomendasi kepada Dewan Komisaris terkait penyusunan rencana audit, ruang lingkup, dan anggaran Internal Audit Group.
4. Mengevaluasi laporan auditor internal berkala dan merekomendasikan tindakan perbaikan untuk mengatasi kelemahan pengendalian, kecurangan (*fraud*), masalah kepatuhan terhadap kebijakan dan peraturan perundang-undangan atau masalah lain yang diidentifikasi dan dilaporkan oleh Internal Audit Group.
5. Memastikan Internal Audit Group menjunjung tinggi integritas dalam pelaksanaan tugas.
6. Memastikan objektivitas dan independensi Auditor Internal dan Auditor Eksternal.
7. Memantau dan mengkaji efektivitas pelaksanaan audit intern dan audit ekstern.
8. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Auditor Internal maupun Auditor Eksternal.
9. Memantau pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal dan Auditor Eksternal.
10. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi audit intern dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri.
11. Memastikan efektivitas Sistem Pengendalian Intern Perseroan.
12. Memastikan Internal Audit Group melakukan komunikasi dengan Direksi, Dewan Komisaris dan Auditor Eksternal.
13. Mengevaluasi kinerja Internal Audit Group.
14. Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan IAU secara keseluruhan serta penghargaan kinerja.
15. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
16. Melakukan proses pengadaan calon Kantor Akuntan Publik (KAP) sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses pengadaannya.
17. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan yang didasarkan pada:
    a. Independensi AP, KAP, dan orang dalam KAP;
    b. Ruang lingkup audit;

and external parties, and will only use them for the purposes of performing the Audit Committee's duties.

Audit Committee Duties, Responsibilities, and Authorities

The Audit Committee Charter stipulates the duties and responsibilities of the committee as follows:

1. Reviewing and providing recommendations on financial information to ensure the credibility and objectivity of the Company's financial statements to be published for external parties and/or authorities, including financial statements, projections, and other reports related to the Company's financial information.
2. Monitoring and evaluating the appropriateness of the implementation of financial policies and internal audits of the Company and its subsidiaries.
3. Providing recommendations to the Board of Commissioners regarding the preparation of audit plans, scope, and budget of the Internal Audit Group.
4. Evaluating periodic internal auditor reports and recommending corrective actions to address control weaknesses, fraud, compliance issues with policies and regulations, or other issues identified and reported by the Internal Audit Group.
5. Ensuring that the Internal Audit Group upholds integrity in the performance of its duties.
6. Ensuring the objectivity and independence of Internal Auditors and External Auditors.
7. Monitoring and reviewing the effectiveness of internal and external audits.
8. Assessing the implementation of activities and audit results carried out by Internal Auditors and External Auditors.
9. Monitoring the implementation of follow-up actions by the Board of Directors on the findings of Internal Auditors and External Auditors.
10. Monitoring and evaluating the implementation of internal audit functions in accordance with laws and regulations, articles of association, and/or GMS/Ministerial Decrees.
11. Ensuring the effectiveness of the Company's Internal Control System.
12. Ensuring that the Internal Audit Group communicates with the Board of Directors, Board of Commissioners, and External Auditors.
13. Evaluating the performance of the Internal Audit Group.
14. Providing recommendations to the Board of Commissioners regarding the overall annual remuneration of the IAU and performance awards.
15. Providing recommendations regarding improvements to the management control system and its implementation.
16. Conducting the procurement process for prospective Public Accounting Firms (KAP) in accordance with the provisions on the procurement of goods and services, and if necessary, request assistance from the Board of Directors in the procurement process.
17. Providing recommendations to the Board of Commissioners regarding the appointment of Accountants based on:
    a. The independence of the AP, KAP, and persons within the KAP;
    b. The audit scope;

c. Imbalan jasa audit;
d. Keahlian dan pengalaman AP, KAP, dan tim audit dari KAP;
e. Metodologi, teknik, dan sarana audit yang digunakan KAP;
f. Manfaat sudut pandang baru yang akan diperoleh melalui penggantian AP, KAP, dan tim audit dari KAP;
g. Potensi risiko atas penggunaan jasa audit oleh KAP yang sama secara berturut-turut untuk kurun waktu yang cukup panjang; dan
h. Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan KAP pada periode sebelumnya.

18. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan Akuntan atas jasa yang diberikannya.
19. Merekomendasikan Perusahaan Pemeringkat untuk melakukan Penilaian Tingkat Kesehatan Perusahaan dan apabila diperlukan, dapat meminta bantuan Direksi untuk melakukan proses pengadaan Perusahaan Pemeringkat berdasarkan mekanisme pengadaan barang dan jasa yang berlaku.
20. Memberikan saran dan rekomendasi kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan.
21. Menyusun dan menyampaikan rencana kerja kepada Dewan Komisaris untuk ditetapkan.
22. Melaksanakan dan melaporkan rencana kerja Komite Audit kepada Dewan Komisaris.
23. Menjaga kerahasiaan dokumen, data dan informasi Perseroan yang diperoleh, baik dari pihak internal maupun pihak eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Audit.
24. Komite Audit menelaah pengaduan dan penindaklanjutan yang berkaitan dengan proses akuntansi dan/atau catatan ketidakwajaran atau dugaan pelanggaran terhadap pelaporan keuangan Perseroan.
25. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
26. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya dari Dewan Komisaris sesuai dengan peraturan perundangan-undangan.

Dalam melaksanakan tugasnya Komite Audit mempunyai wewenang sebagai berikut:

1. Mengakses seluruh dokumen, data dan informasi Perseroan yang relevan terkait dengan tugas dan tanggung jawab Komite Audit dan melaporkan hasil penugasan kepada Dewan Komisaris.
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit intern, manajemen risiko, dan akuntan terkait tugas dan tanggung jawab Komite Audit.
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
4. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

c. The remuneration for audit services;
d. The expertise and experience of the AP, KAP, and the KAP audit team;
e. The audit methodology, techniques, and tools used by the KAP;
f. The benefits of a new perspective that will be obtained through the replacement of the AP, KAP, and the KAP audit team;
g. The potential risks of using the audit services of the same KAP consecutively for a sufficiently long period of time; and
h. The results of the evaluation of the provision of audit services for historical annual financial information by the AP and KAP in the previous period.

18. Providing independent opinions in the event of differences of opinion between Management and Accountants regarding the services provided.
19. Recommending a Rating Agency to conduct a Company Soundness Assessment and, if necessary, requesting assistance from the Board of Directors to procure a Rating Agency based on the applicable goods and services procurement mechanism.
20. Providing advice and recommendations to the Board of Commissioners regarding potential conflicts of interest within the Company.
21. Preparing and submitting a work plan to the Board of Commissioners for approval.
22. Implementing and reporting the Audit Committee's work plan to the Board of Commissioners.
23. Maintaining the confidentiality of the Company's documents, data, and information obtained, both from internal and external parties, and only use them for the purposes of carrying out the Audit Committee's duties.
24. The Audit Committee reviews complaints and follow-ups related to accounting processes and/or records of irregularities or alleged violations of the Company's financial reporting.
25. Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.
26. Exercising other authorities, duties, and responsibilities related to its functions from the Board of Commissioners in accordance with laws and regulations.

In carrying out its duties, the Audit Committee has the following authorities:

1. Accessing all documents, data, and information of the Company that is relevant to the duties and responsibilities of the Audit Committee and reporting the results of its assignments to the Board of Commissioners.
2. Communicating directly with employees, including the Board of Directors and parties who perform internal audit, risk management, and accounting functions related to the duties and responsibilities of the Audit Committee.
3. Involving independent parties outside the Audit Committee members who are needed to assist in the performance of its duties (if necessary).
4. Exercising other authorities granted by the Board of Commissioners.

5. Dalam melaksanakan kewenangannya, Komite Audit dapat bekerja sama dengan Internal Audit Group.

Tugas dan Tanggung Jawab Berkaitan dengan Auditor Eksternal

Komite Audit memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik dan Kantor Akuntan Publik untuk disampaikan kepada Rapat Umum Pemegang Saham. Selanjutnya atas pelaksanaan Audit oleh KAP, Komite Audit melakukan penelaahan. Apabila dalam pelaksanaan tugasnya, Auditor Eksternal tidak Memenuhi standar dan ketentuan yang berlaku, maka Komite Audit dapat memberikan rekomendasi kepada Dewan Komisaris terkait pemberhentian Auditor Eksternal.

Pembagian Tugas Antar Komite Audit

Komite Audit tidak melakukan pembagian tugas secara spesifik, namun untuk setiap pekerjaan akan ditentukan masing-masing penanggung jawab yang sesuai.

Pengembangan Kompetensi Komite Audit

Pengembangan kompetensi Komite Audit dapat dilihat pada Pendidikan dan/atau Pelatihan di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi bagi Komite Audit

Berdasarkan Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Anggota Komite Audit yang bukan anggota Dewan Komisaris memperoleh remunerasi berupa honorarium sebesar 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Audit

Dalam melaksanakan tugas, kewajiban, dan kewenangan sebagai bentuk tanggung jawab peran dan fungsi Komite Audit selama tahun 2025, realisasi atas pelaksanaan tugas Komite Audit di antaranya sebagai berikut:

1. Rapat Komite Audit
   Piagam Komite Audit juga mengatur mengenai rapat Komite. Sekurang-kurangnya sekali dalam 1 (satu) bulan, anggota Komite Audit diwajibkan untuk mengadakan rapat dimana keputusan yang diambil dilakukan berdasarkan musyawarah untuk mufakat. Keputusan rapat dapat diambil apabila rapat dihadiri oleh lebih dari ½ (satu per dua) jumlah anggota.

   Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan dengan suara terbanyak. Setiap rapat Komite Audit harus dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir. Perbedaan pendapat yang terjadi dalam rapat komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan tersebut.

5. In exercising its authority, the Audit Committee may cooperate with the Internal Audit Group.

Duties and Responsibilities Related to the External Auditor

The Audit Committee provides recommendations to the Board of Commissioners regarding the appointment of Public Accountants and Public Accounting Firms to be submitted to the General Meeting of Shareholders. Furthermore, the Audit Committee reviews the implementation of audits by the KAP. If, in the performance of their duties, the External Auditors do not meet the applicable standards and requirements, the Audit Committee may provide recommendations to the Board of Commissioners regarding the dismissal of the External Auditors.

Division of Duties among the Audit Committee

Audit Committees do not divide duties specifically, but for each task, the appropriate person in charge will be determined.

Audit Committee Competency Development

The development of the Audit Committee's competencies is available in Education and/or Training in the Company Profile chapter of this Annual Report.

Audit Committee Remuneration Policy and Amount

Based on the Minister of SOE Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, members of the Audit Committee who are not members of the Board of Commissioners receive remuneration in the form of an honorarium amounting to 20% of the President Director's salary.

Implementation of Audit Committee Duties

In carrying out its duties, obligations, and authorities as a form of responsibility for the role and function of the Audit Committee in 2025, the realization of the Audit Committee's duties includes the following:

1. Audit Committee Meetings
   The Audit Committee Charter also regulates Audit Committee meetings. At least once a month, Audit Committee members must hold a meeting at which decisions are made by consensus. Decisions can be made if more than half of the members are present at the meeting.

   In the event that consensus cannot be reached, decisions shall be made by majority vote. Every Audit Committee meeting must be recorded in the minutes, which shall be signed by all Audit Committee members present. Any differences of opinion that arise during the committee meeting must be clearly stated in the minutes of the meeting, along with the reasons for such differences.

Sepanjang tahun 2025, Komite Audit telah menyelenggarakan Rapat sebanyak 18 kali, dengan agenda di antaranya sebagai berikut:

1. Laporan Tahunan Komite Audit.
2. Penugasan Dewan Komisaris.
3. *Monitoring* program kerja Audit.
4. *Review* Program Kerja Bulanan.
5. Evaluasi kegiatan Komite Audit.
6. *Monitoring* kegiatan Audit.
7. Telaah Anak Perusahaan.
8. Telaah Tanggapan Permintaan Pemegang Saham Pengendali.
9. Laporan Pengawasan.
10. Program Kerja Komite Audit.
11. Rencana Kerja KA Tahun 2025.
12. Rencana Kerja KA Bulan Juni 2025.
13. *Pending Matters*.
14. Revisi RKAP 2025.
15. Piagam Komite Audit.
16. Program Kerja Pengawasan Tahunan Komite Audit Tahun 2026.

Throughout 2025, the Audit Committee held 18 meetings with the following agenda items:

1. Annual Report of the Audit Committee.
2. Assignment of the Board of Commissioners.
3. Monitoring of the Audit work program.
4. Review of the Monthly Work Program.
5. Evaluation of the Audit Committee's activities.
6. Monitoring of Audit Activities.
7. Review of Subsidiaries.
8. Review of Responses to Requests from Controlling Shareholders.
9. Supervision Report.
10. Audit Committee Work Program.
11. KA Work Plan for 2025.
12. KA Work Plan for June 2025.
13. Pending Matters.
14. Revision of the 2025 RKAP.
15. Audit Committee Charter.
16. Annual Audit Committee Supervision Work Program for 2026.

Tabel Kehadiran Komite Audit dalam Rapat Komite Audit 2025
Table of Audit Committee's Attendance at the 2025 Audit Committee Meetings

	Rudi Antariksawan*	Tedi Kurniawan**	Siti Purnama Rizki	Fibria Indriati Dwi Liestiawati***	Seppalga Ahmad ****	Chandra Wijaya *****
Jumlah Rapat Dalam Setahun Total Meetings in One Year				18		
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	8	0	18	14	18	8
Jumlah Rapat yang Dihadiri Total Attended Meetings	8	0	18	14	18	8
Presentasi Kehadiran (%) Attendance Percentage (%)	100%	N/A	100%	100%	100%	100%
Rata-Rata (%) **Average (%)**				**100%**		

Keterangan/Notes:
* Menjabat sejak 19 Januari 2026, sebelumnya menjabat sebagai Anggota Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025/Menjabat sejak 19 Januari 2026, sebelumnya menjabat sebagai Anggota Komite Audit sejak 05 Juni 2025 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VI/2025/Appointed on January 19, 2026; previously served as a member of the Audit Committee from June 5, 2025 pursuant to Jasa Marga Board of Commissioners' Decision No. KEP-80/VI/2025/Appointed since January 19, 2026, previously served as a Member of the Audit Committee since June 5 2025 pursuant to Jasa Marga Board of Commissioners' Resolution No. KEP-80/VI/2025
** Menjabat sejak 19 Januari 2026/Appointed since January 19, 2026
*** Menjabat sejak 03 Maret 2025/Appointed since March 3, 2025
**** Menjabat sebagai Ketua sejak 05 Juni 2025 s.d. 17 Desember 2025, sebelumnya menjabat sebagai Anggota sejak 07 Maret 2023 s.d. 04 Juni 2025/Menjabat sebagai Ketua sejak 05 Juni 2025 s.d. 17 Desember 2025, sebelumnya menjabat sebagai Anggota sejak 07 Maret 2023 s.d. 04 Juni 2025/Served as Chairman from June 5, 2025 to December 17, 2025, previously served as a Member from March 7, 2023 to June 4, 2025/Served as Chair from June, 5 2025 to December 17, 2025, previously served as a Member from March 7, 2023 to June 4, 2025
***** Menjabat sejak 07 Maret 2023 s.d. 07 Mei 2025/Appointed since March 7, 2023 until May 7, 2025

2. Kunjungan Lapangan/Unit Usaha
Komite Audit melaksanakan kegiatan kunjungan ke lapangan/unit usaha guna mendapatkan gambaran dan informasi yang lebih akurat/jelas mengenai bidang atau hal-hal yang perlu mendapat perhatian.

Selama Tahun 2025, Komite Audit telah melaksanakan 9 kali kunjungan, dengan rincian sebagai berikut:

2. Field/Business Unit Visits
The Audit Committee conducts field visits/business unit visits to obtain a clearer picture and more accurate information regarding areas or matters that require attention.

Throughout 2025, the Audit Committee conducted nine visits, with the following details:

No.	Tanggal Date	Lokasi Location
1.	06-07 Maret 2025 March 6-7, 2025	Ruas Jalan Tol Fungsional Jalan Tol Yogya-Solo dalam Rangka Persiapan Idul Fitri Tahun 2025 Functional Toll Road Sections of the Yogya-Solo Toll Road in Preparation for Eid al-Fitr 2025
2.	17-19 Maret March 17-19, 2025	Jalan Tol Transjawa dalam Rangka Kesiapan Operasional Mudik Idul Fitri Tahun 2025 Trans-Java Toll Road in Preparation for Eid al-Fitr 2025 Homecoming Operations

No.	Tanggal Date	Lokasi Location
3.	19 Juni 2025 June 19, 2025	Proyek Jalan Tol Jakarta-Cikampek Selatan Jakarta-Cikampek Selatan Toll Road Project
4.	15 Juli 2025 July 15, 2025	Jasa Marga Tollroad Command Center, Jatiasih Bekasi
5.	07-09 Agustus 2025 August 7-9, 2025	PT Jasamarga Manado Bitung
6.	24-27 Oktober 2025 October 24-27, 2025	PT Jasamarga Ngawi Kertosono Kediri
7.	03-05 November 2025 November 3-5, 2025	PT Jasamarga Probolinggo Banyuwangi
8.	19-20 November 2025 November 19-20, 2025	PT Jasamarga Jogja Solo
9.	19-20 November 2025 November 19-20, 2025	Ruas Jalan Tol Trans Jawa dan Ruas Jalan Tol Fungsional Tol Yogya-Solo dalam Rangka Persiapan Nataru Tahun 2025 Trans Java Toll Road Sections and Functional Toll Road Sections of the Yogya-Solo Toll Road in Preparation for the 2025 Christmas and New Year Holidays

3. Pengembangan Kompetensi Komite Audit
Sepanjang tahun 2025, Perseroan telah mengikutsertakan Komite Audit pada berbagai pelatihan sebagai bentuk pengembangan kompetensi. Lebih lanjut mengenai pengembangan kompetensi Komite Audit, dapat dilihat pada Bab Profil Perusahaan, bagian Pengembangan Kompetensi Komite Audit.

4. Pengawasan Kegiatan Internal Audit
Komite Audit terus melakukan koordinasi dengan Internal Audit Group (IAU) dan mempelajari hasil audit internal serta tindak lanjutnya dalam rangka memastikan efektifitas pelaksanaan tugas dan fungsi Internal Audit.

Kegiatan Komite Audit di antaranya sebagai berikut:

i. Memantau dan mengkaji efektifitas pelaksanaan audit internal.
ii. Memastikan objektivitas dan independensi Auditor Internal.
iii. Memastikan IAU melakukan komunikasi dengan Direksi, Dewan Komisaris dan Auditor Internal.
iv. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan Audit Internal Induk maupun Anak Perusahaan.
v. Memberikan rekomendasi kepada Dewan Komisaris terkait pelaksanaan audit dan perencanaan audit.
vi. Memberikan rekomendasi kepada Dewan Komisaris terkait pelaksanaan audit internal tahunan dan triwulanan.
vii. Melakukan evaluasi laporan auditor internal berkala dan merekomendasikan tindakan perbaikan terkait penguatan pengendalian, kecurangan (*fraud*), kepatuhan terhadap kebijakan dan pengaturan perundang undangan atau hal lain yang dilaporkan oleh Internal Audit Group.
viii. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Audit Internal lainnya sesuai dengan ketentuan peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.

3. Audit Committee Competency Development
Throughout 2025, the Company has enrolled the Audit Committee in various training programmes as part of its competence development initiatives. Further details regarding the Audit Committee's competence development can be found in the Company Profile section, under 'Audit Committee Competence Development'.

4. Oversight of Internal Audit Activities
The Audit Committee maintains ongoing coordination with the Internal Audit Group (IAU) and reviews the results of internal audits and their follow-up actions in order to ensure the effective performance of the duties and functions of Internal Audit.

The activities of the Audit Committee include the following:

i. Monitoring and reviewing the effectiveness of internal audit implementation.
ii. Ensuring the objectivity and independence of the Internal Auditor.
iii. Ensuring that the IAU communicates with the Board of Directors, the Board of Commissioners and the Internal Auditors.
iv. Monitoring and evaluating the compliance of the implementation of internal audits at both the Parent Company and Subsidiaries.
v. Providing recommendations to the Board of Commissioners regarding the conduct of audits and audit planning.
vi. Providing recommendations to the Board of Commissioners regarding the conduct of annual and quarterly internal audits.
vii. Conducting periodic evaluations of internal audit reports and recommending corrective actions regarding the strengthening of controls, fraud, compliance with policies and statutory regulations, or other matters reported by the Internal Audit Group.
viii. Carrying out monitoring and evaluation of the performance of other Internal Audit functions in accordance with the provisions of laws and regulations, the Articles of Association and/or decisions of the General Meeting of Shareholders.

5. Pengawasan Kegiatan Eksternal Audit
   a. Kantor Akuntan Publik
      Audit Umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025 dilakukan oleh Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Anggota Jaringan Global RSM). Penetapan KAP dimaksud telah dilakukan dan telah disetujui oleh Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2024 yang diselenggarakan pada tanggal 7 Mei 2025.

      Dalam pelaksanaan audit laporan keuangan konsolidasian Perseroan, Komite Audit menilai pelaksanaan kegiatan dan hasil audit yang dilakukan oleh auditor eksternal dan independensi auditor, dengan melakukan hal-hal di antaranya yang mencakup pengawasan melalui penyelenggaraan *pre-kickoff meeting* sampai dengan *kickoff meeting* serta *meeting* secara berkala bersama Internal Audit Group dan Accounting and Tax Group dalam rangka:
      i. Memantau dan mengkaji efektivitas pelaksanaan Audit Eksternal.
      ii. Memastikan objektivitas dan independensi Auditor Eksternal.
      iii. Memastikan kredibilitas dan objektivitas laporan keuangan BUMN yang diterbitkan untuk pihak eksternal dan badan pengawas.
      iv. Memantau dan mengkaji proses pelaporan keuangan yang diaudit oleh Auditor Eksternal.
      v. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan keuangan Induk maupun anak perusahaan.
   b. Auditor Eksternal
      Komite Audit melakukan penelaahan atas Laporan Pengawasan atas Pelaksanaan Audit Terhadap Kepatuhan atas Perundang-undangan dan Pengendalian Internal.

6. Pengawasan atas Informasi Keuangan Komite Audit melakukan berbagai kegiatan dalam rangka pengawasan atas informasi keuangan serta *review* atas usulan/revisi RKAP dan RJPP.

7. Dukungan terhadap Program Kerja Dewan Komisaris Komite Audit secara aktif terlibat dalam berbagai kegiatan Dewan Komisaris, antara lain berupa rapat Dewan Komisaris, Rapat Gabungan Dewan Komisaris bersama Direksi, Rapat dengan Pemerintah dan *stakeholders* lainnya, melakukan visitasi dan pengembangan kompetensi. Hasil kegiatan disampaikan secara langsung dalam rapat atau secara tertulis kepada Dewan Komisaris.

   Beberapa kegiatan dalam rangka dukungan kepada Program Kerja Dewan Komisaris di antaranya sebagai berikut:
   a. Menghadiri Rapat Dewan Komisaris, Rapat Koordinasi Dewan Komisaris dengan Direksi, maupun rapat-rapat lainnya.
   b. Mengikuti peninjauan lapangan bersama Dewan Komisaris.
   c. Melakukan pembahasan dan memberikan rekomendasi mengenai permohonan persetujuan

5. Supervision of External Audit Activities
   a. Public Accounting Firm
      The General Audit of the Company's Consolidated Financial Statements for the 2025 Fiscal Year was conducted by Public Accountants Amir Abadi Jusuf, Aryanto, Mawar & Partners (Member of the RSM Global Network). The appointment of the aforementioned KAP has been made and approved by the Annual General Meeting of Shareholders (GMS) for the 2024 Fiscal Year held on May 7, 2025.

      In conducting the audit of the Company's consolidated financial statements, the Audit Committee assessed the implementation of activities and audit results carried out by external auditors and auditor independence by, among other things, conducting supervision through the implementation of a pre-kick-off meeting to a kick-off meeting as well as periodic meetings with the Internal Audit Group and Accounting and Tax Group to:
      i. Monitor and review the effectiveness of External Audits.
      ii. Ensure the objectivity and independence of External Auditors.
      iii. Ensure the credibility and objectivity of SOE financial statements published for external parties and supervisory bodies.
      iv. Monitor and review the financial reporting process audited by External Auditors.
      v. Monitor and evaluate the compliance with the implementation of financial policies by parent and subsidiary companies.
   b. External Auditor
      The Audit Committee reviewed the Supervisory Report on the Implementation of Audits on Compliance with Legislation and Internal Control.

6. Supervision of Financial Information
   The Audit Committee carried out various activities in the context of supervising financial information and reviewing proposed/revised RKAP and RJPP.

7. Support for the Board of Commissioners' Work Program
   The Audit Committee is actively involved in various activities of the Board of Commissioners, including Board of Commissioners meetings, Joint Meetings of the Board of Commissioners and the Board of Directors, Meetings with the Government and other stakeholders, conducting visits, and competency development. The results of these activities are submitted directly in meetings or in writing to the Board of Commissioners.

   Some of the activities in support of the Board of Commissioners' Work Program include the following:

   a. Attending meetings of the Board of Commissioners, coordination meetings between the Board of Commissioners and the Board of Directors, and other meetings.
   b. Participating in site visits with the Board of Commissioners.
   c. Discussing and providing recommendations regarding requests for approval of investments in

investasi pada Anak Perusahaan, *review* atas Visi dan Misi Perseroan.
d. Melakukan pembahasan dan memberikan rekomendasi mengenai usulan KPI Kolegial.
e. Melakukan pembahasan dan memberikan rekomendasi mengenai permohonan persetujuan investasi pada Anak Perusahaan, *review* atas Visi dan Misi Perseroan.
f. Mengikuti peninjauan lapangan dalam Kunjungan Kerja Dewan Komisaris ke Anak Perusahaan untuk melihat langsung aktivitas dan/atau kondisi di Anak Perusahaan.
g. Melakukan pembahasan dan memberikan rekomendasi mengenai usulan KPI Kolegial.
h. Melakukan rapat koordinasi bersama Komite-komite Dewan Komisaris mengenai Program Kerja.
i. Melakukan rapat koordinasi bersama Komite-komite Dewan Komisaris dengan unit kerja dalam rangka membahas RJPP, manajemen risiko, dan lain-lain.
j. Mengikuti peninjauan lapangan dalam Kunjungan Kerja Dewan Komisaris ke Anak Perusahaan untuk melihat langsung aktivitas dan/atau kondisi di Anak Perusahaan.
k. Melakukan pembahasan dan memberikan rekomendasi mengenai pengawasan kegiatan audit internal, pengawasan kegiatan audit eksternal, dan pengawasan atas informasi keuangan.
l. Melakukan rapat koordinasi bersama Komite-komite Dewan Komisaris dengan unit kerja dalam rangka membahas RJPP, manajemen risiko, dan lain-lain.

8. Proses Internal Komite Audit
Komite Audit menyelenggarakan rapat baik khusus untuk anggota Komite Audit maupun rapat Bersama Komite Dewan Komisaris. Komite Audit juga melakukan rapat lain dengan mengundang pihak manajemen perusahaan dengan isu yang dibahas. Selain rapat formal, Komite Audit juga melakukan kegiatan internal berupa pengumpulan dokumen, penyusunan nota dinas, kajian dan materi rapat, komunikasi secara informal dengan berbagai pihak terkait.

9. Laporan
Selama tahun 2025, Komite Audit memberikan laporan dan rekomendasi kepada Dewan Komisaris serta melakukan Komunikasi kepada Internal Audit Group secara tertulis di antaranya terkait hal-hal sebagai berikut:
a. Laporan Manajemen Perseroan.
b. Pelaksanaan Program Kerja Komite Audit Tahunan (PKAT) Internal Audit.
c. Efektivitas Pengendalian Internal.
d. Pengkomunikasian Hal Audit Utama dalam Laporan Akuntan Publik atas Laporan Keuangan.
e. Hasil Telaah Komite Audit.
f. Evaluasi Pelaksanaan Pemberian Jasa Audit atas Laporan Keuangan Konsolidasian (Berdasarkan Peraturan OJK dan Peraturan Menteri BUMN No. PER-2/MBU/03/2023).
g. Pelaksanaan Audit Terhadap Kepatuhan atas Perundang-undangan dan Pengendalian Internal.

subsidiaries, and reviewing the Company's Vision and Mission.
d. Discussing and providing recommendations regarding proposals for Collegial KPIs.
e. Discussing and providing recommendations regarding requests for investment approval for Subsidiaries, and reviewing the Company's Vision and Mission.
f. Participating in site visits during the Board of Commissioners' working visits to Subsidiaries to observe first-hand the activities and/or conditions at the Subsidiaries.
g. Discussing and providing recommendations regarding proposed collegial KPIs.
h. Holding coordination meetings with the Committees of the Board of Commissioners regarding the Work Programme.
i. Holding coordination meetings with the Committees of the Board of Commissioners and operational units to discuss the RJPP, risk management, and other matters.
j. Participate in site visits during the Board of Commissioners' working visits to subsidiaries to observe first-hand the activities and/or conditions at the subsidiaries.
k. Discussing and providing recommendations regarding the supervision of internal audit activities, the supervision of external audit activities, and the supervision of financial information.
l. Holding coordination meetings with the Committees of the Board of Commissioners and operational units to discuss the RJPP, risk management, and other matters.

8. Internal Processes of the Audit Committee
The Audit Committee holds meetings specifically for Audit Committee members as well as joint meetings with the Board of Commissioners Committee. The Audit Committee also holds other meetings with invited company management to discuss specific issues. In addition to formal meetings, the Audit Committee carries out internal activities such as collecting documents, preparing official memos, reviewing and preparing meeting materials, and communicating informally with various related parties.

9. Reports
In 2025, the Audit Committee provided reports and recommendations to the Board of Commissioners and communicated with the Internal Audit Group in writing on the following matters, among others:
a. Company Management Report.
b. Implementation of the Annual Audit Committee Work Program (PKAT) Internal Audit.
c. Effectiveness of Internal Control.
d. Communication of Key Audit Matters in the Public Accountant's Report on the Financial Statements.
e. Results of the Audit Committee Review.
f. Evaluation of the Implementation of Audit Services on Consolidated Financial Statements (Based on OJK Regulations and Minister of SOE Regulation No. PER-2/MBU/03/2023).
g. Implementation of Audits on Compliance with Laws and Regulations and Internal Controls.

h. Audit Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK).
i. Informasi Keuangan Tahun Buku 2024 PT Jasa Marga (Persero) Tbk
j. Laporan Keuangan Perseroan.

h. Audit of Financial Statements for Micro and Small Business Funding Programs (PUMK).
i. Financial Information for the 2024 Fiscal Year of PT Jasa Marga (Persero) Tbk
j. Company Financial Statements.

Pemenuhan *Key Performance Indicator* (KPI) Komite Audit

Dalam melaksanakan tugasnya, Komite Audit selalu berpedoman pada Program Kerja Tahunan Komite Audit (PKTKA). Secara umum, PKT-KA Tahun 2025 telah disusun dan dilaksanakan sesuai dengan target yang telah ditetapkan sebagaimana dalam piagam Komite Audit.

Berdasarkan *self-assessment* yang dilakukan, Komite Audit telah memenuhi semua indikator penilaian sehingga menghasilkan skor 100. Perincian *self-assessment* KPI Komite Audit Tahun 2025 kami sampaikan sebagai berikut:

Fulfillment of Audit Committee Key Performance Indicators (KPIs)

In carrying out its duties, the Audit Committee always refers to the Audit Committee's Annual Work Program (PKTKA). In general, the 2025 PKT-KA has been prepared and implemented in accordance with the targets set out in the Audit Committee's charter.

Based on the self-assessment conducted, the Audit Committee has met all assessment indicators, resulting in a score of 100. The details of the self-assessment of the Audit Committee's KPIs for 2025 are as follows:

No.	Tugas Dan Tanggung Jawab Duties and Responsibilities	Program Kerja Work Program	Realisasi Realization	Keterangan Description
1	Melakukan penelaahan dan memberikan rekomendasi atas informasi keuangan untuk memastikan kredibilitas dan objektivitas laporan keuangan Perseroan yang akan diterbitkan untuk pihak eksternal dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan. Reviewing and providing recommendations on financial information to ensure the credibility and objectivity of the Company's financial statements to be published for external parties and/or authorities, including financial statements, projections, and other reports related to the Company's financial information.	Melakukan penelaahan atas Laporan Keuangan Triwulanan Konsolidasian. Reviewing the Consolidated Quarterly Financial Statements.	100%	-
		Melakukan penelaahan atas Laporan Keuangan Tahunan Konsolidasian. Reviewing the Consolidated Annual Financial Statements.	100%	-
		Melakukan Progress dan Exit Meeting dengan KAP. Conducting Progress and Exit Meetings with KAP.	100%	-
		Melakukan penelaahan atas Laporan Keuangan Triwulan dan Tahunan Konsolidasian Perusahaan. Reviewing the Company's Consolidated Quarterly and Annual Financial Statements.	100%	-
		Melakukan Penelaahan atas Laporan Manajemen Triwulan dan Tahunan Konsolidasian Perusahaan. Reviewing the Company's Consolidated Quarterly and Annual Management Reports.	100%	-
2	Melakukan pemantauan dan evaluasi kesesuaian penerapan kebijakan keuangan dan Audit Intern Perseroan maupun Anak Perusahaan Perseroan. Monitoring and evaluating the appropriateness of the implementation of financial policies and internal audits of the Company and its subsidiaries.	Melakukan diskusi dengan KAP atas penerapan PSAK diinduk dan anak perusahaan. Discussing the application of PSAK with the parent company and subsidiaries.	100%	-
		Melakukan diskusi dengan Internal Audit Induk dan anak perusahaan atas penerapan audit intern perseroan (Program Kerja Tahunan IAU). Discussing the application of the internal audit of the company (IAU Annual Work Program) with the parent company and subsidiaries' internal audit.	100%	-
3	Memberikan rekomendasi kepada Dewan Komisaris terkait penyusunan rencana audit, ruang lingkup, dan anggaran IAU. Providing recommendations to the Board of Commissioners regarding the preparation of audit plans, scope, and budget of the Internal Audit Group.	Melakukan evaluasi usulan PKAT IAU. Evaluating the IAU PKAT proposal.	100%	-
		Evaluasi kualitas dan kecukupan sumber daya audit internal. Evaluating the quality and adequacy of internal audit resources.	100%	-

No.	Tugas Dan Tanggung Jawab Duties and Responsibilities	Program Kerja Work Program	Realisasi Realization	Keterangan Description
4	Mengevaluasi laporan auditor internal berkala dan merekomendasikan tindakan perbaikan untuk mengatasi kelemahan pengendalian, kecurangan (*fraud*), masalah kepatuhan terhadap kebijakan dan peraturan perundang-undangan atau masalah lain yang diidentifikasi dan dilaporkan oleh IAU. Evaluating periodic internal auditor reports and recommending corrective actions to address control weaknesses, fraud, compliance issues with policies and regulations, or other issues identified and reported by the Internal Audit Group.	Melakukan evaluasi Laporan IAU Triwulanan dan Tahunan. Evaluate quarterly and annual IAU reports.	100%	-
5	Memastikan IAU menjunjung tinggi integritas dalam pelaksanaan tugas. Ensuring that the Internal Audit Group upholds integrity in the performance of its duties.	Melakukan evaluasi Kinerja IAU Triwulan dan Tahunan. Evaluate quarterly and annual IAU performance.	100%	-
6	Memastikan objektivitas dan independensi Auditor Internal dan Auditor Eksternal. Ensuring the objectivity and independence of Internal Auditors and External Auditors.	Melaksanakan Rapat Triwulanan dan Tahunan dengan IAU. Conduct Quarterly and Annual Meetings with IAU.	100%	-
7	Memantau dan mengkaji efektivitas pelaksanaan audit intern dan audit ekstern. Monitoring and reviewing the effectiveness of internal and external audits.	Melaksanakan Rapat Triwulanan dan Tahunan dengan IAU. Conduct Quarterly and Annual Meetings with IAU.	100%	-
8	Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Auditor Internal maupun Auditor Eksternal. Assessing the implementation of activities and audit results carried out by Internal Auditors and External Auditors.	Melakukan evaluasi Laporan IAU Triwulan dan Tahunan. Evaluate IAU Quarterly and Annual Reports.	100%	-
9	Memantau pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal dan Auditor Eksternal. Monitoring the implementation of follow-up actions by the Board of Directors on the findings of Internal Auditors and External Auditors.	Melaksanakan Rapat Triwulanan dengan IAU. Conduct Quarterly Meetings with IAU.	100%	-
10	Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi audit intern dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri. Monitoring and evaluating the implementation of internal audit functions in accordance with laws and regulations, articles of association, and/or GMS/ Ministerial Decrees.	Melakukan evaluasi Laporan IAU Triwulan dan Tahunan. Evaluate IAU Quarterly and Annual Reports.	100%	-
11	Memastikan efektivitas sistem pengendalian Intern Perseroan. Ensuring the effectiveness of the Company's Internal Control System.	Evaluasi efektivitas pengendalian internal. Evaluate the effectiveness of internal control.	100%	-

No.	Tugas Dan Tanggung Jawab Duties and Responsibilities	Program Kerja Work Program	Realisasi Realization	Keterangan Description
12	Memastikan IAU melakukan komunikasi dengan Direksi, Dewan Komisaris dan Auditor Eksternal. Ensuring that the IAU communicates with the Board of Directors, Board of Commissioners, and External Auditors.	Melaksanakan Rapat Triwulanan dan Tahunan dengan IAU. Conduct Quarterly and Annual Meetings with IAU.	100%	-
13	Mengevaluasi kinerja IAU. Evaluating the performance of the IAU.	Melakukan evaluasi Kinerja IAU. Evaluate IAU performance.	100%	-
14	Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan IAU secara keseluruhan serta penghargaan kinerja. Providing recommendations to the Board of Commissioners regarding the overall annual remuneration of the IAU and performance awards.	Melakukan evaluasi Remunerasi dan penghargaan kinerja IAU. Evaluate IAU remuneration and performance awards.	N/A	IAU tidak mengajukan remunerasi ke Komite Audit, akan tetapi pengawasan atas hal tersebut dilakukan oleh Komite Nominasi dan Remunerasi. The IAU does not submit remuneration to the Audit Committee, but oversight of this matter is carried out by the Nomination and Remuneration Committee.
15	Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya. Providing recommendations regarding improvements to the management control system and its implementation.	Evaluasi Sistem Pengendalian Internal melalui Laporan IAU dan Laporan KAP (ICOFR) - melalui diskusi Triwulan dan Tahunan Laporan IAU. Evaluate the Internal Control System through IAU Reports and KAP Reports (ICOFR) - through quarterly and annual discussions of IAU Reports.	100%	-
		Evaluasi Internal Audit *Charter* Evaluate the Internal Audit Charter	100%	-
16	Melakukan proses pengadaan calon kantor akuntan publik sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses pengadaannya. Conducting the procurement process for prospective public accounting firms in accordance with the provisions on the procurement of goods and services, and if necessary, request assistance from the Board of Directors in the procurement process.	Melaksanakan pengadaan KAP untuk tahun buku 2024. Conducting the KAP procurement for the 2024 fiscal year.	100%	-
17	Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan. Providing recommendations to the Board of Commissioners regarding the appointment of Accountants.	Menyusun rekomendasi calon KAP yang akan melakukan audit atas laporan keuangan konsolidasian tahun buku 2025. Compiling recommendations for KAP candidates who will audit the 2025 consolidated financial statements.	100%	-
18	Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Manajemen dan Akuntan atas jasa yang diberikannya. Providing independent opinions in the event of differences of opinion between Management and Accountants regarding the services provided.	Melakukan evaluasi dan menyusun rekomendasi apabila terdapat perbedaan pendapat antara manajemen dengan akuntan (jika ada). Conducting evaluations and compiling recommendations in the event of differences of opinion between management and accountants (if any).	N/A	Tidak terdapat perbedaan pendapat antara Manajemen dan akuntan. There is no difference of opinion between management and accountants.

No.	Tugas Dan Tanggung Jawab Duties and Responsibilities	Program Kerja Work Program	Realisasi Realization	Keterangan Description
19	Merekomendasikan perusahaan pemeringkat untuk melakukan penilaian tingkat kesehatan perusahaan dan apabila hal diperlukan, dapat meminta bantuan Direksi untuk melakukan proses pengadaan perusahaan pemeringkat berdasarkan mekanisme pengadaan barang dan jasa yang berlaku. Recommending a Rating Agency to conduct a Company Soundness Assessment and, if necessary, requesting assistance from the Board of Directors to procure a Rating Agency based on the applicable goods and services procurement mechanism.	Melaksanakan Proses Pengadaan Perusahaan Pemeringkat. Conducting the Rating Agency Procurement Process.	100%	-
20	Memberikan saran dan rekomendasi kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan. Providing advice and recommendations to the Board of Commissioners regarding potential conflicts of interest within the Company.	Melakukan evaluasi potensi benturan kepentingan (bila ada). Evaluating potential conflicts of interest (if any).	N/A	Tidak Terdapat potensi benturan kepentingan. There is no potential conflict of interest.
21	Menyusun dan menyampaikan rencana kerja kepada Dewan Komisaris untuk ditetapkan. Preparing and submitting a work plan to the Board of Commissioners for approval.	Membuat Program Kerja Komite Audit. Creating an Audit Committee Work Program.	100%	-
		Pemutakhiran Program Kerja Komite Audit (PKKA). Updating the Audit Committee Work Program (PKKA).	100%	-
		Melalukan Review atas Komite Audit *Charter*. Reviewing the Audit Committee Charter.	100%	-
22	Melaksanakan dan melaporkan rencana Kerja Komite Audit kepada Dewan Komisaris. Implementing and reporting the Audit Committee's work plan to the Board of Commissioners.	Membuat laporan pelaksanaan program kerja Komite Audit. Creating a report on the implementation of the Audit Committee work program.	100%	-
23	Menjaga kerahasiaan dokumen, data dan informasi Perseroan yang diperoleh, baik dari pihak internal maupun pihak eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Audit. Maintaining the confidentiality of the Company's documents, data, and information obtained, both from internal and external parties, and only use them for the purposes of carrying out the Audit Committee's duties.	Menandatangani Pakta Integritas Komite Audit. Signing the Audit Committee Integrity Pact.	100%	-
24	Komite Audit menelaah pengaduan dan penindaklanjutan yang berkaitan dengan proses akuntansi dan/atau catatan ketidakwajaran atau dugaan pelanggaran terhadap pelaporan keuangan Perseroan. The Audit Committee reviews complaints and follow-ups related to accounting processes and/or records of irregularities or alleged violations of the Company's financial reporting.	Menelaah pengaduan dan penindaklanjutan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan. Reviewing complaints and follow-up actions related to the accounting and financial reporting processes of the Company.	N/A	Tidak terdapat pengaduan atas pelaporan keuangan. There were no complaints regarding financial reporting.

No.	Tugas Dan Tanggung Jawab Duties and Responsibilities	Program Kerja Work Program	Realisasi Realization	Keterangan Description
25	Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya. Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.	Pendalaman terhadap temuan menjadi perhatian khusus (bila ada). In-depth analysis of findings (if any).	N/A	-
		Evaluasi terhadap usulan RKAP & RJPP atau Revisi RKAP/RJPP. Evaluation of proposed RKAP & RJPP or RKAP/RJPP revisions.	100%	-
		Melakukan penelaahan atas pelaksanaan aksi korporasi perusahaan yang membutuhkan persetujuan Komisaris. Reviewing the implementation of corporate actions that require the approval of the Board of Commissioners.	100%	-
		Menghadiri Rapat Gabungan Dewan Komisaris-Dewan Direksi. Attending Joint Meetings of the Board of Commissioners and Board of Directors.	100%	-
26	Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya. Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.	Evaluasi terhadap usulan RKAP & RJPP atau Revisi RKAP/RJPP. Evaluating proposed RKAP & RJPP or RKAP/RJPP revisions.	100%	-
		Melakukan penelaahan atas pelaksanaan aksi korporasi perusahaan yang membutuhkan persetujuan Komisaris. Reviewing the implementation of corporate actions that require the approval of the Board of Commissioners.	100%	-
	Pencapaian KPI **KPI Achievement**		**100%**	

Rencana Kerja Komite Audit Tahun 2026

Untuk tahun 2026, Komite Audit telah menetapkan rencana kerja yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Komite Audit di tahun 2026, antara lain sebagai berikut:

Audit Committee Work Plan for 2026

For 2026, the Audit Committee has established a work plan that will be discussed through several meetings. The Audit Committee's work plan for 2026 includes the following:

Tugas, Wewenang & Tanggung Jawab (*Charter* Komite Audit) Duties, Authorities, and Responsibilities (Audit Committee Charter)	Program Kerja Komite Audit Audit Committee Work Program
Melakukan *review* atas informasi keuangan yang akan dikeluarkan oleh perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan. Reviewing the financial statements to be published by the Company for external parties and/or authorities, including financial statements, projections, and other reports related to the Company's financial information	Review Laporan Keuangan Tahunan (Konsolidasian). Review of Annual Financial Statements (Consolidated).
Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya. Providing independent opinions in the event of differences of opinion between management and accountants regarding the services provided.	Melakukan Koordinasi dengan KAP dan Accounting & Tax (ATA). Coordinate with KAP and Accounting & Tax (ATA).
Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan. Providing recommendations to the Board of Commissioners regarding the appointment of accountants.	Memberikan rekomendasi calon KAP. Provide recommendations for KAP candidates.
Memastikan objektivitas dan independensi auditor internal dan auditor eksternal. Ensuring the objectivity and independence of internal auditors and external auditors.	Melaksanakan *Progress Meeting* dengan KAP dan evaluasi kinerja. Conduct Progress Meetings with KAP and evaluate performance.
	Melakukan evaluasi atas kinerja KAP tahun sebelumnya. Evaluate KAP performance for the previous year.

Tugas, Wewenang & Tanggung Jawab (*Charter* Komite Audit) Duties, Authorities, and Responsibilities (Audit Committee Charter)	Program Kerja Komite Audit Audit Committee Work Program
Memantau dan mengkaji proses pelaporan keuangan yang diaudit oleh auditor eksternal. Monitoring and reviewing the financial reporting process audited by external auditors.	Melakukan *kick off* dan *exit meeting* dengan KAP. Conduct kick-off and exit meetings with KAP.
Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor internal maupun auditor eksternal. Assessing the implementation of activities and audit results carried out by internal and external auditors.	Melakukan evaluasi KAP dan evaluasi audit internal. Conduct KAP evaluations and internal audit evaluations.
Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan. Reviewing complaints related to the Company's accounting and financial reporting processes.	Melakukan *review* atas pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseoran (Jika ada). Conduct reviews of complaints related to the Company's accounting and financial reporting processes (if any).
Memantau dan mengkaji efektivitas pelaksanaan audit intern dan audit ekstern. Monitoring and reviewing the effectiveness of internal and external audits.	Melaksanakan *Progress Meeting*, Rapat Triwulunan dengan KAP dan IAU. Hold Progress Meetings and Quarterly Meetings with KAP and IAU.
Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas dan akurasi proses pelaporan keuangan Perseroan. Providing recommendations to the Board of Commissioners on matters that support the effectiveness and accuracy of the Company's financial reporting process.	Melakukan evaluasi atas laporan keuangan tahunan. Conduct evaluations of annual financial statements.
Memantau pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal dan auditor eksternal. Monitoring the implementation of follow-up actions by the Board of Directors on the findings of internal and external auditors.	Melaksanakan Rapat dengan IAU. Hold Meetings with IAU.
Memastikan IAU melakukan komunikasi dengan Direksi, Dewan Komisaris dan auditor eksternal. Ensuring that the IAU communicates with the Board of Directors, Board of Commissioners, and external auditors.	
Memberikan rekomendasi kepada Dewan Komisaris terkait penyusunan rencana audit, ruang lingkup, dan anggaran IAU. Provide recommendations to the Board of Commissioners regarding the preparation of audit plans, scope, and IAU budgets.	Melakukan evaluasi usulan PKAT IAU (Program Kerja Audit Tahunan-IAU). Evaluate the IAU Annual Audit Work Program (PKAT IAU) proposal.
Mengevaluasi laporan auditor internal berkala dan merekomendasikan tindakan perbaikan untuk mengatasi kelemahan pengendalian, kecurangan (*fraud*), masalah kepatuhan terhadap kebijakan dan peraturan perundang-undangan atau masalah lain yang diidentifikasi dan dilaporkan oleh IAU. Evaluate periodic internal auditor reports and recommend corrective actions to address control weaknesses, fraud, compliance issues with policies and regulations, or other issues identified and reported by the IAU.	Melakukan rapat dengan IAU. Hold meetings with the IAU.
Mengevaluasi kinerja IAU. Evaluate IAU performance.	Evaluasi Internal Audit *Charter*. Evaluate the Internal Audit Charter.
Memastikan IAU menjunjung tinggi integritas dalam pelaksanaan tugas. Ensure that the IAU upholds integrity in the performance of its duties.	Melakukan evaluasi Audit Internal. Conduct Internal Audit evaluations.
Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan IAU secara keseluruhan serta penghargaan kinerja. Providing recommendations to the Board of Commissioners regarding the overall annual remuneration of the IAU and performance awards.	Evaluasi PKAT IAU dan Audit Internal. Evaluate the PKAT IAU and internal audit.
Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi audit intern dengan ketentuan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS/Menteri. Monitoring and evaluating the implementation of internal audit functions in accordance with laws and regulations, the Articles of Association, and/or GMS/Ministerial Decrees.	Melakukan evaluasi Audit Internal. Conduct Internal Audit evaluations.
Melakukan proses pengadaan calon kantor akuntan publik sesuai dengan ketentuan pengadaan barang dan jasa, dan apabila diperlukan dapat meminta bantuan direksi dalam proses pengadaannya. Conducting the procurement process for prospective public accounting firms in accordance with the provisions on the procurement of goods and services, and if necessary, requesting assistance from the board of directors in the procurement process.	Melakukan proses pangadaan KAP dengan bantuan direksi. Conduct the KAP procurement process with the assistance of the board of directors.

Tugas, Wewenang & Tanggung Jawab (*Charter* Komite Audit) Duties, Authorities, and Responsibilities (Audit Committee Charter)	**Program Kerja Komite Audit** Audit Committee Work Program
Merekomendasikan perusahaan pemeringkat untuk melakukan penilaian tingkat kesehatan perusahaan dan apabila hal diperlukan, dapat meminta bantuan Direksi untuk melakukan proses pengadaan perusahaan pemeringkat berdasarkan mekanisme pengadaan barang dan jasa yang berlaku. Recommending a rating agency to assess the Company's financial soundness and, if necessary, request assistance from the Board of Directors to procure a rating agency based on the applicable goods and services procurement mechanism.	Memberikan masukan atas proses penunjukan Perusahaan Pemeringkat. Provide input on the process of appointing a Rating Agency.
Melakukan *review* atas usulan Rencana Kerja Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP). Reviewing proposals for the Company's Work and Budget Plan (RKAP) and Long-Term Plan (RJPP).	*Review* atas usulan RKAP & RJPP atau Revisi RKAP & RJPP. Review proposed RKAP & RJPP or revisions to RKAP & RJPP.
Memantau implementasi kebijakan keuangan Perseroan. Monitoring the implementation of the Company's financial policies.	Melakukan *review* kebijakan akuntansi. Review accounting policies.
Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya. Providing recommendations on improving the management control system and its implementation.	Melakukan *review* SPM dan pelaksanaannya. Review SPM and its implementation.
Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap informasi keuangan yang dikeluarkan Perseroan. Ensuring that there are satisfactory evaluation procedures for the financial information issued by the Company.	Melakukan *review* atas informasi keuangan. Review financial information.
Melaksanakan penugasan dari Dewan Komisaris terkait hal-hal yang perlu diidentifikasi yang menjadi perhatian terhadap suatu temuan. Carry out assignments from the Board of Commissioners related to matters that need to be identified as concerns regarding a finding.	*Review* terhadap temuan menjadi perhatian khusus (bila ada). Review of findings of particular concern (if any).
Memberikan saran dan rekomendasi kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan. Provide advice and recommendations to the Board of Commissioners regarding potential conflicts of interest within the Company.	Pembahasan terkait *conflict of interest* (jika ada). Discussion of conflicts of interest (if any).
Melaksanakan penugasan lain dari Dewan Komisaris. Carry out other assignments from the Board of Commissioners.	Melaksanakan penugasan lain dari Dewan Komisaris (jika ada). Carry out other assignments from the Board of Commissioners (if any).
	Melaksanakan pengawasan manajemen risiko. Carry out risk management supervision.
	Melakukan evaluasi atas efektifitas penerapan manajemen risiko perusahaan, seperti: budaya, kerangka kerja dan proses manajemen risiko. Evaluate the effectiveness of the company's risk management implementation, such as culture, framework, and risk management processes.
	Mengevaluasi penerapan kebijakan manajemen risiko. Evaluate the implementation of risk management policies.
	Melakukan koordinasi dengan komite lain untuk hasil evaluasi penerapan kebijakan manajemen risiko. Coordinate with other committees on the results of the evaluation of risk management policy implementation.
Menyusun dan melaksanakan program kerja Komite Audit. Develop and implement the Audit Committee's work program.	Penyusunan Laporan dan Program Kerja Tahunan-Komite Audit (PKT-KA) Tahun 2026. Prepare the 2026 Audit Committee Annual Report and Work Program (PKT-KA).
	Review Audit Committee *Charter.* Review the Audit Committee Charter.
Menjaga kerahasiaan dokumen, data dan informasi Perseroan. Maintain the confidentiality of the Company's documents, data, and information.	Penyusunan pakta integritas. Prepare the integrity pact.

Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi merupakan komite yang dibentuk untuk membantu Dewan Komisaris melaksanakan fungsi pengawasan dan memastikan pelaksanaan proses nominasi dan remunerasi secara objektif, efektif, dan efisien, serta sesuai dengan prinsip manajemen SDM dan GCG. Melalui komite ini diharapkan Dewan Komisaris bekerja secara profesional, independen, dan kompeten agar Visi dan Misi Perseroan dapat tercapai.

Dasar Pembentukan Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi di Jasa Marga dibentuk dengan dasar hukum. Adapun peraturan yang menjadi dasar hukum pembentukannya adalah sebagai berikut:

1. Undang-Undang Republik Indonesia No. 19 tahun 2003, tanggal 19 Juni 2003, tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia tahun 2003 No. 70; Tambahan Lembaran Negara Republik Indonesia No. 4297) yang terakhir telah diubah dengan Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang No. 19 Tahun 2023 tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2025 No. 25, Tambahan Lembaran Negara No. 7097);
2. Undang-Undang No. 40 Tahun 2007, tanggal 16 Agustus 2007, tentang Perseroan Terbatas (Lembaran Negara Tahun 2007 No. 106; Tambahan Lembaran Negara No. 4756) yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 No. 238, Tambahan Lembaran Negara Republik Indonesia Nomor 6841) dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang (Lembaran Negara Republik Indonesia Tahun 2023 No. 2023, Tambahan Lembaran Negara No. 6856);
3. Undang-Undang No. 8 Tahun 1995, tanggal 10 November 1995, tentang Pasar Modal (Lembaran Negara Tahun 1995 No. 64; Tambahan Lembaran Negara No. 3608) yang terakhir telah diubah dengan Undang-Undang No. 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan (Lembaran Negara Republik Indonesia Tahun 2023 No. 4, Tambahan Lembaran Negara Republik Indonesia No. 6845);
4. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023, tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
5. Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
6. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
7. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a committee formed to assist the Board of Commissioners in performing its supervisory functions and ensuring that the nomination and remuneration processes are carried out objectively, effectively, and efficiently, per HR management and GCG principles. Through this committee, it is hoped that the Board of Commissioners will work professionally, independently, and competently so that the Company's Vision and Mission can be achieved.

Nomination and Remuneration Committee Establishment Basis

The Nomination and Remuneration Committee at Jasa Marga was established based on legal grounds. The regulations that form the legal basis for its establishment are as follows:

1. Law of the Republic of Indonesia No. 19 of 2003, dated June 19, 2003, on State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2003 No. 70; Supplement to the State Gazette of the Republic of Indonesia No. 4297), which was last amended by Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2023 on State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2025 No. 25, Supplement to the State Gazette No. 7097);
2. Law No. 40 of 2007, dated August 16, 2007, on Limited Liability Companies (State Gazette of 2007 No. 106; Supplement to State Gazette No. 4756), which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation (State Gazette of the Republic of Indonesia of 2022 No. 238, Supplement to State Gazette of the Republic of Indonesia No. 6841) and enacted into Law in accordance with Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 No. 2023, Supplement to State Gazette No. 6856);
3. Law No. 8 of 1995 dated November 10, 1995, on Capital Markets (State Gazette of 1995 No. 64; Supplement to State Gazette No. 3608), which was last amended by Law No. 4 of 2023 on the Development and Strengthening of the Financial Sector (State Gazette of the Republic of Indonesia of 2023 No. 4, Supplement to State Gazette of the Republic of Indonesia Number 6845);
4. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
5. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises;
6. Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies;
7. Financial Services Authority Regulation No. 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies;

8. Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 Tentang Pedoman Tata Kelola Perusahaan Terbuka;
9. Surat Menteri BUMN No. S-254/MBU/04/2020 tentang *Talent & Succession Management* Direksi BUMN tanggal 17 April 2020;
10. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk Akta Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH akta No. 04 tanggal 09 Januari 2026, berikut Surat Penerimaan Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHU-AH.01.03-0013716 tanggal 19 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0007721. AH.01.11.Tahun 2026 tanggal 19 Januari 2026;
11. Keputusan Dewan Komisaris Perusahaan PT Jasa Marga (Persero) Tbk No. Kep-078/VII/2020 tentang Perubahan atas Keputusan Dewan Komisaris No. Kep-046/II/2014 Jo No. Kep-063/IV/2015 Jo No. Kep-155/XI/2015 tentang Komite Dewan Komisaris PT Jasa Marga (Persero) Tbk;
12. Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-080/VII/2020 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk dari Unsur Dewan Komisaris; dan
13. Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-83/VII/2020 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk.

Pedoman Kerja/Piagam Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi Jasa Marga memiliki Piagam Komite Nominasi dan Remunerasi yang telah disahkan berdasarkan Keputusan Dewan Komisaris No. KEP 007/I/2022 tanggal 14 Januari 2022. Piagam ini menjadi acuan bagi Komite Nominasi dan Remunerasi dalam melaksanakan tugas dan tanggung jawabnya. Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Nominasi dan Remunerasi agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Isi dari Piagam tersebut antara lain mencakup:

1. Landasan Hukum;
2. Komposisi, Tata Cara Penggantian, dan Masa Jabatan Anggota Komite;
3. Tugas;
4. Kewenangan;
5. Persyaratan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Tata Cara dan Prosedur Kerja;
11. Penghasilan Anggota;
12. Pendidikan dan Tenaga Penunjang;
13. Penilaian Kinerja;
14. Lain-lain; dan
15. Penutup.

8. Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Corporate Governance of Public Companies;
9. Minister of SOE Letter No. S-254/MBU/04/2020 on Talent & Succession Management of Board of Directors of SOEs dated April 17, 2020;
10. Articles of Association of PT Jasa Marga (Persero) Tbk, Notarial Deed of Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Deed No. 04 dated January 9, 2026, herewith is the Letter of Acknowledgement of Receipt from the Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.03-0013716 dated January 19, 2026, and has been registered in the Register of Companies No. AHU-0007721.AH.01.11.Year 2026 dated January 19, 2026;
11. Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. Kep-078/VII/2020 on Amendments to Board of Commissioners Decree No. Kep-046/II/2014 Jo No. Kep-063/IV/2015 Jo No. Kep-155/XI/2015 on the Board of Commissioners Committee of PT Jasa Marga (Persero) Tbk;
12. Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. KEP-080/VII/2020 on the Appointment of Members of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk from the Board of Commissioners; and
13. Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. KEP-83/VII/2020 on the Appointment of Members of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk.

Nomination and Remuneration Committee Work Guideline/Charter

The Nomination and Remuneration Committee of Jasa Marga has a Nomination and Remuneration Committee Charter that has been ratified based on the Board of Commissioners Decree No. KEP 007/I/2022 dated January 14, 2022. This charter serves as a reference for the Nomination and Remuneration Committee in carrying out its duties and responsibilities. The charter contains provisions that must be complied with in the formation and implementation of the Nomination and Remuneration Committee's activities so that it can work independently, objectively, autonomously, transparently, and accountably. The contents of the charter include:

1. Legal Basis;
2. Composition, Replacement Procedures, and Term of Office of Committee Members;
3. Duties;
4. Authority;
5. Requirements;
6. Responsibilities;
7. Meetings;
8. Reports;
9. Access to Confidential Information;
10. Work Procedures and Processes;
11. Member Remuneration;
12. Education and Support Staff;
13. Performance Appraisal;
14. Miscellaneous; and
15. Closing.

Persyaratan Keanggotaan Komite Nominasi dan Remunerasi

Setiap anggota Komite Nominasi dan Remunerasi yang diangkat, harus memenuhi persyaratan yang ditetapkan. Adapun persyaratan untuk menjadi anggota Komite Nominasi & Remunerasi adalah sebagai berikut:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang nominasi dan remunerasi.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan dalam Perseroan.
3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota Direksi Emiten atau Perusahaan Publik tidak dapat menjadi anggota Komite Nominasi dan Remunerasi.
6. Ketua merangkap anggota merupakan Komisaris Independen dan anggota lainnya dapat berasal dari:
   a. Anggota Dewan komisaris;
   b. Pihak yang berasal dari luar Emiten atau luar Perseroan; dan
   c. Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi Sumber Daya Manusia bisa menjadi Anggota Komite hanya jika diperlukan, dengan ketentuan jumlah anggota yang berasal dari pihak Manajemen tidak boleh dominan.
7. Anggota Komite Nominasi dan Remunerasi yang berasal dari luar Emiten atau luar Perseroan wajib memenuhi 3 (tiga) syarat berikut:
   a. Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Perseroan;
   b. Memiliki pengalaman terkait Nominasi dan/atau Remunerasi; dan
   c. Tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Emiten atau Perseroan.

Ketentuan Masa Jabatan Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi yang diangkat bekerja untuk periode masa jabatan. Masa jabatan anggota Komite Nominasi dan Remunerasi diatur sebagai berikut:

1. Anggota Komite Nominasi dan Remunerasi sebagaimana dimaksud, diangkat untuk masa jabatan tertentu dan dapat diangkat kembali, sesuai peraturan dan ketentuan perundangan.
2. Masa jabatan anggota Komite Nominasi dan Remunerasi sebagaimana dimaksud, tidak lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam anggaran dasar, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan sewaktu-waktu.
3. Dalam hal terdapat Anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Nominasi dan Remunerasi berhenti sebagai Anggota Dewan Komisaris, maka Ketua Komite Nominasi dan Remunerasi wajib diganti oleh Anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari.

Nomination and Remuneration Committee Membership Requirements

Each appointed member of the Nomination and Remuneration Committee must meet the specified requirements. The requirements to become a member of the Nomination & Remuneration Committee are as follows:

1. Have good integrity and sufficient knowledge and work experience in the field of nomination and remuneration.
2. Have no personal interests/connections that could have a negative impact or conflict of interest in the Company.
3. Be able to communicate effectively.
4. Be able to provide sufficient time to complete their duties.
5. Members of the Board of Directors of Issuers or Public Companies cannot become members of the Nomination and Remuneration Committee.
6. The chairperson is an Independent Commissioner, and other members may come from:
   a. Board of Commissioners Members;
   b. Parties from outside the Issuer or outside the Company; and
   c. Parties who hold managerial positions under the Board of Directors in charge of Human Resources may become Committee Members only if necessary, with the provision that the number of members from Management may not be dominant.
7. Members of the Nomination and Remuneration Committee who come from outside the Issuer or outside the Company must meet the following 3 (three) requirements:
   a. Not affiliated with the Issuer or the Company, Board of Directors members, Board of Commissioners members, or Major Shareholders of the Company;
   b. Have experience related to Nomination and/or Remuneration; and
   c. Do not concurrently serve as a member of other committees owned by the Issuer or the Company.

Term of Office of the Nomination and Remuneration Committee

Members of the Nomination and Remuneration Committee are appointed to serve for a fixed term. The term of office of the Nomination and Remuneration Committee members is regulated as follows:

1. Members of the Nomination and Remuneration Committee, as referred to above, are appointed for a fixed term and may be reappointed in accordance with the applicable laws and regulations.
2. The term of office of the Nomination and Remuneration Committee members as referred to above shall not exceed the term of office of the Board of Commissioners as stipulated in the articles of association, without prejudice to the right of the Board of Commissioners to dismiss them at any time.
3. If a member of the Board of Commissioners who serves as Chairman of the Nomination and Remuneration Committee resigns as a member of the Board of Commissioners, the Chairman of the Committee must be replaced by another member of the Board of Commissioners within a maximum period of 30 (thirty) days.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi dipimpin oleh seorang kepala yang disebut Ketua Komite Nominasi dan Remunerasi, berkedudukan di Kantor Pusat Perseroan. Anggota Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota di mana 1 (satu) orang Ketua merangkap anggota yang berasal dari Komisaris Independen dan pihak dari luar Perseroan.

Susunan keanggotaan Komite Nominasi dan Remunerasi Jasa Marga pada tahun 2025 adalah sebagai berikut:

Structure, Number, Composition, and Appointment Basis of Nomination and Remuneration Committee

The Nomination and Remuneration Committee shall be led by a chairperson who shall be based at the Company's Head Office. The Nomination and Remuneration Committee shall consist of at least 3 (three) members, including 1 (one) chairperson who is also a member of the Board of Commissioners and an independent commissioner from outside the Company.

The composition of the Nomination and Remuneration Committee of Jasa Marga in 2025 is as follows:

Tabel Susunan Keanggotaan Komite Nominasi dan Remunerasi
Table of Nomination and Remuneration Committee Member Composition

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Nachrowi Ramli *	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-081/VI/2025 Jasa Marga Board of Commissioners Decree No. KEP-081/VI/2025
Juri Ardiantoro *	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-081/VI/2025 Jasa Marga Board of Commissioners Decree No. KEP-081/VI/2025
Partoyo **	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-113/VII/2025 Jasa Marga Board of Commissioners Decree No. KEP-113/VII/2025
Fariz Alnizar **	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-113/VII/2025 Jasa Marga Board of Commissioners Decree No. KEP-113/VII/2025
Marsetio ***	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-028/III/2023 Jasa Marga Board of Commissioners Decree No. KEP-028/III/2023
Raja Erizman ***	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-028/III/2023 Jasa Marga Board of Commissioners Decree No. KEP-028/III/2023
Chitra Mardi Rahayuningsih ****	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-127/VIII/2024 Jasa Marga Board of Commissioners Decree No. KEP-127/VIII/2024
Dewa Aji Ariwanto *****	Anggota Member	• Keputusan Dewan Komisaris Jasa Marga No. KEP-127/VIII/2024 • Keputusan Dewan Komisaris Jasa Marga No. KEP-031/II/2025 • Jasa Marga Board of Commissioners Decree No. KEP-127/VIII/2024 • Jasa Marga Board of Commissioners Decree No. KEP-031/II/2025

Keterangan/Notes:
* Menjabat sejak 05 Juni 2025/Appointed since June 5, 2025
** Menjabat sejak 10 Juli 2025/Appointed since July 10, 2025
*** Menjabat sampai 07 Maret 2025/Appointed since March 3, 2025
**** Menjabat sampai 14 Februari 2025/Appointed since February 14, 2025
***** Menjabat sampai 01 Juli 2025/Appointed since July 1, 2025

Profil Komite Nominasi dan Remunerasi

Profil anggota Komite Nominasi dan Remunerasi dapat dilihat pada bagian Profil Komite Nominasi dan Remunerasi di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Nomination and Remuneration Committee Profile

The profiles of the Nomination and Remuneration Committee members are available in the Nomination and Remuneration Committee Profile section of the Company Profile chapter in this Annual Report.

Independensi Anggota Komite Nominasi dan Remunerasi

Sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik dan Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, seluruh anggota Komite Nominasi dan Remunerasi telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Independence of Nomination and Remuneration Committee Members

In accordance with the provisions of Financial Services Authority Regulation No. 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies and State-Owned Enterprise Ministerial Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on State-Owned Enterprise Organs and Human Resources, all members of the Nomination and Remuneration Committee have met the requirements for number, composition, criteria, competence, and independence.

Tabel Independensi Komite Nominasi dan Remunerasi
Table of Independence of Nomination and Remuneration Committee Members

Aspek Independensi Independence Aspect	Nachrowi Ramli *	Juri Ardiantoro *	Partoyo **	Fariz Alnizar **	Marsetio ***	Raja Erizman ***	Chitra Mardi Rahayuningsih ****	Dewa Aji Ariwanto *****
Tidak memiliki hubungan keuangan dengan Dewan Komisaris. Has no financial relationship with the Board of Commissioners.	■	■	■	■	■	■	■	■
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi. Has no management relationship in the company, subsidiaries, or affiliated companies.	■	■	■	■	■	■	■	■
Tidak memiliki hubungan kepemilikan saham di perusahaan. Has no share ownership relationship in the company.	■	■	■	■	■	■	■	■
Tidak memiliki hubungan kekeluargaan dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit. Has no familial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	■	■	■	■	■	■	■	■
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not serve as a political party official, government official, or public official.	■	■	■	■	■	■	■	■

Keterangan/Notes:
* Menjabat sejak 05 Juni 2025/Appointed since June 5, 2025
** Menjabat sejak 10 Juli 2025/Appointed since July 10, 2025
*** Menjabat sampai 07 Maret 2025/Appointed since March 3, 2025
**** Menjabat sampai 14 Februari 2025/Appointed since February 14, 2025
***** Menjabat sampai 01 Juli 2025/Appointed since July 1, 2025

Sebagai bentuk penerapan prinsip independensi, Komite Nominasi dan Remunerasi menandatangani Surat Pernyataan Independensi. Surat pernyataan tersebut, memuat beberapa pernyataan penting, antara lain bahwa Komite Nominasi & Remunerasi Jasa Marga:

1. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
2. Tidak memiliki saham Perseroan, baik langsung maupun tidak langsung.
3. Akan menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Nominasi & Remunerasi.

As a form of implementing the principle of independence, the Nomination and Remuneration Committee signed a Statement of Independence. The statement contains several important statements, including that the Jasa Marga Nomination & Remuneration Committee:

1. Has no personal interests/connections that could have a negative impact and conflict of interest with the Company.
2. Does not own any shares in the Company, either directly or indirectly.
3. Will maintain the confidentiality of the Company's documents, data, and information, both from internal and external parties, and will only use them for the purposes of carrying out the duties of the Nomination and Remuneration Committee.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Berdasarkan Piagam Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk yang ditetapkan melalui Keputusan Dewan Komisaris No. KEP-007/I/2022 tentang Penetapan Piagam Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk, dan mengacu pada Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, maka tugas Komite Nominasi dan Remunerasi adalah sebagai berikut:

1. Secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris;
2. Bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris;
3. Menyusun manual kerja, program kerja komite tahunan dan melakukan *self-assessment* serta melaporkannya ke Dewan Komisaris;
4. Membuat laporan periodik triwulanan dan tahunan dan disampaikan kepada Komisaris Utama. Laporan tersebut bisa menjadi bagian dari Laporan Tahunan Dewan Komisaris dan/atau Laporan Tahunan Perseroan;
5. Menyelenggarakan rapat-rapat Komite dan mendokumentasikan dengan baik;
6. Melakukan penelaahan dan memberikan masukan/ rekomendasi atas rencana kebijakan dan strategi Sumber Daya Manusia dan Transformasi Organisasi;
7. Melakukan *review* secara berkala atas Sistem Pengelolaan Talenta *(Talent Management System)* Perseroan serta *Monitoring* dan evaluasi atas pelaksanaannya;
8. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi;
9. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris kepada RUPS/Menteri (*Nominated Talent*);
10. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Komisaris perusahaan anak, sebelum diajukan kepada RUPS/Menteri;
11. Melakukan evaluasi atas usulan *Key Performance Indicators* Individu anggota Direksi;
12. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris;
13. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris;
14. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris;
15. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan;
16. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris jika diperlukan;

Nomination and Remuneration Committee Duties and Responsibilities

Based on the Nomination and Remuneration Committee Charter of PT Jasa Marga (Persero) Tbk as stipulated in the Board of Commissioners Decree No. KEP-007/I/2022 on the Establishment of the Charter of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk, and referring to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on State-Owned Enterprises' Organs and Human Resources, the duties of the Nomination and Remuneration Committee are as follows:

1. Collectively, in carrying out its duties, assists the Board of Commissioners;
2. To be independent in the performance of its duties and in its reporting, and to be accountable to the Board of Commissioners;
3. Prepare work manuals, annual committee work programs, and conduct self-assessments and report them to the Board of Commissioners;
4. Prepare quarterly and annual reports and submit them to the President Commissioner. These reports may be included in the Board of Commissioners' Annual Report and/or the Company's Annual Report;
5. Conduct committee meetings and document them properly;
6. Reviewing and providing input/recommendations on human resource and organizational transformation policy and strategy plans;
7. Conducting periodic reviews of the Company's Talent Management System as well as monitoring and evaluating its implementation;
8. Evaluate the Talent Classification system and procedures implemented by the Board of Directors;
9. Validate and calibrate the Talents proposed by the Board of Directors to the Board of Commissioners (Selected Talent), to produce a list of Talents to be nominated by the Board of Commissioners to the GMS/Minister (Nominated Talent);
10. Evaluating the Company's Deputy Candidates who will be proposed as members of the Board of Directors or members of the Board of Commissioners of subsidiary companies, before being submitted to the GMS/Minister;
11. Evaluating the proposed Individual Key Performance Indicators of members of the Board of Directors;
12. Preparing proposals for individual performance evaluation systems for members of the Board of Directors and/or members of the Board of Commissioners;
13. Preparing proposals for development programs for members of the Board of Directors and/or members of the Board of Commissioners;
14. Evaluating remuneration policies for employees that require approval/response from the Board of Commissioners;
15. Evaluating the Board of Directors' proposals regarding the company's organizational structure;
16. Identifying matters that require the attention of the Board of Commissioners and other tasks assigned by the Board of Commissioners, if necessary;

17. Tugas Khusus dari Dewan Komisaris:
    a. Pemberian tugas khusus kepada Komite Nominasi dan Remunerasi oleh Dewan Komisaris dilakukan dengan perintah tertulis yang memuat:
        i. Nama yang diberi tugas;
        ii. Sifat penugasan;
        iii. Lingkup pekerjaan;
        iv. Tujuan dan sasaran pekerjaan; dan
        v. Jangka waktu penugasan.
    b. Lingkup pekerjaan tugas khusus sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku;
    c. Dalam melaksanakan tugas khusus Komite dapat:
        i. Melakukan *review* terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Dewan Direksi dan rapat Dewan Komisaris; jika dianggap perlu,
        ii. Melakukan analisis dan evaluasi, bekerja sama dengan struktural Manajemen dan/atau struktural unit kerja terkait atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite Nominasi dan Remunerasi dengan beban Perseroan.
    d. Menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

Kewenangan

Dalam melaksanakan tugasnya, Komite Nominasi dan Remunerasi memiliki kewenangan sebagai berikut:

1. Mengakses catatan atau informasi tentang aset dan sumber daya lainnya dan memasuki pekarangan, gedung, serta kantor yang dipergunakan oleh Perseroan;
2. Berhak mendapat dan meminta setiap hasil kajian/ Strategi/Dasar Keputusan bidang Nominasi dan Remunerasi termasuk yang terkait dengan Bidang *Human Capital* dan Transformasi yang dilakukan baik oleh para *risk owner*, Para Pejabat Struktural terkait, *Risk Champion*, Satuan Pengawasan Intern maupun Direksi Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Dalam melaksanakan kewenangannya, Komite bekerja sama dengan unit kerja terkait, dalam hal ini Para *risk owner*, Pejabat Struktural terkait Kendali Mutu, Corporate Secretary, Sumber Daya Manusia, Transformasi Organisasi serta Satuan Pengawasan Intern Perseroan dan unit terkait lainnya;
5. Melakukan *review*, memeriksa, melakukan analisa dan memberikan pendapat serta rekomendasi dalam batas ruang lingkup tugasnya;
6. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari Sistem Informasi Manajemen (SIM), laporan-laporan, maupun dari setiap anggota Direksi, karyawan atau individu atau narasumber terkait;
7. Mengundang manajemen untuk hadir dalam rapat Komite; dan
8. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

17. Special Duties of the Board of Commissioners:
    a. The Board of Commissioners assigns special tasks to the Nomination and Remuneration Committee by means of a written order containing:
        i. The name assigned to the task;
        ii. The nature of the assignment;
        iii. The scope of work;
        iv. The work objectives and goals; and
        v. The assignment duration.
    b. The scope of special tasks is entirely determined by the Board of Commissioners as long as it does not conflict with applicable laws and regulations;
    c. In carrying out its special duties, the Committee may:
        i. Review all necessary records, documents, and other information, including the minutes of Board of Directors and Board of Commissioners meetings; if deemed necessary,
        ii. Conduct analysis and evaluation, in collaboration with Management and/or relevant work units, or request the assistance of experts or consultants to assist the Nomination and Remuneration Committee with the Company's responsibilities.
    d. Submit reports on the implementation of special duties to the Board of Commissioners.

Authorities

In carrying out its duties, the Nomination and Remuneration Committee has the following authorities:

1. Access records or information about assets and other resources and enter the grounds, buildings, and offices used by the Company;
2. The right to obtain and request any review results/ strategies/basis for decisions in the field of Nomination and Remuneration, including those related to Human Capital, and Transformation carried out by risk owners, relevant structural officials, risk champions, internal supervisory units, and the Board of Directors;
3. Request explanations from the Board of Directors and/ or other officials regarding all matters relating to the management of the Company;
4. In exercising its authority, the Committee shall cooperate with relevant work units, in this case, the risk owners, relevant Structural Officials for Quality Control, Corporate Secretary, Human Resources, Organizational Transformation, as well as the Company's Internal Audit Unit and other relevant units;
5. Conducting reviews, examinations, analyses, and providing opinions and recommendations within the scope of its duties;
6. Seek and obtain relevant information (unrestricted access) from the Management Information System (MIS), reports, or from any member of the Board of Directors, employee, individual, or relevant source;
7. Inviting management to attend Committee meetings; and
8. Exercise other authorities granted by the Board of Commissioners.

Pengembangan Kompetensi

Pengembangan kompetensi Komite Nominasi dan Remunerasi dapat dilihat pada bab Profil dalam buku Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi bagi Komite Nominasi dan Remunerasi

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Anggota Komite Nominasi dan Remenerasi yang bukan anggota Dewan Komisaris memperoleh remunerasi berupa honorarium maksimal sebesar 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Dalam pelaksanaan tugas dan fungsinya, Komite Nominasi dan Remunerasi telah melaksanakan pembahasan baik bersama Dewan Komisaris, Manajemen dan Internal Komite.

Selama Tahun 2025, realisasi atas pelaksanaan tugas Komite Nominasi dan Remunerasi di antaranya sebagai berikut:

1. Pengawasan dan Pemberian Saran Bidang Nominasi dan Remunerasi
   Pengawasan dan pemberian saran/nasihat di bidang Nominasi dan Remunerasi dilakukan dengan cara melakukan *review* terhadap kebijakan dan sistem nominasi serta sistem remunerasi pada Perseroan berdasarkan ketentuan yang berlaku pada Perseroan. Saran dan masukan tersebut menjadi bahan masukin Dewan Komisaris dalam menjalankan fungsi Pengawasan dan pemberian saran/nasihat di bidang nominasi dan remunerasi.

2. Kajian dan Telaah Komite
   Komite Nominasi dan Remunerasi secara berkala juga mengadakan kajian atau telaah atas berbagai hal yang diperlukan dalam menjalankan tugasnya. Selama tahun 2025, Komite Nominasi dan Remunerasi menghasilkan telaahan/hasil kajian antaranya terkait hal-hal sebagai berikut:
   a. Usulan Pengurus Anak Perusahaan.
   b. Pengisian Jabatan Corporate Secretary and Chief Administration Officer.
   c. Remunerasi Direksi dan Dewan Komisaris.
   d. Usulan Nominated Talent Tahun 2025.
   e. Pelatihan dan Sertifikasi.

3. Kunjungan Lapangan/Unit Usaha
   Komite Nominasi dan Remunerasi melaksanakan kegiatan kunjungan lapangan dan/atau unit usaha dalam rangka memperoleh informasi yang komprehensif dan akurat mengenai bidang-bidang atau hal-hal strategis yang memerlukan perhatian.

Competency Development

The development of the Nomination and Remuneration Committee's competencies is available in the Company Profile chapter of this Annual Report.

Nomination and Remuneration Committee Remuneration Policy and Amount

Based on the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, Nomination and Remuneration Committee members who are not Board of Commissioners members receive remuneration in the form of an honorarium of up to 20% of the President Director's salary.

Implementation of Nomination and Remuneration Committee Duties

In carrying out its duties and functions, the Nomination and Remuneration Committee has held discussions with the Board of Commissioners, Management, and Internal Committees.

Throughout 2025, the Nomination and Remuneration Committee carried out the following duties:

1. Supervision and Provision of Advice on Nomination and Remuneration Matters
   Supervision and provision of advice in the area of Nomination and Remuneration are carried out by reviewing the Company's nomination and remuneration policies and systems in accordance with the applicable provisions. Such advice and input serve as material for the Board of Commissioners in performing its supervisory and advisory functions in the area of nomination and remuneration.

2. Committee Reviews and Studies
   The Nomination and Remuneration Committee also periodically conducts reviews or assessments of various matters necessary for the performance of its duties. Throughout 2025, the Nomination and Remuneration Committee produced reviews/assessments related to the following matters:
   a. Proposed Management of Subsidiaries.
   b. Filling the positions of Corporate Secretary and Chief Administration Officer.
   c. Remuneration of the Board of Directors and Board of Commissioners.
   d. Nominated Talent Proposals for 2025.
   e. Training and Certification.

3. Field/Business Unit Visits
   The Nomination and Remuneration Committee conducts field visits and/or business-unit visits to obtain comprehensive and accurate information on strategic areas or matters that require attention.

Selama Tahun 2025, Komite telah melaksanakan 5 (lima) kali kunjungan, dengan rincian sebagai berikut:

Throughout 2025, the Committee conducted 5 (five) visits, with the following details:

No.	Agenda	Tanggal Date
1.	Susur dan Kunjungan Ruas Tol Fungsional Jalan Tol Yogya-Solo dalam Rangka Persiapan Idul Fitri 2025 Inspection and Visit to the Functional Toll Road Section of the Yogyakarta-Solo Toll Road in Preparation for Eid al-Fitr 2025	06 Maret 2025 March 6, 2025
2.	Peninjauan Jalan Tol Trans Jawa dalam Kesiapan Operasional Mudik Idul Fitri 2025 Inspection of the Trans Java Toll Road in Preparation for Eid al-Fitr 2025	17-19 Maret 2025 March 17-19, 2025
3.	Kunjungan Lapangan ke Proyek Tol Jakarta-Cikampek Selatan Field Visit to the Jakarta-Cikampek Selatan Toll Road Project	19 Juni 2025 June 19, 2025
4.	Kunjungan ke Jasamarga Tollroad Command Center, Jatiasih, Bekasi Visit to the Jasamarga Tollroad Command Center, Jatiasih, Bekasi	15 Juli 2025 July 15, 2025
5.	Kunjungan ke PT Jasamarga Manado Bitung Visit to PT Jasamarga Manado Bitung	07-09 Agustus 2025 August 7-9, 2025

4. Pengembangan Kompetensi Komite Nominasi dan Remunerasi
   Sepanjang tahun 2025, Perseroan telah mengikutsertakan Komite Nominasi dan Remunerasi pada berbagai pelatihan sebagai bentuk pengembangan kompetensi. Lebih lanjut mengenai pengembangan kompetensi Komite Nominasi dan Remunerasi, dapat dilihat pada Bab Profil Perusahaan, bagian Pengembangan Kompetensi Komite Nominasi dan Remunerasi.

5. Penugasan Dewan Komisaris
   Komite Nominasi dan Remunerasi mendapatkan penugasan dari Dewan Komisaris untuk ikut hadir dan memberi masukan/pendapat dalam Rapat Dewan Komisaris dan Rapat Gabungan Direksi dan Komisaris atau Rapat Khusus.

4. Competency Development of the Nomination and Remuneration Committee
   Throughout 2025, the Company has enrolled the Nomination and Remuneration Committee in various training programmes as part of its competency development initiatives. Further details regarding the competency development of the Nomination and Remuneration Committee can be found in the Company Profile section, under 'Competency Development of the Nomination and Remuneration Committee'.

5. Assignment of the Board of Commissioners
   The Nomination and Remuneration Committee is assigned by the Board of Commissioners to attend and provide input/opinions at Board of Commissioners Meetings, Joint Meetings of the Board of Directors and Board of Commissioners, or Special Meetings.

Rapat Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi secara fungsinya membantu Dewan Komisaris. Komite Nominasi dan Remunerasi juga mengadakan dan/atau mengikuti rapat sebagai salah satu wujud kerja. Adapun rapat-rapat yang diadakan dan/atau diikuti oleh Komite Nominasi dan Remunerasi di antaranya adalah:
1. Rapat Komite Nominasi dan Remunerasi;
2. Rapat Koordinasi Komite;
3. Rapat Dewan Komisaris; dan
4. Rapat Koordinasi Dewan Komisaris-Direksi.

Sesuai Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 pasal 12 ayat 2 menyebutkan bahwa Rapat Komite merupakan Rapat yang dihadiri oleh Ketua Komite Nominasi dan Remunerasi serta dihadiri oleh mayoritas jumlah anggota Komite Nominasi dan Remunerasi. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 pasal 12 ayat 1 juga menyebutkan bahwa Rapat Komite Nominasi dan Remunerasi diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Rapat Komite bisa dihadiri internal Komite saja atau bisa juga mengundang narasumber dari pihak lain termasuk Jajaran Manajemen Perseroan.

Nomination and Remuneration Committee Meetings

The Nomination and Remuneration Committee assists the Board of Commissioners in its functions. The Committee also holds and/or attends meetings as part of its work. The meetings held and/or attended by the Nomination and Remuneration Committee include:

1. Nomination and Remuneration Committee Meeting;
2. Committee Coordination Meeting;
3. Board of Commissioners Meeting; and
4. Board of Commissioners-Management Coordination Meeting.

In accordance with Financial Services Authority Regulation No. 34/POJK.04/2014 article 12 paragraph 2, a Committee Meeting is a meeting attended by the Chairman of the Nomination and Remuneration Committee and a majority of the members of the Nomination and Remuneration Committee. Financial Services Authority Regulation No. 34/POJK.04/2014, article 12, paragraph 1 also states that the Nomination and Remuneration Committee Meeting shall be held periodically at least once every 4 (four) months. Committee meetings may be attended by internal Committee members only or may also invite speakers from other parties, including the Company's Management.

Rapat Koordinasi Komite adalah Rapat yang dilakukan secara bersama-sama oleh Komite Nominasi dan Remunerasi dengan jajaran Manajemen Jasa Marga Grup. Berbeda dengan Rapat Komite Nominasi dan Remunerasi, Rapat Koordinasi Komite tidak harus dihadiri oleh Ketua Komite Nominasi dan Remunerasi dan juga tidak harus dihadiri oleh mayoritas Anggota Komite. Rapat Koordinasi sudah bisa dilakukan cukup dengan dihadiri oleh minimal 1 (satu) Anggota Komite dan juga perwakilan pihak Manajemen Jasa Marga Grup. Rapat Koordinasi Komite ini dilakukan sebagai bagian dari tugas Komite Nominasi dan Remunerasi untuk membantu Dewan Komisaris melakukan Fungsi Pengawasan dan juga memberikan Saran/Rekomendasi langsung ke pihak Manajemen Jasa Marga Grup. Dengan adanya Rapat Koordinasi ini juga membangun hubungan komunikasi yang baik antara pihak Manajemen Jasa Marga Grup dengan Komite Nominasi dan Remunerasi yang diwakili oleh minimal 1 (satu) Anggota Komite yang hadir dalam rapat tersebut. Rapat Koordinasi ini bisa diadakan serta diinisiasi oleh Komite Nominasi dan Remunerasi atau bisa juga atas inisiatif jajaran Manajemen, dan juga bisa dilakukan oleh inisiatif Komite lain atau secara bersama-sama dimana Komite Nominasi dan Remunerasi hadir sebagai peserta.

The Committee Coordination Meeting is a meeting held jointly by the Nomination and Remuneration Committee and the management of Jasa Marga Group. Unlike the Nomination and Remuneration Committee Meeting, the Committee Coordination Meeting may not be attended by the Chairman of the Nomination and Remuneration Committee, nor does it have to be attended by a majority of Committee Members. The Coordination Meeting can be held with the attendance of at least 1 (one) Committee Member and a representative of Jasa Marga Group Management. This Committee Coordination Meeting is held as part of the duties of the Nomination and Remuneration Committee to assist the Board of Commissioners in performing its Supervisory Function and also to provide direct Advice/Recommendations to Jasa Marga Group Management. These Coordination Meetings also build good communication between Jasa Marga Group Management and the Nomination and Remuneration Committee, which is represented by at least 1 (one) Committee Member attending the meeting. This meeting can be held and initiated by the Nomination and Remuneration Committee or at the initiative of Management, and can also be held at the initiative of other Committees or jointly, where the Nomination and Remuneration Committee is present as a participant.

Rapat Dewan Komisaris adalah Rapat Rutin Dewan Komisaris dimana Komite Nominasi dan Remunerasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan.

The Board of Commissioners Meeting is a routine meeting of the Board of Commissioners where the Nomination and Remuneration Committee is requested to attend to provide input and submit review reports or provide input and views.

Rapat Koordinasi Dewan Komisaris-Direksi adalah Rapat Rutin Dewan Komisaris dengan Direksi yang membahas tentang suatu tema tertentu. Jika diperlukan Komite Nominasi dan Remunerasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan sebagai bagian dari penugasan khusus Dewan Komisaris kepada Komite Nominasi dan Remunerasi.

The Board of Commissioners-Board of Directors Coordination Meeting is a regular meeting of the Board of Commissioners with the Management that discusses a specific theme. If necessary, the Nomination and Remuneration Committee is asked to attend to provide input and submit review reports or provide input and views as part of the Board of Commissioners' special assignment to the Nomination and Remuneration Committee.

Rapat Khusus adalah Rapat yang dilakukan Dewan Komisaris yang membahas tentang tema tertentu di luar Rapat Rutin Dewan Komisaris dan Rapat Koordinasi Dewan Komisaris-Direksi. Jika diperlukan Komite Nominasi dan Remunerasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan.

Special Meetings are meetings held by the Board of Commissioners to discuss specific topics outside of the Board of Commissioners' Regular Meetings and Board of Commissioners- Board of Directors Coordination Meetings. If necessary, the Nomination and Remuneration Committee is requested to attend to provide input and submit review reports or provide input and views.

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi melakukan rapat sebanyak 9 (sembilan) kali dengan agenda di antaranya terkait hal-hal sebagai berikut:
1. Dana Pensiun Jasa Marga.
2. Remunerasi Direksi dan Dewan Komisaris.
3. Nominated Talent Tahun 2025.
4. Internal Komite Nominasi dan Remunerasi.
5. Pelatihan Dewan Komisaris dan Komite.
6. RKAP 2026.
7. Program Kerja Tahun 2026.
8. Laporan Tahunan Komite Nominasi dan 9. Remunerasi Tahun 2025.
9. Laporan Tahunan Jasa Marga.
10. Struktur Organisasi.

Throughout 2025, the Nomination and Remuneration Committee held 9 (nine) meetings with agendas including the following matters:
1. Jasa Marga Pension Fund.
2. Remuneration of the Board of Directors and Board of Commissioners.
3. Nominated Talent for 2025.
4. Internal Nomination and Remuneration Committee.
5. Training for the Board of Commissioners and Committee.
6. 2026 Work Plan.
7. 2026 Work Program.
8. 2025 Annual Report of the Nomination and Remuneration Committee.
9. Jasa Marga Annual Report.
10. Organizational Structure.

Tabel Kehadiran Komite Nominasi dan Remunerasi dalam Rapat Komite Nominasi dan Remunerasi 2025
Table of Nomination and Remuneration Committee's Attendance at the 2025 Nomination and Remuneration Committee Meetings

	Nachrowi Ramli *	Juri Ardiantoro *	Partoyo **	Fariz Alnizar **	Marsetio ***	Raja Erizman ***	Chitra Mardi Rahayuningsih ****	Dewa Aji Ariwanto *****
Jumlah Rapat Dalam Setahun Total Meetings in One Year					9			
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	6	6	9	5	3	3	3	4
Jumlah Rapat yang Dihadiri Total Attended Meetings	6	6	5	5	3	3	3	4
Presentasi Kehadiran (%) Attendance Percentage (%)	100%	100%	100%	100%	100%	100%	100%	100%
Rata-Rata (%) **Average (%)**					**100%**			

Keterangan/Notes:
* Menjabat sejak 05 Juni 2025/Appointed since June 5, 2025
** Menjabat sejak 10 Juli 2025/Appointed since July 10, 2025
*** Menjabat sampai 07 Maret 2025/Appointed since March 3, 2025
**** Menjabat sampai 14 Februari 2025/Appointed since February 14, 2025
***** Menjabat sampai 01 Juli 2025/Appointed since July 1, 2025

Rata-rata tingkat kehadiran dalam rapat adalah sebesar 100% saran/rekomendasi/tanggapan Komite Nominasi dan Remunerasi dituangkan dalam Notulensi Rapat Koordinasi/ catatan diskusi.

The average attendance rate at meetings is 100%. The suggestions/recommendations/responses of the Nomination and Remuneration Committee are recorded in the Coordination Meeting Minutes/discussion notes.

Pemenuhan *Key Performance Indicator* (KPI) Komite Nominasi dan Remunerasi

KPI Komite Nominasi dan Remunerasi dinilai dengan cara *self-assessment*. Pada tahun 2025, berdasarkan hasil *self-assessment*, pemenuhan KPI Komite Nominasi dan Remunerasi mencapai nilai total 100%. Secara umum pada tahun 2025 Komite Nominasi dan Remunerasi telah melaksanakan seluruh kegiatan sesuai dengan perencanaan yang ditetapkan dan telah memenuhi seluruh indikator penilaian.

Fulfillment of Nomination and Remuneration Committee Key Performance Indicators (KPIs)

The Nomination and Remuneration Committee's KPIs are assessed through self-assessment. In 2025, based on the self-assessment results, the Nomination and Remuneration Committee's KPI fulfillment achieved a total score of 100%. In general, in 2025, the Nomination and Remuneration Committee carried out all activities in accordance with the established plan and met all assessment indicators.

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2025
Table of Nomination and Remuneration Committee KPI Assessment Results in 2025

No.	Program Kerja Work Program	Bobot Weight (A)	Ketercapaian Achievement [0-100] (B)	Skor Score (AxB)
1.	Melakukan tinjauan secara berkala atas Sistem Manajemen Talenta serta pengawasan dan evaluasi atas pelaksanaannya. Conduct periodic reviews of the Talent Management System, as well as monitor and evaluate its implementation.	5%	100	5%
2.	Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta yang dilakukan oleh Direksi. Evaluate the Talent Classification system and procedures carried out by the Board of Directors.	5%	100	5%
3.	Melakukan validasi dan kalibrasi atas Talenta untuk menghasilkan daftar Talenta Ternominasi (*nominated* talenta) yang dinominasikan oleh Dewan Komisaris kepada RUPS/Menteri (*Nominated Talent*). Validate and calibrate Talents to produce a list of Nominated Talents nominated by the Board of Commissioners to the GMS/Minister (Nominated Talent).	5%	100	5%
4.	Melakukan evaluasi terhadap Calon Wakil BUMN yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS/Menteri/BP BUMN. Evaluate candidates for Deputy SOE who will be proposed as members of the Board of Directors or Board of Commissioners of Subsidiaries, before being submitted to the GMS/Minister/SOE Supervisory Agency.	7,5%	100	7,5%

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2025
Table of Nomination and Remuneration Committee KPI Assessment Results in 2025

No.	Program Kerja Work Program	Bobot Weight (A)	Ketercapaian Achievement [0-100] (B)	Skor Score (AxB)
5.	Melakukan evaluasi atas capaian KPI Individu anggota Direksi. Evaluate the achievement of Individual KPIs of Board of Directors members.	7,5%	100	7,5%
6.	Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi yang dinilai oleh Dewan Komisaris (melakukan evaluasi terhadap Direksi BUMN yang saat ini sedang menjabat). Prepare proposals for individual performance evaluation systems for members of the Board of Directors who are assessed by the Board of Commissioners (to evaluate the current Board of Directors of SOEs).	7,5%	100	7,5%
7.	Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris. Prepare proposals for development programs for members of the Board of Directors and/or members of the Board of Commissioners.	5%	100	5%
8.	Melakukan evaluasi atas kebijakan remunerasi bagi karyawan dan/atau Direksi yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris. Evaluate remuneration policies for employees and/or the Board of Directors that require approval/response from the Board of Commissioners.	5%	100	5%
9.	Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi Perusahaan. a. Tata Kelola, Tata Hubungan Induk dan Dewan Komisaris Anak. b. Penambahan Direktorat Risiko. Evaluate proposals from the Board of Directors regarding the Company's organizational structure. a. Governance, Parent-Subsidiary Relations, and Board of Commissioners. b. Addition of a Risk Directorate.	7,5%	100	7,5%
10.	Melakukan evaluasi atas usulan Tantiem. Evaluate proposals for Tantiem.	7,5%	100	7,5%
11.	Pembuatan Laporan Report Preparation a. Laporan Tahunan pelaksanaan Tugas. Annual Report on Task Implementation.	7,5%	100	7,5%
	b. Laporan Triwulanan pelaksanaan tugas. Quarterly Report on Task Implementation.	7,5%	100	7,5%
12.	Tugas Khusus lainnya: Other Special Tasks: a. Kunjungan lapangan. Field visits.	5%	100	5%
	b. Memastikan RKAP Tahun sesuai dengan Aspirasi Pemegang Saham. Ensure that the RKAP is in line with the shareholders' aspirations.	7,5%	100	7,5%
	c. Surat Disposisi. Disposition Letters.	5%	100	5%
	d. Mengikuti Rapat Koordinasi Dewan Komisaris-Direksi. Attend Coordination Meetings between the Board of Commissioners and the Board of Directors.	5%	100	5%
Pencapaian KPI **KPI Achievement**				**100%**

Komite Nominasi dan Remunerasi tahun 2025 telah melaksanakan peran dan tanggung jawabnya secara optimal dalam mendukung Dewan Komisaris, khususnya dalam fungsi pengawasan dan pemberian nasihat serta rekomendasi strategis kepada Manajemen Jasa Marga. Dalam melaksanakan tugas tersebut, Komite Nominasi dan Remunerasi senantiasa berpedoman pada prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) dengan melakukan serangkaian kegiatan sebagaimana telah diuraikan sebelumnya, yang mencakup evaluasi kebijakan nominasi dan remunerasi, penelaahan terhadap struktur

The 2025 Nomination and Remuneration Committee has optimally carried out its roles and responsibilities in supporting the Board of Commissioners, particularly in its supervisory function and in providing strategic advice and recommendations to Jasa Marga Management. In carrying out these duties, the Nomination and Remuneration Committee has consistently adhered to the principles of good corporate governance (GCG) by conducting a series of activities as described above, which include evaluating nomination and remuneration policies, reviewing organizational structures and talent management systems,

organisasi, sistem manajemen talenta, dan pemberian rekomendasi yang relevan guna mendukung peningkatan kinerja Perusahaan secara berkelanjutan.

Rencana Kerja Komite Nominasi dan Remunerasi Tahun 2026

Pada tahun 2025, Komite Nominasi dan Remunerasi telah menyusun dan menetapkan rencana kerja tahun 2026 yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Komite Nominasi dan Remunerasi untuk program kerja tahun 2026, antara lain sebagai berikut:

1. Tinjauan berkala atas Sistem Manajemen Talenta serta pengawasan dan evaluasi atas pelaksanaannya.
2. Evaluasi berkala terhadap sistem dan prosedur Pengklasifikasian Talenta yang dilakukan oleh Direksi.
3. Validasi dan kalibrasi atas Talenta untuk menghasilkan daftar Talenta Ternominasi (*nominated talent*) yang dinominasikan oleh Dewan Komisaris kepada RUPS.
4. Evaluasi terhadap Calon Wakil BUMN yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS.
5. Evaluasi atas usulan KPI individu anggota Direksi.
6. Usulan sistem evaluasi kinerja individu bagi anggota Direksi yang dinilai oleh Dewan Komisaris.
7. Usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
8. Evaluasi atas kebijakan remunerasi bagi karyawan yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris.
9. Evaluasi struktur organisasi Perusahaan.

Kebijakan Suksesi Direksi dan Manajemen Kunci

Demi mewujudkan proses dan mekanisme pemilihan dan penggantian anggota Direksi yang transparan, akuntabel dan dapat dipertanggungjawabkan, Perseroan telah mengikuti persyaratan dan tata cara yang diatur melalui Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Peraturan tersebut menyatakan, sumber bakal calon Direksi berasal dari Talenta Kementerian BUMN (saat ini menjadi BP BUMN), Talenta BUMN dan Talenta Eksternal. Bakal calon yang akan ditetapkan menjadi calon anggota Direksi selain memenuhi persyaratan materiil, juga harus memenuhi persyaratan formal dan persyaratan lain yang ditetapkan dalam No. PER-3/MBU/03/2023 serta Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan telah lulus Uji Kelayakan dan Kepatutan. Penjaringan Talenta BP BUMN dilakukan oleh Pejabat Pimpinan Tinggi Pratama yang membidangi kepegawaian terhadap Talenta BP BUMN yang memenuhi kriteria sesuai dengan sistem manajemen talenta BP BUMN, untuk disampaikan kepada Komite Talenta BP BUMN. Sedangkan untuk penjaringan Talenta BUMN, dilakukan oleh Direksi dengan dibantu oleh Komite Talenta BUMN. Di samping penjaringan talenta melalui BP BUMN dan BUMN, penjaringan talenta juga dapat berasal

and providing relevant recommendations to support the Company's sustainable performance improvement.

Nomination and Remuneration Committee Work Plan for 2026

In 2025, the Nomination and Remuneration Committee prepared and established a work plan for 2026, which will be discussed at several meetings. The Nomination and Remuneration Committee's work plan for 2026 includes the following:

1. Periodic review of the Talent Management System and supervision and evaluation of its implementation.
2. Periodic evaluation of the Talent Classification system and procedures carried out by the Board of Directors.
3. Validation and calibration of Talent to produce a list of Nominated Talent to be nominated by the Board of Commissioners to the GMS.
4. Evaluation of SOE Deputy Candidates to be proposed as members of the Board of Directors or Board of Commissioners of Subsidiaries, before being submitted to the GMS.
5. Evaluation of individual KPI proposals for members of the Board of Directors.
6. Proposing an individual performance evaluation system for members of the Board of Directors to be assessed by the Board of Commissioners.
7. Proposing a development program for members of the Board of Directors and/or members of the Board of Commissioners.
8. Evaluating remuneration policies for employees that require approval/response from the Board of Commissioners.
9. Evaluating the Company's organizational structure.

Board of Directors and Key Management Succession Policy

To realize a transparent, accountable, and responsible process and mechanism for the selection and replacement of Board members, the Company has complied with the requirements and procedures stipulated in the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises. The regulation states that prospective Board of Directors candidates shall be sourced from the Ministry of SOE Talent Pool, the SOE Talent Pool, and the External Talent Pool. Prospective candidates for the Board of Directors must not only meet the material requirements, but also the formal requirements and other requirements stipulated in No. PER-3/MBU/03/2023 and Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, and have passed the Fit and Proper Test. The selection of Ministry of SOE Talent Pool is carried out by Senior Executive Officials in charge of personnel who meet the criteria per the Ministry of SOE Talent Pool management system, to be submitted to the Ministry of SOE Talent Pool Committee. On the other hand, the selection of SOE Talent Pool is carried out by the Board of Directors with the assistance of the Ministry of SOE Talent Pool Committee. In addition to talent selection through the Ministry of SOEs and SOEs, talent selection can

dari eksternal. Penjaringan Talenta Eksternal dilakukan oleh Kepala BP BUMN, Wakil Kepala BP BUMN, dan Deputi di antaranya dapat melalui referensi dari pihak ketiga dan jika diperlukan oleh pencari bakat (*headhunter*). Talenta Eksternal juga dapat mengajukan lamaran kepada Kepala BP BUMN, dengan mengikuti mekanisme yang ditetapkan oleh Kepala BP BUMN. Berkaitan dengan Talenta BUMN, Perseroan juga mempersiapkan kader-kader pimpinan Perseroan melalui mekanisme *Talent Management System*. Dengan mengidentifikasi posisi kunci untuk *executive leader* dan jabatan Direktur Anak Perusahaan, Perseroan mengembangkan kompetensi calon pimpinan melalui program *Corporate Leadership*.

Melalui proses seleksi yang dilaksanakan Direksi Bersama dengan Dewan Komisaris, Perseroan memilih calon pemimpin yang dinilai mempunyai *personal quality* yang baik, pengalaman dan keahlian yang memadai untuk menduduki jabatan pimpinan setingkat di bawah Direksi dan Direktur Anak Perusahaan yang diharapkan dapat menjadi anggota Direksi Perseroan di masa yang akan datang yang bersumber dari kalangan pejabat internal Perseroan. Implementasi kebijakan suksesi Direksi dan Manajemen Kunci telah mempertimbangkan rekomendasi dari Komite Nominasi dan Remunerasi sebagai bagian dari penerapan tata kelola pengelolaan talenta yang baik. Pertimbangan tersebut sejalan dengan tugas pokok dan fungsi Komite Nominasi dan Remunerasi sebagaimana diatur dalam Piagam Komite Nominasi dan Remunerasi.

Komite Pemantau Risiko dan Hukum

Komite Pemantau Risiko dan Hukum merupakan komite yang dibentuk untuk membantu Dewan Komisaris melaksanakan fungsi pengawasan dan memastikan pelaksanaan manajemen risiko dan hukum serta tata kelola perusahaan secara objektif, efektif, dan efisien.

Komite Pemantau Risiko dan Hukum merupakan pengembangan dari Komite Nominasi, Remunerasi dan Risiko yang dibentuk pada Juli 2020. Melalui komite ini diharapkan Dewan Komisaris bekerja secara profesional, independen, dan kompeten agar Visi dan Misi Perseroan dapat tercapai.

Dasar Pembentukan Komite Pemantau Risiko dan Hukum

Komite Pemantau Risiko dan Hukum dibentuk berdasarkan peraturan perundangan. Adapun dasar hukum pembentukan Komite Pemantau Risiko dan Hukum, sebagai berikut:

1. Undang-Undang Republik Indonesia No. 19 tahun 2003, tanggal 19 Juni 2003, tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia tahun 2003 No. 70; Tambahan Lembaran Negara Republik Indonesia No. 4297) yang terakhir telah diubah dengan Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang No. 19 Tahun 2023 tentang Badan Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2025 No. 25, Tambahan Lembaran Negara No. 7097);
2. Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas yang terakhir telah diubah dengan Peraturan Pemerintah Pengganti

also come from external sources. External Talent Selection is carried out by the Minister, Deputy Minister, and Deputy Ministers, including through references from third parties and, if necessary, by headhunters. External Talents may also submit applications to the Minister, following the mechanism established by the Minister. Regarding SOE Talent Pool, the Company also prepares its leadership cadres through the Talent Management System mechanism. By identifying key positions for executive leaders and subsidiary Board of Directors, the Company develops the competencies of prospective leaders through the Corporate Leadership program.

Through a selection process conducted by the Board of Directors together with the Board of Commissioners, the Company selects candidates deemed to have good personal qualities, sufficient experience and expertise to hold leadership positions one level below the Board of Directors and Directors of Subsidiaries, expected to become members of the Board of Directors in the future, sourced from among the Company's internal officials. The implementation of the Board of Directors and Key Management succession policy has considered the recommendations of the Nomination and Remuneration Committee as part of the application of good talent management governance. These considerations align with the main duties and functions of the Nomination and Remuneration Committee as stipulated in the Nomination and Remuneration Committee Charter.

Risk Monitoring and Legal Committee

The Risk Monitoring and Legal Committee is a committee to assist the Board of Commissioners in carrying out its supervisory functions and ensuring the implementation of risk and legal management as well as corporate governance objectively, effectively, and efficiently.

The Risk Monitoring and Legal Committee is an evolution of the Nomination, Remuneration, and Risk Committee formed in July 2020. Through this committee, it is hoped that the Board of Commissioners will work professionally, independently, and competently to achieve the Company's Vision and Mission.

Risk Monitoring and Legal Committee Establishment Basis

The Risk Monitoring and Legal Committee was formed based on laws and regulations. The legal basis for the formation of the Risk Monitoring and Legal Committee is as follows:

1. Law of the Republic of Indonesia No. 19 of 2003, dated June 19, 2003, on State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2003 No. 70; Supplement to the State Gazette of the Republic of Indonesia No. 4297), which was last amended by Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2023 on State-Owned Enterprises (State Gazette of the Republic of Indonesia of 2025 No. 25, Supplement to the State Gazette No. 7097);
2. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, which was last amended by Government Regulation in Lieu of Law No. 2 of 2022 on

Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2022 No. 238, Tambahan Lembaran Negara Republik Indonesia No. 6841) dan ditetapkan menjadi Undang-Undang sesuai Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang (Lembaran Negara Republik Indonesia Tahun 2023 No. 2023, Tambahan Lembaran Negara No. 6856);

3. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Risiko dan Hukum Emiten atau Perusahaan Publik dan No. 33/POJK.04/2014;
4. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023, tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, di antaranya menyangkut pembentukan organ Pendukung Dewan Komisaris/Dewan Pengawas untuk pembentukan Komite Pemantau Risiko;
5. Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
6. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk Akta Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH akta No. 04 tanggal 09 Januari 2026, berikut Surat Penerimaan Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHUAH.01.03-0013716 tanggal 19 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0007721.AH.01.11.Tahun 2026 tanggal 19 Januari 2026;
7. Keputusan Dewan Komisaris Perusahaan PT Jasa Marga (Persero) Tbk, No. KEP-078/VII/2020 Jo. No. KEP-046/II/2014 Jo. No. KEP-063/IV/2015 Jo. No. KEP-155/XI/2015 tentang Komite Dewan Komisaris PT Jasa Marga (Persero) Tbk Tanggal 13 Juli 2020.

Pedoman Kerja/Piagam Komite Pemantau Risiko dan Hukum

Komite Pemantau Risiko dan Hukum Jasa Marga memiliki Piagam Komite Pemantau Risiko dan Hukum yang telah disahkan melalui Keputusan Dewan Komisaris No. KEP-119/XI/2020 tanggal 23 November 2020 sebagai acuan dalam melaksanakan tugas dan tanggung jawabnya. Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Pemantau Risiko dan Hukum agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Isi dari Piagam tersebut antara lain mencakup:

1. Landasan Hukum;
2. Pengangkatan dan Pemberhentian Anggota;
3. Tugas;
4. Kewenangan;
5. Persyaratan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Rencana Kerja dan Anggaran;
11. Penghasilan Anggota;

Job Creation (State Gazette of the Republic of Indonesia of 2022 No. 238, Supplement to the State Gazette of the Republic of Indonesia No. 6841) and enacted into law per Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 No. 2023, Supplement to State Gazette No. 6856);

3. Financial Services Authority Regulation No. 34/POJK.04/2014 on the Risk and Legal Committee of Issuers or Public Companies and No. 33/POJK.04/2014;
4. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, including the formation of a Supporting Body for the Board of Commissioners/Supervisory Board for the formation of a Risk Monitoring Committee;
5. Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Corporate Governance of Public Companies.
6. Articles of Association of the State-Owned Enterprise (Persero) PT Jasa Marga (Persero) Tbk, Notarial Deed of Ir. Nanette Cahyanie Handari Adi Warsito, SH, Deed No. 04 dated January 9, 2026, along with the Notice of Receipt from the Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHUAH.01.03-0013716 dated January 19, 2026, and registered in the Company Register No. AHU-0007721.AH.01.11.Year 2026 dated January 19, 2026;
7. Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. KEP-078/VII/2020 Jo. No. KEP-046/II/2014 Jo. No. KEP-063/IV/2015 Jo. No. KEP-155/XI/2015 on the Board of Commissioners Committee of PT Jasa Marga (Persero) Tbk dated July 13, 2020.

Risk Monitoring and Legal Committee Work Guideline/Charter

Risk Monitoring and Legal Committee of Jasa Marga (Persero) Tbk has a Risk Monitoring and Legal Committee Charter, which has been ratified through the Board of Commissioners Decree No. KEP-119/XI/2020, dated November 23, 2020, as a reference in carrying out its duties and responsibilities. The Charter contains the provisions that must be adhered to in the formation and implementation of the activities of the Risk Monitoring and Legal Committee so that it can operate independently, objectively, autonomously, transparently, and accountably. The contents of the Charter include:

1. Legal Basis;
2. Appointment and Dismissal of Members;
3. Duties;
4. Authority;
5. Requirements;
6. Responsibilities;
7. Meetings;
8. Reports;
9. Access to Confidential Information;
10. Work Plan and Budget;
11. Member Income;

12. Pendidikan dan Tenaga Penunjang;
13. Penilaian Kinerja;
14. Lain-lain; dan
15. Penutup.

Kriteria Komite Pemantau Risiko dan Hukum

Setiap orang yang diangkat menjadi anggota Komite Pemantau Risiko dan Hukum, wajib memenuhi kriteria yang dipersyaratkan. Persyaratan tersebut, antara lain:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/ pemeriksaan.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan dalam Perseroan.
3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Salah seorang dari Anggota Komite Pemantau Risiko dan Hukum harus memiliki latar belakang pendidikan atau keahlian di bidang Manajemen Risiko atau bidang Hukum.
6. Salah seorang dari anggota Komite Pemantau Risiko dan Hukum memiliki kemampuan dan pemahaman tentang lingkup bisnis Perseroan.

Ketentuan Masa Jabatan Komite Pemantau Risiko dan Hukum

Seluruh anggota Komite Pemantau Risiko dan Hukum Perseroan memiliki integritas, kompetensi dan reputasi yang baik. Pemberhentian anggota Komite Pemantau Risiko dan Hukum dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya dan berdasarkan keputusan Dewan Komisaris, diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya. Masa tugas anggota Komite Pemantau Risiko dan Hukum tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perseroan dan dapat diangkat kembali, sesuai peraturan dan ketentuan perundangan.

Apabila anggota Komisaris yang menjadi Ketua Komite Pemantau Risiko dan Hukum berhenti sebelum masa tugasnya sebagai Komisaris Perseroan, maka Ketua Komite Pemantau Risiko dan Hukum digantikan oleh Komisaris lainnya.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Pemantau Risiko dan Hukum

Komite Pemantau Risiko dan Hukum yang paling kurang terdiri dari 3 (tiga) orang anggota dimana 1 (satu) orang Ketua merangkap anggota yang berasal dari Anggota Dewan Komisaris, Komisaris Independen dan Pihak dari luar Perseroan. Komite Pemantau Risiko dan Hukum dipimpin oleh seorang koordinator yang disebut ketua Komite Pemantau Risiko dan Hukum. Secara struktural, Komite

12. Education and Support Staff;
13. Performance Evaluation;
14. Miscellaneous; and
15. Closing.

Risk Monitoring and Legal Committee Criteria

Every person appointed as a member of the Risk Monitoring and Legal Committee must meet the required criteria. These requirements include:

1. Possess good integrity and sufficient knowledge and work experience in the field of supervision/inspection.
2. Have no personal interests/connections that could have a negative impact and cause conflicts of interest within the Company.
3. Being able to communicate effectively.
4. Being able to devote sufficient time to complete their duties.
5. One of the Risk Monitoring and Legal Committee member must have an educational background or expertise in Risk Management or Law.
6. One of the Risk Monitoring and Legal Committee member must have the ability and understanding of the scope of the Company's business.

Term of Office Term of Office of the Risk Monitoring and Legal Committee

All members of the Risk Monitoring and Legal Committee of the Company have integrity, competence, and a good reputation. Members of the Risk Monitoring and Legal Committee may be dismissed if their term of office has ended. Based on a Board of Commissioners decision, they may also be dismissed for not meeting the performance requirements and/or being incompetent in carrying out their duties. The term of office of members of the Risk Monitoring and Legal Committee may not exceed the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be reappointed in accordance with applicable laws and regulations.

If a member of the Board of Commissioners who is the Chairman of the Risk Monitoring and Legal Committee resigns before the end of their term as a Commissioner of the Company, the Chairman of the Risk Monitoring and Legal Committee shall be replaced by another Commissioner.

Structure, Number, Composition, and Appointment Basis of Risk Monitoring and Legal Committee

The Risk Monitoring and Legal Committee shall consist of at least 3 (three) members, including 1 (one) Chairman who is also a member of the Board of Commissioners, an Independent Commissioner, and a party from outside the Company. The Risk Monitoring and Legal Committee is led by a coordinator who is referred to as the Chairman of the Risk Monitoring and Legal Committee. Structurally, the Risk

Pemantau Risiko dan Hukum bertanggung jawab kepada Dewan Komisaris dan mempunyai hubungan fungsional dengan Risk and Quality, Health, Safety and Environment (RQHSE) Group dan Legal and Compliance (LCO) Group.

Susunan keanggotaan Komite Pemantau Risiko dan Hukum Jasa Marga pada tahun 2025 adalah sebagai berikut:

Monitoring and Legal Committee is responsible to the Board of Commissioners and has a functional relationship with the Risk and Quality, Health, Safety, and Environment (RQHSE) Group and the Legal and Compliance (LCO) Group.

The membership structure of the Risk Monitoring and Legal Committee of Jasa Marga in 2025 is as follows:

Tabel Susunan Keanggotaan Komite Pemantau Risiko dan Hukum
Table of Risk Monitoring and Legal Committee Member Composition

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis
Syamsul Bachri Yusuf*	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-82/VI/2025 Jasa Marga Board of Commissioners Decree No. KEP-82/VI/2025
Asrorun Ni'am Sholeh*	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-82/VI/2025 Jasa Marga Board of Commissioners Decree No. KEP-82/VI/2025
Mustolih Siradj**	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-117/VII/2025 Jasa Marga Board of Commissioners Decree No. KEP-117/VII/2025
Erick**	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-118/VII/2025 Jasa Marga Board of Commissioners Decree No. KEP-118/VII/2025
M. Roskanedi***	Ketua Chairman	Keputusan Dewan Komisaris Jasa Marga No. KEP-027/III/2023 Jasa Marga Board of Commissioners Decree No. KEP-027/III/2023
Abdul Rachman***	Anggota Member	Keputusan Dewan Komisaris Jasa Marga No. KEP-027/III/2023 Jasa Marga Board of Commissioners Decree No. KEP-027/III/2023
Tjahjanto Budisatrio****	Anggota Member	Keputusan Dewan Komisaris No. KEP-042/V/2022 Jasa Marga Board of Commissioners Decree No. KEP-042/V/2022
Iqbal Tawakkal*****	Anggota Member	Keputusan Dewan Komisaris No. KEP-083/VI/2023 Jasa Marga Board of Commissioners Decree No. KEP-083/VI/2023

Keterangan/Notes:
* Menjabat sejak 5 Juni 2025/Appointed since June 5, 2025
** Menjabat sejak 1 Juli 2025/Appointed since July 1, 2025
*** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
**** Menjabat sampai 9 Mei 2025/Serving until May 9, 2025
***** Menjabat sampai 30 Juni 2025/Serving until June 30, 2025

Profil Komite Pemantau Risiko dan Hukum

Profil anggota Komite Pemantau Risiko dan Hukum dapat dilihat pada bagian Profil Komite Pemantau Risiko dan Hukum di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Risk Monitoring and Legal Committee Profile

The profiles of the Risk Monitoring and Legal Committee members are available in the Risk Monitoring and Legal Committee Profile section of the Company Profile chapter in this Annual Report.

Independensi Anggota Komite Pemantau Risiko dan Hukum

Sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik dan Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, seluruh anggota Komite Pemantau Risiko dan Hukum telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Independence of Risk Monitoring and Legal Committee Members

Per the provisions of Financial Services Authority Regulation No. 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies and State-Owned Enterprise Minister Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, all members of the Risk Monitoring and Legal Committee have met the requirements for number, composition, criteria, competence, and independence.

Tabel Independensi Anggota Komite Pemantau Risiko dan Hukum
Table of Independence of Risk Monitoring and Legal Committee Members

Aspek Independensi Independence Aspect	Syamsul Bachri Yusuf*	Asrorun Ni'am Sholeh*	Mustolih Siradj**	Erick**	M. Roskanedi***	Abdul Rachman***	Tjahjanto Budisatrio****	Iqbal Tawakkal*****
Tidak memiliki hubungan keuangan dengan Dewan Komisaris. Has no financial relationship with the Board of Commissioners.	■	■	■	■	■	■	■	■
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi. Has no management relationship in the company, subsidiaries, or affiliated companies.	■	■	■	■	■	■	■	■
Tidak memiliki hubungan kepemilikan saham di perusahaan. Has no share ownership relationship in the company.	■	■	■	■	■	■	■	■
Tidak memiliki hubungan kekeluargaan dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit. Has no familial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	■	■	■	■	■	■	■	■
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not serve as a political party official, government official, or public official.	■	■	■	■	■	■	■	■

Keterangan/Notes:
* Menjabat sejak 5 Juni 2025/Appointed since June 5, 2025
** Menjabat sejak 1 Juli 2025/Appointed since July 1, 2025
*** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
**** Menjabat sampai 9 Mei 2025/Serving until May 9, 2025
***** Menjabat sampai 30 Juni 2025/Serving until June 30, 2025

Sebagai bentuk komitmen dan tanggung jawab Komite Pemantau Risiko dan Hukum atas terlaksananya prinsip-prinsip Tata Kelola Perusahaan, serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Pemantau Risiko dan Hukum, maka Ketua dan seluruh Anggota Komite Pemantau Risiko dan Hukum telah menandatangani Surat Pernyataan Independensi.

Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Pemantau Risiko dan Hukum antara lain bahwa Komite Pemantau Risiko dan Hukum Jasa Marga:

1. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
2. Tidak memiliki saham dan/atau instrumen keuangan Perseroan di pasar keuangan, baik langsung maupun tidak langsung.

As a form of commitment and responsibility of the Risk Monitoring and Legal Committee for the implementation of Corporate Governance principles, as well as to realize the provisions on independence contained in the Risk Monitoring and Legal Committee Charter, the Chairman and all Members of the Risk Monitoring and Legal Committee have signed a Statement of Independence.

Some important statements in the Declaration of Independence of the Risk Monitoring and Legal Committee include that the Risk Monitoring and Legal Committee of Jasa Marga:

1. Has no personal interests or connections that could have a negative impact or create conflicts of interest for the Company.
2. Does not hold any shares and/or financial instruments of the Company in the financial market, either directly or indirectly.

3. Tetap menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Pemantau Risiko dan Hukum.

Tugas dan Tanggung Jawab Komite Pemantau Risiko dan Hukum

Tugas Komite Pemantau Risiko dan Hukum

Komite Pemantau Risiko dan Hukum memiliki tugas yang tercantum dalam Piagam Komite Pemantau Risiko dan Hukum. Adapun tugas yang tercantum dalam piagam Komite Pemantau Risiko dan Hukum, sebagai berikut:

1. Secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
2. Bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris.
3. Menyusun manual kerja, program kerja komite tahunan dan melakukan *self-assessment* serta melaporkannya ke Dewan Komisaris.
4. Membuat laporan periodik triwulanan dan tahunan dan disampaikan kepada Komisaris Utama. Laporan tersebut bisa menjadi bagian dari Laporan Tahunan Dewan Komisaris dan/atau Laporan Tahunan Perseroan.
5. Menyelenggarakan rapat-rapat Komite berdasarkan undangan yang ditandatangani oleh Ketua Komite atau oleh Anggota Komite yang diberi kuasa oleh Ketua, membuat risalah rapat Komite, lengkap dengan daftar hadir, hasil telaahan/evaluasi/kajian sesuai agenda rapat, serta dinamika dan keputusan rapat dan mendokumentasikan dengan baik.
6. Melakukan penelaahan dan kajian atas rencana kebijakan dan strategi investasi dalam bisnis jalan tol dan non tol yang diajukan Direksi sebagai bahan masukan Dewan Komisaris.
7. Melakukan Penelaahan terhadap realisasi rencana investasi Perseroan yang tercantum di RJPP dan RKAP Perseroan.
8. Tugas terkait dengan Pemantau Manajemen Risiko:
   a. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi;
   b. Melakukan penelaahan terhadap berbagai model pengukuran risiko yang digunakan Perseroan dan pelaksanaan manajemen risiko;
   c. Memantau dan menelaah kesesuaian berbagai kebijakan dan pelaksanaan manajemen risiko Perseroan, serta berbagai potensi risiko yang dihadapi Perseroan;
   d. Menyiapkan bahan, informasi, materi analisis dan kajian terkait dengan pelaksanaan investasi dan manajemen risiko;
   e. Memberikan rekomendasi mengenai penyempurnaan sistem Manajemen Risiko serta pelaksanaannya;
   f. Menyarankan indikator risiko yang harus disampaikan oleh manajemen atas perkembangan lingkungan eksternal dan internal organisasi Perseroan yang mempengaruhi proses bisnis Perseroan;
   g. Memberikan rekomendasi mengenai penyempurnaan sistem Manajemen Risiko serta pelaksanaannya.

3. Maintains the confidentiality of the Company's documents, data, and information, both from internal and external parties, and only uses them for the purposes of carrying out the duties of the Risk Monitoring and Legal Committee.

Risk Monitoring and Legal Committee Duties and Responsibilities

Duties of the Risk Monitoring and Legal Committee

The Risk Monitoring and Legal Committee has duties as stated in the Risk Monitoring and Legal Committee Charter. The duties stated in the Risk Monitoring and Legal Committee Charter are as follows:

1. Collectively, in performing their duties, they assist the Board of Commissioners.
2. Independent in the execution of its duties and in reporting, and accountable to the Board of Commissioners.
3. Prepares work manuals, annual committee work programs, and conducts self-assessments, reporting them to the Board of Commissioners.
4. Prepare quarterly and annual reports and submit them to the President Commissioner. These reports may be included in the Board of Commissioners' Annual Report and/or the Company's Annual Report.
5. Holds Committee meetings based on invitations signed by the Committee Chairman or by a Committee Member authorized by the Chairman, prepares minutes of Committee meetings, complete with attendance lists, reviews/evaluates/assesses results in accordance with the meeting agenda, as well as meeting dynamics and decisions, and documents them properly.
6. Reviewing and assessing the investment policy and strategy plans in the toll road and non-toll road businesses submitted by the Board of Directors as input for the Board of Commissioners.
7. Review the realization of the Company's investment plans as stated in the RJPP and RKAP of the Company.
8. Tasks related to Risk Management Monitoring:
   a. Reviewing the implementation of risk management activities carried out by the Board of Directors;
   b. Reviewing the various risk measurement models used by the Company and the implementation of risk management;
   c. Monitoring and reviewing the suitability of various policies and the implementation of the Company's risk management, as well as various potential risks faced by the Company;
   d. Preparing materials, information, analysis, and studies related to investment implementation and risk management;
   e. Providing recommendations on improving the Risk Management system and its implementation;
   f. Suggesting risk indicators that must be conveyed by management regarding developments in the Company's external and internal environment that affect the Company's business processes;
   g. Providing recommendations on improving the Risk Management system and its implementation.

9. Tugas terkait dengan Pengawasan Pelaksanaan Hukum dan Tata Kelola Perusahaan:
   a. Melakukan kajian dan penelaahan secara hukum atas Keputusan/Kebijakan Direksi yang memerlukan persetujuan Dewan Komisaris dan/atau Pemegang Saham Seri A Dwiwarna dan/atau RUPS sebagaimana yang diatur dalam Anggaran Dasar Perseroan;
   b. Melakukan pengawasan *(monitoring)* atas pelaksanaan Keputusan/Kebijakan Direksi yang membutuhkan persetujuan Dewan Komisaris dan/atau Pemegang Saham Seri A Dwiwarna dan/atau RUPS sebagaimana yang diatur dalam Anggaran Dasar Perseroan;
   c. Melakukan kajian atau penelaahan atas berbagai permasalahan hukum yang dilaporkan oleh Direksi kepada Dewan Komisaris, dan melakukan Analisa hukum atas dampak penyelesaian masalah hukum tersebut, sebagai bahan Dewan Komisaris dalam memberikan pandangan, saran dan rekomendasi kepada Direksi;
   d. Bersama dengan Komite Audit melakukan pemantauan, penelaahan dan tindak lanjut yang telah dilakukan oleh Direksi atas hasil audit auditor eksternal yang prosesnya masih dalam penanganannya Instansi/Badan Hukum Pemerintah baik namun tidak terbatas seperti Mahkamah Agung, Kejaksaan Agung, Kepolisian, Pengadilan Negeri dan/atau Pengadilan Tinggi, atau non peradilan seperti BANI;
   e. Melakukan kajian atau penelahaan atas produk hukum internal Perseroan dan memberikan rekomendasi terkait penyempurnaan produk hukum internal tersebut;
   f. Melakukan *monitoring* pelaksanaan atas produk hukum internal Perseroan.
10. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris.
11. Tugas Khusus dari Dewan Komisaris:
    a. Pemberian tugas khusus kepada Komite Pemantau Risiko dan Hukum oleh Dewan Komisaris dilakukan dengan perintah tertulis yang memuat:
       i. Nama yang diberi tugas;
       ii. Sifat penugasan;
       iii. Lingkup pekerjaan;
       iv. Tujuan dan sasaran pekerjaan;
       v. Jangka waktu penugasan.
    b. Lingkup pekerjaan tugas khusus sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku;
    c. Dalam melaksanakan tugas khusus Komite dapat:
       i. Melakukan *review* terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Dewan Direksi dan rapat Dewan Komisaris; jika dianggap perlu,
       ii. Melakukan analisis dan evaluasi, bekerja sama dengan struktural Manajemen yang memiliki Risiko dan Hukum atas Tata Kelola Perusahaan, dan/atau struktural unit kerja terkait atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite Pemantau Risiko dan Hukum dengan beban Perseroan.

9. Duties related to the Supervision of Legal Compliance and Corporate Governance:
   a. Conducting legal reviews and assessments of Board of Directors' Decisions/Policies that require the approval of the Board of Commissioners and/or Series A Dwiwarna Shareholders and/or the GMS as stipulated in the Company's Articles of Association;
   b. Monitoring the implementation of Board of Directors' Decrees/Policies that require the approval of the Board of Commissioners and/or Series A Dwiwarna Shareholders and/or the GMS as stipulated in the Company's Articles of Association;
   c. Conducting studies or reviews of various legal issues reported by the Board of Directors to the Board of Commissioners, and conducting legal analyses of the impact of resolving these legal issues, as material for the Board of Commissioners in providing views, advice, and recommendations to the Board of Directors;
   d. Together with the Audit Committee, monitor, review, and follow up on the actions taken by the Board of Directors on the results of external audits that are still being handled by government agencies/legal entities, including but not limited to the Supreme Court, the Attorney General's Office, the Police, the District Court and/or the High Court, or non-judicial entities such as BANI;
   e. Conducting studies or reviews of the Company's internal legal products and providing recommendations related to the improvement of these internal legal products;
   f. Monitoring the implementation of the Company's internal legal products.
10. Identifying matters that require the attention of the Board of Commissioners and other tasks assigned by the Board of Commissioners.
11. Special Duties from the Board of Commissioners:
    a. The assignment of special tasks to the Risk Monitoring and Legal Committee by the Board of Commissioners shall be carried out by means of a written order containing:
       i. The name assigned to the task;
       ii. The nature of the assignment;
       iii. The scope of work;
       iv. The work objectives and goals;
       v. The assignment duration.
    b. The scope of special assignments is entirely determined by the Board of Commissioners as long as it does not conflict with applicable laws and regulations;
    c. In carrying out special assignments, the Committee may:
       i. Review all records, documents, and other necessary information, including the minutes of the Board of Directors and Board of Commissioners meetings; if deemed necessary,
       ii. Conduct analysis and evaluation, in collaboration with the Management structure responsible for Risk and Legal Affairs for Corporate Governance, and/or the relevant work unit structure, or request the assistance of experts or consultants to assist the Risk Monitoring and Legal Committee at the Company's expense.

d. Menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

Tanggung Jawab Komite Pemantau Risiko dan Hukum Komite Pemantau Risiko dan Hukum

1. Komite Pemantau Risiko dan Hukum bertanggung jawab kepada Dewan Komisaris;
2. Pertanggungjawaban kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
   a. Laporan tahunan pelaksanaan tugas;
   b. Laporan Semester pelaksanaan tugas;
   c. Laporan untuk setiap pelaksanaan tugas khusus Komite.
3. Komite Pemantau Risiko dan Hukum bertanggung jawab menjaga kerahasiaan dokumen, data dan informasi Perseroan.

Kewenangan Komite Pemantau Risiko dan Hukum

Komite Pemantau Risiko dan Hukum dalam melaksanakan tugasnya, diberikan kewenangan dalam beberapa hal. Adapun kewenangan tersebut yaitu:

1. Mengakses catatan atau informasi tentang aset dan sumber daya lainnya dan memasuki pekarangan, gedung, serta kantor yang dipergunakan oleh Perseroan;
2. Berhak mendapat dan meminta setiap hasil kajian risiko dan hukum yang dilakukan baik oleh para *risk owner*, Para Pejabat Struktural terkait, *Risk Champion*, Satuan Pengawasan Intern maupun Direksi Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Dalam melaksanakan kewenangannya, Komite bekerja sama dengan unit kerja terkait, dalam hal ini para *risk owner*, Pejabat Struktural terkait Kendali Mutu dan Manajemen Risiko, Sumber Daya Manusia, Organisasi serta Internal Audit Group Perseroan;
5. Melakukan *review*, memeriksa, melakukan analisa dan memberikan pendapat serta rekomendasi dalam batas ruang lingkup tugasnya;
6. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari Sistem Informasi Manajemen (SIM), laporan-laporan, maupun dari setiap anggota Direksi, karyawan atau individu atau narasumber terkait;
7. Mengundang manajemen untuk hadir dalam rapat Komite; dan
8. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Pengembangan Kompetensi Komite Pemantau Risiko dan Hukum

Pengembangan kompetensi Komite Pemantau Risiko dan Hukum dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi bagi Komite Pemantau Risiko dan Hukum

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Anggota Komite Pemantau Risiko dan Hukum yang bukan

d. Submitting reports on the implementation of special tasks to the Board of Commissioners.

Responsibilities of the Risk Monitoring and Legal Committee

1. The Risk Monitoring and Legal Committee is responsible to the Board of Commissioners;
2. Accountability to the Board of Commissioners is conveyed in the following reports:
   a. Annual report on the implementation of duties;
   b. Semi-annual report on the implementation of duties;
   c. Reports on each implementation of the Committee's specific duties.
3. The Risk Monitoring and Legal Committee is responsible for maintaining the confidentiality of the Company's documents, data, and information.

Authorities of the Risk Monitoring and Legal Committee

The Risk Monitoring and Legal Committee is granted authority in several matters in carrying out its duties. Such authority includes:

1. Accessing records or information about assets and other resources and entering the grounds, buildings, and offices used by the Company;
2. The right to obtain and request any risk and legal assessment results conducted by risk owners, relevant structural officials, risk champions, internal supervisory units, and the Company's Board of Directors;
3. Requesting explanations from the Board of Directors and/or other officials regarding all matters relating to the management of the Company;
4. In exercising its authority, the Committee shall cooperate with relevant work units, in this case, the risk owners, relevant Structural Officials for Quality Control and Risk Management, Human Resources, Organization, and the Company's Internal Audit Group;
5. Conducting reviews, examinations, analyses, and providing opinions and recommendations within the scope of its duties;
6. Seeking and obtaining relevant information (unrestricted access) from the Management Information System (SIM), reports, or from any member of the Board of Directors, employee, individual, or relevant source;
7. Inviting management to attend Committee meetings; and
8. Exercise other authorities granted by the Board of Commissioners.

Competency Development Risk Monitoring and Legal Committee Competency Development

The development of the Risk Monitoring and Legal Committee's competencies is available in the Company Profile chapter of this Annual Report.

Risk Monitoring and Legal Committee Remuneration Policy and Amount

Pursuant to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, Risk Monitoring and Legal Committee members

anggota Dewan Komisaris memperoleh remunerasi berupa honorarium maksimal sebesar 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Pemantau Risiko dan Hukum

Dalam melaksanakan tugas dan tanggung jawab peran dan fungsi Komite Pemantau Risiko dan Hukum, berikut uraian hasil pelaksanaan tugas pengawasan selama Tahun 2025 sebagai berikut:

1. Rapat Komite Pemantau Risiko dan Hukum
   Rapat Komite Pemantau Risiko dan Hukum dilaksanakan dalam rangka review atas kinerja manajemen untuk mengetahui perkembangan kondisi serta masalah-masalah aktual yang dialami Perusahaan termasuk pemberian masukan kepada Dewan Komisaris.

   Sepanjang tahun 2025, Komite Pemantau Risiko dan Hukum telah melaksanakan sebanyak 12 kali Rapat.

   Sebagaimana telah diatur dalam ketentuannya, Komite Pemantau Risiko dan Hukum memiliki ketentuan mengenai rapat. Ketentuan tersebut, yaitu:
   a. Komite Pemantau Risiko dan Hukum mengadakan rapat sekurang-kurangnya 1 (satu) kali dalam setiap triwulan atau 2 (dua) kali dalam setiap semester. Tidak ada batasan maksimal jumlah rapat;
   b. Rapat Komite dipimpin oleh Ketua Komite atau anggota Komite yang paling senior masa keanggotaannya, apabila Ketua Komite berhalangan hadir;
   c. Jika dipandang perlu, Komite dapat mengundang pihak Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite;
   d. Setiap rapat Komite dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Pemantau Risiko dan Hukum yang hadir; dan
   e. Komite mengadakan rapat koordinasi dengan Struktural Manajemen Risiko sekurang-kurangnya sekali dalam 3 (tiga) bulan.

   Sepanjang tahun 2025 Komite Pemantau Risiko dan Hukum melakukan rapat sebanyak 12 (dua belas) kali dengan agenda di antaranya sebagai berikut:
   a. Laporan Fungsi Kepatuhan Anti Penyuapan (FKAP).
   b. Pengusahaan Jalan Tol Anak Perusahaan.
   c. Pedoman Manajemen Risiko.
   d. Evaluasi Atas Efektivitas Pengelolaan Risiko.
   e. Nilai Strategi Risiko 2026.
   f. Progres Reviu *Board Manual.*
   g. Peringkat Komposit Risiko.
   h. Rencana Penerbitan Obligasi.
   i. Permasalahan Hukum.
   j. Rancangan Draft Awal RKAP 2026.
   k. RKAP Anak Perusahaan.
   l. Progres Desain dan Implementasi ICOFR.
   m. Audiensi *Key Performance Indicators* (KPI) RKAP 2026.

who are not Board of Commissioners members receive remuneration in the form of honoraria of up to 20% of the salary of the President Director.

Implementation of Risk Monitoring and Legal Committee Duties

In carrying out the duties and responsibilities of the Risk Monitoring and Legal Committee, the following is a description of the results of the supervision tasks carried out during 2025:

1. Risk Monitoring and Legal Committee Meetings
   The Risk Monitoring and Legal Committee Meeting was held to review management performance, assess developments and actual problems experienced by the Company, and provide input to the Board of Commissioners.

   Throughout 2025, the Risk and Legal Monitoring Committee held 12 meetings.

   As stipulated in its provisions, the Risk Monitoring and Legal Committee has provisions regarding meetings. These provisions are as follows:
   a. The Risk Monitoring and Legal Committee holds meetings at least once every quarter or twice every semester. There is no maximum limit on the number of meetings;
   b. Committee meetings are chaired by the Committee Chairman or the most senior Committee member in terms of membership, if the Committee Chairman is unable to attend;
   c. If deemed necessary, the Committee may invite Management personnel related to the meeting agenda to attend the Committee meeting;
   d. Each Committee meeting is recorded in meeting minutes signed by all members of the Risk Monitoring and Legal Committee who are present; and
   e. The Committee holds coordination meetings with the Risk Management Structure at least once every 3 (three) months.

   Throughout 2025, the Risk Monitoring and Legal Committee held 12 (twelve) meetings with the following agenda items:
   a. Anti-Bribery Compliance Function Report (FKAP).
   b. Toll Road Operations of Subsidiaries.
   c. Risk Management Guidelines.
   d. Evaluation of Risk Management Effectiveness.
   e. 2026 Risk Strategy Score.
   f. Board Manual Review Progress.
   g. Composite Risk Rating.
   h. Bond Issuance Plan.
   i. Legal Issues.
   j. Initial Draft of the 2026 RKAP.
   k. Subsidiary RKAP.
   l. Progress of ICOFR Design and Implementation.
   m. Key Performance Indicators (KPI) Hearing for the 2026 RKAP.

Tabel Kehadiran Komite Pemantau Risiko dan Hukum dalam Rapat Komite Pemantau Risiko dan Hukum 2024
Table of Risk Monitoring and Legal Committee's Attendance at the 2025 Risk Monitoring and Legal Committee Meetings

	Syamsul Bachri Yusuf*	Asrorun Ni'am Sholeh*	Mustolih Siradj**	Erick**	M. Roskanedi***	Abdul Rachman***	Tjahjanto Budisatrio****	Iqbal Tawakkal*****
Jumlah Rapat Dalam Setahun Total Meetings in One Year	12							
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	9	9	8	12	3	3	3	4
Jumlah Rapat yang Dihadiri Total Attended Meetings	9	9	8	12	3	3	3	4
Presentasi Kehadiran (%) Attendance Percentage (%)	100%	100%	100%	100%	100%	100%	100%	100%
Rata-Rata (%) **Average (%)**	**100%**							

Keterangan/Notes:
* Menjabat sejak 5 Juni 2025/In office since June 5, 2025
** Menjabat sejak 1 Juli 2025/In office since July 1, 2025
*** Menjabat sampai 7 Mei 2025/Serving until May 7, 2025
**** Menjabat sampai 9 Mei 2025/Serving until May 9, 2025
***** Menjabat sampai 30 Juni 2025/Serving until June 30, 2025

2. Kunjungan Lapangan/Unit Usaha
Komite Pemantau Risiko dan Hukum melaksanakan kegiatan kunjungan ke lapangan/unit usaha guna mendapatkan gambaran dan informasi yang lebih akurat/jelas mengenai bidang atau hal-hal yang perlu mendapat perhatian.

Selama Tahun 2025, Komite Pemantau Risiko dan Hukum telah melaksanakan 7 kali kunjungan, dengan rincian sebagai berikut:

2. Field/Business Unit Visits
The Risk Monitoring and Legal Committee conducts field/business unit visits to obtain a clearer picture and more accurate information regarding areas or matters that require attention.

Throughout 2025, the Risk and Legal Monitoring Committee conducted 7 (seven) visits, with the following details:

No.	Tanggal Date	Lokasi Location
1.	06 Maret 2025 March 6, 2025	Ruas Jalan Tol Fungsional Tol Yogya-Solo dalam Rangka Persiapan Idul Fitri 2025 Functional Toll Road Sections of the Yogya-Solo Toll Road in Preparation for Eid al-Fitr 2025
2.	17-19 Maret March 17-19, 2025	Jalan Tol Trans Jawa dalam Rangka Kesiapan Operasional Mudik Idul Fitri Tahun 2025 Trans-Java Toll Road in Preparation for Eid al-Fitr 2025 Homecoming Operations
3.	19 Juni 2025 June 19, 2025	Proyek Jalan Tol Jakarta-Cikampek Selatan Jakarta-Cikampek Selatan Toll Road Project
4.	27-29 Juni 2025 June 27-29, 2025	1. Rest Area 207A Palimanan-Kanci, Rest Area 379A Batang, dan Rest Area 519A Solo-Ngawi 2. Proyek PT Jasamarga Probolinggo Banyuwangi 3. Proyek PT Jasamarga Jogja Solo Paket 1.1 Klaten-Kartasura, Paket 1.2 Purwomartani-Klaten, Paket 2.2B Trihanggo-JC Sleman 4. Proyek PT Jasamarga Jogja Bawen Seksi 1 dan Seksi 6 1. Rest Area 207A Palimanan-Kanci, Rest Area 379A Batang, and Rest Area 519A Solo-Ngawi 2. PT Jasamarga Probolinggo Banyuwangi Project 3. PT Jasamarga Jogja Solo Project Package 1.1 Klaten-Kartasura, Package 1.2 Purwomartani-Klaten, Package 2.2B Trihanggo-JC Sleman 4. PT Jasamarga Jogja Bawen Project Section 1 and Section 6
5.	15 Juli 2025 July 15, 2025	Jasamarga Tollroad Command Center, Jatiasih, Bekasi
6.	07-09 Agustus 2025 August 7-9, 2025	PT Jasamarga Manado Bitung (Jalan Tol Manado-Bitung) PT Jasamarga Manado Bitung (Manado-Bitung Toll Road)
7.	08 November 2025 November, 2025	PT Jasamarga Japek Selatan (Jalan Tol Jakarta-Cikampek Selatan) PT Jasamarga Japek Selatan (Jakarta-Cikampek Selatan Toll Road)

3. Pengembangan Kompetensi Komite Pemantau Risiko dan Hukum
   Sepanjang tahun 2025, Perseroan telah mengikutsertakan Komite Pemantau Risiko dan Hukum pada berbagai pelatihan sebagai bentuk pengembangan kompetensi. Lebih lanjut mengenai pengembangan kompetensi Komite Pemantau Risiko dan Hukum, dapat dilihat pada Bab Profil Perusahaan, bagian Pengembangan Kompetensi Komite Pemantau Risiko dan Hukum.

4. Evaluasi Atas Efektivitas Pengelolaan Risiko
   Dalam melakukan evaluasi efektivitas pengelolaan risiko di tahun 2025, Dewan Komisaris memperhatikan risiko Perseroan didasarkan pada proses bisnis Perseroan dengan memperhatikan taksonomi (kategori) risiko Perseroan yang telah disesuaikan dengan arahan BP BUMN.

   Hal-hal yang menjadi perhatian terkait capaian kinerja Perseroan di antaranya adalah sebagai berikut:
   a. Ketepatan waktu penyelesaian konstruksi untuk menjaga kelayakan ruas.
   b. Ketepatan waktu penyesuaian tarif sesuai peraturan dan perundangan.
   c. Efisiensi biaya operasi untuk menjaga *EBITDA Margin* dan memberikan arus kas positif bagi Perseroan.
   d. Komposisi liabilitas dengan mempertimbangkan investasi jangka panjang Perseroan.
   e. Sumber pendanaan investasi yang dapat mempengaruhi kinerja keuangan secara positif dan menciptakan arus kas positif dari kegiatan operasi Perseroan.

5. Evaluasi Atas Laporan Manajemen
   Evaluasi efektivitas pemantauan risiko dan hukum dilakukan secara berkala untuk memastikan keberlanjutan bisnis Perseroan dalam menghadapi berbagai tantangan dan dinamika yang terjadi sepanjang tahun 2025. Evaluasi ini dilakukan dengan mempertimbangkan aspek keuangan, operasional, teknologi, hukum, dan reputasi.

   Berdasarkan evaluasi atas efektivitas pengelolaan risiko dan hukum selama tahun 2025, Perseroan telah berhasil menjaga keseimbangan antara pertumbuhan bisnis dan mitigasi risiko, serta pemenuhan kepatuhan atas peraturan perundang undangan yang berlaku.

   Keberhasilan ini didukung oleh strategi keuangan yang *prudent*, pemanfaatan teknologi, serta penerapan tata kelola yang baik. Rekomendasi untuk tahun berikutnya mencakup peningkatan sinergi antar Anak Perusahaan, optimalisasi investasi berbasis teknologi, serta penguatan kebijakan kepatuhan dan audit internal.

   Manajemen Perseroan senantiasa berupaya untuk dapat menerapkan manajemen risiko secara komprehensif pada seluruh kegiatan Perseroan yang diwujudkan dengan memastikan bawah pelaksanaan tersebut telah diterapkan secara efektif, efisien dan sesuai dengan apa yang diamanatkan 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. Organ Dewan Komisaris senantiasa

3. Competency Development of the Risk and Legal Monitoring Committee
   Throughout 2025, the Company has enrolled the Risk and Legal Monitoring Committee in various training programmes as part of its competency development initiatives. Further details regarding the competency development of the Risk and Legal Monitoring Committee can be found in the Company Profile section, under 'Competency Development of the Risk and Legal Monitoring Committee'.

4. Evaluation of Risk Management Effectiveness
   In evaluating the effectiveness of risk management in 2025, the Board of Commissioners considered the Company's risks based on the Company's business processes, considering the Company's risk taxonomy (categories), which has been adjusted in accordance with the directives of the Ministry of SOE.

   The following are some of the points of concern regarding the Company's performance achievements:
   a. Timeliness of construction completion to maintain the viability of the route.
   b. Timeliness of tariff adjustments in accordance with regulations and legislation.
   c. Operational cost efficiency to maintain EBITDA Margin and provide positive cash flow for the Company.
   d. Liability composition taking into account the Company's long-term investments.
   e. Sources of investment funding that can positively affect financial performance and generate positive cash flow from the Company's operating activities.

5. Evaluation of Management Reports
   The effectiveness of risk and legal monitoring is evaluated periodically to ensure the Company's business sustainability in facing various challenges and dynamics throughout 2025. This evaluation is carried out by considering financial, operational, technological, legal, and reputational aspects.

   Based on the evaluation of the effectiveness of risk and legal management during 2025, the Company's management has successfully maintained a balance between business growth and risk mitigation, as well as compliance with applicable laws and regulations.

   This success was supported by prudent financial strategies, the utilization of technology, and the implementation of good governance. Recommendations for the following year include increasing synergy between subsidiaries, optimizing technology-based investments, and strengthening compliance and internal audit policies.

   The Company's management continuously strives to implement comprehensive risk management in all of the Company's activities by ensuring that such implementation is carried out effectively, efficiently, and in accordance with the provisions of the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. The Board of Commissioners is committed

berkomitmen dan bertanggung jawab dalam melakukan fungsi pengawasan dalam rangka memastikan bahwa penerapan manajemen risiko terselenggara dengan baik dimana penerapan kebijakan dan peraturan yang selaras dengan peraturan tersebut terus dilaksanakan dan dievaluasi secara berkala dan berkelanjutan.

and responsible for performing its supervisory function to ensure that risk management is implemented properly, whereby the implementation of policies and regulations in line with these regulations is carried out and evaluated regularly and continuously.

Pemenuhan *Key Performance Indicators* (KPI) Komite Pemantau Risiko dan Hukum

Dalam melaksanakan tugasnya, Komite Pemantau Risiko dan Hukum selalu berpedoman pada Program Kerja Komite Pemantau Risiko dan Hukum. Secara umum, kinerja Komite Pemantau Risiko dan Hukum didasarkan pada realisasi program kerja dibandingkan dengan target yang ditetapkan. Secara umum pada tahun 2025, Komite Pemantau Risiko dan Hukum telah melaksanakan seluruh kegiatan sesuai dengan perencanaan yang ditetapkan dan telah memenuhi seluruh indikator penilaian.

Kinerja Komite Pemantau Risiko dan Hukum selama tahun 2025 berdasarkan KPI dirinci sebagai berikut:

Fulfillment of Risk Monitoring and Legal Committee Key Performance Indicators (KPIs)

In carrying out its duties, the Risk Monitoring and Legal Committee always adheres to the Work Program of the Risk Monitoring and Legal Committee. In general, the performance of the Risk Monitoring and Legal Committee is based on the realization of the work program compared to the set targets. In general, in 2025, the Risk Monitoring and Legal Committee has carried out all activities in accordance with the established plan and has met all assessment indicators.

The performance of the Risk Monitoring and Legal Committee in 2025, based on KPIs, is detailed as follows:

Tabel Hasil Penilaian KPI Komite Pemantau Risiko dan Hukum Tahun 2025
Table of Risk Monitoring and Legal Committee KPI Assessment Results in 2025

No.	Program Kerja Work Program	Realisasi/Output Realization/Output	Bobot Weight (A)	Ketercapaian Achievement [0-100] (B)	Skor Score (AxB)
1.	Pembahasan Revisi RKAP 2025 dengan Kesesuaian RJPP 2025-2029 Discussion of the 2025 RKAP Revision per the 2025-2029 RJPP	1 kali Rapat Pembahasan 1 Discussion Meeting	7,5%	100	7,5%
2.	Pembahasan RKAP 2026 dengan kesesuaian RJPP 2025-2029 Discussion of the 2026 RKAP per the 2025-2029 RJPP	6 kali Rapat Pembahasan 6 Discussion Meetings	7,5%	100	7,5%
3.	Pembahasan Revisi RKAP 2025 dengan memperhatikan Aspirasi Pemegang Saham, Peraturan Perundangan dan Perjanjian dengan Pihak Ketiga Discussion of the 2025 RKAP Revision with consideration of Shareholder Aspirations, Laws and Regulations, and Agreements with Third Parties	1 kali Rapat Pembahasan 1 Discussion Meeting	7,5%	100	7,5%
4.	Pembahasan RKAP 2026 dengan memperhatikan Aspirasi Pemegang Saham, Peraturan Perundangan dan Perjanjian Pihak dengan Ketiga Discussion of the 2026 RKAP with consideration of Shareholder Aspirations, Laws and Regulations, and Agreements with Third Parties	6 kali Rapat Pembahasan 6 Discussion Meetings	7,5%	100	7,5%
5.	Pembahasan (termasuk namun tidak terbatas pada evaluasi) Pembangunan Jalan Tol PSN, termasuk rencana Pemrakarsa didasarkan pada RJPP 2025-2029 Discussion (including but not limited to evaluation) of PSN Toll Road Development, including the Initiator's plan based on the 2025-2029 RJPP	• 1 kali Rapat Pembahasan • 1 Nota Dinas KPRH • 1 Discussion Meeting • 1 KPRH Official Memorandum	5%	100	5%
6.	Pembahasan Pengembangan Lini Bisnis Prospektif Discussion of Prospective Business Line Development	2 Nota Dinas KPRH 2 KPRH Official Memorandums	5%	100	5%

Tabel Hasil Penilaian KPI Komite Pemantau Risiko dan Hukum Tahun 2025
Table of Risk Monitoring and Legal Committee KPI Assessment Results in 2025

No.	Program Kerja Work Program	Realisasi/Output Realization/Output	Bobot Weight (A)	Ketercapaian Achievement [0-100] (B)	Skor Score (AxB)
7.	Evaluasi Kebijakan Manajemen Risiko dan Implementasi Teknologi: SLFF, FLO, MLFF, *Traffic Counting AI, Enhancement Travoy* Evaluation of Risk Management Policy and Technology Implementation: SLFF, FLO, MLFF, Traffic Counting AI, Enhancement Travoy	• 3 Nota Dinas KPRH • 1 kali Rapat Pembahasan • 3 KPRH Official Memorandums • 1 Discussion Meeting	5%	100	5%
8.	Evaluasi atas *Masterplan* IT 2025-2029 sejalan dengan RJPP 2025-2029 Evaluation of the 2025-2029 IT Master Plan in line with the 2025-2029 RJPP	1 Nota Dinas KPRH 1 KPRH Official Memorandum	5%	100	5%
9.	Pembahasan dan Evaluasi Pelaksanaan Kebijakan Pengelolaan Anak Perusahaan Discussion and Evaluation of the Implementation of Subsidiary Management Policies	Laporan dalam Rapat Dewan Komisaris Reports in the Board of Commissioners Meeting	5%	100	5%
10.	Pembahasan dan Evaluasi Kepatuhan Perusahaan dalam Menjalankan Peraturan Perundang-undangan dan Anggaran Dasar Perusahaan Discussion and Evaluation of Company Compliance in Implementing Laws and Regulations and the Company's Articles of Association	• 1 kali Rapat Pembahasan • 1 Nota Dinas KPRH • 1 Discussion Meeting • 1 KPRH Official Memorandum	5%	100	5%
11.	Pembahasan dan Evaluasi Kepatuhan Perusahaan terhadap Seluruh Perjanjian dan Komitmen yang dibuat oleh Perusahaan dengan Pihak Ketiga Discussion and Evaluation of Company Compliance with All Agreements and Commitments made by the Company with Third Parties	3 Nota Dinas KPRH 3 KPRH Official Memorandums	5%	100	5%
122.	Pembahasan Transaksi atau Tindakan Direksi yang memerlukan Persetujuan/Otorisasi/ Rekomendasi dalam Lingkup Dewan Komisaris atau RUPS Discussion of Transactions or Actions of the Board of Directors that require Approval/ Authorization/Recommendation within the Scope of the Board of Commissioners or GMS	4 Nota Dinas KPRH 4 KPRH Official Memorandums	7,5%	100	7,5%
13.	Pembahasan Rencana Aksi Korporasi Keuangan Discussion of Financial Corporate Action Plans	3 Nota Dinas KPRH 3 KPRH Official Memorandums	7,5%	100	7,5%
14.	Peningkatan Kompetensi melalui Program Pelatihan Competency Improvement through Training Programs	5 kali Pelatihan 5 Training	5%	100	5%
15.	Piagam/*Charter* dan Program Kerja Tahunan Charter and Annual Work Program	• 2 Nota Dinas KPRH • 1 kali Rapat Pembahasan • 2 KPRH Official Memorandums • 1 Discussion Meeting	5%	100	5%
16.	Penugasan Dewan Komisaris Assignment of the Board of Commissioners	Dilaporkan Melalui Nota Dinas KPRH Reported through the KPRH official memorandums	5%	100	5%
17.	Pelaporan Hasil Kegiatan dan Hasil Penugasan Reporting of Activity Results and Assignment Results	Laporan Triwulanan Quarterly Reports	5%	100	5%
Pencapaian KPI **KPI Achievement**					**100%**

Rencana Kerja Komite Pemantau Risiko dan Hukum Tahun 2026

Program kerja Komite Pemantau Risiko dan Hukum di tahun 2026 di antaranya adalah sebagai berikut:
- Rapat Komite Pemantau Risiko dan Hukum.
- Pembahasan dan pengawasan bidang risiko.
- Pembahasan dan pengawasan bidang hukum.
- Pembahasan implementasi teknologi.
- Pengawasan atas Informasi Manajemen.
- Pembahasan RKAP dan RJPP.
- Peningkatan Kompetensi.
- Pembahasan proses internal dengan membuat program kerja dan *review* dokumen terkait jika diperlukan.

Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi merupakan komite yang dibentuk untuk membantu Dewan Komisaris melaksanakan fungsi pengawasan melalui pemantauan dan evaluasi terhadap fungsi dan kebijakan Tata Kelola Terintegrasi. Komite Tata Kelola Terintegrasi merupakan organ pendukung Dewan Komisaris yang merupakan organ pengelola risiko, yang wajib dimiliki apabila Perseroan masuk dalam kategori konglomerasi dan klasifikasi risikonya sistemik A. Melalui komite ini, diharapkan Dewan Komisaris bekerja secara profesional, independen, dan kompeten agar Visi dan Misi Perseroan dapat tercapai.

Dasar Pembentukan Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi dibentuk berdasarkan peraturan perundangan. Adapun dasar hukum pembentukan Komite Tata Kelola Terintegrasi, sebagai berikut:
1. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara (Berita Negara RI Tahun 2023 No. 262);
2. Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara (Berita Negara RI Tahun 2023 No. 263);
3. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka;
4. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara No. SK-3/DKU.MBU/05/2023 tentang Petunjutk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara;
5. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara No. SK-6/DKU.MBU/05/2023 tentang Proses Manajemen Risiko dan Agregasi;
6. Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
7. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk Akta Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH akta No. 04 tanggal 09 Januari 2026, berikut Surat Penerimaan

Risk Monitoring and Legal Committee Work Plan for 2026

The work program of the Risk Monitoring and Legal Committee in 2026 includes the following:
- Risk Monitoring and Legal Committee meetings.
- Discussion and supervision of risk areas.
- Discussion and supervision of legal matters.
- Discussion of technology implementation.
- Supervision of Management Information.
- Discussion of RKAP and RJPP.
- Competency improvement.
- Discussion of internal processes by creating work programs and reviewing related documents if necessary.

Integrated Governance Committee

The Integrated Governance Committee is a committee formed to assist the Board of Commissioners in carrying out its supervisory functions through monitoring and evaluating the functions and policies of Integrated Governance. The Integrated Governance Committee is a supporting body of the Board of Commissioners, which is a risk management body that must be established if the Company is classified as a conglomerate and its risk classification is systemic A. Through this committee, it is expected that the Board of Commissioners will work professionally, independently, and competently so that the Company's Vision and Mission can be achieved.

Integrated Governance Committee Establishment Basis

The Integrated Governance Committee is formed based on legislation. The legal basis for the formation of the Integrated Governance Committee is as follows:
1. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises (2023 State Gazette of the Republic of Indonesia No. 262);
2. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises (2023 State Gazette of the Republic of Indonesia No. 263);
3. Financial Services Authority Regulation No. 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Companies;
4. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-3/DKU.MBU/05/2023 on Technical Guidelines for the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises;
5. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-6/DKU.MBU/05/2023 on Risk Management and Aggregation Processes;
6. Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 on Guidelines for Corporate Governance of Public Companies;
7. Articles of Association of the State-Owned Enterprise (Persero) PT Jasa Marga (Persero) Tbk, Notarial Deed of Ir. Nanette Cahyanie Handari Adi Warsito, SH, Deed No. 04 dated January 9, 2026, along with the Notice of

Pemberitahuan dari Direktorat Jenderal Administrasi Hukum Umum Kementerian Hukum Republik Indonesia No. AHUAH.01.03-0013716 tanggal 19 Januari 2026 dan telah didaftar dalam Daftar Perseroan No. AHU-0007721. AH.01.11.Tahun 2026 tanggal 19 Januari 2026;

8. Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-038/III/2024 tanggal 22 Maret 2024, tentang Pembentukan Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk.

Pedoman Kerja/Piagam Komite Tata Kelola Terintegrasi

Jasa Marga memiliki Pedoman Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk diatur melalui Keputusan Bersama Dewan Komisaris dan Direksi yang Tbk No. KEP-041/III/2024 dan No. 45/KPTS/2024 tanggal 22 Maret 2024 tentang Pedoman Tata Kelola Terintegrasi Konglomerasi PT Jasa Marga (Persero) Tbk. Pedoman ini merupakan acuan bagi Komite Tata Kelola Terintegrasi dalam melaksanakan tugas dan tanggung jawabnya. Pedoman tersebut memuat ketentuan yang harus dipatuhi oleh Komite Tata Kelola Terintegrasi, dengan tujuan agar pelaksanaan kegiatan Komite Tata Kelola Terintegrasi dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Dalam pengaturannya terhadap Komite Tata Kelola Terintegrasi, Pedoman Tata Kelola Terintegrasi Konglomerasi PT Jasa Marga (Persero) Tbk, memuat substansi antara lain mencakup:

1. Struktur Keanggotaan Komite Tata Kelola Terintegrasi;
2. Tugas dan Tanggung Jawab Komite Tata Kelola Terintegrasi; dan
3. Piagam Komite Tata Kelola Terintegrasi.

Persyaratan Keanggotaan

Setiap orang yang diangkat menjadi anggota Komite Tata Kelola Terintegrasi, merupakan seluruh Komisaris Induk Jasa Marga dan Komisaris Utama Anak Perusahaan.

Ketentuan Masa Jabatan

Seluruh Anggota Komite Tata Kelola Terintegrasi Jasa Marga memiliki integritas, kompetensi dan reputasi yang baik. Pemberhentian anggota Komite Tata Kelola Terintegrasi dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya sebagai Komisaris Induk atau sebagai Komisaris Utama Anak Perusahaan. Masa tugas anggota Komite Tata Kelola Terintegrasi tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perseroan dan dapat diangkat kembali, sesuai peraturan dan ketentuan perundangan.

Apabila anggota Komisaris yang menjadi Ketua Komite Tata Kelola Terintegrasi berhenti sebelum masa tugasnya sebagai Komisaris Perseroan, maka Ketua Tata Kelola Terintegrasi digantikan oleh Komisaris lainnya.

Receipt from the Directorate General of General Legal Administration of the Ministry of Law of the Republic of Indonesia No. AHUAH.01.03-0013716 dated January 19, 2026, and registered in the Company Register No. AHU-0007721. AH.01.11.Year 2026 dated January 19, 2026;

8. Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. KEP-038/III/2024 dated March 22, 2024, on the Establishment of the Integrated Governance Committee of PT Jasa Marga (Persero) Tbk.

Integrated Governance Committee Work Guideline/Charter

Jasa Marga has Integrated Governance Guidelines for PT Jasa Marga (Persero) Tbk, regulated through a Joint Decree of the Board of Commissioners and Board Directors of Tbk No. KEP-041/III/2024 and No. 45/KPTS/2024 dated March 22, 2024, on the Integrated Governance Guidelines for the Conglomerate of PT Jasa Marga (Persero) Tbk. These guidelines serve as a reference for the Integrated Governance Committee in carrying out its duties and responsibilities. The guidelines contain provisions that must be complied with by the Integrated Governance Committee, with the aim that the implementation of the Integrated Governance Committee's activities can be carried out independently, objectively, autonomously, transparently, and accountably. In its regulation of the Integrated Governance Committee, the Integrated Governance Guidelines for the PT Jasa Marga (Persero) Tbk Conglomerate contains substances that include, among other things:

1. The membership structure of the Integrated Governance Committee;
2. The duties and responsibilities of the Integrated Governance Committee; and
3. The Integrated Governance Committee Charter.

Membership Requirements

Every person appointed as a Integrated Governance Committee member shall be a Commissioner of Jasa Marga Parent Company and a President Commissioner of Subsidiary Companies.

Term of Office

All members of Jasa Marga's Integrated Governance Committee have integrity, competence, and a good reputation. Members of the Integrated Governance Committee may be dismissed if their term of office as a Commissioner of the Parent Company or as a President Commissioner of a Subsidiary ends. The term of office of members of the Integrated Governance Committee shall not exceed the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be reappointed per laws and regulations.

If a Commissioner who is the Chairman of the Integrated Governance Committee resigns before the end of their term as a Commissioner of the Company, the Chairman of the Integrated Governance Committee shall be replaced by another Commissioner.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Tata Kelola Terintegrasi

Struktur keanggotaan Komite Tata Kelola Terintegrasi terdiri dari Ketua Komite merangkap anggota yaitu Komisaris Utama PT Jasa Marga (Persero) Tbk, anggota komite yaitu anggota Dewan Komisaris PT Jasa Marga (Persero) Tbk dan perwakilan Dewan Komisaris pada anak Perusahaan PT Jasa Marga (Persero) Tbk.

Anggota Komite Tata Kelola Terintegrasi harus memiliki komitmen yang teguh dan integritas yang tinggi, kemampuan komunikasi secara efektif serta memiliki pengetahuan, pengalaman dan kemampuan teknis di bidang tugasnya. Mengacu pada Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No KEP-039/III/2024 tanggal 22 Maret 2024 Susunan Tata Kelola Terintegrasi terdiri dari Komisaris Utama dan seluruh anggota Komisaris PT Jasa Marga (Persero) Tbk dan seluruh Komisaris Utama pada anak perusahaan PT Jasa Marga (Persero) Tbk. Adapun susunan secara lengkap ketua dan anggota Komite Tata Kelola Terintegrasi yaitu sebagai berikut:

Structure, Number, Composition, and Appointment Basis of Integrated Governance Committee

The membership structure of the Integrated Governance Committee consists of the Committee Chairman, who is also a member, i.e., the President Commissioner of PT Jasa Marga (Persero) Tbk, committee members who are members of the Board of Commissioners of PT Jasa Marga (Persero) Tbk, and representatives of the Board of Commissioners of PT Jasa Marga (Persero) Tbk subsidiaries.

Members of the Integrated Governance Committee must have a strong commitment and high integrity, effective communication skills, as well as knowledge, experience, and technical capabilities in their respective fields. Referring to the Board of Commissioners Decree of PT Jasa Marga (Persero) Tbk No. KEP-039/III/2024 dated March 22, 2024, the Integrated Governance structure consists of the President Commissioner and all members of the Board of Commissioners of PT Jasa Marga (Persero) Tbk, and all President Commissioners of PT Jasa Marga (Persero) Tbk subsidiaries. The complete list of the chair and members of the Integrated Governance Committee is as follows:

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Tata Kelola Terintegrasi
Table of Structure, Number, Composition, and Appointment Basis of Integrated Governance Committee

Nama Name	Jabatan Position
Komisaris Utama | President Commissioner PT Jasa Marga (Persero) Tbk	Ketua Chairman
Seluruh Anggota Dewan Komisaris | All Members of the Board of Commissioners PT Jasa Marga (Persero) Tbk	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Trans Jawa Tol	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Toll Road Operator	Anggota Member
Komisaris Utama | President Commissioner PT Toll Road Maintenance	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Related Business	Anggota Member
Komisaris Utama | President Commissioner PT Kunciran Cengkareng	Anggota Member
Komisaris Utama | President Commissioner PT Marga Sarana Jabar	Anggota Member
Komisaris Utama | President Commissioner PT Cinere Serpong Jaya	Anggota Member
Komisaris Utama | President Commissioner PT Marga Trans Nusantara	Anggota Member
Komisaris Utama | President Commissioner PT Marga Lingkar Jakarta	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Manado Bitung	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Bali Tol	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Kualanamu Tol	Anggota Member

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Tata Kelola Terintegrasi
Table of Structure, Number, Composition, and Appointment Basis of Integrated Governance Committee

Nama Name	Jabatan Position
Komisaris Utama | President Commissioner PT Jasamarga Balikpapan Samarinda	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Japek Selatan	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Probolinggo Banyuwangi	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Jogja Bawen	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Jogja Solo	Anggota Member
Komisaris Utama | President Commissioner PT Jasamarga Akses Patimban	Anggota Member

Profil Komite Tata Kelola Terintegrasi

Profil anggota Komite Tata Kelola Terintegrasi dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Integrated Governance Committee Profile

The profiles of the Integrated Governance Committee members are available in the Board of Commissioners Profile section of the Company Profile chapter in this Annual Report.

Independensi Anggota Komite Tata Kelola Terintegrasi

Sesuai dengan ketentuan dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, seluruh anggota Komite Tata Kelola Terintegrasi telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Independence of Integrated Governance Committee Members

In accordance with the provisions of the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, all members of the Integrated Governance Committee have met the requirements for number, composition, criteria, competence, and independence.

Tabel Independensi Komite Tata Kelola Terintegrasi
Table of Independence of Integrated Governance Committee Members

Aspek Independensi Independency Aspect	Seluruh Anggota Komite Tata Kelola Terintegrasi* All Members of the Integrated Governance Committee*
Tidak memiliki hubungan keuangan dengan Dewan Komisaris. Has no financial relationship with the Board of Commissioners.	■
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi. Has no management relationship in the company, subsidiaries, or affiliated companies.	■
Tidak memiliki hubungan kepemilikan saham di perusahaan. Has no share ownership relationship in the company.	■
Tidak memiliki hubungan kekeluargaan dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit. Has no familial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	■
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not serve as a political party official, government official, or public official.	■

Keterangan/Notes:
* Seluruh anggota Komite Tata Kelola Terintegrasi terdiri dari Seluruh Komisaris Induk dan Komisaris Utama Anak Perusahaan.
* All members of the Integrated Governance Committee consist of all Commissioners of the Parent Company and President Commissioners of Subsidiaries.

Sebagai bentuk penerapan prinsip independensi, Komite Tata Kelola Terintegrasi menandatangani Surat Pernyataan Independensi. Surat pernyataan tersebut, memuat beberapa pernyataan penting, antara lain bahwa Komite Tata Kelola Terintegrasi Jasa Marga:

1. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
2. Tidak memiliki saham Perseroan, baik langsung maupun tidak langsung.
3. Menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Tata Kelola Terintegrasi.

Tugas dan Tanggung Jawab Komite Tata Kelola Terintegrasi

Berdasarkan Piagam Komite Tata Kelola Terintegrasi PT Jasa Marga (Persero) Tbk dan mengacu pada Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Komite Tata Kelola Terintegrasi bekerja secara kolektif dan bersifat independen dalam pelaksanaan tugasnya maupun dalam pelaporan, serta bertanggung jawab langsung kepada Dewan Komisaris.

Adapun tugas Komite Tata Kelola Terintegrasi adalah sebagai berikut:

1. Melakukan evaluasi kebijakan Tata Kelola Terintegrasi;
2. Melakukan pemantauan dan evaluasi atas ketidaksesuaian kebijakan Tata Kelola Terintegrasi pada BUMN Induk atau Anak Perusahaan BUMN;
3. Melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
4. Memberikan rekomendasi kepada Dewan Komisaris untuk penyempurnaan kebijakan Tata Kelola Terintegrasi;
5. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Intern, hukum dan kepatuhan, keuangan dan Manajemen Risiko, sumber daya manusia dan aspek fungsi operasional usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi; dan
6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundangundangan, Anggaran Dasar, dan/atau Keputusan RUPS.

Kewenangan

Dalam memberikan masukan dan evaluasi atas hasil pemantauan atau fungsi pengawasan Dewan Komisaris Anak Perusahaan BUMN terkait:

1. Implementasi kebijakan Tata Kelola Terintegrasi.
2. Rencana strategis Anak Perusahaan BUMN.
3. Investasi Anak Perusahaan BUMN.
4. Portofolio bisnis Anak Perusahaan BUMN.
5. Kebijakan lain yang berdampak pada sinergi Konglomerasi PT Jasa Marga (Persero) Tbk.

As a form of implementing the principle of independence, the Integrated Governance Committee signs a Statement of Independence. The statement contains several important statements, including that the Jasa Marga Integrated Governance Committee:

1. Has no personal interests/connections that could have a negative impact or conflict of interest with the Company.
2. Does not own any shares in the Company, either directly or indirectly.
3. Maintains the confidentiality of the Company's documents, data, and information, both from internal and external parties, and only uses them for the purposes of carrying out the duties of the Integrated Governance Committee.

Integrated Governance Committee Duties and Responsibilities

Based on the Integrated Governance Committee Charter of PT Jasa Marga (Persero) Tbk and referring to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on Organs and Human Resources of State-Owned Enterprises, the Integrated Governance Committee operates collectively and independently in the performance of its duties and reporting, and is directly accountable to the Board of Commissioners.

The duties of the Integrated Governance Committee are as follows:

1. Conducting evaluations of Integrated Governance policies;
2. Monitoring and evaluating non-compliance with Integrated Governance policies at the parent SOE or SOE subsidiaries;
3. Evaluating the implementation of Integrated Governance, at least through an assessment of the adequacy of internal controls and the implementation of integrated compliance functions;
4. Providing recommendations to the Board of Commissioners for the improvement of Integrated Governance policies;
5. Communicating with work units for functions including Internal Audit, Legal and Compliance, Finance and Risk Management, Human Resources, and other necessary operational aspects of the business to obtain information, clarification, and request necessary reports in an integrated manner; and
6. Monitoring and evaluating the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, the Articles of Association, and/or GMS Resolutions.

Authorities

In providing input and evaluation on the results of monitoring or supervisory functions of the Board of Commissioners of SOE Subsidiaries related to:

1. The implementation of Integrated Governance policies.
2. The strategic plans of SOE Subsidiaries.
3. Investments of SOE Subsidiaries.
4. The business portfolio of SOE subsidiaries.
5. Other policies that impact the synergy of the PT Jasa Marga (Persero) Tbk conglomerate.

Pengembangan Kompetensi

Pengembangan kompetensi Komite Tata Kelola Terintegrasi dapat dilihat pada bab Profil dalam buku Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi bagi Komite Tata Kelola Terintegrasi

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Anggota Komite Tata Kelola Terintegrasi yang bukan anggota Dewan Komisaris memperoleh remunerasi berupa honorarium maksimal sebesar 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi menjalankan fungsinya secara kolektif dan independen sesuai Peraturan Menteri BUMN No. PER-3/MBU/03/2023 dengan fokus pada evaluasi kebijakan, pemantauan kepatuhan anak perusahaan, serta penilaian kecukupan pengendalian internal guna memberikan rekomendasi penyempurnaan kepada Dewan Komisaris. Dalam melaksanakan mandat tersebut, Komite Tata Kelola Terintegrasi aktif menjalin komunikasi lintas unit kerja untuk memastikan sinkronisasi berbagai aspek terintegrasi di seluruh lini perusahaan.

Rapat Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi secara fungsinya membantu Dewan Komisaris. Komite Tata Kelola Terintegrasi juga mengadakan dan/atau mengikuti rapat sebagai salah satu wujud kerja. Adapun rapat-rapat yang diadakan dan/atau diikuti oleh Komite Tata Kelola Terintegrasi di antaranya adalah:
1. Rapat Komite Tata Kelola Terintegrasi;
2. Rapat Koordinasi Komite;
3. Rapat Dewan Komisaris; dan
4. Rapat Koordinasi Dewan Komisaris-Direksi.

Sebagaimana termuat dalam Pedoman Tata Kelola Terintegrasi Konglomerasi PT Jasa Marga (Persero) Tbk, Rapat Komite Tata Kelola Terintegrasi diadakan minimal 1 (satu) kali dalam 1 (satu) semester. Adapun pemanggilan rapat dilakukan sekurang-kurangnya 5 (lima) hari kalender sebelum pelaksanaan, berisi informasi mengenai hari, tanggal, jam, tempat, dan agenda rapat. Pelaksanaan atas Rapat Komite Tata Kelola Terintegrasi dipimpin oleh Ketua Komite Tata Kelola Terintegrasi.

Rapat Koordinasi Komite adalah Rapat yang dilakukan secara bersama-sama oleh Komite Tata Kelola Terintegrasi dengan jajaran Manajemen Jasa Marga Grup. Rapat Koordinasi Komite ini dilakukan sebagai bagian dari tugas Komite Tata Kelola Terintegrasi untuk membantu Dewan Komisaris melakukan Fungsi Pengawasan dan juga memberikan Saran/Rekomendasi langsung ke pihak Manajemen Jasa Marga Grup. Dengan adanya Rapat Koordinasi ini juga membangun hubungan komunikasi yang baik antara pihak Manajemen Jasa Marga Grup dengan Komite Tata Kelola Terintegrasi

Competency Development

The development of the Integrated Governance Committee's competencies is available in the Company Profile chapter of this Annual Report.

Integrated Governance Committee Remuneration Policy and Amount

Based on the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, Integrated Governance Committee members who are not Board of Commissioners members receive remuneration in the form of an honorarium of up to 20% of the President Director's salary.

Implementation of Integrated Governance Committee Duties

The Integrated Governance Committee performs its functions collectively and independently in accordance with Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, focusing on policy evaluation, monitoring of subsidiary compliance, and assessment of the adequacy of internal controls in order to provide recommendations for improvement to the Board of Commissioners. In carrying out this mandate, the Integrated Governance Committee actively fosters communication across departments to ensure the synchronisation of various integrated aspects across all levels of the company.

Integrated Governance Committee Meetings

The Integrated Governance Committee assists the Board of Commissioners in its functions. The Integrated Governance Committee also holds and/or attends meetings as part of its work. The meetings held and/or attended by the Integrated Governance Committee include:
1. Integrated Governance Committee Meeting;
2. Committee Coordination Meeting;
3. Board of Commissioners Meeting; and
4. Board of Commissioners-Management Coordination Meeting.

As stipulated in the Integrated Governance Guidelines of PT Jasa Marga (Persero) Tbk, the Integrated Governance Committee Meeting is held at least once every 6 (six) months. The meeting shall be convened at least 5 (five) calendar days prior to the meeting date, containing information regarding the day, date, time, place, and agenda of the meeting. The Integrated Governance Committee Meeting shall be chaired by the Chair of the Integrated Governance Committee.

The Committee Coordination Meeting is a meeting held jointly by the Integrated Governance Committee and the management of Jasa Marga Group. This Committee Coordination Meeting is held as part of the Integrated Governance Committee's duties to assist the Board of Commissioners in performing its supervisory functions and to provide direct advice/recommendations to the management of Jasa Marga Group. These Coordination Meetings also build good communication between the Management of Jasa Marga Group and the Integrated Governance Committee.

Rapat Koordinasi ini bisa diadakan serta diinisiasi oleh Komite Tata Kelola Terintegrasi atau bisa juga atas inisiatif jajaran Manajemen, dan juga bisa dilakukan oleh inisiatif Komite lain atau secara bersama-sama dimana Komite Tata Kelola Terintegrasi hadir sebagai peserta.

Rapat Dewan Komisaris adalah Rapat Rutin Dewan Komisaris dimana Komite Tata Kelola Terintegrasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan.

Rapat Koordinasi Dewan Komisaris-Direksi adalah Rapat Rutin Dewan Komisaris dengan Direksi yang membahas tentang suatu tema tertentu. Jika diperlukan Komite Tata Kelola Terintegrasi diminta hadir untuk memberi masukin dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan sebagai bagian dari penugasan khusus Dewan Komisaris kepada Komite Tata Kelola Terintegrasi.

Rapat Khusus adalah Rapat yang dilakukan Dewan Komisaris yang membahas tentang tema tertentu di luar Rapat Rutin Dewan Komisaris dan Rapat Koordinasi Dewan Komisaris-Direksi. Jika diperlukan Komite Tata Kelola Terintegrasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan.

Sepanjang tahun 2025, Komite Tata Kelola Terintegrasi telah mengadakan 2 (dua) kali rapat yaitu Pada tanggal 31 Juli 2025 dalam rapat Gabungan Direksi dan Dewan Komisaris dengan agenda Pembahasan Hasil *self assessment* Tata Kelola Terintegrasi Jasamarga Semester I Tahun 2025 pada tanggal 21 November 2025 dengan ageda yaitu:

1. *Monitoring* Pemenuhan atas Daftar Kewajiban Kepatuhan Terintegrasi dalam Konglomerasi Jasa Marga Group;
2. Evaluasi terhadap kebijakan dan pelaksanaan Tata Kelola Terintegrasi

Seluruh rapat tersebut dihadiri oleh seluruh anggota Komite Tata Kelola Terintegrasi, di mana tingkat kehadiran masing-masing anggota adalah sebesar 100%. Saran/rekomendasi/tanggapan Komite Tata Kelola Terintegrasi dituangkan dalam Notulensi Rapat Koordinasi/catatan diskusi.

These Coordination Meetings can be held and initiated by the Integrated Governance Committee or at the initiative of the Management, and can also be held at the initiative of other Committees or jointly with the Integrated Governance Committee participating as an attendee.

The Board of Commissioners Meeting is a routine meeting of the Board of Commissioners where the Integrated Governance Committee is asked to attend to provide input and submit review reports or provide input and views.

The Board of Commissioners-Management Coordination Meeting is a regular meeting of the Board of Commissioners with the Management that discusses a specific theme. If necessary, the Integrated Governance Committee is asked to attend to provide input and submit review reports or provide input and views as part of the Board of Commissioners' special assignment to the Integrated Governance Committee.

Special Meetings are meetings held by the Board of Commissioners to discuss specific topics outside of the Board of Commissioners' Regular Meetings and the Board of Commissioners-Management Coordination Meetings. If necessary, the Integrated Governance Committee is requested to attend to provide input and submit review reports or provide input and views.

Throughout 2025, the Integrated Governance Committee held two meetings, namely On July 31, 2025, during a joint meeting of the Board of Directors and the Board of Commissioners with the agenda Discussion of the results of the Jasamarga Integrated Governance self-assessment for the first half of 2025 on November 21, 2025, with the following agenda:

1. Monitoring of compliance with the Integrated Compliance Obligations List within the Jasa Marga Group conglomerate;
2. Evaluation of the policies and implementation of Integrated Governance

All meetings were attended by all members of the Integrated Governance Committee, with an attendance rate of 100% for each member. The suggestions, recommendations and feedback of the Integrated Governance Committee were recorded in the minutes of the Coordination Meeting/discussion notes.

Tabel Kehadiran Komite Tata Kelola Terintegrasi dalam Rapat Komite Tata Kelola Terintegrasi 2025
Table of Integrated Governance Committee's Attendance at the 2025 Integrated Governance Committee Meetings

	Seluruh Anggota Komite Tata Kelola Terintegrasi* All Members of the Integrated Governance Committee*
Jumlah Rapat Dalam Setahun Total Meetings in One Year	
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings	
Jumlah Rapat yang Dihadiri Total Attended Meetings	
Presentasi Kehadiran (%) Attendance Percentage (%)	
Rata-Rata (%) Average (%)	

Keterangan/Notes:
* Seluruh anggota Komite Tata Kelola Terintegrasi terdiri dari Seluruh Komisaris Induk dan Komisaris Utama Anak Perusahaan.
* All members of the Integrated Governance Committee consist of all Commissioners of the Parent Company and President Commissioners of Subsidiaries.

Pemenuhan *Key Performance Indicator* (KPI) Komite Tata Kelola Terintegrasi

Pada tahun 2025, Komite Tata Kelola Terintegrasi berkomitmen untuk menjalankan perannya secara optimal dalam mendukung penguatan tata kelola di lingkungan Perseroan, melalui mekanisme pengawasan yang efektif. Pemenuhan *Key Performance Indicator* (KPI) Komite difokuskan pada peningkatan efektivitas pemantauan implementasi kebijakan tata kelola, evaluasi terhadap strategi dan investasi anak perusahaan, serta penguatan sinergi dalam konglomerasi Perseroan. Melalui pelaksanaan rapat berkala, pemberian rekomendasi strategis, serta koordinasi yang intensif dengan Dewan Komisaris dan Direksi, Komite memastikan tercapainya tujuan tata kelola yang selaras dengan visi dan strategi Perseroan, serta memberikan kontribusi nyata terhadap keberlanjutan dan daya saing Perseroan di industri.

Rencana Kerja Komite Tata Kelola Terintegrasi Tahun 2026

Komite Tata Kelola Terintegrasi (KTKT) bertugas membantu pelaksanaan tugas Dewan Komisaris dalam melakukan pengawasan atas penerapan tata kelola terintegrasi dalam lingkup PT Jasa Marga (Persero) Tbk. Pada tahun 2026, KTKT merencanakan kegiatan sebagai berikut:

1. Rapat dengan Sekretariat Perusahaan dan atau unit kerja terkait membahas pemantauan dan evaluasi pelaksanaan tata kelola terintegrasi;
2. Rapat triwulanan Komite Tata Kelola Terintegrasi;
3. Melakukan evaluasi Pedoman Tata Kelola Terintegrasi;
4. Melakukan pemantauan dan evaluasi atas kesesuaian Pedoman Tata Kelola Terintegrasi *Holding* dan/atau Anak Perusahaan;
5. Melakukan evaluasi pelaksanaan tata kelola terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
6. Memberikan rekomendasi kepada Dewan Komisaris untuk kemudian Dewan Komisaris memberikan arahannya kepada Direksi untuk penyempurnaan Pedoman Tata Kelola Terintegrasi;
7. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain audit internal, hukum dan kepatuhan, keuangan, manajemen risiko, sumber daya manusia, dan aspek fungsi operasional usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi melalui Direksi;
8. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi tata kelola terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS/Menteri BUMN; dan
9. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas- tugas Dewan Komisaris lainnya; dan
10. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya dari Dewan Komisaris sesuai dengan peraturan perundangan-undangan.

Fulfillment of Integrated Governance Committee Key Performance Indicators (KPIs)

In 2025, the Integrated Governance Committee is committed to optimally performing its role in supporting the strengthening of governance within the Company through effective oversight mechanisms. The fulfillment of the Committee's Key Performance Indicators (KPIs) is focused on improving the effectiveness of monitoring the implementation of governance policies, evaluating the strategies and investments of subsidiaries, and strengthening synergies within the Company's conglomerate. Through regular meetings, strategic recommendations, and intensive coordination with the Board of Commissioners and Directors, the Committee ensures the achievement of governance objectives that are aligned with the Company's vision and strategy, and makes a tangible contribution to the Company's sustainability and competitiveness in the industry.

Integrated Governance Committee Work Plan for 2026

The Integrated Governance Committee (KTKT) is tasked with assisting the Board of Commissioners in carrying out its supervisory function over the implementation of integrated governance within PT Jasa Marga (Persero) Tbk. In 2026, KTKT plans to undertake the following activities:

1. Conduct meetings with the Corporate Secretary and/or relevant work units to discuss the monitoring and evaluation of integrated governance implementation;
2. Hold quarterly meetings of the Integrated Governance Committee;
3. Evaluate the Integrated Governance Guidelines;
4. Monitor and evaluate the alignment of Integrated Governance Guidelines at the Holding and/or Subsidiary levels;
5. Evaluate the implementation of integrated governance, at a minimum through the assessment of the adequacy of internal controls and the execution of compliance functions in an integrated manner;
6. Provide recommendations to the Board of Commissioners, which will subsequently issue directives to the Board of Directors for the improvement of the Integrated Governance Guidelines;
7. Communicate with relevant work units, including internal audit, legal and compliance, finance, risk management, human resources, and other operational functions as necessary, to obtain information, clarification, and required reports in an integrated manner through the Board of Directors;
8. Monitor and evaluate the implementation of other integrated governance functions in accordance with prevailing laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS)/Minister of State-Owned Enterprises;
9. Identify matters requiring the attention of the Board of Commissioners, as well as other duties of the Board of Commissioners; and
10. Perform other authorities, duties, and responsibilities related to its function as assigned by the Board of Commissioners in accordance with applicable laws and regulations.

Sekretaris Dewan Komisaris

Dewan Komisaris memiliki seorang Sekretaris Dewan Komisaris untuk mendukung pelaksanaan tugas kesekretariatan Dewan Komisaris yang struktur organisasinya ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. KEP-048/V/2015 tanggal 25 Februari 2015 tentang Penetapan Sekretariat Dewan Komisaris PT Jasa Marga (Persero) Tbk. Susunan Sekretariat Dewan Komisaris terdiri dari:

1. Sekretaris Dewan Komisaris;
2. Staf Urusan GCG dan Penyelenggaraan Rapat Dewan Komisaris, membawahi Staf Sekretariat yang terdiri dari:
   a. Notulis Rapat;
   b. Administrasi Rapat; dan
   c. Administrasi GCG.
3. Staf Urusan Tata Usaha dan Administrasi Persuratan, membawahi Staf Sekretariat yang terdiri dari:
   a. Staf Urusan Administrasi Persuratan; dan
   b. Staf Administrasi Tata Usaha.

Ketentuan Masa Jabatan

Masa jabatan Sekretaris Dewan Komisaris dan Staf Sekretariat Dewan Komisaris ditetapkan oleh Dewan Komisaris maksimal 3 (tiga) tahun dan dapat diangkat kembali untuk paling lama 2 (dua) tahun dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Profil Sekretaris Dewan Komisaris

Profil Sekretaris Dewan Komisaris dapat dilihat pada bagian Profil Sekretaris Dewan Komisaris di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Tugas dan Tanggung Jawab

Tugas Sekretaris Dewan Komisaris adalah untuk membantu Dewan Komisaris dalam menjalankan fungsi pengawasan Dewan Komisaris. Secara rinci fungsi dan tugas Sekretaris Dewan Komisaris sebagai berikut:

1. Bertanggung jawab tersusunnya program kerja agenda tahunan kegiatan Dewan Komisaris untuk diputuskan dan ditetapkan oleh Dewan Komisaris, sebelum dimulainya tahun anggaran baru.
2. Bertanggung jawab terselenggaranya rapat, pengendalian rapat agar sesuai dengan kebutuhan urgensi Korporat, termasuk bahan rapat *(briefing sheet)* untuk rapat Dewan Komisaris dan atau rapat koordinasi Dewan Komisaris-Direksi, maupun rapat dengan pihak-pihak terkait (*stakeholder*) lainnya.
3. Menghadiri seluruh rapat-rapat Dewan Komisaris, kecuali rapat khusus yang hanya boleh dihadiri oleh anggota Dewan Komisaris dan atau Direksi.
4. Bertanggung jawab tersusunnya risalah rapat Dewan Komisaris dan rapat koordinasi Dewan Komisaris-Direksi, termasuk rapat khusus Dewan Komisaris dan/atau rapat koordinasi Dewan Komisaris-Direksi.

Secretary to the Board of Commissioners

The Board of Commissioners has a Secretary to the Board of Commissioners to support the implementation of the secretarial duties of the Board of Commissioners, whose organizational structure is stipulated in the Board of Commissioners Decree No. KEP-048/V/2015 dated February 25, 2015, on the Establishment of the Secretariat of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. The composition of the Secretariat of the Board of Commissioners consists of:

1. Secretary to the Board of Commissioners;
2. Staff for GCG and Board of Commissioners Meeting Administration, overseeing the Secretariat Staff, which includes:
   a. Meeting Minutes Clerk;
   b. Meeting Administration; and
   c. GCG Administration.
3. Administrative and Correspondence Staff, overseeing the Secretariat Staff consisting of:
   a. Correspondence Administration Staff; dan
   b. Administrative Affairs Staff.

Term of Office

The term of office of the Secretary to the Board of Commissioners and the Board of Commissioners Secretariat Staff is determined by the Board of Commissioners for a maximum of 3 (three) years and may be reappointed for a maximum of 2 (two) years without prejudice to the Board of Commissioners' right to dismiss them at any time.

Profile of the Secretary to the Board of Commissioners

The profile of the Secretary to the Board of Commissioners is available in the Secretary to the Board of Commissioners Profile section at the Company Profile Chapter of this Annual Report.

Duties and Responsibilities

The duties of the Secretary to the Board of Commissioners are to assist the Board of Commissioners in carrying out its supervisory functions. The detailed functions and duties are as follows:

1. Responsible for preparing the annual work program agenda for the Board of Commissioners to be decided and determined by the Board before the start of the new fiscal year.
2. Responsible for organizing meetings, controlling meetings to suit the urgent needs of the Corporation, including briefing sheets for Board of Commissioners meetings and/or Board of Commissioners-Board of Directors coordination meetings, as well as meetings with other stakeholders.
3. Attending all Board of Commissioners meetings, except for special meetings that may only be attended by members of the Board of Commissioners and/or the Board of Directors.
4. Responsible for compiling the minutes of Board of Commissioners meetings and Board of Commissioners-Board of Directors coordination meetings, including special Board of Commissioners meetings and/or Board of Commissioners-Board of Directors coordination meetings.

5. Bertanggung jawab teradministrasikannya dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.
6. Bertanggung jawab tersusunnya Laporan Matrik Tindak Lanjut Keputusan Rapat Dewan Komisaris Triwulanan dan/atau Tahunan, pemantauan dan evaluasinya untuk dilaporkan hasilnya dalam rapat Dewan Komisaris.
7. Bertanggung jawab tersusun dan terkirimkannya surat-surat Dewan Komisaris, baik surat keputusan Dewan Komisaris, maupun surat lainnya kepada Direksi dan atau kepada pihak lain yang terkait.
8. Bertanggung jawab tersusunnya Rancangan Rencana Kegiatan dan Anggaran Tahunan Dewan Komisaris dan disampaikan kepada Dewan Komisaris tepat pada waktunya untuk dibahas dan mendapatkan persetujuan dan penetapannya.
9. Bertanggung jawab memantau dan mendorong kepastian bahwa surat dan/atau aksi pengawasan Dewan Komisaris telah sesuai dan/atau mematuhi ketentuan peraturan perundang-undangan yang berlaku, serta menerapkan prinsip-prinsip *Good Corporate Governance*.
10. Bertanggung jawab menyediakan semua dokumen, informasi dan klarifikasi yang diminta oleh Konsultan Independen Penilai Penerapan Prinsip-prinsip Tata Kelola Perusahaan yang Baik di lingkungan Dewan Komisaris PT Jasa Marga (Persero) Tbk yang penunjukan konsultan tersebut menjadi wewenang Dewan Komisaris. Laporan Hasil Penilaian Konsultan disampaikan dan dilaporkan/dibahas dalam rapat Dewan Komisaris, serta mencatat masukan, arahan dan rekomendasi dari Anggota Dewan Komisaris, untuk dipergunakan meningkatkan kepatuhan Dewan Komisaris dalam tahun-tahun berikutnya.
11. Bertanggung jawab tersusunnya usulan Indikator Kinerja Kunci Tahunan Dewan Komisaris yang mengacu pada kriteria dan indikator kinerja Dewan Komisaris yang ditetapkan dalam Ketentuan Peraturan BP BUMN, serta memperhatikan hasil evaluasi pencapaian indikator kinerja kunci Dewan Komisaris tahun yang lampau dan mengantisipasi kebutuhan fokus pengawasan atas pengelolaan Perseroan kini dan yang akan datang. Usulan indikator kinerja kunci Dewan Komisaris tersebut kemudian dibahas, dikaji dan ditetapkan oleh Dewan Komisaris.
12. Mengkoordinasi penyiapan dan penyusunan laporan-laporan Dewan Komisaris seperti laporan tahunan Dewan Komisaris, termasuk Laporan Pelaksanaan Pengawasan Dewan Komisaris (Tahun Buku sebelumnya) untuk dipertanggungjawabkan dalam RUPS dan tersusunnya laporan *self-assessment* penilaian kinerja tahunan Dewan Komisaris dan laporan lainnya.
13. Menyiapkan dan menyusun konsep Laporan Pelaksanaan Hasil Penilaian Kinerja Tahunan Dewan Komisaris yang dilakukan secara *self-assessment* dan melaporkan hasil penilaian kepada Dewan Komisaris untuk dibahas dan diklarifikasi, serta disepakati untuk diterbitkan sebagai Laporan Penilaian Kinerja Dewan Komisaris (Tahun Buku Berjalan).
14. Melakukan koordinasi dengan anggota Komite-komite Dewan Komisaris dalam rangka memperlancar tugas Dewan Komisaris.

5. Responsible for the administration of Board of Commissioners documents, including incoming and outgoing correspondence, meeting minutes, and other documents.
6. Responsible for compiling the Quarterly and/or Annual Follow-up Report on Board of Commissioners Meeting Decisions, monitoring and evaluating them, and reporting the results at Board of Commissioners meetings.
7. Responsible for the preparation and delivery of Board of Commissioners' letters, including Board of Commissioners' decrees and other letters to the Board of Directors and/or other related parties.
8. Responsible for preparing the Annual Activity Plan and Budget Draft of the Board of Commissioners and submitting it to the Board of Commissioners on time for discussion, approval, and adoption.
9. Responsible for monitoring and ensuring that the letters and/or supervisory actions of the Board of Commissioners are in accordance with and/or comply with applicable laws and regulations, as well as implementing the principles of Good Corporate Governance.
10. Responsible for providing all documents, information, and clarifications requested by the Independent Consultant Assessing the Good Corporate Governance Principles Application within the Board of Commissioners of PT Jasa Marga (Persero) Tbk, whose appointment is the authority of the Board of Commissioners. The Consultant's Assessment Report is submitted and reported/discussed at Board of Commissioners meetings, and records input, directions, and recommendations from Board of Commissioners members, to be used to improve the Board of Commissioners' compliance in subsequent years.
11. Responsible for compiling proposals for the Board of Commissioners' Annual Key Performance Indicators, which refer to the criteria and performance indicators of the Board of Commissioners as stipulated in the Ministry of SOE Regulations, as well as considering the evaluation results of the Board of Commissioners' key performance indicators for the previous year and anticipating the need for focused supervision of the Company management now and in the future. The proposed key performance indicators of the Board of Commissioners are then discussed, reviewed, and determined by the Board of Commissioners.
12. Coordinate the preparation and compilation of Board of Commissioners reports, such as the Board of Commissioners' annual report, including the Board of Commissioners' Supervision Implementation Report (for the previous fiscal year) to be accounted for at the GMS, and the compilation of the Board of Commissioners' annual performance assessment self-assessment report and other reports.
13. Preparing and compiling the concept of the Implementation of the Annual Performance Assessment Report of the Board of Commissioners, which is conducted through self-assessment, and reporting the assessment results to the Board for discussion and clarification, as well as agreeing to publish it as the Board of Commissioners' Performance Assessment Report (Current Fiscal Year).
14. Coordinating with members of the Board of Commissioners' Committees to facilitate the duties of the Board of Commissioners.

15. Melakukan koordinasi dan evaluasi atas tersedianya data informasi yang diperlukan oleh Dewan Komisaris secara berkala dan atau sewaktu-waktu apabila diminta.
16. Melakukan koordinasi dengan anggota Komite-komite Dewan Komisaris dalam rangka memperlancar tugas Dewan Komisaris.
17. Melakukan koordinasi dengan Corporate Secretary dalam rangka memperlancar pelaksanaan tugas dan kewajiban Dewan Komisaris dan Direksi dalam pelaksanaan tugasnya masing-masing dalam pengelolaan dan pengembangan Perseroan serta dalam pengawasan dan pemberian nasihat.

Pengembangan Kompetensi

Program pengembangan kompetensi Sekretaris Dewan Komisaris dapat dilihat di bagian Pendidikan dan/atau Pelatihan pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Sekretaris Dewan Komisaris memperoleh remunerasi berupa 15% dari gaji Direktur Utama.

Pelaksanaan Tugas Tahun 2025

Pada tahun 2025 Sekretariat Dewan Komisaris telah melaksanakan tugas dan perannya dalam mendukung Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasehat. Secara umum, seluruh tugas Sekretaris Dewan Komisaris selama tahun 2024 telah dilaksanakan sesuai target-target yang ditetapkan. Tugas-tugas pokok Sekretaris Dewan Komisaris yang telah dilaksanakan sepanjang tahun 2025 yaitu sebagai berikut:

1. Penyusunan Program Kerja Tahunan Dewan Komisaris Tahun 2025 dengan Agenda Rapat per Bulan secara tepat pada waktu yang ditargetkan.
2. Penyusunan Indikator Kinerja Kunci Dewan Komisaris (KPI) untuk dipergunakan menilai pencapaian kinerja Dewan Komisaris dalam menjalankan pelaksanaan tugas pengawasan dan pemberian saran dan/rekomendasi kepada Direksi dalam menjalankan dan mengembangkan bisnis jalan tol.
3. Bersama-sama Corporate Secretary and Chief Administration Officer melakukan persiapan untuk penyelenggaraan RUPS di tahun 2025, di antaranya penerbitan Surat Keputusan Dewan Komisaris tentang penunjukan Komisaris Utama sebagai Pemimpin RUPS, Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Tahun Buku 2024 untuk disampaikan dan dipertanggungjawabkan dalam RUPS.
4. Penyelenggaraan rapat Dewan Komisaris dan rapat koordinasi Dewan Komisaris dengan Direksi, serta kunjungan kerja Dewan Komisaris ke lapangan (proyek jalan tol baru, kantor-kantor Regional dan/ atau Anak Perusahaan).

15. Coordinate and evaluate the availability of information data required by the Board of Commissioners regularly and/or from time to time when requested.
16. Coordinate with members of the Board of Commissioners' Committees to facilitate the duties of the Board of Commissioners.
17. Coordinate with the Corporate Secretary to facilitate the implementation of the duties and obligations of the Board of Commissioners and the Board of Directors in carrying out their respective duties in the management and development of the Company, as well as in supervision and provision of advice.

Competency Development

The competency development program for the Secretary to the Board of Commissioners is available in the Education and/or Training section at the Company Profile chapter of this Annual Report.

Remuneration Policy and Amount

Pursuant to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organization and Human Resources of State-Owned Enterprises, the Secretary to the Board of Commissioners receives remuneration in the form of 15% of the President Director's salary.

Implementation of Duties in 2025

In 2025, the Board of Commissioners' Secretariat carried out its duties and roles in supporting the Board of Commissioners in performing its supervisory and advisory functions. In general, all duties of the Secretary to the Board of Commissioners during 2025 were executed in accordance with the established targets. The key duties performed by the Secretary to the Board of Commissioners throughout 2025 are as follows:

1. Preparation of the Annual Work Program of the Board of Commissioners for 2025, including the Monthly Meeting Agenda, completed in a timely manner;
2. Formulation of the Key Performance Indicators (KPI) of the Board of Commissioners to assess the performance achievements of the Board in executing its supervisory duties and in providing advice and/or recommendations to the Board of Directors in managing and developing the toll road business;
3. In coordination with the Corporate Secretary and Chief Administration Officer, preparation for the 2025 General Meeting of Shareholders (GMS), including the issuance of a Board of Commissioners' Resolution on the appointment of the President Commissioner as the Chair of the GMS, and the Supervisory Report of the Board of Commissioners for Fiscal Year 2024 to be presented and accounted for at the GMS;
4. Organization of Board of Commissioners' meetings and coordination meetings between the Board of Commissioners and the Board of Directors, as well as working visits of the Board of Commissioners to project sites (new toll road projects, Regional offices, and/or Subsidiaries);

5. Penyusunan risalah rapat gabungan Direksi-Dewan Komisaris untuk disampaikan kepada Corporate Secretary and Chief Administration Officer dan menyimpan secara baik salinan risalah rapat tersebut.
6. Penyusunan Rancangan Rencana Kegiatan dan Anggaran (RKA) Dewan Komisaris.
7. Penyusunan dan penyampaian surat-surat dan/atau dokumen yang diperlukan Dewan Komisaris kepada pihak yang bersangkutan pada waktunya.
8. Penyusunan *draft* Laporan Tahunan Perseroan Tahun 2025 untuk bagian Dewan Komisaris.
9. Penyusunan Keputusan Dewan Komisaris yang terkait dengan pelaksanaan fungsi Dewan Komisaris.
10. Mengoordinasikan kegiatan yang melibatkan Komite Dewan Komisaris.
11. Melaksanakan tugas lainnya dari Dewan Komisaris.

Rencana Kerja Tahun 2026

Sekretariat Dewan Komisaris bertugas memberikan dukungan teknis dan administratif kepada Dewan Komisaris dalam pelaksanaan fungsi pengawasan dan pemberian nasihat. Pada tahun 2026, Sekretariat Dewan Komisaris merencanakan kegiatan sebagai berikut:

1. Mempersiapkan rapat Dewan Komisaris, rapat Direksi-Dewan Komisaris;
2. Menyusun risalah rapat rapat Dewan Komisaris, rapat Direksi-Dewan Komisaris;
3. Mengadministrasikan dokumen Dewan Komisaris;
4. Menyusun rencana kerja dan anggaran Dewan Komisaris;
5. Menyusun laporan-laporan Dewan Komisaris;
6. Melaksanakan fungsi penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.
7. Melaksanakan tugas lain dari Dewan Komisaris.
8. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya; dan
9. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya dari Dewan Komisaris sesuai dengan peraturan perundangan-undangan.

5. Preparation of minutes of joint meetings between the Board of Directors and the Board of Commissioners, submission thereof to the Corporate Secretary and Chief Administration Officer, and proper safekeeping of such minutes;
6. Preparation of the draft Work Plan and Budget (RKA) of the Board of Commissioners;
7. Preparation and timely submission of correspondence and/or documents required by the Board of Commissioners to the relevant parties;
8. Preparation of the draft Annual Report of the Company for 2025, specifically for the Board of Commissioners section;
9. Preparation of Board of Commissioners' Resolutions related to the execution of the Board's functions;
10. Coordination of activities involving the Committees under the Board of Commissioners; and
11. Execution of other duties as assigned by the Board of Commissioners.

Work Plan for 2026

The Board of Commissioners' Secretariat is responsible for providing technical and administrative support to the Board of Commissioners in carrying out its supervisory and advisory functions. In 2026, the Secretariat plans to undertake the following activities:

1. Prepare meetings of the Board of Commissioners and joint meetings between the Board of Directors and the Board of Commissioners;
2. Prepare minutes of meetings of the Board of Commissioners and joint meetings between the Board of Directors and the Board of Commissioners;
3. Administer documents of the Board of Commissioners;
4. Prepare the work plan and budget of the Board of Commissioners;
5. Prepare reports of the Board of Commissioners;
6. Perform liaison functions between the Board of Commissioners and other parties;
7. Carry out other duties assigned by the Board of Commissioners;
8. Identify matters requiring the attention of the Board of Commissioners, as well as other duties of the Board of Commissioners; and
9. Perform other authorities, duties, and responsibilities related to its function as assigned by the Board of Commissioners in accordance with applicable laws and regulations.

Organ dan Komite di Bawah Direksi
Organs and Committees under the Board of Directors

Dalam menjalankan tugasnya, Direksi dibantu oleh Organ dan Komite di bawah Direksi, yaitu Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, Komite Sustainability, *Corporate Secretary,* dan Internal Audit.

In carrying out its duties, the Board of Directors is assisted by Organs and Committees under the Board of Directors, namely the Risk Management Committee, the Information Technology Steering Committee, Sustainability Committee, the Corporate Secretary, and Internal Audit.

Komite Manajemen Risiko

Komite Manajemen Risiko adalah suatu forum dengan fungsi pokok untuk pengambilan keputusan terkait dengan kebijakan, strategi dan program Manajemen Risiko, pengarahan untuk meningkatkan efektivitas Manajemen Risiko, hasil audit internal atau evaluasi lainnya terhadap proses Manajemen Risiko. Komite ini diketuai oleh Direktur Utama dengan Direktur Keuangan dan Manajemen Risiko sebagai sekretaris sesuai Surat Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 115/KPTS/2022 Tentang Pembentukan Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko PT Jasa Marga (Persero) Tbk.

Risk Management Committee

The Risk Management Committee is a forum with the primary function of making decisions related to Risk Management policies, strategies, and programs, providing guidance to improve the effectiveness of Risk Management, and reviewing the results of internal audits or other evaluations of the Risk Management process. This committee is chaired by the President Director with the Director of Finance and Risk Management as secretary, per the Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 115/KPTS/2022 on the Establishment of the Risk Management Committee and the Secretariat Team of the Risk Management Committee of PT Jasa Marga (Persero) Tbk.

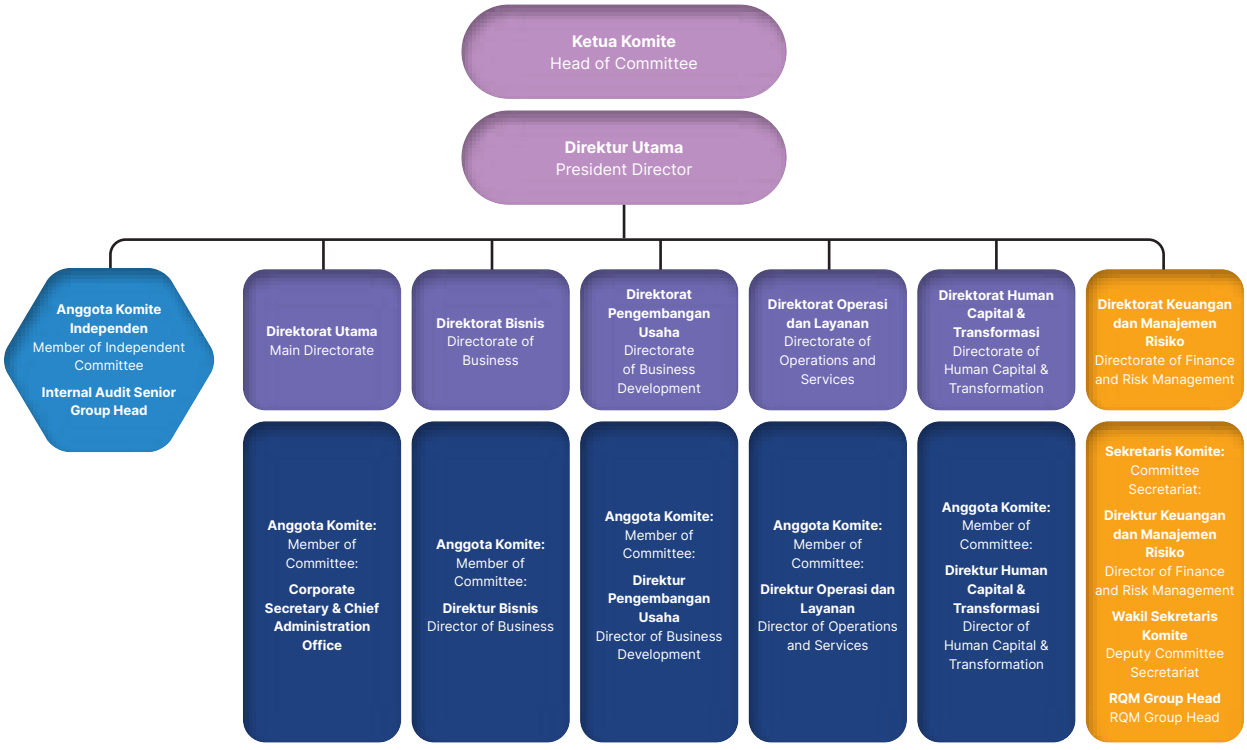
Kedudukan Komite Manajemen Risiko dalam Struktur Tata Kelola

Dalam struktur Tata Kelola Perusahaan, Komite Manajemen Risiko beranggotakan para Direksi dan Internal Audit Senior *Group Head* dan langsung bertanggung jawab kepada Direktur Utama.

Risk Management Committee's Position in Corporate Governance Structure

Within the Company's Governance Structure, the Risk Management Committee consists of the Board of Directors and the Senior Group Head of Internal Audit and reports directly to the President Director.

Bagan Kedudukan Komite Manajemen Risiko dalam Struktur Organisasi Perseroan
Chart of Risk Management Committee's Position in Corporate Governance Structure



Fungsi Komite Manajemen Risiko

1. Menetapkan konteks risiko strategis berupa:
   a. Menetapkan sumber risiko-risiko eksternal strategis; dan
   b. Menetapkan sumber risiko-risiko internal strategis.
2. Menetapkan Kebijakan dan Strategi Sistem Manajemen Risiko secara Komprehensif.
3. Menetapkan Pedoman Sistem Manajemen Risiko.
4. Menetapkan Kriteria Risiko Strategis berupa:
   a. Menetapkan jenis risiko;
   b. Menetapkan atribut dan sub atribut risiko;
   c. Menetapkan sifat risiko;
   d. Menetapkan selera risiko *(risk appetite)*; dan
   e. Menetapkan batas dan toleransi risiko *(risk tolerance)*.
5. Melakukan Asesmen Risiko dengan tahapan sebagai berikut:
   a. Proses analisa risiko strategis berupa membuat laporan analisa tingkat risiko strategis Ekstrim, Tinggi, Moderat, Rendah dan Sangat Rendah;
   b. Proses evaluasi risiko strategis yaitu:
      i. Membandingkan dengan kriteria;
      ii. Identifikasi dan asesmen alternatif lain;
      iii. Memutuskan tipe respon;
      iv. Menetapkan prioritas;
      v. Menyusun profil risiko korporat; dan
      vi. Melakukan evaluasi terhadap realisasi tindak lindung dengan profil risiko korporat.
6. Menetapkan hasil pengukuran maturitas implementasi Manajemen Risiko di lingkungan Jasa Marga Grup.

Tugas, Tanggung Jawab, dan Wewenang Komite Manajemen Risiko

Sebagaimana yang tercantum di dalam Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 115/KPTS/2022, Komite Manajemen Risiko memiliki tugas, tanggung jawab, dan wewenang, sebagai berikut:

1. Ketua Komite
   Tugas dan Tanggung Jawab:
   a. Memimpin pelaksanaan kerja Komite;
   b. Melakukan pembahasan terhadap:
      i. Kebijakan, Manual, *Risk Appetite, Risk Tolerance*, dan Kriteria Risiko;
      ii. Profil Risiko Perusahaan serta rencana tindak lindung;
      iii. Arahan untuk meningkatkan efektivitas penerapan manajemen risiko;
      iv. Hasil audit internal atau hasil evaluasi lainnya terhadap proses manajemen risiko; dan
      v. Realisasi Hasil Pengolahan Risiko Korporasi.
   c. Memberikan Keputusan berupa penetapan mengenai:
      i. Kebijakan dan Manual Manajemen Risiko;
      ii. Profil Risiko Perseroan serta rencana tindak lindung; dan
      iii. Perbaikan sistem manajemen risiko secara berkelanjutan.
   d. Mengikuti kegiatan pengembangan kompetensi Sistem Manajemen Risiko dalam bentuk *benchmark, training, seminar, workshop, roundtable, e-learning, forum group discussion,* atau kegiatan sejenis lainnya.

Functions of the Risk Management Committee

1. Establishing the strategic risk context in the form of:
   a. Identifying sources of strategic external risks; and
   b. Identifying sources of strategic internal risks.
2. Establishing comprehensive Risk Management System Policies and Strategies.
3. Establishing Risk Management System Guidelines.
4. Establishing Strategic Risk Criteria in the form of:
   a. Identifying risk types;
   b. Defining risk attributes and sub-attributes;
   c. Establishing risk characteristics;
   d. Establishing risk appetite; and
   e. Establishing risk limits and tolerance.
5. Conducting a Risk Assessment with the following stages:
   a. The strategic risk analysis process involves preparing a strategic risk analysis report with the following risk levels: Extreme, High, Moderate, Low, and Very Low;
   b. The strategic risk evaluation process involves:
      i. Comparing with the criteria;
      ii. Identifying and assessing other alternatives;
      iii. Deciding on the response type;
      iv. Setting priorities;
      v. Developing a corporate risk profile; and
      vi. Evaluating the implementation of protective measures against the corporate risk profile.
6. Determining the results of measuring the maturity of Risk Management implementation within the Jasa Marga Group environment.

Risk Management Committee Duties, Responsibilities, and Authorities

As stated in the Board of Directors Decree of PT Jasa Marga (Persero) Tbk No. 115/KPTS/2022, the Risk Management Committee has the following duties, responsibilities, and authorities:

1. Committee Chair
   Duties and Responsibilities:
   a. Leading the implementation of the Committee's work;
   b. Conducting discussions on:
      i. Policies, Manuals, Risk Appetite, Risk Tolerance, and Risk Criteria;
      ii. Company Risk Profile and risk mitigation plans;
      iii. Guidelines for improving the effectiveness of risk management implementation;
      iv. Internal audit results or other evaluation results on the risk management process; and
      v. Realization of Corporate Risk Management Outcomes.
   c. Making decisions regarding:
      i. Risk Management Policies and Manuals;
      ii. Company Risk Profile and protection plans; and
      iii. Continuous improvement of the risk management system.
   d. Participating in risk management system competency development activities in the form of benchmarking, training, seminars, workshops, roundtables, e-learning, forum group discussions, or other similar activities.

Wewenang:
Dalam melaksanakan tugas dan tanggung jawabnya, Ketua Komite diberi kewenangan sebagai berikut:
a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perseroan yang diperlukan.
b. Melakukan komunikasi langsung dengan unit kerja Kantor Pusat, Regional dan/atau *Representative Office*, Anak Perusahaan dan Proyek termasuk Direksi dan pihak yang menjalankan Manajemen Risiko.
c. Melibatkan pihak independen, di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya.
d. Melakukan kewenangan lain sehubungan dengan manajemen risiko.
e. Melakukan kewenangan untuk melakukan Pengujian dan melakukan inspeksi terhadap Unit Kerja Kantor Pusat, Regional dan/atau *Representative Office*, Anak Perusahaan dan Proyek, Anak Perusahaan dan Proyek.
f. Menetapkan keputusan hasil Rapat Komite.

2. Sekretariat Komite Merangkap Anggota
Tugas dan Tanggung Jawab:
a. Menyusun dan mendokumentasikan administrasi Komite Manajemen Risiko mengenai:
   i. Perencanaan Kegiatan Manajemen Risiko;
   ii. Penjadwalan Kegiatan Manajemen Risiko;
   iii. Perencanaan Kebutuhan Kompetensi Pengelola Risiko;
   iv. Pendokumentasian dan Pengarsipan Kegiatan Manajemen Risiko; dan
   v. Pendistribusian hasil pertemuan kegiatan Manajemen Risiko.
b. Menyiapkan undangan rapat, mencatat hasil pembahasan Rapat Komite dan dituangkan ke dalam Risalah.
c. Memastikan terselenggaranya Rapat Komite.
d. Mengikuti pembahasan Rapat Komite.

Wewenang:
Dalam melaksanakan tugas dan tanggung jawabnya, Sekretariat Komite diberi kewenangan sebagai berikut:
a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perseroan yang diperlukan.
b. Melakukan komunikasi langsung dengan unit kerja Kantor Pusat, Regional dan/atau *Representative Office*, Anak Perusahaan dan Proyek termasuk Direksi dan pihak yang menjalankan Manajemen Risiko.
c. Melibatkan pihak independen, di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya.

3. Wakil Sekretariat Komite Merangkap Anggota

Tugas dan Tanggung Jawab:
a. Menggantikan Sekretariat Komite bila sedang berhalangan hadir.
b. Menyusun dan mendokumentasikan administrasi

Authority:
In carrying out their duties and responsibilities, the Committee Chair is granted the following authority:
a. Accessing documents, data, and information about employees as well as the Company's funds, assets, and resources as necessary.
b. Communicating directly with work units at the Head Office, Regional and/or Representative Offices, Subsidiaries, and Projects, including the Board of Directors and parties responsible for Risk Management.
c. Involving independent parties, outside of Committee members, as necessary to assist in the performance of its duties.
d. Exercising other authorities related to risk management.
e. Exercising authority to conduct testing and inspections of the Head Office, Regional and/or Representative Office Work Units, Subsidiaries and Projects, Subsidiaries and Projects.

f. Establishing decisions on the results of Committee Meetings.

2. Committee Secretariat concurrently serving as Member
Duties and Responsibilities:
a. Preparing and documenting the Risk Management Committee's administration regarding:
   i. Risk Management Activity Planning;
   ii. Risk Management Activity Scheduling;
   iii. Planning Risk Manager Competency Requirements;
   iv. Documentation and Archiving of Risk Management Activities; and
   v. Distribution of Risk Management activity meeting results.
b. Preparing meeting invitations, recording the results of Committee Meeting discussions, and compiling them into Minutes.
c. Ensuring the implementation of Committee Meetings.
d. Participating in Committee Meeting discussions.

Authority:
In carrying out its duties and responsibilities, the Committee Secretariat is granted the following authority:
a. Accessing documents, data, and information about employees as well as the Company's funds, assets, and resources as necessary.
b. Communicating directly with work units at the Head Office, Regional and/or Representative Offices, Subsidiaries and Projects, including the Board of Directors and parties responsible for Risk Management.
c. Involving independent parties, outside of Committee members, as necessary to assist in the performance of its duties.

3. Deputy Committee Secretariat concurrently serving as Member
Duties and Responsibilities:
a. Replacing the Committee Secretariat when they are unable to attend.
b. Preparing and documenting the Risk Management

Komite Manajemen Risiko mengenai:
i. Perencanaan Kegiatan Manajemen Risiko;
ii. Penjadwalan Kegiatan Manajemen Risiko;
iii. Perencanaan Kebutuhan Kompetensi Pengelola Risiko;
iv. Pendokumentasian dan Pengarsipan Kegiatan Manajemen Risiko; dan
v. Pendistribusian hasil pertemuan kegiatan Manajemen Risiko.

c. Menyiapkan undangan rapat, mencatat hasil pembahasan Rapat Komite dan dituangkan ke dalam Risalah.
d. Memastikan terselenggaranya Rapat Komite.
e. Mengikuti pembahasan Rapat Komite.

Wewenang:
Dalam melaksanakan tugas dan tanggung jawabnya, Wakil Sekretariat Komite diberi kewenangan sebagai berikut:
a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perseroan yang diperlukan.
b. Melakukan komunikasi langsung dengan unit kerja Kantor Pusat, Regional dan/atau *Representative Office,* Anak Perusahaan dan Proyek termasuk Direksi dan pihak yang menjalankan Manajemen Risiko.
c. Melibatkan pihak independen, di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya.

4. Anggota Komite
Tugas dan Tanggung Jawab:
a. Mengikuti pembahasan secara rutin sesuai jadwal yang telah ditetapkan.
b. Memberikan masukan kepada Ketua Komite terkait Manajemen Risiko.
c. Memberikan masukan kepada Ketua Komite mengenai isu dan hal terkait Manajemen Risiko dan risiko yang mengancam pencapaian sasaran Perseroan.
d. Memberikan rekomendasi kepada Ketua Komite mengenai:
i. Kebijakan dan Manual Manajemen Risiko;
ii. Profil Risiko Perseroan serta rencana tindak lindung; dan
iii. Perbaikan sistem manajemen risiko secara berkelanjutan.
e. Mengikuti pembahasan Rapat Komite mengenai:
i. Sumber risiko teknis internal dan eksternal;
ii. Prosedur Sistem Manajemen Risiko;
iii. Penetapan kriteria risiko strategis dan teknis;
iv. Melakukan identifikasi dan analisa risiko baik teknis maupun strategis;
v. Melakukan evaluasi baik risiko teknis maupun strategis; dan
vi. Menetapkan dan mengimplementasikan rencana penanganan risiko.
f. Memberikan rekomendasi penanganan atau tindak lindung risiko.
g. Anggota Komite wajib menjaga kerahasiaan atas seluruh dokumen, data, informasi dan segala sesuatu yang berhubungan dengan pelaksanaan tugas Komite.

Committee's administration regarding:
i. Risk Management Activity Planning;
ii. Risk Management Activity Scheduling;
iii. Planning Risk Manager Competency Requirements;
iv. Documentation and Archiving of Risk Management Activities; and
v. Distribution of Risk Management activity meeting results.

c. Preparing meeting invitations, recording the results of Committee Meeting discussions, and compiling them into Minutes.
d. Ensuring the implementation of Committee Meetings.
e. Participating in Committee Meeting discussions.

Authority:
In carrying out their duties and responsibilities, the Deputy Secretary of the Committee is granted the following authority:
a. Accessing documents, data, and information about employees as well as the Company's funds, assets, and resources as necessary.
b. Communicate directly with work units at the Head Office, Regional and/or Representative Offices, Subsidiaries and Projects, including the Board of Directors and parties responsible for Risk Management.
c. Involve independent parties, outside of Committee members, as necessary to assist in the performance of its duties.

4. Committee Members
Duties and Responsibilities:
a. Attend regular discussions according to the predetermined schedule.
b. Provide input to the Committee Chair regarding Risk Management.
c. Provide input to the Committee Chair regarding issues and matters related to Risk Management and risks that threaten the achievement of the Company's objectives.
d. Provide recommendations to the Committee Chair regarding:
i. Risk Management Policies and Manuals;
ii. The Company's Risk Profile and mitigation plans; and
iii. Continuous improvement of the risk management system.
e. Participating in Committee discussions on:
i. Internal and external technical risk sources;
ii. Risk Management System Procedures;
iii. Establishment of strategic and technical risk criteria;
iv. Conducting identification and analysis of both technical and strategic risks;
v. Conducting evaluations of both technical and strategic risks; and
vi. Establishing and implementing risk management plans.
f. Providing recommendations for risk management or mitigation measures.
g. Committee members are required to maintain confidentiality regarding all documents, data, information, and anything related to the implementation of the Committee's duties.

Wewenang:
Dalam melaksanakan tugas dan tanggung jawabnya, Anggota Komite diberi kewenangan sebagai berikut:
a. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko di Direktoratnya untuk menindaklanjuti hasil pembahasan rapat Komite Manajemen Risiko.
b. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko untuk mengakses dokumen, data dan informasi tentang karyawan serta dana, asset dan sumber daya Perseroan yang diperlukan.
c. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko untuk melakukan komunikasi secara langsung dengan pihak-pihak yang terkait dengan tugas-tugas Komite, termasuk dalam mengkomunikasikan hal-hal terkait informasi keuangan dan manajemen.
d. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko untuk melakukan pengujian secara uji petik dan melakukan inspeksi terhadap unit kerja Kantor Pusat, Regional dan/atau *Representative Office*, Anak Perusahaan dan Proyek.

5. Anggota Komite (Independen)
Tugas dan Tanggung Jawab:
a. Mengikuti pembahasan secara rutin sesuai jadwal yang telah ditetapkan meliputi tentang:
   i. Sumber risiko teknis internal dan eksternal;
   ii. Prosedur Sistem Manajemen Risiko;
   iii. Penetapan kriteria risiko strategis dan teknis;
   iv. Melakukan identifikasi dan analisa risiko baik teknis maupun strategis;
   v. Melakukan evaluasi baik risiko teknis maupun strategis; dan
   vi. Menetapkan menyiapkan dan mengimplementasikan rencana penanganan risiko.
b. Anggota Komite Independen wajib menjaga kerahasiaan atas seluruh dokumen, data, informasi dan segala sesuatu yang berhubungan dengan pelaksanaan Tugas Komite.

Wewenang:
Dalam melaksanakan tugas dan tanggung jawabnya, Anggota Komite Independen diberi kewenangan sebagai berikut:
a. Melaksanakan analisa dan memantau hasil dari keputusan Rapat Komite Manajemen Risiko.
b. Melakukan penelaahan terhadap aktivitas pelaksanaan Rapat Komite Manajemen Risiko yang dilakukan oleh Anggota Komite.

Struktur Keanggotaan dan Profil Anggota

Berdasarkan Surat Keputusan Direksi No. 115/KPTS/2022 tanggal 15 September 2022, susunan anggota Komite Manajemen Risiko (KMR) dan Tim Sekretariat Komite Manajemen Risiko (TSKMR) adalah sebagai berikut:

Authority:
In carrying out their duties and responsibilities, Committee members are granted the following authority:
a. Instructing the Risk Management Committee Secretariat Team in their Directorate to follow up on the results of the Risk Management Committee meeting discussions.
b. Instructing the Risk Management Committee Secretariat Team to access documents, data, and information about employees as well as the Company's funds, assets, and resources as necessary.
c. Instructing the Risk Management Committee Secretariat Team to communicate directly with parties related to the Committee's duties, including communicating matters related to financial and management information.
d. Instructing the Risk Management Committee Secretariat Team to conduct spot checks and inspections of the work units of the Head Office, Regional and/or Representative Offices, Subsidiaries, and Projects.

5. Committee Member (Independent)
Duties and Responsibilities:
a. Participate in regular discussions according to a predetermined schedule covering:
   i. Internal and external technical risk sources;
   ii. Risk Management System procedures;
   iii. Establishing strategic and technical risk criteria;
   iv. Conducting identification and analysis of both technical and strategic risks;
   v. Conducting evaluations of both technical and strategic risks; and
   vi. Establishing, preparing, and implementing risk management plans.
b. Members of the Independent Committee are required to maintain confidentiality regarding all documents, data, information, and everything related to the implementation of the Committee's duties.

Authority:
In carrying out their duties and responsibilities, Independent Committee Members are granted the following authority:
a. Conducting analysis and monitoring the results of the Risk Management Committee meeting decisions.
b. Reviewing the activities carried out by Committee Members in the Risk Management Committee Meeting.

Membership Structure and Member Profiles

Based on Board of Directors Decree No. 115/KPTS/2022 dated September 15, 2022, the composition of the Risk Management Committee (KMR) and the Risk Management Committee Secretariat Team (TSKMR) is as follows:

Tabel Susunan Anggota Komite Manajemen Risiko
Table of Risk Management Committee Membership Structure

No.	Nama Jabatan Position Name	Kedudukan dalam Komite Position in the Committee	Masa Jabatan Term of Service	Profil Profile
1.	Direktur Utama President Director	Ketua Komite Committee Chairman	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Utama The term of office is valid until the end of the term as the President Director	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
2.	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Sekretariat Komite merangkap Anggota Komite Committee Secretariat Concurrently Serving as Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Keuangan dan Manajemen Risiko The term of office is valid until the end of the term as the Director of Finance & Risk Management	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
3.	Risk & Quality, Health, Safety, & Environment Group Head	Wakil Sekretariat Komite merangkap Anggota Komite Deputy Committee Secretariat Concurrently Serving as Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Risk & Quality, Health, Safety, & Environment Group Head The term of office is valid until the end of the term as the Risk & Quality, Health, Safety, & Environment Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officers Profile section
4.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Anggota Komite Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Human Capital dan Transformasi The term of office is valid until the end of the term as the Director of Human Capital and Transformation	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
5.	Direktur Pengembangan Usaha Director of Business Development	Anggota Komite Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Pengembangan Usaha The term of office is valid until the end of the term as the Director of Business Development	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
6.	Direktur Operasi Director of Operations	Anggota Komite Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Operasi The term of office is valid until the end of the term as the Director of Operations	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
7.	Direktur Bisnis Director of Business	Anggota Komite Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Bisnis The term of office is valid until the end of the term as the Director of Business	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
8.	Corporate Secretary & CAO	Anggota Komite Committee Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Corporate Secretary & CAO The term of office is valid until the end of the term as the Corporate Secretary & CAO	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officers Profile section
9.	Internal Audit Senior Group Head	Anggota Komite (Independen) Committee Member (Independent)	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Internal Audit Group Head The ter of office is valid until the end of the term as the Internal Audit Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officers Profile section

Tabel Susunan Anggota Tim Sekretariat Komite Manajemen Risiko
Table of Risk Management Committee Secretariat Team Membership Structure

No.	Nama Jabatan Position Name	Kedudukan dalam Tim Sekretariat Komite Position in the Committee Secretariat Team
1.	Risk & Quality, Health, Safety, & Environment Group Head	Ketua merangkap Anggota | Chairman concurrently as Member
2.	Risk Management Department Head	Wakil Ketua merangkap Anggota | Deputy Chairman concurrently as Member
A.	**Direktorat Utama** Main Directorate	
1.	Corporate Communication & Community Development Group Head	Anggota | Member
2.	Legal and Compilance Group Head	Anggota | Member
3.	Procurement & Fixed Asset Group Head	Anggota | Member
B.	**Direktorat Bisnis** Business Directorate	
1.	Concession Business Planning Group Head	Anggota | Member
2.	Jasamarga Metropolitan Tollroad Regional Division Head	Anggota | Member
3.	Jasamarga Nusantara Tollroad Regional Division Head	Anggota | Member
4.	Direktur Utama PT Jasamarga Transjawa Tol President Director of PT Jasamarga Transjawa Tol	Anggota | Member
C.	**Direktorat Pengembangan Usaha** Business Development Directorate	
1.	Business Development Group Head	Anggota | Member
2.	Engineering Planning Group Head	Anggota | Member
3.	Direktur Utama PT Jasamarga Related Business President Director of PT Jasamarga Related Business	Anggota | Member
D.	**Direktorat Operasi** Operations Directorate	
1.	Operation and Maintenance Management Group Head	Anggota | Member
2.	Information Technology Group Head	Anggota | Member
3.	Direktur Utama PT Jasamarga Tollroad Operator President Director of PT Jasamarga Tollroad Operator	Anggota | Member
4.	Direktur Utama PT Jasamarga Tollroad Maintenance President Director of PT Jasamarga Tollroad Maintenance	Anggota | Member
E.	**Direktorat Keuangan dan Manajemen Risiko** Finance and Risk Management Directorate	
1.	Corporate Finance & Investor Relation Senior Group Head	Anggota | Member
2.	Corporate Planning & Portfolio Management Group Head	Anggota | Member
3.	Accounting & Tax Group Head	Anggota | Member
F.	**Direktorat Human Capital dan Transformasi** Human Capital and Transformation Directorate	
1.	Human Capital Development Group Head	Anggota | Member
2.	Human Capital Services Group Head	Anggota | Member
3.	Strategic Transformation Group Head	Anggota | Member
4.	Jasa Marga Learning Insitute Group Head	Anggota | Member

Pelatihan Anggota Komite Manajemen Risiko

Pelatihan yang telah diikuti anggota komite selama tahun 2025, dapat dilihat pada bagian Pengembangan Kompetensi Komite Manajemen Risiko pada Bab Profil Perusahaan.

Risk Management Committee Member Training

Training attended by committee members in 2025 is available in the Risk Management Committee Competency Development section at the Company Profile Chapter.

Pernyataan Independensi Komite Manajemen Risiko

Seluruh anggota komite tidak memiliki afiliasi dengan Direktur Lainnya, Komisaris maupun Pemegang Saham Pengendali, bukan merupakan pemegang saham Perseroan yang dapat mempengaruhi kemampuannya untuk bertindak independen, Komisaris, Direktur maupun karyawan dari perusahaan yang memiliki afiliasi maupun bisnis dengan Perseroan.

Pelaksanaan Tugas Komite Manajemen Risiko pada Tahun 2025

Sepanjang tahun 2025, Komite Manajemen Risiko (KMR) dan Tim Sekretariat Komite Manajemen Risiko (TSKMR) telah melaksanakan berbagai kegiatan sebagai wujud pelaksanaan tugasnya. Komite Manajemen Risiko aktif menyelenggarakan pertemuan untuk membahas berbagai hal terkait risiko di Perseroan. Pelaksanaan tugas ini bertujuan untuk memastikan kelangsungan usaha tetap terjaga di tengah dinamika pasar yang fluktuatif, melalui tata kelola risiko yang disiplin dan terintegrasi.

Rapat Komite Manajemen Risiko

Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko ditahun 2025 melakukan Rapat Koordinasi sebanyak 4 (empat) kali. Adapun pelaksanaan Rapat KMR dan TSKMR pada tahun 2025 antara lain sebagai berikut:

Statement of Independence of the Risk Management Committee

All committee members are not affiliated with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, and are not Commissioners, Directors, or employees of companies affiliated with or doing business with the Company.

Implementation of Risk Management Committee Duties in 2025

Throughout 2025, the Risk Management Committee (KMR) and the Risk Management Committee Secretariat Team (TSKMR) have carried out various activities in the course of performing their duties. The Risk Management Committee actively held meetings to discuss various matters related to risks in the Company. The implementation of these duties aims to ensure business continuity is maintained amid fluctuating market dynamics, through disciplined and integrated risk management.

Risk Management Committee Meeting

The Risk Management Committee and the Risk Management Committee Secretariat Team held four coordination meetings in 2025. The implementation of the KMR and TSKMR meetings in 2025 included the following:

Tabel Pelaksanaan Rapat Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko Tahun 2025
Table of Risk Management Committee and Risk Management Committee Secretariat Team Meeting Implementation in 2025

No.	Tanggal Date	Perihal Subject
Rapat Komite Manajemen Risiko Risk Management Committee Meetings		
1.	24 Juni 2025 June 24, 2025	Penetapan *Contingency Plan* Establishment of Contingency Plan
2.	11 Juli 2025 July 11, 2025	Penetapan Perubahan Kategori dan Klasifikasi Risiko Anak Perusahaan Establishment of Changes in the Category and Classification of Subsidiary Risks
3.	26 September 2025 September 26, 2025	Penetapan Strategi Risiko Establishment of Risk Strategy
4.	30 September 2025 September 30, 2025	Penetapan Hasil Pengukuran *Risk Maturity Index* (RMI) Tahun Buku 2024 dan *Roadmap* Perbaikan Manajemen Risiko 2025-2029 Determination of the 2024 Risk Maturity Index (RMI) Measurement Results and the 2025-2029 Risk Management Improvement Roadmap
Rapat Tim Sekretariat Komite Manajemen Risiko Management Committee Secretariat Team Meeting		
1.	25 Juni 2025 June 25, 2025	1. Penyampaian Hasil AUP Peringkat Komposit Risiko Tahun 2024 2. Hasil Evaluasi Pelaporan Manajemen Risiko Triwulan I 2025 3. Persiapan *Risk Based Budgeting* dalam RKAP 2026 1. Presentation of the 2024 Composite Risk Rating AUP Results 2. Results of the Evaluation of Risk Management Reporting for the First Quarter of 2025 3. Preparation of Risk-Based Budgeting in the 2026 RKAP

Pengembangan Kompetensi Komite Manajemen Risiko

Pengembangan Kompetensi Komite Manajemen Risiko dapat dilihat pada bagian Pengembangan Kompetensi Komite Manajemen Risiko di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Sertifikasi Personel Komite Manajemen Risiko

Selama tahun 2025, Perseroan telah melaksanakan upaya peningkatan Kompetensi Bidang Manajemen Risiko bagi para Anggota Komite Manajemen Risiko berupa Qualified Risk Governance Professional (QRGP). Program peningkatan kompetensi ini dilaksanakan oleh Perseroan bekerja sama dengan Sertifikasi Profesi (LSP) MKS.

Rencana Kerja Komite Manajemen Risiko Tahun 2026

Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko berencana melaksanakan beberapa kegiatan/pekerjaan di tahun 2026, di antaranya:
1. Program Budaya Sadar Risiko (*Risk Awareness*).
2. Pembaruan *Contingency Plan*.
3. Pengukuran *Risk Maturity Index*.
4. Pengukuran Peringkat Komposit Risiko.

Komite Pengarah Teknologi Informasi

Dalam rangka memberikan pandangan terhadap penyempurnaan pengelolaan teknologi informasi dan Manajemen Sistem Informasi, serta memantau kegiatan penyelenggaraan dan kesiapan infrastruktur TI, maka Direksi membentuk Komite Pengarah Teknologi Informasi yang ditetapkan berdasarkan Surat Keputusan Direksi No. 77/KPTS/2023 tanggal 3 Juli 2023.

Sehubungan dengan adanya perubahan struktur organisasi pada akhir tahun 2025, saat ini Perseroan tengah melakukan peninjauan dan finalisasi atas perubahan susunan keanggotaan Komite tersebut guna memastikan keselarasan dengan struktur organisasi dan kebutuhan tata kelola terkini.

Kedudukan Komite Pengarah Teknologi Informasi

Dalam struktur Tata Kelola Perusahaan, kedudukan bagan yang menunjukan kedudukan Komite Pengarah Teknologi Informasi dalam Struktur Organisasi berada di bawah Direksi dan langsung jawab kepada Direksi.

Competency Development for the Risk Management Committee

Competency development for the Risk Management Committee is available in the Competency Development of the Risk Management Committee's section at the Company Profile Chapter of this Annual Report.

Personnel Certification for the Risk Management Committee

During 2025, the Company has implemented efforts to improve the Risk Management Competence of the members of the Risk Management Committee in the form of Qualified Risk Governance Professional (QRGP). This competency improvement programme was carried out by the Company in collaboration with the MKS Professional Certification (LSP).

Risk Management Committee Work Plan for 2026

The Risk Management Committee and the Risk Management Committee Secretariat Team plan to carry out several activities/tasks in 2026, including:
1. Risk Awareness Program.
2. Contingency Plan Update.
3. Risk Maturity Index Measurement.
4. Composite Risk Rating Measurement.

Information Technology Steering Committee Committee

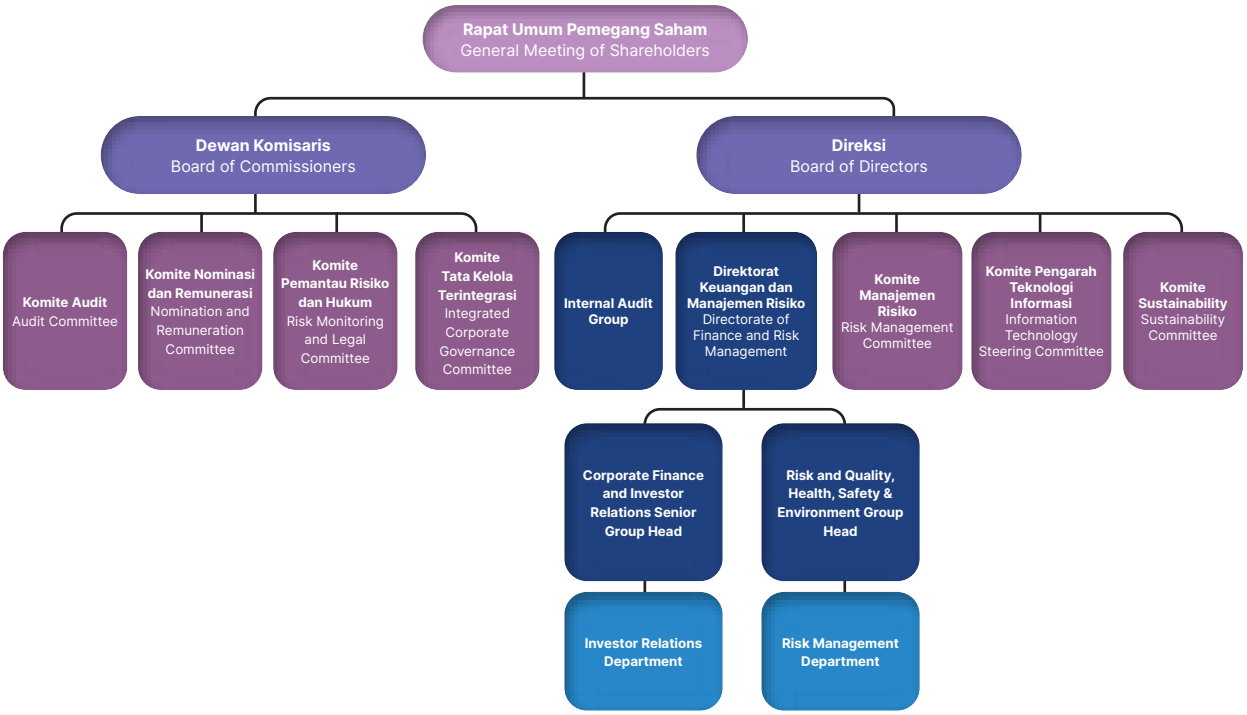
To provide insight into the improvement of information technology management and Information System Management, as well as to monitor the implementation of activities and the readiness of IT infrastructure, the Board of Directors has formed an Information Technology Steering Committee, which was established based on Board of Directors Decree No. 77/KPTS/2023 dated July 3, 2023.

In connection with the organizational restructuring at the end of 2025, the Company is currently reviewing and finalizing changes to the Committee's composition to ensure alignment with the new organizational structure and current governance requirements.

Information Technology Steering Committee's Position

Within the Corporate Governance structure, the position of the Information Technology Steering Committee in the Organizational Structure is under the Board of Directors and reports directly to the Board of Directors.

Bagan Kedudukan Komite Pengarah Teknologi Informasi dalam Struktur Organisasi
Chart of Information Technology Steering Committee's Position in Corporate Governance Structure



Tugas dan Fungsi

Tugas dan tanggung jawab Komite Pengarah Teknologi Informasi berdasarkan Surat Keputusan Direksi No. 77/KPTS/2023 tanggal 3 Juli 2023 adalah mencakup:

1. Menyelaraskan strategi Teknologi Informasi (TI) dan bisnis (*strategic alignment*), melalui arahan strategis dan keputusan terkait program implementasi TI/solusi TI yang sejalan dengan strategi, tujuan dan prioritas bisnis Perseroan.
2. Melakukan *review* dan memberikan persetujuan atas rencana-rencana terkait TI agar dapat memberikan manfaat sesuai rencana (*value delivery*), di antaranya:
   a. *Masterplan* Teknologi Informasi;
   b. Hasil *review masterplan* TI; dan/atau
   c. Rencana Kerja Anggaran Perusahaan (RKAP) TI.
3. Mengusulkan dan melakukan *review* terkait Tata Kelola TI dan Data, di antaranya:
   a. Kebijakan Tata Kelola TI dan Data; dan/atau
   b. Pedoman Tata Kelola TI dan Data.
4. Melakukan evaluasi pencapaian kinerja *(Performance Measurement)* dan kepatuhan TI yang meliputi:
   a. Progres inisiatif-inisiatif TI yang bersifat strategis, termasuk penetapan resolusi permasalahan;
   b. Tingkat kepatuhan, kematangan, atau kapabilitas Tata Kelola TI dan Data; dan/atau
   c. Pencapaian *benefit* dari inisiatif-inisiatif strategis TI.
5. Menetapkan keputusan pengelolaan risiko untuk menjaga aset TI dari kejadian yang tidak diinginkan (*risk management*) demi keberlangsungan operasional bisnis Perseroan.
6. Melakukan pengkajian secara komprehensif mengenai sinkronisasi program-program penerapan teknologi pengoperasian dan preservasi dengan kebijakan pemerintah, khususnya sinkronisasi program teknologi Perseroan dengan penerapan kebijakan *Multi Lane Free Flow* (MLFF).

Duties and Functions

The duties and responsibilities of the Information Technology Steering Committee, based on Board of Directors Decree No. 77/KPTS/2023 dated July 3, 2023, include:

1. Aligning Information Technology (IT) and business strategies (strategic alignment) through strategic direction and decisions related to IT implementation programs/IT solutions that are in line with the Company's business strategies, objectives, and priorities.
2. Reviewing and approving IT-related plans to ensure they deliver value as planned, including:
   a. Information Technology Master Plan;
   b. IT master plan review results; and/or
   c. IT Corporate Budget Work Plan (RKAP).
3. Proposing and reviewing IT and Data Governance, including:
   a. IT and Data Governance Policy; and/or
   b. IT and Data Governance Guidelines.
4. Conducting performance measurement and IT compliance evaluations, including:
   a. Progress of strategic IT initiatives, including problem resolution;
   b. Level of compliance, maturity, or capability of IT and Data Governance; and/or
   c. Achievement of benefits from strategic IT initiatives.
5. Establishing risk management decisions to protect IT assets from undesirable events (risk management) for the sake of the Company's business continuity.
6. Conducting a comprehensive review of the synchronization of operational and preservation technology implementation programs with government policies, particularly the synchronization of the Company's technology programs with the implementation of the Multi Lane Free Flow (MLFF) policy.

7. Memastikan kolaborasi antardirektorat di dalam Perusahaan dapat berjalan dengan baik dalam pelaksanaan program implementasi TI.
8. Melaporkan hasil Pekerjaan IT *Steering Commiittee* kepada Dewan Komisaris minimal 1 (satu) tahun sekali.

7. Ensuring effective collaboration between directorates within the Company in the implementation of IT programs.
8. Reporting the results of the IT Steering Committee's work to the Board of Commissioners at least once a year.

Struktur Keanggotaan dan Profil Anggota

Berdasarkan Surat Keputusan Direksi No. 77/KPTS/2023 tanggal 3 Juli 2023, susunan anggota Komite Pengarah Teknologi Informasi (IT *Steering Commiitee*) adalah sebagai berikut:

Membership Structure and Member Profiles

Based on the Board of Directors Decree No. 77/KPTS/2023 dated July 3, 2023, the composition of the Information Technology Steering Committee (IT Steering Committee) is as follows:

Tabel Susunan Anggota Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Membership Structure

No.	Jabatan Position	Kedudukan Dalam Komite Position in the Committee	Masa Jabatan Term of Office	Profil Profile
Komite Committee				
1.	Direktur Utama President Director	Ketua Komite Committee Chair	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Utama The term of office is valid until the end of the term as the President Director	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
2.	Direktur Operasi Director of Operations	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Operasi dan Layanan The term of office is valid until the end of the term as the Director of Operations and Services	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
3.	Direktur Bisnis Director of Business	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Bisnis The term of office is valid until the end of the term as the Director of Business	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
4.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Human Capital dan Transformasi The term of office is valid until the end of the term as the Director of Human Capital and Transformation	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
5.	Direktur Pengembangan Usaha Director of Business Development	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Pengembangan Usaha The term of office is valid until the end of the term as the Director of Business Development	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
6.	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Direktur Keuangan dan Manajemen Risiko The term of office is valid until the end of the term as the Director of Finance and Risk Management	Dapat dilihat pada bagian Profil Direksi Disclosed in the Board of Directors Profile section
Tim Teknis Technical Team				
1.	Information Technology Group Head	Koordinator Teknis Technical Coordinator	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Information Technology Group Head The term of office is valid until the end of the term as Information Technology Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
2.	Operation & Maintenance Management Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Operation & Maintenance Management Group Head The term of office is valid until the end of the term as Operation & Maintenance Management Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
3.	Corporate Planning & Portfolio Management Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Corporate Planning & Portfolio Management Group Head The term of office is valid until the end of the term as Corporate Planning & Portfolio Management Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
4.	Accounting and Tax Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Accounting and Tax Group Head The term of office is valid until the end of the term as Accounting and Tax Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section

Tabel Susunan Anggota Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Membership Structure

No.	Jabatan Position	Kedudukan Dalam Komite Position in the Committee	Masa Jabatan Term of Office	Profil Profile
5.	Risk & Quality, Health, Safety, and Environment Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Risk & Quality, Health, Safety, and Environment Group Head The term of office is valid until the end of the term as Risk & Quality, Health, Safety, and Environment Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
6.	Human Capital Development Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Human Capital Development Group Head The term of office is valid until the end of the term as Human Capital Development Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
7.	Corporate Communication & Community Development Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Corporate Communication & Community Development Group Head The term of office is valid until the end of the term as Corporate Communication & Community Development Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
8.	Legal & Compliance Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Legal & Compliance Group Head The term of office is valid until the end of the term as Legal & Compliance Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
9.	Procurement & Fix Asset Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Procurement & Fix Asset Group Head The term of office is valid until the end of the term as Procurement & Fix Asset Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
10.	Strategic Transformation Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Strategic Transformation Group Head The term of office is valid until the end of the term as Strategic Transformation Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section
11.	Concession Business Planning Group Head	Anggota Member	Masa jabatan berlaku sampai dengan berakhirnya masa jabatan sebagai Concession Business Planning Group Head The term of office is valid until the end of the term as Concession Business Planning Group Head	Dapat dilihat pada bagian Profil Pejabat Eksekutif Disclosed in the Executive Officer Profile section

Pelaksanaan Tugas Komite Pengarah Teknologi Informasi

Sepanjang tahun 2025, Komite Pengarah Teknologi Informasi telah menjalankan mandatnya di bawah Direksi dengan disiplin dan akuntabel. Pelaksanaan tugas diwujudkan dalam rapat yang dilaksanakan, yang menjadi wadah diskusi untuk membahas berbagai isu berkaitan dengan Teknologi Informasi Perseroan. Arahan-arahan yang dihasilkan dalam rapat tersebut berfungsi sebagai panduan operasional agar tetap selaras dengan strategi bisnis besar yang dicanangkan oleh Direksi.

Rapat Komite Pengarah Teknologi Informasi

Selama tahun 2025, Komite Pengarah Teknologi Informasi telah melaksanakan rapat sebanyak 1 (satu) kali, yaitu dengan agenda sebagai berikut:

Implementation of the Information Technology Steering Committee's Duties

Throughout 2025, the Information Technology Steering Committee has carried out its mandate under the Board of Directors with discipline and accountability. The implementation of tasks was realised in meetings, which served as a forum for discussing various issues related to the Company's Information Technology. The directives produced in these meetings served as operational guidelines to remain in line with the major business strategies announced by the Board of Directors.

Information Technology Steering Committee Meetings

In 2025, the Information Technology Steering Committee held one meeting with the following agenda:

Tabel Pelaksanaan Rapat Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda
1.	17 November 2025 November 17, 2025	1. Tindak Lanjut IT SteerCo Tahun 2024 2. Pencapaian RSTI 3. *Progress* Kajian MLFF 4. Implementasi SAP PSAK 118 5. IT *Maturity Assessment* 6. Aplikasi TCM 7. SK BPO Aplikasi 8. Penambahan Tim Teknis IT Steering Committee 1. Follow-up on IT SteerCo 2024 2. RSTI Achievements 3. MLFF Study Progress 4. Implementation of SAP PSAK 118 5. IT Maturity Assessment 6. TCM Application 7. BPO Application Decree 8. Addition of IT Steering Committee Technical Team

Pelatihan Anggota Komite Pengarah Teknologi Informasi

Pelatihan yang telah diikuti anggota komite selama tahun 2025, dapat dilihat pada bagian Pengembangan Kompetensi Komite Pengarah Teknologi Informasi pada Bab Profil Perusahaan.

Pernyataan Independensi Komite Pengarah Teknologi Informasi

Seluruh anggota komite tidak memiliki afiliasi dengan Direktur Lainnya, Komisaris maupun Pemegang Saham Pengendali, bukan merupakan pemegang saham Perseroan yang dapat mempengaruhi kemampuannya untuk bertindak independen, Komisaris, Direktur maupun karyawan dari Perseroan yang memiliki afiliasi maupun bisnis dengan Perseroan.

Pengembangan Kompetensi Komite Pengarah Teknologi Informasi

Pengembangan Kompetensi Komite Pengarah Teknologi Informasi dapat dilihat pada bagian Pengembangan Kompetensi di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Rencana Kerja Komite Pengarah Teknologi Informasi Tahun 2026

Komite Pengarah Teknologi Informasi telah menyusun Rencana Kerja untuk tahun 2026. Adapun rencana kerja Komite Pengarah Teknologi Informasi Tahun 2026 adalah sebagai berikut:

1. Pengembangan Aplikasi Travoy Sebagai Layanan Pelanggan Terpadu yang Berkelanjutan.
2. Peningkatan Kapabilitas *Real Time Data Processing* pada Aplikasi TCM.
3. Pengembangan Sistem Pendukung Pemantauan Pengendalian Internal atas Pelaporan Keuangan.

Information Technology Steering Committee Member Training

Training attended by committee members in 2025 is available in the Information Technology Steering Committee Competency Development section at the Company Profile Chapter.

Statement of Independence of the Information Technology Steering Committee

All committee members are not affiliated with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, and are not Commissioners, Directors, or employees of companies affiliated with or doing business with the Company.

Competency Development for the Information Technology Steering Committee

Competency development for the Information Technology Steering Committee is available in the Competency Development section at the Company Profile Chapter of this Annual Report.

Information Technology Steering Committee Work Plan for 2026

The Information Technology Steering Committee has prepared a Work Plan for 2026. The 2026 Work Plan of the Information Technology Steering Committee is as follows:

1. Development of the Travoy Application as a Sustainable Integrated Customer Service.
2. Improvement of Real-Time Data Processing Capabilities in the TCM Application.
3. Development of a Monitoring Support System for Internal Control over Financial Reporting.

Komite Sustainability

Pada tahun 2025, Perseroan telah memiliki komitmen keberlanjutan dan membentuk Komite Sustainability, yang merupakan evolusi strategis dari Komite Tanggung Jawab Sosial dan Lingkungan (TJSL), dalam rangka memperkuat tata kelola keberlanjutan, mengeksekusi Road Map ESG 2025–2029, serta mengintegrasikan keberlanjutan ke dalam seluruh rantai nilai bisnis Jasa Marga, sesuai dengan Peraturan Menteri BUMN Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

Pembentukan Komite Sustainability ditetapkan melalui Keputusan Direksi Nomor 145/KPTS/2025 tanggal 26 September 2025 tentang Pembentukan Komite Sustainability di Lingkungan PT Jasa Marga (Persero) Tbk. Maka dengan demikian, Keputusan Direksi Nomor 154/KPTS/2024 tanggal 1 Agustus 2024 tentang Penetapan Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) Periode 2024–2025 di Lingkungan Jasa Marga Group serta Keputusan Direksi Nomor 169/KPTS/2022 tanggal 23 Desember 2022 tentang Pembentukan Struktur Organisasi serta Tugas dan Tanggung Jawab Komite Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Jasa Marga (Persero) Tbk dinyatakan tidak berlaku. Adapun penjelasan lebih lengkap mengenai pelaksanaan Tanggung Jawab Sosial dan Lingkungan Perseroan telah tertuang dalam Laporan Keberlanjutan.

Kedudukan Komite Sustainability

Dalam struktur Tata Kelola Perusahaan, kedudukan bagan yang menunjukkan kedudukan Komite Sustainability dalam Struktur Organisasi berada di bawah Direksi dan langsung bertanggung jawab kepada Direksi.

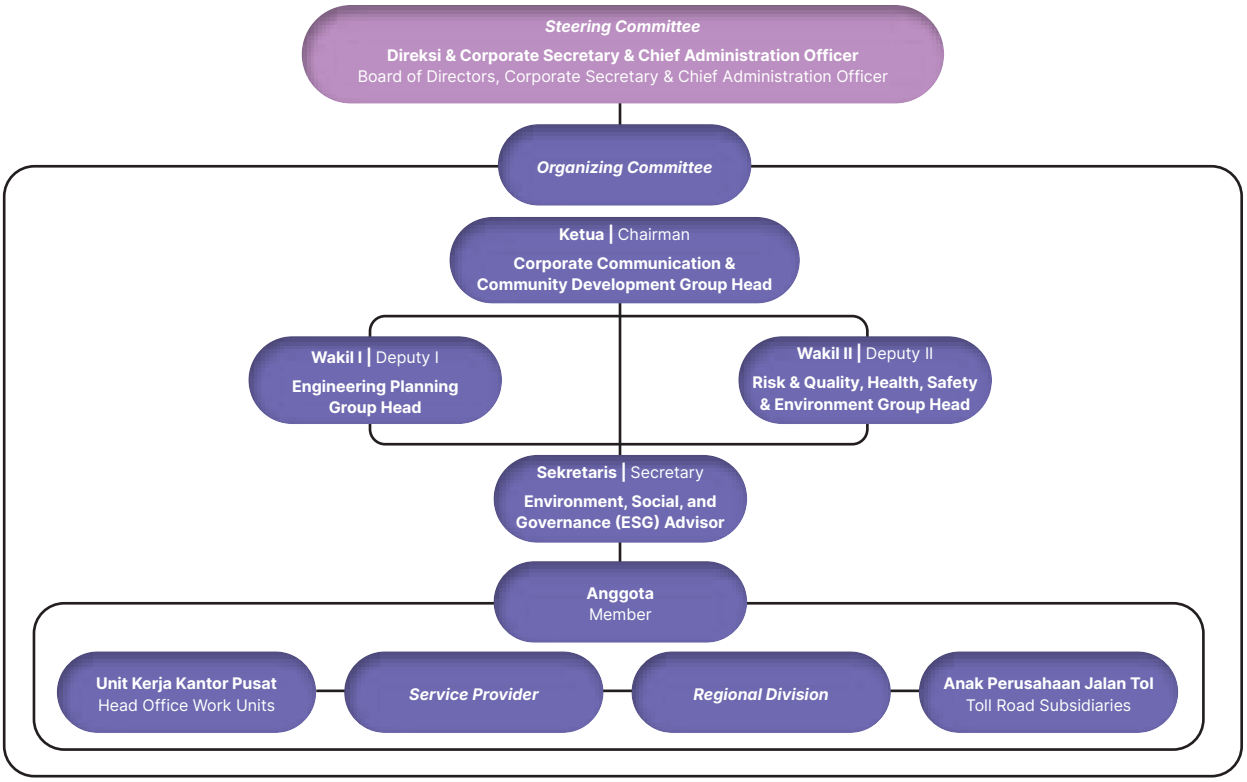
Sustainability Committee

By 2025, the Company has made a commitment to sustainability and formed a Sustainability Committee, which is a strategic evolution of the Social and Environmental Responsibility Committee (TJSL), in order to strengthen sustainability governance, execute the 2025–2029 ESG Road Map, and integrate sustainability into the entire value chain of Jasa Marga's business, in accordance with the Minister of State-Owned Enterprises Regulation Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.

The establishment of the Sustainability Committee was stipulated through Board of Directors Decree Number 145/KPTS/2025 dated September 26, 2025 concerning the Establishment of a Sustainability Committee within PT Jasa Marga (Persero) Tbk. Therefore, Board of Directors Decision Number 154/KPTS/2024 dated August 1, 2024 concerning the Establishment of the Social and Environmental Responsibility Committee (TJSL) for the 2024–2025 Period within the Jasa Marga Group, as well as Board of Directors Decree No. 169/KPTS/2022 dated December 23, 2022, concerning the Establishment of the Organizational Structure and Duties and Responsibilities of the Social and Environmental Responsibility Committee within PT Jasa Marga (Persero) Tbk, are hereby declared invalid. A more detailed explanation of the implementation of the Company's Social and Environmental Responsibility is contained in the Sustainability Report.

Sustainability Committee's Position

Within the Corporate Governance structure, the organizational chart showing the position of the Sustainability Committee in the Organizational Structure is under the Board of Directors and reports directly to the Board of Directors.



Tugas dan Fungsi

Tugas dan tanggung jawab Komite Sustainability berdasarkan Surat Keputusan Direksi No. 145/KPTS/2025 tanggal 26 September 2025 adalah sebagai berikut:

A. ***Steering Committee***, yaitu:
1. Memberikan arahan strategis terkait strategi keberlanjutan Perseroan yang mengacu pada Pilar ESG;
2. Menentukan arah dan Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan visi, misi dan tujuan Perseroan;
3. Memberikan arahan strategis terkait aspek keberlanjutan agar menjadi bagian dari budaya dan strategi Perseroan;
4. Memberikan masukan, saran dan persetujuan atau penolakan terhadap setiap inisiatif strategis keberlanjutan Perseroan;
5. Melakukan pengawasan, pemantauan dan evaluasi atas ketercapaian indikator strategi dan program keberlanjutan; dan
6. Menyetujui serta melaporkan ketercapaian kinerja strategi keberlanjutan Perseroan melalui Laporan Keberlanjutan (*Sustainability Report*) tahunan.

B. ***Organizing Committee***, yaitu:
1. Mendukung dan memastikan setiap aspek strategi keberlanjutan menjadi bagian dari budaya dan strategi Perseroan;
2. Menganalisis dan mengevaluasi strategi keberlanjutan Perusahaan selaras dengan setiap perkembangan dan tren strategi keberlanjutan global;
3. Memastikan setiap inisiatif strategi keberlanjutan Perseroan sejalan dengan peraturan perundangan yang berlaku;
4. Melakukan monitoring dan evaluasi ketercapaian seluruh indikator kinerja strategi keberlanjutan Perseroan; dan
5. Melakukan penjabaran (*cascading*) target strategi keberlanjutan Perseroan kepada Anak Perusahaan Jasa Marga Group.

B.1. Ketua, yaitu:
1. Memimpin rapat Komite;
2. Bertanggung jawab atas semua kegiatan perencanaan, pelaksanaan, evaluasi Kebijakan Keberlanjutan (*Sustainability Policy*) yang sesuai dengan *Road Map* dan *Action Plan* ESG Perseroan sehingga selaras dengan perkembangan global dan peraturan yang berlaku;
3. Menetapkan Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Road Map* dan *Action Plan* ESG Perseroan yang dituangkan ke dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP); dan
4. Mengoordinasikan fungsi Direktorat, Unit Kerja dan Bidang yang terkait dalam implementasi Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Road Map* dan *Action Plan* ESG Perseroan.

B.2. Wakil I, yaitu:
1. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua;

Duties and Functions

The duties and responsibilities of the Sustainability Committee, based on Board of Directors Decree No. 145/KPTS/2025 dated September 26, 2025, are as follows:

A. Steering Committee, namely:
1. Providing strategic direction related to the Company's sustainability strategy with reference to the ESG Pillars;
2. Determining the direction and Sustainability Policy in accordance with the Company's vision, mission, and objectives;
3. Providing strategic direction related to sustainability aspects to become part of the Company's culture and strategy;
4. Providing input, advice, and approval or rejection of every strategic sustainability initiative of the Company;
5. Overseeing, monitoring, and evaluating the achievement of sustainability strategy and program indicators; and
6. Approve and report on the achievement of the Company's sustainability strategy performance through an annual Sustainability Report.

B. Organizing Committee, namely:
1. Supporting and ensuring that every aspect of the sustainability strategy becomes part of the Company's culture and strategy;
2. Analyzing and evaluating the Company's sustainability strategy in line with global sustainability strategy developments and trends;
3. Ensuring that every Company's sustainability strategy initiative is in line with applicable laws and regulations;
4. Monitoring and evaluating the achievement of all Company sustainability strategy performance indicators; and
5. Cascading the Company's sustainability strategy targets to Jasa Marga Group Subsidiaries.

B.1. Chairman, namely:
1. Leading Committee meetings;
2. Being responsible for all activities related to the planning, implementation, and evaluation of the Sustainability Policy in accordance with the Company's ESG Road Map and Action Plan so that it is in line with global developments and applicable regulations;
3. Establishing the Sustainability Policy in accordance with the Company's ESG Road Map and Action Plan as outlined in the Company's Work Plan and Budget (RKAP) and Long-Term Plan (RJPP); and
4. Coordinate the functions of the Directorate, Work Units, and Related Fields in the Sustainability Policy implementation per the Company's ESG Road Map and Action Plan.

B.2. Deputy I, namely:
1. Assisting and representing the Chairman's duties under the Chairman's direction and approval;

2. Menyosialisasikan dan mempublikasikan program-program Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Road Map* dan *Action Plan* ESG Perseroan yang dilaksanakan Perseroan kepada pihak pemangku kepentingan dari internal dan eksternal Perseroan;
3. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua; dan
4. Menyusun laporan berkala dan Laporan Keberlanjutan (*Sustainability Report*).

B.2.Wakil II, yaitu:
1. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua;
2. Menyosialisasikan dan mempublikasikan program-program Kebijakan Keberlanjutan (*Sustainability Policy*) sesuai dengan *Road Map* dan *Action Plan* ESG Perseroan yang dilaksanakan Perseroan kepada pihak pemangku kepentingan dari internal dan eksternal Perusahaan;
3. Membantu dan mewakili tugas-tugas Ketua atas arahan dan persetujuan Ketua; dan
4. Menyusun laporan berkala dan Laporan Keberlanjutan (*Sustainability Report*).

B.4. Sekretaris, yaitu:
1. Menyusun dan mempersiapkan semua kelengkapan administrasi dan dokumentasi yang diperlukan dalam rapat Komite agar dapat didistribusikan ke pihak pemangku kepentingan dari internal dan eksternal Perusahaan, meliputi antara lain:
   a. perencanaan rapat;
   b. penyusunan agenda dan rencana pembahasan;
   c. pencatatan notulen;
   d. persiapan daftar hadir Komite *Sustainability*; dan
   e. progres pembahasan kinerja strategi keberlanjutan Perusahaan dan hasil rapat, dalam bentuk risalah rapat, materi rapat dan data pendukung lainnya.
2. Mengundang Anggota Komite untuk melaksanakan rapat komite;
3. Melakukan kegiatan korespondensi antara *Steering Committee, Organizing Committee* dan pihak-pihak terkait lainnya;
4. Mengumpulkan dokumen dan data terkait strategi keberlanjutan Perusahaan; dan
5. Melakukan monitoring dan evaluasi atas pelaporan kinerja strategi keberlanjutan Perusahaan melalui platform digital.

B.5. Anggota, yaitu:
1. Melakukan kajian, *monitoring*, dan evaluasi pencapaian strategi keberlanjutan di Perusahaan dan Anak Perusahaan Jasa Marga Group sesuai bidangnya masing-masing;
2. Mempersiapkan data, dokumen, dan sumber daya yang dibutuhkan untuk meminimalisasi risiko kegagalan pencapaian strategi keberlanjutan Perusahaan;

2. Disseminating and publicizing the Company's Sustainability Policy programs in accordance with the Company's ESG Road Map and Action Plan to internal and external stakeholders;
3. Assisting and representing the Chairman in carrying out duties under the Chairman's direction and approval; and
4. Preparing periodic reports and Sustainability Reports.

B.3.Deputy II, namely:
1. Assisting and representing the Chairman in carrying out duties under the Chairman's direction and approval;
2. Disseminating and publicizing the Company's Sustainability Policy programs in accordance with the Company's ESG Road Map and Action Plan implemented by the Company to internal and external stakeholders;
3. Assisting and representing the Chairman in carrying out duties under the Chairman's direction and approval; and
4. Preparing periodic reports and Sustainability Reports.

B.4.Secretary, namely:
1. Preparing and arranging all administrative and documentation requirements for Committee meetings so that they can be distributed to internal and external stakeholders of the Company, including, among others:
   a. meeting planning;
   b. preparing the agenda and discussion plan;
   c. recording of minutes;
   d. preparation of the Sustainability Committee attendance list; and
   e. progress of discussions on the Company's sustainability strategy performance and meeting results, in the form of meeting minutes, meeting materials, and other supporting data.
2. Inviting Committee Members to attend committee meetings;
3. Conducting correspondence between the Steering Committee, Organizing Committee, and other relevant parties;
4. Collecting documents and data related to the Company's sustainability strategy; and
5. Monitoring and evaluating the reporting of the Company's sustainability strategy performance through a digital platform.

B.5.Members, namely:
1. Conducting studies, monitoring, and evaluating the achievement of sustainability strategies at the Company and Jasa Marga Group Subsidiaries in accordance with their respective fields;
2. Preparing the data, documents, and resources needed to minimize the risk of failure in achieving the Company's sustainability strategy;

3. Melakukan *review* atas kepatuhan terhadap ketentuan, peraturan perundang-undangan yang berlaku, dan prosedur internal yang relevan dengan strategi keberlanjutan Perusahaan;
4. Menyusun laporan triwulan yang terdiri atas progres dan/atau hasil kinerja strategi keberlanjutan kepada Sekretaris untuk disampaikan dalam rapat Komite; dan
5. Memberikan rekomendasi program kerja terkait implementasi strategi keberlanjutan Perusahaan.

3. Reviewing compliance with applicable laws, regulations, and internal procedures relevant to the Company's sustainability strategy;
4. Preparing quarterly reports consisting of progress and/or performance results of the sustainability strategy to the Secretary to be presented at Committee meetings; and
5. Providing recommendations for work programs related to the implementation of the Company's sustainability strategy.

Struktur Keanggotaan dan Profil Anggota

Berdasarkan Surat Keputusan Direksi Nomor 145/KPTS/2025 Tanggal 26 September 2025 tentang Pembentukan Komite Sustainability di Lingkungan PT Jasa Marga (Persero) Tbk, susunan anggota Komite Sustainability adalah sebagai berikut:

Membership Structure and Member Profiles

Based on Board of Directors Decree No. 145/KPTS/2025 dated September 26, 2025, on the Establishment of a Sustainability Committee within PT Jasa Marga (Persero) Tbk, the composition of the Sustainability Committee members is as follows:

Tabel Susunan Anggota Komite Sustainability
Table of Sustainability Committee Membership Structure

No.	Jabatan Position	Kedudukan Dalam Komite Position in the Committee
1.	Direksi dan Corporate Secretary & Chief Administration Officer Board of Directors and Corporate Secretary & Chief Administration Officer	*Steering Committee*
2.	Corporate Communication and Community Development Group Head	Ketua | Chairman
3.	Engineering Planning Group Head	Wakil I | Deputy I
4.	Risk & Quality, Health, Safety & Environment Group Head	Wakil II | Deputy II
5.	Environment, Social & Governance Advisor	Sekretaris | Secretary
6.	Para Senior Group Head, Senior General Manager, Group Head, Direktur Anak Perusahaan Senior Group Heads, Senior General Managers, Group Heards, Subsidiary Directors	Anggota | Member

Pelatihan Anggota Komite Sustainability

Pelatihan yang telah diikuti anggota komite selama tahun 2025, dapat dilihat pada bagian Pengembangan Kompetensi pada Bab Profil Perusahaan.

Sustainability Committee Member Training

Training attended by committee members in 2025 is available in the Competency Development section at the Company Profile Chapter.

Pernyataan Independensi Komite Sustainability

Seluruh anggota komite tidak memiliki afiliasi dengan Direktur Lainnya, Komisaris maupun Pemegang Saham Pengendali, bukan merupakan pemegang saham Perseroan yang dapat mempengaruhi kemampuannya untuk bertindak independen, Komisaris, Direktur maupun karyawan dari perusahaan yang memiliki afiliasi maupun bisnis dengan Perseroan.

Statement of Independence of the Sustainability Committee

All committee members are not affiliated with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, and are not Commissioners, Directors, or employees of companies affiliated with or doing business with the Company.

Pelaksanaan Tugas Komite Sustainability pada Tahun 2025

Adapun pelaksanaan kerja Komite Sustainability Tahun 2025 adalah sebagai berikut:

1. Perubahan Nomenklatur dan Penyesuaian Ruang Lingkup Organisasi
   Pelaksanaan tugas pada tahun 2025 diawali dengan penyesuaian struktural, yaitu transformasi Komite Tanggung Jawab Sosial dan Lingkungan (TJSL) menjadi Komite *Sustainability* yang ditetapkan melalui Keputusan Direksi No. 145/KPTS/2025. Perubahan ini diikuti dengan

Implementation of Sustainability Committee Duties in 2025

The implementation of the Sustainability Committee's work in 2025 is as follows:

1. Changes in Nomenclature and Adjustments to the Scope of the Organization
   The implementation of tasks in 2025 began with structural adjustments, i.e., the transformation of the Social and Environmental Responsibility Committee (TJSL) into the Sustainability Committee, which was stipulated through Board of Directors Decree No. 145/

penyesuaian tugas dan tanggung jawab seluruh anggota Komite, dari *Sustainability Program Officer* (SPO) hingga *Sustainability Data Compiler* (SDC), untuk memperluas cakupan fokus kerja dari hanya TJSL menjadi mencakup keseluruhan aspek *Environment, Social, and Governance* (ESG), termasuk risiko iklim, di lingkungan Perusahaan dan Anak Perusahaan Jasa Marga Group.

2. Penguatan Fondasi Kebijakan dan Pemetaan Keberlanjutan
   Komite melaksanakan kajian mendalam atas Kebijakan Keberlanjutan Perusahaan, khususnya dengan menganalisis kesesuaian program ESG terhadap target-target global, seperti *Transforming Our World: The 2030 Agenda for Sustainable Development* (SDGs). Hasil dari analisis ini digunakan untuk membuat peta *Sustainability* (*Sustainability Map*) yang menjadi dasar penetapan strategi dan program prioritas di tahun 2025. Komite juga bertugas mengidentifikasi dan mengusulkan program prioritas baru, serta mengevaluasi efektivitas program yang telah berjalan sebelumnya.

3. Penyiapan dan Dukungan Data untuk *Sustainability Report* (SR) 2025
   Sebagai bagian dari tugas wajib, Komite secara aktif melaksanakan penyiapan data dan penyusunan draf Laporan Keberlanjutan (*Sustainability Report*) untuk periode tahun 2025. Pelaksanaan ini melibatkan *Sustainability Data Compiler* (SDC) di seluruh unit kerja untuk menyusun data realisasi program sesuai format yang disetujui, dan memfasilitasi *Sustainability Program Officer* (SPO) dalam melakukan evaluasi data dan membantu proses penyusunan laporan, memastikan data yang disajikan transparan dan akuntabel sesuai standar pelaporan yang berlaku.

4. Inisiasi Implementasi Awal *Roadmap* dan Koordinasi Rutin
   Berdasarkan *Roadmap* ESG 2025-2029, tahun 2025 merupakan inisiasi Fase *Define* & *Prepare*, termasuk sosialisasi kebijakan baru dan integrasi risiko iklim ke dalam manajemen risiko Perusahaan. Secara operasional, Komite menyelenggarakan rapat-rapat koordinasi rutin di bawah *Organizing Committee* untuk melakukan *monitoring* dan evaluasi awal (MONEV) atas implementasi program ESG yang baru dan memastikan dukungan anggaran serta ketersediaan sumber daya yang diperlukan untuk menjalankan inisiatif-inisiatif keberlanjutan.

5. Penyelenggaraan Summit dan Peningkatan Kapabilitas Melalui JSCS 2025
   Komite Sustainability melaksanakan puncak kegiatan koordinasi dan internalisasi melalui *Jasa Marga Sustainability and Communication Summit* (JSCS) 2025 yang diselenggarakan pada Senin-Selasa, 10-11 November 2025. Kegiatan ini mencakup pengukuhan resmi Komite Sustainability yang ditandai dengan penyematan atribut komite sebagai simbolisasi transformasi tata kelola dari sekadar TJSL menjadi fokus ESG yang terintegrasi. Forum ini juga berfungsi sebagai sarana *capacity building* utama yang meliputi sosialisasi *Action Plan* dalam ESG *Roadmap* 2025-2029, pembekalan standar pelaporan global baru (IFRS S1 & S2), serta pelaksanaan *workshop* teknis pengukuran

KPTS/2025. This is followed by adjustments to the duties and responsibilities of all Committee members, from the Sustainability Program Officer (SPO) to the Sustainability Data Compiler (SDC), to expand the work scope from only TJSL to cover all Environment, Social, and Governance (ESG) aspects, including climate risk, within the Company and Jasa Marga Group Subsidiaries.

2. Strengthening the Foundation of Sustainability Policy and Mapping
   The Committee conducted an in-depth review of the Company's Sustainability Policy, specifically by analyzing the alignment of ESG programs with global targets, such as Transforming Our World: The 2030 Agenda for Sustainable Development (SDGs). The results of this analysis were used to create a Sustainability Map, which became the basis for determining priority strategies and programs in 2025. The Committee is also tasked with identifying and proposing new priority programs, as well as evaluating the effectiveness of programs that have been implemented previously.

3. Data Preparation and Support for the 2025 Sustainability Report (SR)
   As part of its mandatory duties, the Committee actively prepares data and drafts the Sustainability Report for the 2025 period. This involves Sustainability Data Compilers (SDCs) in all work units compiling program realization data in accordance with the approved format, and facilitating Sustainability Program Officers (SPOs) in evaluating data and assisting in the report preparation process, ensuring that the data presented is transparent and accountable in accordance with applicable reporting standards.

4. Initiating Initial Roadmap Implementation and Routine Coordination
   Based on the 2025-2029 ESG Roadmap, 2025 marks the initiation of the Define & Prepare Phase, including the dissemination of new policies and the integration of climate risk into the Company's risk management. Operationally, the Committee holds regular coordination meetings under the Organizing Committee to conduct initial monitoring and evaluation (MONEV) of the implementation of the new ESG program and ensure budget support and the availability of resources needed to carry out sustainability initiatives.

5. Summit Organization and Capability Enhancement Through JSCS 2025
   The Sustainability Committee held the peak of its coordination and internalization activities through the Jasa Marga Sustainability and Communication Summit (JSCS) 2025, which was held on Monday-Tuesday, November 10-11, 2025. This event includes the official inauguration of the Sustainability Committee, marked by the presentation of committee attributes as a symbol of the transformation of governance from TJSL to an integrated ESG focus. This forum also served as a key capacity building tool, covering the dissemination of the Action Plan in the 2025-2029 ESG Roadmap, the provision of new global reporting standards (IFRS S1 & S2), and the implementation of technical workshops on

dampak program TJSL menggunakan metode *Social Return on Investment* (SROI) dan Indeks Kepuasan Masyarakat (IKM). Hal ini bertujuan untuk memastikan seluruh anggota komite memiliki pemahaman yang seragam dan kompetensi teknis yang memadai untuk mengevaluasi dampak program serta mendukung pencapaian target ESG Rating perusahaan.

measuring the impact of TJSL programs using the Social Return on Investment (SROI) and Community Satisfaction Index (IKM) methods. This aims to ensure that all committee members have a uniform understanding and adequate technical competence to evaluate program impact and support the achievement of the company's ESG Rating targets.

Rapat Komite Sustainability

Selama tahun 2025, Komite Sustainability telah melaksanakan rapat sebanyak 2 kali, yaitu dengan agenda sebagai berikut:

Sustainability Committee Meetings

In 2025, the Sustainability Committee held 2 (two) meetings with the following agenda:

Tabel Pelaksanaan Rapat Komite Sustainability
Table of Sustainability Committee Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda
1.	10-11 November 2025 November 10-11, 2025	*Jasa Marga Sustainability and Communication Summit* (JSCS) 2025
2.	18 Desember 2025 December 18, 2025	*Focus Group Discussion* (FGD) Penentuan Topik Material *Sustainability Report* Tahun Buku 2025 PT Jasa Marga (Persero) Tbk Focus Group Discussion (FGD) Penentuan Topik Material Sustainability Report Tahun Buku 2025 PT Jasa Marga (Persero) Tbk

Pengembangan Kompetensi Komite Sustainability

Pengembangan Kompetensi Komite Sustainability dapat dilihat pada bagian Pengembangan Kompetensi di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Competency Development for the Sustainability Committee

Competency development for the Sustainability Committee is available in the Competency Development section at the Company Profile Chapter of this Annual Report.

Rencana Kerja Komite Sustainability Tahun 2026

Komite Sustainability telah menyusun Rencana Kerja untuk tahun 2026. Adapun rencana kerja Komite Sustainability Tahun 2026 adalah sebagai berikut:

1. Pelaksanaan Rapat Rutin dan Pengawasan Program Kerja
   Komite *Sustainability*, melalui *Organizing Committee*, akan menyelenggarakan rapat-rapat rutin sekurang-kurangnya dua kali dalam setahun untuk membahas kemajuan dan tantangan implementasi Kebijakan Keberlanjutan Perusahaan. Rapat ini akan berfokus pada pelaksanaan tugas dan tanggung jawab Komite, termasuk melakukan kajian, *monitoring*, dan evaluasi pencapaian strategi keberlanjutan di Perusahaan dan Anak Perusahaan Jasa Marga Group sesuai bidangnya masing-masing.
2. Dukungan Data untuk Penyusunan Laporan Keberlanjutan 2026
   Komite memiliki tanggung jawab kolektif untuk menyiapkan data dan mendukung penyusunan Laporan Keberlanjutan (*Sustainability Report*). Pada tahun 2026, Komite akan memfasilitasi pengumpulan dan penyusunan data (*Sustainability Data Compiler*) serta membantu penganalisisan data (*Sustainability Program Officer*) untuk laporan yang akan disusun berdasarkan standar *Task Force on Climate-related Financial Disclosures* (TCFD) dan *Sustainability Accounting Standards Board* (SASB). Hal ini mencakup identifikasi risiko fisik dan transisi akibat perubahan iklim, serta integrasinya ke dalam *risk register*.

Sustainability Committee Work Plan for 2026

The Sustainability Committee has prepared a Work Plan for 2026. The Sustainability Committee's Work Plan for 2026 is as follows:

1. Conducting Regular Meetings and Monitoring Work Programs
   Through Organizing Committee the Sustainability Committee will hold regular meetings at least twice a year to discuss the progress and challenges of implementing the Company's Sustainability Policy. These meetings will focus on the implementation of the Committee's duties and responsibilities, including conducting studies, monitoring, and evaluating the achievement of sustainability strategies at the Company and Jasa Marga Group Subsidiaries in their respective fields.
2. Data Support for the Preparation of the 2026 Sustainability Report
   The Committee has a collective responsibility to prepare data and support the preparation of the Sustainability Report. In 2026, the Committee will facilitate data collection and compilation (Sustainability Data Compiler) and assist in data analysis (Sustainability Program Officer) for reports to be prepared based on the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB) standards. This includes identifying physical and transition risks due to climate change and integrating them into the risk register.

3. Realisasi Penuh *Roadmap* ESG Fase *Move* dan Sosialisasi Kebijakan
   Pada tahun 2026, Komite akan memastikan realisasi penuh dari fase *Move* dalam *Roadmap* ESG, yang antara lain meliputi sosialisasi dan implementasi kebijakan ESG yang telah disahkan serta integrasi budaya ESG melalui persiapan infrastruktur *Commander*. Selain itu, Komite akan mendukung penyusunan dan pengajuan anggaran serta sumber daya yang diperlukan untuk implementasi inisiatif-inisiatif di tahun 2026.
4. Aksi Keberlanjutan Spesifik dan Kepatuhan Regulasi
   Komite akan memantau inisiatif utama tahun 2026, termasuk verifikasi perhitungan emisi dengan pihak ketiga independen, penetapan target reduksi emisi, dan skenario *Net Zero Emission*. Selanjutnya, Komite akan memastikan inisiatif strategi keberlanjutan Perusahaan sejalan dengan peraturan perundang-undangan yang berlaku, termasuk melakukan *review* atas kepatuhan terhadap ketentuan dan prosedur internal yang relevan dengan strategi keberlanjutan Perusahaan.

3. Full Realization of the ESG Roadmap Move Phase and Policy Dissemination
   In 2026, the Committee will ensure the full realization of the Move phase of the ESG Roadmap, which includes the dissemination and implementation of approved ESG policies and the integration of ESG culture through the preparation of Commander infrastructure. In addition, the Committee will support the preparation and submission of budgets and resources needed for the implementation of initiatives in 2026.
4. Specific Sustainability Actions and Regulatory Compliance
   The Committee will monitor key initiatives in 2026, including verification of emissions calculations with independent third parties, setting emission reduction targets, and Net Zero Emission scenarios. Furthermore, the Committee will ensure that the Company's sustainability strategy initiatives are in line with applicable laws and regulations, including reviewing the compliance of the Corporate Secretary with internal provisions and procedures relevant to the Company's sustainability strategy.

Sekretaris Perusahaan

Sekretaris Perusahaan atau Corporate Secretary merupakan organ di bawah Direksi yang salah satu tugasnya adalah memastikan aspek keterbukaan informasi perusahaan terbuka. Keberadaan Corporate Secretary Jasa Marga sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK) No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik, yang pada dasarnya untuk meningkatkan pelayanan kepada para pemegang saham dan investor bagi perusahaan publik. Corporate Secretary diangkat dan diberhentikan oleh Direktur Utama.

Dalam Struktur Organisasi Perseroan, berdasarkan Keputusan Direksi No. 200/KPTS/2025 tanggal 31 Desember 2025 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk, dan Keputusan Direksi No. 01/KPTS/2026 tanggal 02 Januari 2026 tentang Perubahan Kelima atas Keputusan Direksi Nomor: 11/KPTS/2022 (tanggal 31 Januari 2022) tentang Organisasi dan Uraian Jabatan Kantor Pusat PT Jasa Marga (Persero) Tbk, fungsi Sekretaris Perusahaan dilaksanakan oleh Corporate Secretary and Chief Administration Officer (CAO) yang bertanggung jawab secara langsung kepada Direktur Utama.

Dasar Pengangkatan Sekretaris Perusahaan

Pembentukan, pengangkatan, dan pelaksanaan fungsi serta tugas Corporate Secretary and Chief Administration Officer, antara lain mengacu pada:
1. Anggaran Dasar Jasa Marga.
2. Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
3. Surat Keputusan Direksi PT Bursa Efek Indonesia No. KEP-00001/BEI/01-2014 Perihal Perubahan Peraturan No. I-A: Tentang Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang Diterbitkan oleh Perusahaan Tercatat.
4. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023, tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Corporate Secretary

The Corporate Secretary is an organ under the Board of Directors whose duties include ensuring the transparency of the company's information. The existence of Jasa Marga's Corporate Secretary is in accordance with Financial Services Authority (OJK) Regulation No. 35/POJK.04/2014 on Corporate Secretaries of Issuers or Public Companies, established to improve services to shareholders and investors for public companies. The Corporate Secretary is appointed and dismissed by the President Director.

In the Company's Organizational Structure, based on Board of Directors Decree No. 200/KPTS/2025 dated December 31, 2025, on the Organizational Structure of PT Jasa Marga (Persero) Tbk, and Board of Directors Decree No. 01/KPTS/2026 dated January 02, 2026 concerning the Fifth Amendment to the Board of Directors' Decision No. 11/KPTS/2022 (dated 31 January 2022) regarding the Organization and Job Descriptions of the Head Office of PT Jasa Marga (Persero) Tbk, the function of Corporate Secretary is carried out by the Corporate Secretary and Chief Administration Officer (CAO) who reports directly to the President Director.

Corporate Secretary Appointment Basis

The establishment, appointment, and performance of the functions and duties of the Corporate Secretary and Chief Administration Officer, among others, are based on:
1. The Articles of Association of Jasa Marga.
2. Financial Services Authority Regulation No. 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies.
3. Board of Directors Decree of PT Bursa Efek Indonesia No. KEP-00001/BEI/01-2014 on Amendments to Regulation No. I-A: on the Listing of Shares and Equity Securities Other Than Shares Issued by Listed Companies.
4. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

5. Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023, tanggal 24 Maret 2023, tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Profil Pejabat Sekretaris Perusahaan

Ari Wibowo
Corporate Secretary & Chief Administration Officer (CAO)
Profil Corporate Secretary & Chief Administration Officer dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Fungsi, Tugas dan Tanggung Jawab Sekretaris Perusahaan

Fungsi Corporate Secretary and Chief Administration Officer adalah sebagai berikut:

1. Memimpin, mengarahkan dan memastikan penyusunan rencana dan kebijakan Program Tanggung Jawab Sosial dan Lingkungan sebagai bagian dari program Tanggung Jawab Sosial Perusahaan *(Corporate Social Responsibility*/CSR), *Sustainable Development Goals* (SDGs), penyusunan rencana dan kebijakan pengelolaan komunikasi Perusahaan yang efektif melalui penyediaan arus informasi yang berimbang serta program inkubasi marketing dan penguatan *brand* Perseroan sehingga tersampaikannya nilai Perseroan dan diperolehnya peningkatan citra Perusahaan, serta selaras dengan pengelolaan kegiatan Pemimpin Perseroan melalui kegiatan protokoler dan pengelolaan hubungan baik dengan para pemangku kepentingan terkait bisnis Perusahaan untuk memastikan Perseroan dikelola berdasarkan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG).
2. Memimpin, mengarahkan dan memastikan perumusan kebijakan, tata kelola dan ketentuan tentang penyelenggaraan kegiatan perencanaan pengadaan dan pelaksanaan pemilihan penyedia barang/jasa termasuk melaksanakan *monitoring* dan evaluasi atas proses pengadaan di lingkungan Perseroan serta memastikan tersedianya Rencana Umum Pengadaan maupun terlaksananya proses Pengadaan Barang/Jasa di Kantor Pusat dan Regional sesuai dengan sistem dan kebijakan yang berlaku dan prinsip-prinsip *Good Corporate Governance*/GCG maupun terkait perumusan kebijakan, tata kelola dan ketentuan tentang penyelenggaraan kegiatan pengelolaan aset seperti pengadministrasian, penyimpanan, pemeliharaan dan pengamanan aset milik Perusahaan dan aset/barang milik Negara termasuk tanah kelola, dan pengamanan dokumen bukti kepemilikannya termasuk menyelenggarakan kegiatan pencatatan, pendayagunaan, dan penghapusan aset/barang inventaris di lingkungan Perseroan.
3. Memimpin, mengarahkan dan memastikan kinerja pelayanan hukum yang meliputi: penyelesaian permasalahan dan pendampingan hukum, Pembuatan dan penyusunan pendapat hukum, Penyusunan perjanjian kerja sama dengan pihak lain, pengendalian dokumen hukum, analisis risiko terhadap penyelesaian masalah hukum bagi Perseroan, penyusunan dan pengelolaan peraturan Perusahaan, dan pengelolaan standardisasi kebijakan terkait pelayanan hukum untuk seluruh Kelompok Usaha Perusahaan sesuai ketentuan yang berlaku serta pengelolaan penerapan prinsip GCG termasuk pengendalian gratifikasi dan *Whistleblowing*

5. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on the Organs and Human Resources of State-Owned Enterprises.

Corporate Secretary Officer Profile

Ari Wibowo
Corporate Secretary & Chief Administration Officer (CAO)
The profile of the Corporate Secretary & Chief Administration Officer is available in the Company Profile section of this Annual Report.

Corporate Secretary Function, Duties, and Responsibilities

The functions of the Corporate Secretary and Chief Administration Officer are as follows:

1. Leading, directing, and ensuring the formulation of plans and policies for Social and Environmental Responsibility Programs as part of the Corporate Social Responsibility (CSR) program, Sustainable Development Goals (SDGs), formulating plans and policies for effective corporate communication management by providing balanced information flows and marketing incubation programs and strengthening the Company's brand so that the Company's values are conveyed and its image is enhanced, as well as being in line with the management of the Company's leaders through protocol activities and managing good relations with stakeholders related to the Company's business to ensure that the Company is managed based on the principles of Good Corporate Governance (GCG).
2. Leading, directing, and ensuring the formulation of policies, governance, and provisions regarding the implementation of procurement planning and the selection of goods/service providers, including monitoring and evaluating the procurement process within the Company and ensuring the availability of a General Procurement Plan and the implementation of the Goods/Services Procurement process at the Head Office and Regional Offices in accordance with applicable systems and policies and the principles of Good Corporate Governance (GCG) as well as related to the formulation of policies, governance and provisions regarding the implementation of asset management activities such as the administration, storage, maintenance and security of Company assets and State assets/property, including managed land, and securing documents proving ownership, including organizing the recording, utilization, and disposal of assets/inventory items within the Company.
3. Leading, directing, and ensuring the performance of legal services, including: resolving issues and providing legal assistance, preparing and drafting legal opinions, drafting cooperation agreements with other parties, controlling legal documents, analyzing risks related to the resolution of legal issues for the Company, preparing and managing Company regulations, and management of legal service policy standardization for all Company Business Groups in accordance with applicable regulations, as well as management of GCG principle implementation, including control of gratuities and the Whistleblowing System (WBS) within the Company,

System (WBS) di Perseroan, kesesuaian dengan etika usaha, kepatuhan terhadap peraturan Pasar Modal terkait dengan tindakan aksi korporasi Perusahaan, pengelolaanrapat strategis meliputi Rapat Direksi, Rapat Dewan Komisaris dan Rapat Gabungan agar seluruh aktivitas Perusahaan dan Kelompok Usaha Perusahaan berjalan selaras sehingga memenuhi ketentuan peraturan perundang-undangan yang berlaku, serta memastikan pengelolaan dan pengembangan Sistem Manajemen Anti Penyuapan (SMAP).

Tanggung Jawab Sekretaris Perusahaan

Sebagai organ penting yang berada di bawah Direksi, Corporate Secretary and Chief Administration Officer (CAO) memiliki beberapa tanggung jawab. Adapun hal yang menjadi tanggung jawab Corporate Secretary and CAO adalah sebagai berikut:

1. Memimpin pengelolaan hubungan baik dengan *stakeholders* Perseroan, antara lain Regulator dan Pemegang Saham.
2. Memimpin dan mengarahkan pengelolaan tata Kelola administrasi eksekutif (pemimpin) Perseroan di Kantor Pusat dan mengarahkan tata kelola administrasi di Regional.
3. Memimpin dan mengarahkan pengelolaan *marketing* and *brand* Perseroan.
4. Memimpin dan mengarahkan pengelolaan informasi dan komunikasi pada lingkup eksternal dan internal Perseroan.
5. Memimpin dan mengarahkan pengelolaan *monitoring* penerapan faktor ESG di Perusahaan sebagai bentuk dukungan korporasi terhadap agenda pembangunan berkelanjutan.
6. Memimpin dan mengarahkan pengelolaan kegiatan program TJSL Perseroan.
7. Memimpin dan mengarahkan pengelolaan kegiatan program TPB yang merupakan bagian dari *Sustainability Report*.
8. Memimpin dan mengarahkan pengelolaan acara-acara yang terkait dengan Perseroan dan mengarahkan acaraacara yang terkait Anak Perusahaan.
9. Memimpin dan mengarahkan perumusan kebijakan, tata kelola, ketentuan, perencananaan dan pelaksanaan atas proses pengadaan barang/jasa serta logistik, manajemen aset, dan pengamanan aset di lingkungan Jasa Marga Grup.
10. Mengarahkan pengembangan sistem pengadaan barang/jasa serta logistik, manajemen aset, dan pengamanan aset pengamanan aset berdasarkan prinsip dan peraturan yang berlaku.
11. Memimpin, mengarahkan dan memastikan pengelolaan dan pelayanan hukum yang meliputi penyelesaian permasalahan dan pendampingan hukum, Pembuatan dan penyusunan pendapat hukum, Penyusunan perjanjian kerja sama dengan pihak lain, pengelolaan dokumen hukum dan pengelolaan standardisasi kebijakan terkait pelayanan hukum untuk seluruh Kelompok Usaha Perusahaan sesuai ketentuan yang berlaku.
12. Memimpin, mengarahkan dan memastikan pemenuhan kepatuhan Perseroan terhadap peraturan perundangan (termasuk peraturan di bidang Pasar Modal), serta pemenuhan dan penerapan GCG di Perusahaan (meliputi pengendalian gratifikasi, *whistleblowing system* dan hal-hal lainnya).

compliance with business ethics, compliance with Capital Market regulations related to Company corporate actions, management of strategic meetings including Board of Directors Meetings, Board of Commissioners Meetings, and Joint Meetings so that all activities of the Company and the Company's Business Group run in harmony so as to comply with applicable laws and regulations, as well as ensuring the management and development of the Anti-Bribery Management System (SMAP).

Corporate Secretary Responsibilities

As an important organ under the Board of Directors, the Corporate Secretary and Chief Administration Officer (CAO) has several responsibilities. The responsibilities of the Corporate Secretary and CAO are as follows:

1. Leading the management of good relations with the Company's stakeholders, including Regulators and Shareholders.
2. Leading and directing the management of the Company's executive (leadership) administration at the Head Office, and directing administrative management in the Regions.
3. Leading and directing the management of the Company's marketing and brand.
4. Leading and directing the management of information and communication within the Company's external and internal spheres.
5. Leading and directing the monitoring of ESG factors implementation in the Company as a form of corporate support for the sustainable development agenda.
6. Leading and directing the management of the Company's TJSL program activities.
7. Leading and directing the management of TPB program activities, which are part of the Sustainability Report.
8. Leading and directing the management of events related to the Company and directing events related to Subsidiaries.
9. Leading and directing the formulation of policies, governance, provisions, planning, and implementation of the procurement process for goods/services and logistics, asset management, and asset security within the Jasa Marga Group.
10. Directing the development of goods/services procurement and logistics systems, asset management, and asset security based on applicable principles and regulations.
11. Leading, directing, and ensuring legal management and services, including problem solving and legal assistance, drafting and preparing legal opinions, drafting cooperation agreements with other parties, managing legal documents, and managing the standardization of policies related to legal services for all of the Company's Business Groups in accordance with applicable regulations.
12. Leading, directing, and ensuring the Company's compliance with laws and regulations (including regulations in the Capital Market sector), as well as the fulfillment and implementation of GCG in the Company (including control of gratuities, whistleblowing systems, and other matters).

13. Memberikan masukan kepada Direksi dan Dewan Komisaris untuk mematuhi ketentuan peraturan perundang-undangan di bidang Pasar Modal.
14. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola Perusahaan yang meliputi:
    a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada Situs Web Perusahaan.
    b. Penyampaian laporan kepada Otoritas Jasa Keuangan tepat waktu.
    c. Penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham.
    d. Penyelenggaraan dan dokumentasi Rapat Direksi dan/atau Dewan Komisaris serta Rapat Gabungan.
    e. Pelaksanaan program *executive induction* Perusahaan bagi Direksi dan/atau Dewan Komisaris.
15. Mengarahkan dan memastikan penyusunan dan pemutakhiran kebijakan, pengelolaan serta pemantauan terkait Sistem Manajemen Anti Penyuapan (SMAP) di tingkat Perusahaan dan tingkat Unit Kerja telah mengikuti Rencana Jangka Panjang dan strategis Perusahaan.

Wewenang Sekretaris Perusahaan

Corporate Secretary and Chief Administration Officer juga memiliki wewenang dalam melaksanakan tugas dan fungsinya, sebagai berikut:

1. Menetapkan kebijakan strategis Perseroan mengenai pengelolaan Perseroan sesuai dengan GCG terkait kebijakan strategis bidang komunikasi Perseroan yang efektif dan pengelolaan hubungan baik kepada seluruh pemangku kepentingan Perseroan.
2. Menetapkan arahan dan kebijakan strategis Perseroan dalam bentuk peraturan dan/atau surat edaran dan/atau instruksi yang terkait dengan seluruh kegiatan *marketing and brand* Perseroan.
3. Menetapkan arahan dan kebijakan strategis Perseroan dalam bentuk peraturan dan/atau surat edaran dan/atau instruksi yang terkait dengan seluruh kegiatan komunikasi Perseroan, pengembangan komunitas dan pengelolaan hubungan dengan *stakeholders* Perseroan antara lain regulator dan pemegang saham.
4. Menetapkan arahan dan kebijakan strategis Perseroan di bidang penerapan faktor ESG.
5. Menetapkan kebijakan strategis Perusahaan di bidang Program TJSL Perseroan.
6. Menetapkan kebijakan strategis Perseroan dan pengelolaan terkait kegiatan *Sustainability Development Goals* (SDGs).
7. Menandatangani kontrak/perjanjian atau mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan yang terkait dengan seluruh kegiatan komunikasi Perseroan, pengembangan komunitas dan pengelolaan hubungan dengan *stakeholders* Perseroan antara lain regulator dan pemegang saham.
8. Menetapkan arahan dan kebijakan strategis Perseroan dalam bentuk peraturan dan/atau surat edaran dan/atau instruksi yang terkait dengan seluruh kegiatan bidang pengadaan barang/jasa serta logistik, manajemen aset, dan pengamanan aset milik Perseroan.
9. Menandatangani kontrak/perjanjian yang mengikat Perusahaan atau dokumen mengenai pengelolaan

13. Providing input to the Board of Directors and Board of Commissioners to comply with laws and regulations in the Capital Market sector.
14. Assisting the Board of Directors and Board of Commissioners in implementing corporate governance, which includes:
    a. Disclosure of information to the public, including the availability of information on the Company's website.
    b. Submitting reports to the Financial Services Authority on time.
    c. Organizing and documenting General Meetings of Shareholders.
    d. Organizing and documenting Board of Directors and/or Board of Commissioners meetings and Joint Meetings.
    e. Implementing the Company's executive induction program for the Board of Directors and/or Board of Commissioners.
15. Directing and ensuring the preparation and updating of policies, management, and monitoring related to the Anti-Bribery Management System (SMAP) at the Company and Work Unit levels in accordance with the Company's Long-Term and Strategic Plans.

Corporate Secretary Authorities

The Corporate Secretary and Chief Administration Officer also have the authority to carry out the following duties and functions:

1. Establishing the Company's strategic policies regarding Company management in accordance with GCG related to effective strategic policies in the field of corporate communications and managing good relations with all of the Company's stakeholders.
2. Establishing the Company's strategic directions and policies in the form of regulations and/or circulars, and/or instructions related to all of the Company's marketing and branding activities.
3. Establishing the Company's strategic directions and policies in the form of regulations and/or circulars and/or instructions related to all of the Company's communication activities, community development, and management of relationships with the Company's stakeholders, including regulators and shareholders.
4. Establishing the Company's strategic directions and policies in the field of ESG factor implementation.
5. Establish the Company's strategic policies for the Company's TJSL Program.
6. Establishing the Company's strategic policies and management related to Sustainable Development Goals (SDGs) activities.
7. Signing contracts/agreements or binding the Company with other parties and/or other parties with the Company related to all of the Company's communication activities, community development, and management of relationships with the Company's stakeholders, including regulators and shareholders.
8. Establishing the Company's strategic directions and policies in the form of regulations and/or circulars and/or instructions related to all activities in the field of procurement of goods/services, as well as logistics, asset management, and security of the Company's assets.
9. Sign contracts/agreements that bind the Company, or documents related to the management of logistics

aktivitas logistik, manajemen aset, dan pengamanan asset milik Perseroan.
10. Menetapkan kebijakan dalam pengelolaan Rapat Umum Pemegang Saham (RUPS), Rapat Gabungan Komisaris dan Direksi serta Rapat Direksi.
11. Mewakili Perseroan dalam penyelesaian kasus/perselisihan hukum baik internal maupun eksternal Perseroan melalui Surat Kuasa.
12. Memberikan dan menyusun pendapat hukum (*legal opinion*) kepada Perseroan atas setiap permasalahan hukum/transaksi yang dihadapi yang bersifat strategis dan berpengaruh terhadap kondisi keuangan Perseroan.
13. Menandatangani kontrak/perjanjian yang mengikat Perseroan atau dokumen mengenai pengelolaan aktivitas terkait bidang hukum, baik hukum korporasi, regulasi, litigasi, dan kepatuhan.
14. Menetapkan arahan dan kebijakan strategis Perseroan dalam bentuk peraturan dan/atau surat edaran dan/atau instruksi yang terkait dengan seluruh kegiatan bidang hukum dan kepatuhan.
15. Menetapkan arahan dan kebijakan strategis Perseroan namun tidak terbatas pada dalam bentuk peraturan dan/atau surat edaran dan/atau instruksi yang terkait Sistem Manajemen Anti Penyuapan (SMAP).

Struktur Organisasi Sekretaris Perusahaan

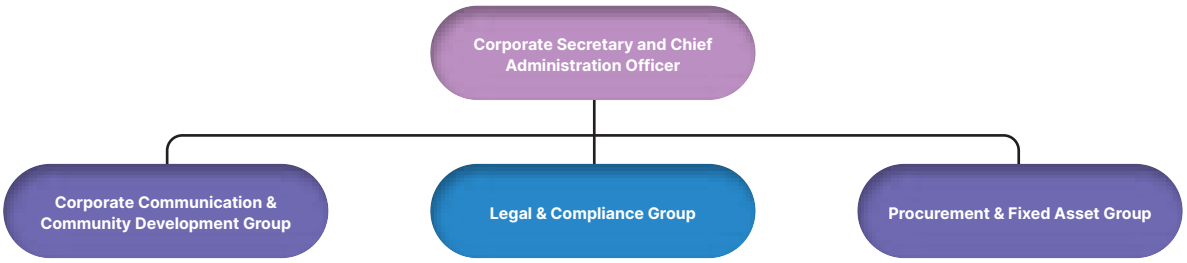
BerdasarkanKeputusan Direksi No. 200/KPTS/2025 tanggal 31 Desember 2025 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk, Corporate Secretary membawahi unit kerja sebagai berikut:
1. Corporate Communication and Community Development Group;
2. Procurement and Fixed Asset Group;
3. Legal and Compliance Group.

activities, asset management, and the security of the Company's assets.
10. Establishing policies in the management of General Meetings of Shareholders (GMS), Joint Meetings of Commissioners and Directors, and Board of Directors Meetings.
11. Representing the Company in the settlement of legal cases/disputes, both internal and external to the Company, through a Power of Attorney.
12. Providing and compiling legal opinions to the Company on any legal issues/transactions that are strategic and affect the Company's financial condition.
13. Signing contracts/agreements that bind the Company or documents regarding the management of activities related to legal matters, including corporate law, regulations, litigation, and compliance.
14. Establishing the Company's strategic directions and policies in the form of regulations and/or circulars and/or instructions related to all legal and compliance activities.
15. Establishing the Company's strategic directions and policies, including but not limited to regulations and/or circulars and/or instructions related to the Anti-Bribery Management System (SMAP).

Corporate Secretary Organizational Structure

Based on Board of Directors Decree No. 200/KPTS/2025 dated December 31, 2025, on the Organizational Structure of PT Jasa Marga (Persero) Tbk, the Corporate Secretary oversees the following work units:
1. Corporate Communication and Community Development Group;
2. Procurement and Fixed Assets Group;
3. Legal and Compliance Group.

Struktur Organisasi Corporate Secretary and Chief Administration Officer
Organizational Structure of Corporate Secretary and Chief Administration Officer



Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2025

Corporate Secretary and Chief Administration Officer membawahi Legal and Compliance Group, Corporate Communication and Community Development Group, serta Procurement and Fixed Asset Group. Berdasarkan realisasi tugas pada masing-masing Grup tersebut, pelaksanaan tugas Corporate Secretary sepanjang 2025 diuraikan sebagai berikut:

1. Legal and Compliance Group
   Pelaksanaan kegiatan Legal and Compliance Group selama tahun 2025 adalah sebagai berikut:
   a. Administrasi Rapat Manajemen (Rapat Direksi, Rapat Dewan Komisaris dan Rapat Gabungan Direksi-Dewan Komisaris):
      i. Rapat Direksi.
      ii. Rapat Dewan Komisaris.
      iii. Rapat Gabungan Dewan Komisaris-Direksi.

   b. Penilaian Implementasi Tata Kelola Perusahaan yang Baik Perseroan:
      i. Asesmen GCG Berdasarkan Kriteria/Parameter Pedoman Tata Kelola Perusahaan Terbuka.
      ii. Asesmen GCG Berdasarkan Kriteria/Parameter *ASEAN Corporate Governance Scorecard* (ACGS).
      iii. Asesmen GCG Berdasarkan Kriteria/Parameter Pedoman Umum Governansi Korporat Indonesia (PUGKI).
   c. Pengendalian Gratifikasi.
   d. *Whistleblowing System*.
   e. Peringatan Hari Anti Korupsi Sedunia (Hakordia).
   f. Pengkinian Pedoman-pedoman (*Governance Soft Structure*) Perseroan:
      i. Pedoman Sistem Manajemen Anti Penyuapan (SMAP).
      ii. Pedoman Direksi dan Dewan Komisaris (*Board Manual*).
   g. Tata Kelola Terintegrasi.
   h. Tindak Lanjut Hasil Audit *Compliance*.
   i. Sistem Manajemen Anti Penyuapan (SMAP):
      i. Penandatanganan Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan.
      ii. Tinjauan Atas Laporan Uji Kontrol Mandiri Unit Kerja.
      iii. Pendampingan Pengisian Register Risiko *Fraud*
      iv. Survey Pemahaman Terkait SMAP.
      v. Pelatihan/Sertifikasi Tim Auditor Internal SMAP, Personil FKAP dan Tim Champion.
      vi. Sosialisasi dan Publikasi SMAP kepada Seluruh Karyawan.
      vii. Audit Internal dan Eksternal SMAP.
      viii. Penunjukan Pihak Ketiga dalam Rangka Penyusunan Pedoman Terkait SMAP.
   j. Laporan Kegiatan Penanaman Modal (LKPM).
   k. Kegiatan *Benchmark*.
   l. Sosialisasi Lainnya Terkait GCG.
   m. Program Pengenalan Pengurus Baru.
   n. Penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Sesuai dengan Ketentuan Perusahaan Terbuka:
      i. RUPS Tahunan.
      ii. RUPS Luar Biasa.

Implementation of Corporate Secretary Duties in 2025

The Corporate Secretary and Chief Administration Officer oversee the Legal and Compliance Group, Corporate Communication and Community Development Group, as well as Procurement and Fixed Asset Group. Based on the implementation of duties in each of these groups, the implementation of the Corporate Secretary's duties throughout 2025 is outlined as follows:

1. Legal and Compliance Group
   The activities of the Legal and Compliance Group during 2024 are as follows:
   a. Administrative Management Meetings (Board of Directors meetings, Board of Commissioners meetings, and Joint Directors–Commissioners meetings):
      i. Board of Directors Meeting.
      ii. Board of Commissioners Meeting.
      iii. Joint Meeting of the Board of Directors and the Board of Commissioners.
   b. Assessment of Good Corporate Governance (GCG) Implementation:
      i. GCG assessment based on the criteria/parameters of the Open Corporate Governance Guidelines.
      ii. GCG assessment based on the criteria/parameters of the ASEAN Corporate Governance Scorecard (ACGS).
      iii. GCG assessment based on the criteria/parameters of the Indonesian General Governance Guidelines (PUGKI).
   c. Anti-Gratuities Controls.
   d. Whistleblowing System.
   e. World Anti-Coverty Day (Hakordia) Observance.
   f. Revision of Governance Guidelines (Governance Soft Structure) of the Company:
      i. Anti-Bribery Management System (SMAP) Guidelines.
      ii. Board and Board of Commissioners Guidelines (Board Manual).
   g. Integrated Governance.
   h. Follow-up on Compliance Audit Findings.
   i. Anti-Bribery Management System (SMAP):
      i. Signing of the Commitment to Implement the Anti-Bribery Management System.
      ii. Review of the Independent Unit Control Test Report.
      iii. Assistance in Completing the Fraud Risk Register
      iv. Survey on Understanding of SMAP.
      v. Training/Certification for SMAP Internal Audit Team, FKAP personnel, and the Champion Team
      vi. Socialisation and Publicisation of SMAP to all employees.
      vii. Internal and External SMAP Audits.
      viii. Appointment of a Third Party for the Preparation of SMAP-Related Guidelines.
   j. Activities Report on Capitalisation (LKPM).
   k. Benchmarking Activities.
   l. Other Governance Socialisation Related to GCG.
   m. Induction Programme for New Directors/Managers.
   n. AGM (Annual General Meeting) Organisation in accordance with Open Company Requirements:

      i. Annual General Meeting.
      ii. Extraordinary General Meeting.

o. Keterbukaan Informasi.
p. Kepatuhan Terkait Publikasi dan Pelaporan:
   i. Publikasi pada Situs Web.
   ii. Pelaporan.
q. Penyusunan dan Evaluasi *Draft* Perjanjian/Kontrak/ Pendapat Hukum.
r. Penyampaian Standar Kontrak.
s. Penyusunan *Legal Administration* untuk Aksi Korporasi.
t. Implementasi *Shared Services* (Layanan Bersama).
u. Penyusunan Peraturan Perusahaan.
v. Sosialisasi Peraturan di Perusahaan:
   i. Sosialiasi Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (UU BUMN).
   ii. Sosialisasi Peraturan Pemerintah No. 28 Tahun 2025 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko.
   iii. Sosialisasi Undang-Undang No. 20 Tahun 2025 tentang Kitab Undang-Undang Hukum Acara Pidana (KUHAP).
w. Penanganan Perkara Perseroan di Pengadilan.
x. Pemenuhan Panggilan Kepolisian dan Kejaksaan.
y. Perpanjangan kerja sama dengan Pihak Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara.
z. Implementasi Layanan Bersama (*Shared Services*) Bidang Litigasi kepada Anak Perusahaan.

2. Corporate Communication and Community Development Group.
   Pelaksanaan kegiatan Corporate Communication and Community Development Group selama tahun 2025 adalah sebagai berikut:
   a. Media Relations:
      i. *Press Release.*
      ii. Konferensi Pers.
      iii. *Press Tour.*
      iv. Narasumber Pemberitaan di Televisi.
      v. Narasumber Pemberitaan di Radio.
      vi. Media *Monitoring.*
   b. Pengelolaan Keluhan Pelanggan.
   c. Penyelenggaraan Pameran.
   d. Pengelolaan Iklan di Media Massa.
   e. Pengelolaan Media Sosial Perseroan.
   f. Produksi Konten Publikasi Perseroan.
   g. Pengelolaan Media Komunikasi Internal Perseroan.
   h. Publikasi Kegiatan *Corporate Social Responsibility* (CSR).
   i. Program Tanggung Jawab Sosial dan Lingkungan.
   j. *Sponsorship.*
   k. Pendampingan Direksi.
      Grafik II 13 Pendampingan Direksi .
   l. Penyelenggaraan *Event.*

o. Information Disclosure.
p. Compliance with Publication and Reporting:
   i. Publication on the Website.
   ii. Reporting.
q. Drafting and Evaluation of Draft Agreements/ Contracts/Legal Opinions.
r. Submission of Standard Contracts.
s. Preparation of Legal Administration for Corporate Action.
t. Implementation of Shared Services.
u. Preparation of Company Regulations.
v. Company Regulation Socialisation:
   i. Socialisation of Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises (BUMN Law).
   ii. Socialisation of Government Regulation No. 28 of 2025 on Risk-Based Licensing Procedures.
   iii. Socialisation of Law No. 20 of 2025 on the Criminal Procedure Code (KUHAP).
w. Handling of Company Matters in Courts.
x. Fulfilling Police and Prosecutor Calls.
y. Extension of Cooperation with the Office of the Deputy Attorney General for Civil and Administrative Affairs.
z. Implementation of Shared Services in the Litigations Field for Subsidiaries.

2. Corporate Communication and Community Development Group.
   The implementation of Corporate Communication and Community Development Group activities during 2025 is as follows:
   a. Media Relations:
      i. Press Release.
      ii. Press Conference.
      iii. Press Tour.
      iv. Spokesperson appearances on television.
      v. Spokesperson appearances on radio.
      vi. Media Monitoring.
   b. Handling of Customer Complaints.
   c. Organisation of Exhibitions.
   d. Management of Advertising in Mass Media.
   e. Management of the Company's Social Media.
   f. Production of the Company's Publication Content.
   g. Management of Internal Communication Media.
   h. Publication of Corporate Social Responsibility (CSR) Activities.
   i. Stakeholder Programmes: Corporate Social Responsibility and Environmental Responsibility.
   j. Sponsorship.
   k. Executive Support.
      Graph II 13: Executive Support.
   l. Event Organisation.

3. Procurement and Fixed Assets Group.
   Pelaksanaan kegiatan Procurement and Fixed Assets (PFA) Group selama tahun 2025 adalah sebagai berikut:
   a. Perencanaan, *Monitoring* dan Evaluasi Pengadaan Barang dan Jasa:
      i. Perencanaan Pengadaan.
      ii. Kebijakan Pengadaan Barang dan Jasa (PBJ).
      iii. Implementasi Kebijakan Penggunaan Tingkat Komponen Dalam Negeri (TKDN).
      iv. Sistem Pengadaan Barang dan Jasa.
      v. *Monitoring* dan Evaluasi Pengadaan Barang dan Jasa.
      vi. Pengelolaan Daftar Rekanan Jasa Marga (DRJM).
      vii. Kegiatan Temu Pemasok Penyedia Barang dan Jasa Tahun 2025.
      viii. *Survey* Kepuasan Pemasok.
      ix. Penilaian Kinerja Penyedia Barang dan Jasa.
      x. Implementasi PaDi UMKM.
      xi. Implementasi Sistem Manajemen Anti Penyuapan (SMAP) Pengadaan Barang dan Jasa.
   b. Proses Pemilihan Penyedia Barang dan Jasa:
      i. Program Kerja dan Kinerja 2025.
      ii. Pelaksanaan Kontrak *Shared Services*.
      iii. Pelaksanaan *Workshop Refreshment* Aplikasi *e-Procurement* Bagi Panitia Pemilihan.
      iv. Pelaksanaan *Workshop* Penggunaan Aplikasi *e-Procurement* untuk Penyedia Jasa Tahun 2025 *Batch* 1.
   c. Pengelolaan Aset:
      i. Program Manajemen Aset Terintegrasi.
      ii. Pengelolaan Pajak Bumi dan Bangunan (PBB).
      iii. Realisasi Program Capex dan Program Opex dalam Kontrak Manajemen Pengelolaan Gedung Kantor Pusat Milik Jasa Marga.
      iv. Pengelolaan Asuransi Aset Kantor Pusat dan Regional/RO.
      v. Pelaksanaan Pembuatan *Purchase Order* (PO) dan *Goods Receipt* (GR).
      vi. Pelaksanaan Penghapusan dan Pelelangan.
      vii. Pekerjaan Inventarisasi Patok, Pagar dan Papan Larangan.
      viii. Pelaksanaan Simulasi Tanggap Darurat.
      ix. Pengamanan.
      x. Pelaksanaan Penyelenggaraan Kearsipan.

Pengembangan Kompetensi

Pengembangan kompetensi Corporate Secretary dapat dilihat pada Bab Profil dalam buku Laporan Tahunan ini.

Penilaian Kinerja Sekretaris Perusahaan Berdasarkan KPI

Hasil penilaian kinerja Corporate Secretary dan Chief Administration Officer berdasarkan *Key Performance Indicator* (KPI) tahun 2025 mencapai 106,4 dari target sebesar 100.

3. Procurement and Fixed Assets Group.
   The implementation of the Procurement and Fixed Assets (PFA) Group activities during 2025 is as follows:
   a. Planning, Monitoring and Evaluation of Goods and Services Procurement:
      i. Procurement Planning.
      ii. Policy on Goods and Services Procurement (PBJ).
      iii. Implementation of Domestic Component Level (TKDN) Policy.
      iv. Goods and Services Procurement System.
      v. Monitoring and Evaluation of Goods and Services Procurement.
      vi. Management of the Daftar Rekanan Jasa Marga (DRJM).
      vii. Suppliers' Forum for Goods and Services Providers, 2025.
      viii. Supplier Satisfaction Survey.
      ix. Performance Evaluation of Goods and Services Providers.
      x. Implementation of PaDi UMKM.
      xi. Implementation of the Anti-Bribery Management System (SMAP) for Goods and Services Procurement.
   b. Process for Selecting Goods and Services Providers:
      i. 2025 Work Programme and Performance.
      ii. Implementation of Shared Services Contracts.
      iii. Implementation of e-Procurement Application. Refreshment Workshop for Tender Committees.
      iv. Implementation of e-Procurement Application Usage Workshop for Service Providers, 2025 Batch 1.
   c. Asset Management:
      i. Integrated Asset Management Programme.
      ii. Management of Land and Building Tax (PBB).
      iii. Realisation of Capex and Opex Program within the Office Buildings Management Contract Owned by Jasa Marga.
      iv. Asset Insurance Management for Headquarters and Regional Offices.
      v. Purchase Order (PO) and Goods Receipt (GR) Processing.
      vi. Disposal and Auction Process.
      vii. Inventorying Boundary Markers, Fences, and Prohibition Signs.
      viii. Emergency Response Simulation Exercise.
      ix. Security.
      x. Archival Management Exercises.

Competency Development

Competency development for the Corporate Secretary is available in the Company Profile Chapter of this Annual Report.

Corporate Secretary Performance Assessment Based on KPI

The performance assessment results for the Corporate Secretary and Chief Administration Officer, based on Key Performance Indicators (KPIs) for 2025, achieved a score of 106.4 out of a target of 100.

Adapun rincian dari KPI Corporate Secretary dapat dilihat pada tabel berikut:

The details of the Corporate Secretary's KPI is available in the following table:

Tabel Penilaian KPI Corporate Secretary dan Chief Administration Officer Tahun 2025
Table of Corporate Secretary and Chief Administration Officer KPI Assessment for 2025

Perspektif Perspective		No.	Ukuran Kinerja Utama (KPI) Key Performance Indicator (KPIs)	Bobot Weight	Rencana Plan	Realisasi Realization
KPI Bersama Joint KPIs						
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	Keuangan Financial	1	Total *Shareholder Return*	20.0	20.0	22.0
	Sosial Social	2	ESG Rating	20.0	20.0	22.0
KPI Direktorat KPI Directorate						
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	Operasional Social	3	Peningkatan Citra Positif Perusahaan Enhancing the Company's Positive Image	6.0	6.0	6.6
		4	GCG *Score*	6.0	6.0	6.6
		5	Penyusunan Legal *Administration* untuk Aksi Korporasi Preparation of Legal Documentation for Corporate Actions	6.0	6.0	6.6
		6	Kebijakan Penggunaan Logo Perusahaan Company Logo Usage Policy	6.0	6.0	6.0
		7	Pelaksanaan ICoFR tahap Perancangan dan Implementasi Implementation of ICoFR: the Design and Implementation Phase	6.00	6.00	6.00
		8	Penyelesaian Tindak Lanjut Audit dari Pihak Internal & Eksternal Follow-up on Audit Findings from Internal and External Parties	5.00	5.00	5.10
		9	Penyelesaian Pengukuran Dampak terhadap Program TJSL dengan metode *Social Return on Investment* (SROI) Assessment of the Impact of the TJSL Programme using the Social Return on Investment (SROI) Method"	5.00	5.00	5.50
Inovasi Model Bisnis Business Model Innovation		10	Efisiensi Program Pengadaan di Induk Efficiency of the Procurement Programme at the Parent Company	5.00	5.00	5.50
		11	Peningkatan *Legal Shared Service* Enhancement of Legal Shared Services"	5.00	5.00	5.50
		12	Program Adopsi Kebijakan Pengadaan di Anak Perusahaan Procurement Policy Adoption Programme at Subsidiaries	5.00	5.00	5.50
Kepemimpinan Teknologi Technology Leadership		13	Program Manajemen Aset Terintegrasi Integrated Asset Management Programme	5.00	5.00	5.50
Total Bobot **Total Weight**				**100.0**	**100**	**106.4**

Rencana Kerja Sekretaris Perusahaan Tahun 2026

Corporate Secretary dan Chief Administration Officer telah menetapkan rencana kerja untuk tahun 2026 yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Corporate Secretary di tahun 2026 antara lain sebagai berikut:

1. Legal and Compliance Group
   a. Kerja Sama dengan KPK dalam Implementasi *Whistleblowing System* (WBS) Terintegrasi.
   b. *Assessment* GCG tahun 2026.
   c. Pengkinian dan/atau *review* pedoman-pedoman GCG/*governance soft structure*.
   d. Sosialisasi GCG:
   e. Penyelenggaraan Rapat Umum Pemegang Saham.
   f. Program Pengenalan Pengurus Baru (jika dalam RUPS terdapat Mata Acara Perubahan Pengurus).
   g. Pengkinian Situs Web terkait Tata Kelola sebagai kepatuhan terkait publikasi.
   h. Administrasi Rapat Manajemen
   i. Implementasi *dashboard* kepatuhan.
   j. Penyusunan Daftar Kewajiban Kepatuhan.
   k. Pendampingan penyusunan daftar kewajiban kepatuhan Perusahaan.
   l. Pendampingan penyusunan *Fraud Risk Assessment* (FRA).
   m. Penyampaian laporan-laporan keterbukaan informasi.
   n. SMAP.
   o. Penyusunan dan evaluasi *draft* Perjanjian/Kontrak/Pendapat Hukum.
   p. Penyusunan *legal administration* untuk Aksi Korporasi.
   q. Penyusunan standar kontrak.
   r. Implementasi *Shared Services* bidang jasa hukum.
   s. Sosialisasi Peraturan.
   t. Penyusunan peraturan Perusahaan yang bersifat mengatur.
   u. Penyusunan peraturan Perusahaan yang bersifat menetapkan.
   v. Penanganan perkara-perkara hukum yang masih dalam proses pemeriksaan di Pengadilan.
   w. Pemenuhan Panggilan Kepolisian dan Kejaksaan (apabila ada).
   x. Perpanjangan kerja sama dengan pihak Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara.
   y. Implementasi Layanan Bersama (*Shared Service*) bidang litigasi kepada Anak Perusahaan.

2. Corporate Communication and Community Development Group
   a. Penyusunan strategi komunikasi Perusahaan tahun 2026.
   b. Penyusunan rencana dan laporan Agenda *Setting* Perusahaan tahun 2026.
   c. Penyelenggaraan program *Media Relations* untuk dukungan publikasi media massa terhadap Aksi Korporasi tahun 2026, di antaranya, Jasa Marga Siaga Operasional dalam rangka Hari Raya Idul Fitri 1447 H serta Natal 2026 dan Tahun Baru 2027, Progres Proyek Jalan Tol Jasa Marga Group dan Penyesuaian Tarif Tol.

Corporate Secretary Work Plan for 2026

The Corporate Secretary and Chief Administration Officer established a work plan for 2026, which will be discussed in a series of meetings. The Corporate Secretary's work plan for 2026 includes the following:

1. Legal and Compliance Group
   a. Cooperation with the Corruption Eradication Commission (KPK) in the implementation of an integrated whistleblowing system (WBS).
   b. GCG assessment in 2026.
   c. Updating and/or reviewing GCG/governance soft structure guidelines.
   d. GCG socialisation.
   e. Holding of General Meetings of Shareholders.
   f. New Management Introduction Programme (if the AGM includes an agenda item on management changes):
   g. Updating of the Website related to governance in accordance with publication requirements.
   h. Management Meeting Administration
   i. Implementation of a compliance dashboard.
   j. Preparation of a list of compliance obligations.
   k. Assistance in preparing a list of the Company's compliance obligations.
   l. Assistance in preparing a Fraud Risk Assessment (FRA).
   m. Submission of information disclosure reports.
   n. SMAP.
   o. Preparation and evaluation of draft Agreements/Contracts/Legal Opinions.
   p. Preparation of legal administration for Corporate Actions.
   q. Preparation of contract standards.
   r. Implementation of Shared Services in the field of legal services.
   s. Socialisation of Regulations.
   t. Preparation of Company regulations of a regulatory nature.
   u. Preparation of Company regulations of a stipulative nature.
   v. Handling of legal cases that are still under examination in court.
   w. Responding to summonses from the police and the Attorney General's Office (if any).
   x. Extending cooperation with the Deputy Attorney General for Civil and Administrative Affairs.
   y. Implementing Shared Services in the field of litigation for Subsidiaries.

2. Corporate Communication and Community Development Group
   a. Formulation of the Company's communication strategy for 2026.
   b. Formulation of plans and reports for the Company's Agenda Setting for 2026.
   c. Implementation of Media Relations programmes to support mass media coverage of Corporate Actions in 2026, including Jasa Marga Operational Standby in the context of Eid al-Fitr 1447 H and Christmas 2026 and New Year 2027, Progress of Jasa Marga Group Toll Road Projects and Toll Rate Adjustments.

d. *Promotion*.
e. *Customer Engagement*
f. *Internal Communication.*
g. *Brand Management*.
h. Penyaluran Program TJSL *Stakeholder*.
i. Program TJSL Penugasan BP BUMN.
j. Pembinaan dan Promosi Pameran Nasional.
k. Pembinaan dan Pelatihan BUMN Sinergi.
l. Pembinaan dan Pelatihan Sertifikasi UMK.
m. Pembinaan Pelatihan UMK Naik Kelas.
n. Dukungan *Sponsorship* dan Sumbangan.
o. Pendampingan Direksi.
p. Penyelenggaraan Kegiatan Korporasi.

3. *Procurement and Fixed Asset Group*
   a. Implementasi Peningkatan Penggunaan Produk Dalam Negeri (P3DN).
   b. Proses Sentralisasi Pengadaan Barang dan Jasa sampai dengan lingkup Unit Kerja kantor Pusat dan Regional Division.
   c. Implementasi *e-Procurement* Terintegrasi dalam proses Pengadaan Barang dan Jasa sampai dengan lingkup Unit Kerja Kantor Pusat dan Regional Division.
   d. *Review* Kebijakan Pengadaan Barang dan Jasa sesuai dengan Peraturan Perundang-Undangan dan *Best Practices* Pengadaan Barang dan Jasa.
   e. Pengembangan dan peningkatan (*enhancement*) fitur dan fungsi *e-Procurement* sesuai dengan hasil evaluasi implementasi, jika diperlukan.
   f. Penyelenggaraan Kegiatan Rutin lainnya tahun 2026, meliputi:
      i. Temu Pemasok tahun 2026.
      ii. *Survey* Kepuasan Pemasok tahun 2026.
      iii. Penilaian Kinerja Penyedia Barang dan Jasa tahun 2026.
      iv. Penyusunan Rencana Umum Pengadaan tahun 2027.

Audit Internal

Internal Audit di Jasa Marga dibentuk dengan tujuan memberikan pendapat profesional, independen dan objektif kepada Direktur Utama terhadap aktivitas dan operasi Perseroan dengan meningkatkan fungsi pengendalian yang terintegrasi guna memastikan bahwa kegiatan operasional sudah berjalan dengan baik sehingga dapat meningkatkan nilai tambah bagi Perseroan. Internal Audit Group melaksanakan fungsi pengawasan yang independen terhadap unit-unit yang lain dan bertanggung jawab kepada Direktur Utama.

Internal Audit *Charter*

Internal Audit memiliki pedoman yaitu Internal Audit *Charter* yang telah ditetapkan oleh Dewan Komisaris dan Direksi pada tanggal 5 Desember 2025. Selain sebagai pedoman kerja, Internal Audit *Charter* juga berperan dalam penguatan peran dan tanggung jawab serta dasar keberadaan dan pelaksanaan tugas-tugas pengawasan bagi Internal Audit. Oleh karena itu, Internal Audit *Charter* juga disebarluaskan agar diketahui oleh seluruh karyawan dan pihak lain yang terkait sehingga terjalin saling pengertian dan kerja sama yang baik dalam mewujudkan Visi, Misi, dan Tujuan

d. Promotion.
e. Customer Engagement
f. Internal Communication.
g. Brand Management.
h. Distribution of TJSL Stakeholder Programmes.
i. BP BUMN Assignment TJSL Programmes.
j. National Exhibition Development and Promotion.
k. BUMN Synergy Development and Training.
l. Coaching and Training for UMK Certification.
m. Coaching and Training for UMK Upgrading.
n. Sponsorship and Donation Support.
o. Board of Directors Assistance.
p. Corporate Event Organisation.

3. Procurement and Fixed Asset Group
   a. Implementation of Increased Use of Domestic Products (P3DN).
   b. Centralisation of Goods and Services Procurement processes up to the scope of the Head Office and Regional Division Work Units.
   c. Implementation of Integrated e-Procurement in the Goods and Services Procurement process up to the scope of the Head Office and Regional Division Work Units.
   d. Review of Goods and Services Procurement Policies in accordance with Laws and Regulations and Best Practices in Goods and Services Procurement.
   e. Development and enhancement of e-Procurement features and functions in accordance with the results of the implementation evaluation, if necessary.
   f. Organisation of other routine activities in 2026, including:
      i. 2026 Supplier Meeting.
      ii. 2026 Supplier Satisfaction Survey.
      iii. 2026 Goods and Services Provider Performance Assessment.
      iv. Preparation of the 2027 General Procurement Plan.

Internal Audit

Internal Audit at Jasa Marga was established to provide professional, independent, and objective opinions to the President Director on the Company's activities and operations by improving integrated control functions to ensure operational activities run smoothly and increase the Company's added value. The Internal Audit Group performs independent oversight functions over other units and is responsible to the President Director.

Internal Audit Charter

Internal Audit has guidelines, i.e., the Internal Audit Charter, which the Board of Commissioners and Board of Directors established on December 5, 2025. In addition to serving as work guidelines, the Internal Audit Charter defines the role and responsibilities, as well as the basis for the existence and implementation of supervisory tasks for Internal Audit. Therefore, the Internal Audit Charter is also disseminated to all employees and other relevant parties to foster mutual understanding and strong cooperation in realizing the Company's Vision, Mission, and Objectives. The

Perseroan. Secara berkala, Internal Audit *Charter* dikaji ulang dan disempurnakan sesuai dengan perkembangan peraturan yang berlaku.

Secara garis besar, Internal Audit *Charter* memuat:
1. Pendahuluan.
2. Definisi.
3. Makna Keberadaan Audit Internal (*Statement of Purpose*).
4. Mandat Internal Audit.
5. Independensi dan Kedudukan Dalam Organisasi.
6. Persyaratan Auditor Internal Dalam Unit Audit Internal.
7. Pertanggungjawaban Unit Audit Internal.
8. Larangan Perangkapan Tugas dan Jabatan Auditor Internal.
9. Pelaporan dan Komunikasi Dengan Dewan Komisaris, Direktur Utama Serta Internal Audit Entitas Anak.
10. Program Asurans dan Peningkatan Mutu.
11. Kode Etik.
12. Penutup.

Profil Pejabat Internal Audit

Agung Laksana Pranata
Internal Audit Senior Group Head
Profil Internal Audit Group Head dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Tugas dan Tanggung Jawab

Internal Audit memiliki tugas dan tanggung jawab, sebagai berikut:
1. Setidaknya setiap tahun, menyusun dan melaksanakan Program Kerja Pengawasan Tahunan (PKPT) dengan mempertimbangkan risiko yang dilakukan secara terintegrasi dalam tata kelola tiga lini (*three lines model*), perencanaan kebutuhan sumber daya auditor internal berdasarkan analisis beban kerja, serta masukan dari Dewan Komisaris (melalui Komite Audit) dan Direktur Utama.
2. Mengajukan Program Kerja Pengawasan Tahunan (PKPT) untuk memperoleh persetujuan Direktur Utama.
3. Mengkomunikasikan dampak keterbatasan sumber daya pada rencana audit internal kepada Dewan Komisaris dan Direktur Utama.
4. Meninjau dan menyesuaikan rencana audit internal, jika perlu, dalam menanggapi perubahan bisnis, risiko, operasi, program, sistem, dan pengendalian perusahaan.
5. Berkomunikasi dengan Dewan Komisaris dan Direktur Utama jika ada perubahan interim yang signifikan terhadap rencana audit internal.
6. Memastikan penugasan audit internal dilakukan, didokumentasikan, dan dikomunikasikan sesuai dengan Standar.
7. Menyiapkan ukuran-ukuran penilaian keberhasilan kinerja dan pencapaian tujuan Audit Internal.
8. Melakukan pemilihan sumber daya manusia yang kompeten sesuai dengan kebutuhan dalam pelaksanaan tugas IAU.
9. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua kegiatan manajemen.

Internal Audit Charter is periodically reviewed and refined in accordance with developments in applicable regulations.

In general, the Internal Audit Charter contains:
1. Introduction.
2. Definition.
3. Meaning of Internal Audit (Statement of Purpose).
4. Internal Audit Mandate.
5. Independence and Position within the Organisation.
6. Requirements for Internal Auditors in the Internal Audit Unit.
7. Accountability of the Internal Audit Unit.
8. Prohibition of Dual Roles and Positions for Internal Auditors.
9. Reporting and Communication with the Board of Commissioners, Managing Director and Internal Audit of Subsidiary Entities.
10. Assurance and Quality Improvement Program.
11. Code of Ethics.
12. Closing.

Internal Audit Officer Profile

Agung Laksana Pranata
Internal Audit Senior Group Head
The profile of the Internal Audit Group Head is available in the Company Profile section of this Annual Report.

Duties and Responsibilities

Internal Audit has the following duties and responsibilities:

1. At least once a year, prepare and implement the Annual Supervision Work Programme (PKPT) by considering the risks carried out in an integrated manner in the three lines of governance (three lines model), planning the needs of internal auditor resources based on workload analysis, as well as input from the Board of Commissioners (through the Audit Committee) and the Managing Director.
2. Submit the Annual Oversight Work Programme (PKPT) for approval by the Chief Executive Officer.
3. Communicate the impact of resource constraints on the internal audit plan to the Board of Commissioners and the Chief Executive Officer.
4. Review and adjust the internal audit plan, if necessary, in response to changes in the company's business, risks, operations, programmes, systems, and controls.
5. Communicate with the Board of Commissioners and the Managing Director if there are significant interim changes to the internal audit plan.
6. Ensure that internal audit assignments are carried out, documented, and communicated in accordance with the Standards.
7. Prepare measures to assess the success of performance and the achievement of Internal Audit objectives.
8. Select competent human resources in accordance with the needs of the IAU's duties.
9. Provide objective recommendations for improvement and information about the activities examined in all management activities.

10. Menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab IAU, kecuali diperbolehkan berdasarkan ketentuan peraturan perundang-undangan dan/atau putusan pengadilan.
11. Menjaga informasi rahasia yang diperoleh sewaktu menjabat kecuali diperbolehkan berdasarkan ketentuan peraturan perundang-undangan dan/atau putusan pengadilan.
12. Mengkoordinasikan tindak lanjut temuan dan rekomendasi audit internal dan audit eksternal, dan mengkomunikasikannya kepada Dewan Komisaris dan Direktur Utama secara berkala atau untuk setiap perikatan yang relevan.
13. Memastikan fungsi audit internal secara kolektif memiliki atau memperoleh pengetahuan, keterampilan, dan kompetensi serta kualifikasi lain yang diperlukan untuk memenuhi persyaratan Standar Audit Internal Global dan memenuhi mandat audit internal.
14. Memastikan kepatuhan terhadap kebijakan dan prosedur perusahaan yang relevan kecuali kebijakan dan prosedur tersebut bertentangan dengan piagam audit internal atau Standar. Setiap konflik tersebut akan diselesaikan atau didokumentasikan dan dikomunikasikan kepada Dewan Komisaris/Komite Audit dan Direktur Utama.
15. Memberikan konsultasi dan keyakinan terkait hal yang bersifat strategis baik pada saat perencanaan maupun pada saat pelaksanaan kegiatan operasional.
16. Memastikan personel Internal Audit mengikuti pengembangan profesional berkelanjutan serta pelatihan lain sesuai dengan perkembangan kompleksitas dan kegiatan usaha Perusahaan.
17. Melakukan penyusunan dan pengkajian piagam Audit Internal secara periodik.
18. Memastikan pelaksanaan Audit Internal sesuai dengan rencana.
19. Secara periodik melaporkan kepada Direksi dan Dewan Komisaris melalui Komite Audit mengenai tujuan, kewenangan, dan tanggung jawab, serta kinerja aktivitas Audit Internal dibandingkan dengan perencanaannya. Pelaporan juga meliputi temuan yang signifikan dan masalah pengendalian internal.
20. Memantau, menganalisis dan melaporkan kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit pelaksanaan tindak lanjut atas temuan dan rekomendasi hasil audit yang signifikan.
21. Memastikan dalam hal terdapat penggunaan jasa pihak eksternal untuk aktivitas audit Internal:
    a. Terselenggaranya transfer pengetahuan antara pihak eksternal kepada personel Internal Audit mengingat penggunaan jasa ahli pihak eksternal bersifat sementara;
    b. Penggunaan jasa pihak eksternal tidak memengaruhi independensi dan objektivitas fungsi Internal Audit; dan
    c. Pihak eksternal mematuhi piagam Audit Internal Perusahaan.
22. Melakukan evaluasi atas efektivitas pelaksanaan pengendalian internal, Manajemen Risiko, dan proses tata kelola perusahaan, sesuai dengan peraturan perundangundangan dan kebijakan perusahaan.

10. Maintain the confidentiality of Company information and/or data related to the implementation of IAU duties and responsibilities, unless permitted by law and/or court decision.
11. Maintain the confidentiality of information obtained while in office, unless permitted by law and/or court decision.
12. Coordinate follow-up on internal and external audit findings and recommendations, and communicate them to the Board of Commissioners and the Chief Executive Officer periodically or for each relevant engagement.
13. Ensure that the internal audit function collectively possesses or acquires the knowledge, skills, competencies, and other qualifications necessary to meet the requirements of the Global Internal Audit Standards and fulfil the internal audit mandate.
14. Ensuring compliance with relevant company policies and procedures unless such policies and procedures conflict with the internal audit charter or Standards. Any such conflicts shall be resolved or documented and communicated to the Board of Commissioners/Audit Committee and the Chief Executive Officer.
15. Providing consultation and assurance on strategic matters both during planning and during the implementation of operational activities.
16. Ensuring that Internal Audit personnel undergo continuous professional development and other training in line with the complexity and activities of the Company.
17. Periodically preparing and reviewing the Internal Audit charter.
18. Ensuring that Internal Audits are carried out according to plan.
19. Periodically reporting to the Board of Directors and Board of Commissioners through the Audit Committee on the objectives, authority, and responsibilities, as well as the performance of Internal Audit activities compared to the plan. The report also includes significant findings and internal control issues.
20. Monitoring, analysing and reporting to the President Director and Board of Commissioners through the Audit Committee on the follow-up of significant audit findings and recommendations.
21. Ensuring that in the event of using external services for Internal Audit activities:
    a. Knowledge transfer between external parties and Internal Audit personnel is carried out, considering that the use of external experts is temporary;
    b. The use of external services does not affect the independence and objectivity of the Internal Audit function; and
    c. External parties comply with the Company's Internal Audit charter.
22. Evaluating the effectiveness of internal controls, risk management, and corporate governance processes, in accordance with laws and regulations and company policies.

23. Melakukan aktivitas audit dan memberikan penilaian atas efektivitas dan efisiensi di bidang keuangan, pengamanan asset, operasional, sumber daya manusia, teknologi informasi dan kegiatan lainnya.
24. Menginformasikan kepada fungsi *anti fraud* atas indikasi *fraud* (kecurangan) yang ditemukan oleh tim Internal Audit.
25. Membuat dan menyimpan kertas kerja audit yang memadai sesuai peraturan yang berlaku.
26. Melaksanakan dan menyampaikan *Quality Assurance and Improvement Programs* (QAIP) yang mencakup seluruh aspek aktivitas Audit Internal. QAIP tersebut meliputi evaluasi kepatuhan Audit Internal terhadap definisi Audit Internal dan Standards, serta evaluasi apakah auditor menerapkan kode etik, QAIP juga menilai efektivitas dan efisiensi aktivitas Audit Internal serta mengidentifikasi peluang untuk perbaikan.
27. Melaporkan kepada Direksi dan Dewan Komisaris melalui Komite Audit hasil kaji ulang.

Wewenang Internal Audit

Internal Audit memiliki beberapa kewenangan dalam melaksanakan tugasnya, yaitu:
1. Memiliki akses yang tidak terbatas ke semua aktivitas, fungsi, pencatatan, aset dan personel dari Perseroan dan Entitas Anak;
2. Memiliki akses komunikasi yang penuh dan bebas, langsung kepada Direksi dan/atau Dewan Komisaris melalui Komite Audit;
3. Mengadakan rapat secara berkala dan insidentil dengan Direksi, Dewan Komisaris, dan/atau Komite Audit;
4. Mengalokasikan sumber daya, menetapkan frekuensi, memilih subjek, menentukan ruang lingkup pekerjaan;
5. Melakukan koordinasi kegiatannya dengan kegiatan Auditor Eksternal;
6. Mendapatkan bantuan dari personel dari unit-unit kerja di Perseroan dimana audit dilaksanakan, serta jasa khusus lainnya (yang memerlukan keahlian khusus dan bersifat sementara) dari dalam maupun luar Perseroan;
7. Mengikuti rapat yang bersifat strategis;
8. Sebagai Internal Audit Induk Perseroan:
   a. Menentukan strategi pelaksanaan Audit Internal Anak Perusahaan;
   b. Merumuskan prinsip Audit Internal yang mencakup metodologi audit dan langkah pelaksanaan pengendalian mutu; dan
   c. Memantau pelaksanaan Audit Internal pada masing masing Anak Perusahaan.

Internal Audit Senior Group Head (Chief Audit Executive), Auditor Internal dan Quality Assurance tidak diperbolehkan untuk:
1. Melakukan perangkapan tugas (baik perangkapan secara sementara maupun perangkapan secara tetap) dan melaksanakan tugas operasional (lini 1 maupun lini 2) di Perusahaan dan Entitas Anak yang menjadi lingkup kerja Internal Audit.

23. Conducting audit activities and assessing effectiveness and efficiency in finance, asset security, operations, human resources, information technology, and other activities.
24. Informing the anti-fraud function of any indications of fraud found by the Internal Audit team.
25. Preparing and storing adequate audit working papers in accordance with applicable regulations.
26. Implementing and delivering Quality Assurance and Improvement Programs (QAIP) covering all aspects of Internal Audit activities. The QAIP includes evaluating the compliance of Internal Audit with the definition of Internal Audit and Standards, as well as evaluating whether auditors apply the code of ethics. The QAIP also assesses the effectiveness and efficiency of Internal Audit activities and identifies opportunities for improvement.
27. Reporting to the Board of Directors and Board of Commissioners through the Audit Committee on the results of the review.

Internal Audit Authorities

Internal Audit has several authorities in carrying out its duties, namely:
1. Unrestricted access to all activities, functions, records, assets, and personnel of the Company and its Subsidiaries;
2. Having full and free access to communication, directly with the Board of Directors and/or Board of Commissioners through the Audit Committee;
3. Holding regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee;
4. Allocating resources, determining frequency, selecting subjects, and defining the scope of work;
5. Coordinating its activities with those of the External Auditor;
6. Obtain assistance from personnel from work units within the Company where the audit is conducted, as well as other specialized services (requiring special expertise and of a temporary nature) from within or outside the Company;
7. Attend strategic meetings;
8. As the Parent Company's Internal Audit:
   a. Determining the strategy for implementing Internal Audits of Subsidiaries;
   b. Formulating Internal Audit principles that cover audit methodology and quality control implementation steps; and
   c. Monitoring the implementation of Internal Audits at each Subsidiary.

Senior Group Head of Internal Audit (Chief Audit Executive), Internal Auditors and Quality Assurance are not permitted to:
1. Perform dual roles (either temporary or permanent) and carry out operational duties (line 1 or line 2) in the Company and Subsidiaries that are within the scope of Internal Audit.

2. Menjadi Tim yang merupakan bagian dari proses bisnis atau merupakan wilayah kerja (tanggung jawab) lini 1 dan lini 2.
3. Membubuhkan tandatangan dan/atau paraf pada dokumen-dokumen yang merupakan bagian dari tanggung jawab lini 1 dan lini 2.

Pihak yang Mengangkat dan Memberhentikan Internal Audit Senior Group Head

Dalam organisasi PT Jasa Marga (Persero) Tbk., struktur dan kedudukan Internal Audit dijelaskan sebagai berikut:

1. Internal Audit dipimpin oleh seorang Internal Audit Senior Group Head. Direktur Utama Perusahaan, dengan persetujuan Dewan Komisaris, mengangkat Internal Audit Senior Group Head dengan terlebih dahulu memperhatikan dan mempertimbangkan pengetahuan, kecakapan, latar belakang atau pengalaman, serta integritasnya.
2. Direktur Utama dapat memberhentikan Internal Audit Senior Group Head, setelah mendapat persetujuan Dewan Komisaris, jika Internal Audit Senior Group Head tidak memenuhi persyaratan integritas, sikap dan kompetensi, dan atau gagal atau tidak cakap dalam menjalankan tugasnya.
3. Setiap pengangkatan, penggantian atau pemberhentian Internal Audit Senior Group Head dilaporkan ke Otoritas Jasa Keuangan sesuai mekanisme perusahaan.

4. Internal Audit Senior Group Head bertanggungjawab kepada Direktur Utama yang dalam pelaksanaannya dibantu oleh Kelompok Auditor serta beberapa Pemimpin Unit Kerja dua tingkat di bawah Direksi.
5. Internal Audit Group berperan sebagai lini ketiga dalam Model Tiga Lini (*Three Lines Model*) perusahaan, dengan fungsi independen dalam asurans dan advisori untuk memperkuat tata kelola, manajemen risiko, dan pengendalian internal.
6. Pelaksanaan tugas Audit Internal Terintegrasi dilakukan oleh Unit Kerja yang memiliki fungsi Audit Intern pada masing-masing entitas dalam Konglomerasi PT Jasa Marga (Persero) Tbk.
7. Pada Induk Perusahaan, fungsi Audit Internal dilakukan oleh Unit Kerja Internal Audit Group.
8. Pada Entitas Anak yang memiliki Unit Kerja Internal Audit dalam Struktur Organisasinya, maka fungsi Audit Internal dijalankan secara mandiri oleh unit kerja dimaksud.

9. Pada Entitas Anak yang belum memiliki Unit Kerja Internal Audit dalam Struktur Organisasinya, maka fungsi Audit Internal dilakukan melalui layanan fungsi Audit Internal dari Internal Audit Group.

Kode Etik Auditor

Dalam melaksanakan tugasnya, Internal Audit Senior Group Head dan seluruh staf Audit Internal harus mentaati Kode Etik Perusahaan dan Kode Etik Audit Internal Perusahaan sesuai standar profesi, yaitu:

1. Prinsip Mendemonstrasikan Integritas
   a. Kejujuran dan Keberanian Profesional
      Auditor internal harus mengungkapkan semua fakta material yang mereka ketahui, yang jika tidak

2. Be part of a team that is part of the business process or is the work area (responsibility) of line 1 and line 2.

3. Affix signatures and/or initials on documents that are part of the responsibilities of line 1 and line 2.

Parties Appointing and Dismissing the Internal Audit Senior Group Head

Within the organisation of PT Jasa Marga (Persero) Tbk., the structure and position of Internal Audit is described as follows:

1. Internal Audit is led by an Internal Audit Senior Group Head. The Company's President Director, with the approval of the Board of Commissioners, appoints the Internal Audit Senior Group Head after first considering and taking into account their knowledge, skills, background or experience, and integrity.

2. The President Director may dismiss the Senior Group Head of Internal Audit, after obtaining the approval of the Board of Commissioners, if the Senior Group Head of Internal Audit does not meet the requirements of integrity, attitude and competence, and/or fails or is incompetent in carrying out their duties.
3. Every appointment, replacement or dismissal of the Senior Group Head of Internal Audit shall be reported to the Financial Services Authority in accordance with company mechanisms.
4. The Senior Group Head of Internal Audit is responsible to the President Director, who is assisted by the Auditor Group and several Work Unit Leaders two levels below the Board of Directors.
5. The Internal Audit Group acts as the third line in the company's Three Lines Model, with independent functions in assurance and advisory to strengthen governance, risk management, and internal control.

6. The implementation of Integrated Internal Audit tasks is carried out by Work Units that have Internal Audit functions in each entity within the PT Jasa Marga (Persero) Tbk Conglomerate.
7. At the Parent Company, the Internal Audit function is performed by the Internal Audit Group Work Unit.
8. At Subsidiary Entities that have an Internal Audit Work Unit in their organisational structure, the Internal Audit function is carried out independently by the work unit in question.
9. At Subsidiary Entities that do not yet have an Internal Audit Work Unit in their organisational structure, the Internal Audit function is performed through the Internal Audit function services of the Internal Audit Group.

Auditor Code of Conduct

In carrying out their duties, the Senior Group Head of Internal Audit and all Internal Audit staff must comply with the Company's Code of Ethics and the Company's Internal Audit Code of Ethics in accordance with professional standards, namely:

1. Principle of Demonstrating Integrity
   a. Honesty and Professional Courage
      Internal auditors must disclose all material facts they know, which, if not disclosed, could affect the

diungkapkan, dapat mempengaruhi kemampuan organisasi untuk mengambil keputusan yang tepat. Auditor Internal tidak boleh menyembunyikan atau menghapus temuan yang sudah disupervisi satu derajat di atas auditor internal.

b. Ekspektasi Etika Organisasi
Auditor internal harus memahami, menghormati, memenuhi, dan berkontribusi terhadap ekspektasi etika dari organisasi dan harus mampu mengenali perilaku yang bertentangan dengan ekspektasi tersebut.

c. Perilaku Taat Hukum dan Etis
Auditor internal tidak boleh terlibat atau menjadi pihak dalam aktivitas apapun yang melanggar hukum atau mendiskreditkan/merugikan Perusahaan dan Pegawainya atau profesi audit internal.

2. Mempertahankan Objektivitas
a. Objektivitas Individu
Auditor internal harus menerapkan pola pikir yang tidak memihak dan tidak bias serta membuat penilaian berdasarkan asesmen yang seimbang terhadap semua keadaan yang relevan.

b. Menjaga Objektivitas
Auditor internal harus menjaga objektivitas profesional ketika melaksanakan seluruh aspek jasa audit intern. Auditor internal tidak boleh menerima barang berwujud atau tidak berwujud, seperti hadiah, imbalan, atau bantuan, yang dapat mengganggu atau dianggap mengganggu objektivitas.

c. Mengungkapkan pelemahan terhadap objektivitas
Jika auditor internal mengalami pelemahan yang dapat mempengaruhi objektivitasnya, maka harus mengungkapkan pelemahan tersebut kepada Internal Audit Senior Group Head. Jika objektivitas Internal Audit Senior Group Head terganggu baik secara fakta maupun penampilan (*in fact or appearance*), Internal Audit Senior Group Head mengungkapkan kelemahan tersebut kepada Dewan komisaris.

3. Mendemonstrasikan Kompetensi
a. Kompetensi
Auditor internal hanya boleh terlibat dalam jasa dimana Auditor internal memiliki atau dapat memperoleh kompetensi yang diperlukan. Secara kolektif, internal audit harus memiliki keahlian di bidang:
i. Akuntansi dan Keuangan.
ii. Proses tata kelola, manajemen risiko dan pengendalian.
iii. Fungsi bisnis, seperti investasi dan teknologi informasi.
iv. Alat dan teknik untuk mengumpulkan, menganalisis, dan mengevaluasi data.
v. Analisis *fraud*.
vi. Hukum, peraturan, dan praktik yang relevan dengan Perusahaan, sektor, dan industri.

b. Pengembangan Profesional Berkelanjutan
Auditor internal harus memiliki sertifikasi di bidang internal audit dan melaksanakan training sebanyak 40 jam setiap tahun.

4. Menerapkan Kecermatan Profesional
a. Kesesuaian dengan standar
Metodologi fungsi audit internal harus ditetapkan, didokumentasikan, dan dipelihara selaras dengan Standar. Auditor internal harus mengikuti Standar dan metodologi fungsi audit internal ketika

organisation's ability to make appropriate decisions. Internal auditors must not conceal or remove findings that have been supervised one level above the internal auditor.

b. Organisational Ethical Expectations
Internal auditors must understand, respect, fulfil, and contribute to the ethical expectations of the organisation and must be able to recognise behaviour that is contrary to those expectations.

c. Law-Abiding and Ethical Behaviour
Internal auditors must not engage in or be a party to any activity that violates the law or discredits/harms the Company and its Employees or the internal audit profession.

2. Maintaining Objectivity
a. Individual Objectivity
Internal auditors must apply an impartial and unbiased mindset and make judgements based on a balanced assessment of all relevant circumstances.

b. Maintaining Objectivity
Internal auditors must maintain professional objectivity when performing all aspects of internal audit services. Internal auditors must not accept tangible or intangible items, such as gifts, rewards, or assistance, that could interfere with or be perceived as interfering with objectivity.

c. Disclose Impairment of Objectivity
If an internal auditor experiences an impairment that could affect their objectivity, they must disclose this impairment to the Senior Group Head of Internal Audit. If the objectivity of the Senior Group Head of Internal Audit is impaired either in fact or in appearance, the Senior Group Head of Internal Audit shall disclose this impairment to the Board of Commissioners.

3. Demonstrating Competence
a. Competence
Internal auditors should only be involved in services where they possess or can obtain the necessary competence. Collectively, internal audit should have expertise in:
i. Accounting and finance.
ii. Governance processes, risk management and control.
iii. Business functions, such as investment and information technology.
iv. Tools and techniques for collecting, analysing, and evaluating data.
v. Fraud analysis.
vi. Laws, regulations, and practices relevant to the Company, sector, and industry.

b. Continuing Professional Development
Internal auditors must be certified in internal auditing and complete 40 hours of training each year.

4. Applying Professional Judgement
a. Compliance with standards
The methodology of the internal audit function must be established, documented, and maintained in accordance with the Standards. Internal auditors must follow the Standards and methodology of the

merencanakan dan melaksanakan jasa audit internal dan mengomunikasikan hasilnya.

b. Kecermatan profesional
Auditor internal harus menerapkan kecermatan profesional dengan menilai kecukupan dan efektivitas proses tata kelola, manajemen risiko dan pengendalian, dan *cost benefit* dari jasa audit internal yang akan dilakukan. Termasuk menilai kemungkinan kesalahan signifikan, *fraud*, ketidakpatuhan, dan risiko lain yang mungkin mempengaruhi tujuan, operasi, atau sumber daya.

c. Skeptisisme Profesional Internal Auditor harus bersikap kritis terhadap semua informasi, menjaga sikap rasa ingin tahu dan mencari bukti tambahan untuk membuat penilaian tentang informasi dan pernyataan yang mungkin tidak lengkap, tidak konsisten, salah, atau menyesatkan.

5. Menjaga Kerahasiaan
   a. Penggunaan Informasi
   Auditor internal harus menggunakan informasi hanya untuk tujuan penugasan internal audit. Auditor internal tidak boleh menggunakan informasi yang diperoleh dari audit untuk keuntungan pribadi atau dengan cara yang bertentangan atau merugikan Perusahaan.

   b. Perlindungan Informasi
   Internal Audit harus membuat dan mematuhi mekanisme perlindungan informasi melalui pengamanan, retensi, dan pemusnahan catatan penugasan; pemberian catatan penugasan kepada pihak internal dan eksternal; penanganan, akses, atau salinan informasi rahasia ketika tidak lagi diperlukan. Hasil penggunaan informasi hanya dikomunikasikan kepada auditi, Direktur Utama dan Dewan Komisaris, ataupun pihak lain yang diatur dalam regulasi.

Struktur Organisasi Internal Audit

Struktur Organisasi Perseroan berdasarkan Keputusan Direksi Nomor: 11/KPTS/2022 tanggal 31 Jan 2022 tentang Organisasi dan Uraian Jabatan Kantor Pusat PT Jasa Marga (Persero) Tbk sebagaimana terakhir diubah dengan Keputusan Direksi Nomor 01/KPTS/2026 tanggal 02 Januari 2026.

internal audit function when planning and performing internal audit services and communicating the results.

b. Professional judgement
Internal auditors must exercise professional judgement by assessing the adequacy and effectiveness of governance, risk management and control processes, and the cost-benefit of internal audit services to be performed. This includes assessing the possibility of significant errors, fraud, non-compliance, and other risks that may affect objectives, operations, or resources.

c. Professional scepticism Internal auditors must be critical of all information, maintain a curious attitude and seek additional evidence to make judgements about information and statements that may be incomplete, inconsistent, incorrect or misleading.

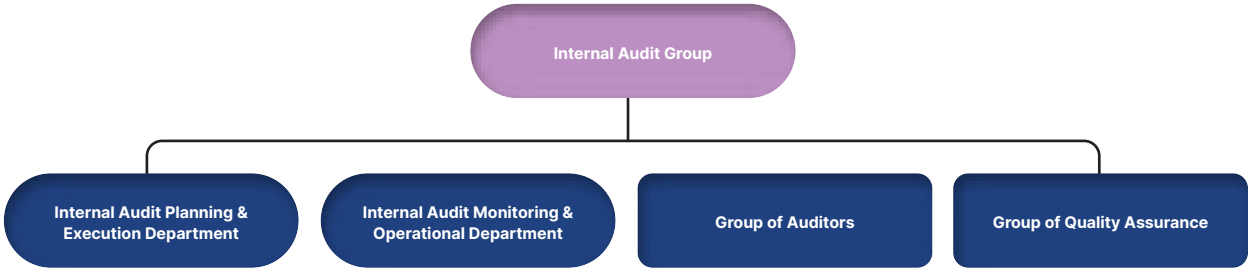
5. Maintaining Confidentiality
   a. Use of Information
   Internal auditors must use information solely for the purposes of the internal audit assignment. Internal auditors must not use information obtained from the audit for personal gain or in a manner that is contrary to or detrimental to the Company.

   b. Protection of Information
   Internal Audit must establish and comply with information protection mechanisms through the security, retention, and destruction of assignment records; the provision of assignment records to internal and external parties; and the handling, access, or copying of confidential information when it is no longer needed. The results of the use of information shall only be communicated to the auditee, the Chief Executive Officer and the Board of Commissioners, or other parties as stipulated in the regulations.

Internal Audit Organizational Structure

The Company's Organisational Structure pursuant to Board of Directors' Resolution No. 11/KPTS/2022 dated 31 January 2022 concerning the Organisation and Job Descriptions of the Head Office of PT Jasa Marga (Persero) Tbk, as last amended by Board of Directors' Resolution No. 01/KPTS/2026 dated 2 January 2026.

Bagan Struktur Organisasi Internal Audit
Chart of Internal Audit Organizational Structure



Jumlah dan Komposisi Personel Internal Audit

Personel Unit Audit Internal beserta sertifikasi yang dimiliki dapat dilihat pada tabel berikut ini:

Number and Composition of Internal Audit Personnel

The personnel of the Internal Audit Unit and their certifications can be seen in the following table:

Tabel Personel Internal Audit
Table of Internal Audit Personnel

Nama Name	Sertifikasi Certification
Agung Laksana Pranata Internal Audit Senior Group Head	1. *Certified Internal Audit Executive (CIAE)* 2. *Qualified Internal Auditor (QIA)* 3. *Qualified Chief Risk Officer (QCRO)* 4. *Certified Legal Auditor (CLA)* 5. *Certified Human Resources Practitioner (CHRP)* 6. *Standarts, Certified Anti Fraud Profesional (CAFP)*
Dias August Surya Putra Senior Auditor	1. *Qualified Internal Auditor (QIA)* 2. *Certified Procurement Officer (CPOF)*
Sigit Sutarno IA Planning & Execution Dept. Head	1. *Certified Practitioner of Internal Audit (CPIA)* 2. *Qualified Internal Auditor (QIA)* 3. *Certified Internal Audit Executive (CIAE)* 4. *Certified Risk Professional (CRP)*
Krisma Perwita Sari IA Monitoring & Operational Management Dept. Head	1. *Qualified Internal Auditor (QIA)* 2. *Certified Practitioner of Internal Audit (CPIA)* 3. *Certified Lead Implementer ISO 37001* 4. *Certified Lead Auditor ISO 37001* 5. *Certified Risk Professional (CRP)*
Saga Hayyu Suyanto Putra Auditor	1. *Qualified Internal Auditor (QIA)*
Hokie Fitriawan Auditor	1. *Certified Risk Associate* 2. *Qualified Internal Auditor (QIA)* 3. *Certified Practitioner of Internal Audit (CPIA)*
Ajeng Manda Pratiwi Auditor	1. *Certified Risk Professional (CRP)* 2. *Certified Human Capital Management (CHCM)* 3. *Certified Procurement Specialist (CPSp)* 4. *Qualified Internal Auditor (QIA)*
Fajhar Willys Hendra Prasetya Auditor	1. *ISO 37001 Lead Auditor* 2. *Certified Information Secutiry Manager (CISM)* 3. *COBIT 2019 Foundation* 4. *ITIL Foundation Certificate in IT Service Management* 5. *Certified Information System Auditor (CISA)* 6. *Certified Risk Professional (CRP)* 7. *Qualified Internal Auditor (QIA)*
Indri Astuti Quality Assurance	1. *Certified Contract Drafter* 2. *Certified Risk Professional (CRP)* 3. *Qualified Internal Auditor (QIA)* 4. *CIA Course Review*
Corry Annelia Poundti H IA Planning & Execution Senior Specialist	1. *Certified Data Analysis*
Alif Aditya Suwandaru* IA Planning & Execution Senior Specialist	1. *Certified Indonesian Professional Engineer*
Indri Kurnia Lestari IA Monitoring & Operational Management Senior Specialist	1. *Certified Practitioner of Internal Audit (CPIA)*
Aulia Rahmi Halida* IA Monitoring & Operational Management Senior Specialist	1. *Certified Procurement Officer (CPOF)* 2. *Certified Professional Level Foundation*
Mochammad Mulyanto IA Planning & Execution Specialist	1. *Certified Practitioner of Internal Audit (CPIA)* 2. *Certified Risk Associate (CRA)* 3. Sertifikat Tingkat Dasar Ahli Pengadaan/Basic Level Certificate in Procurement Expertise 4. Barang/Jasa/Goods/Services
Iwan Setianto* IA Planning & Execution Specialist	1. *Certified Procurement Officer (CPOF)*
Sriwahyuni* IA Monitoring & Operational Management Specialist	1. *Certified Procurement Officer (CPOF)* 2. *COBIT 2019 Foundation* 3. *TIL Foundation Certificate in IT Service Management*

Tabel Personel Internal Audit
Table of Internal Audit Personnel

Nama / Name	Sertifikasi / Certification
Juairiah IA Monitoring & Operational Management Assistant	1. *Certified Procurement Officer (CPOF)* 2. *Certified Risk Associate (CRA)* 3. *Certified Practitioner of Internal Audit (CPIA)*
Boyke Jaguar IA Monitoring & Operational Management Assistant	1. *Certified Practitioner of Internal Audit (CPIA)* 2. *Certified Risk Associate (CRA)* 3. *Certified Procurement Officer (CPOF)* 4. *Qualified Internal Auditor (QIA)*
Diah Ayu Damayanti IA Planning & Execution Senior Officer	1. *Certified Risk Associate (CRA)*

Keterangan/Note
*) Personil baru/Personil baru

Program Pengembangan Kompetensi Internal Audit Senior Group Head

Pengembangan kompetensi Internal Audit Senior Group Head dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Internal Audit Senior Group Head Competency Development Program

Competency development for the Internal Audit Senior Group Head is available in the Company Profile Chapter of this Annual Report.

Pelaksanaan Tugas Tahun 2025

Sesuai Program Kerja Pengawasan Tahunan Tahun 2025 (PKPT), sampai dengan Triwulan IV Tahun 2025 fungsi Audit Internal merealisasikan program kerja pengawasan meliputi kegiatan *Assurance, Advisory* dan *Monitoring* dengan penjelasan sebagai berikut:

1. Laporan Pelaksanaan dan Pokok Hasil Kegiatan Audit Internal.
   Audit Internal mencakup dua jenis kegiatan utama, yaitu *assurance* dan *advisory*, yang dirancang untuk mendukung evaluasi tata kelola, pengendalian internal, dan pengelolaan risiko perusahaan. Laporan ini bertujuan untuk memberikan gambaran menyeluruh atas upaya peningkatan kepatuhan, efisiensi operasional, dan kualitas proses di perusahaan. Kegiatan *assurance* dilakukan melalui audit dan *review* yang mencakup tahapan perencanaan, pelaksanaan, hingga pemantauan secara sistematis, dengan tujuan memastikan kepatuhan terhadap peraturan dan meningkatkan efisiensi operasional.

   Sementara itu, kegiatan *advisory* meliputi penyediaan layanan konsultasi dan asistensi yang bertujuan untuk meningkatkan kualitas proses dan sistem yang ada. Melalui kegiatan ini, diharapkan manajemen dapat mengambil keputusan secara lebih efektif dan efisien.

Duty Implementation in 2025

In accordance with the 2025 Annual Supervision Work Programme (PKPT), until the fourth quarter of 2025, the Internal Audit function will implement a supervision work programme covering Assurance, Advisory and Monitoring activities, with the following details:

1. Report on the Implementation and Main Results of Internal Audit Activities.
   Internal Audit covers two main types of activities, namely assurance and advisory, which are designed to support the evaluation of corporate governance, internal control, and risk management. This report aims to provide a comprehensive overview of efforts to improve compliance, operational efficiency, and process quality within the company. Assurance activities are carried out through audits and reviews that cover the stages of planning, implementation, and systematic monitoring, with the aim of ensuring compliance with regulations and improving operational efficiency.

   Meanwhile, advisory activities include the provision of consulting and assistance services aimed at improving the quality of existing processes and systems. Through these activities, it is hoped that management can make decisions more effectively and efficiently.

Tabel Pelaksanaan *Assurance* di Tahun 2025
Table of Assurance Implementation in 2025

Unit Kerja / Work Unit	Regional / Regions	Anak Perusahaan / Subsidiaries
Human Capital Development Group	JNT Regional Division	PT Jasamarga Japek Selatan
Accounting & Tax Group	JMT Regional Division	PT Trans Marga Nusantara (*Joint Audit*)
Procurement & Fixed Group		PT Marga Sarana Jabar (*Joint Audit*)
Information Technology Group		PT Jasamarga Tollroad Maintenance
Operation and Maintenance Management Group		PT Jasamarga Solo Ngawi (*Joint Audit*)
Risk Quality & Quality, Helath, Safety & Environment Group		PT Jasamarga Ngawi Kertosono (*Joint Audit*)

Tabel Pelaksanaan *Assurance* di Tahun 2025
Table of Assurance Implementation in 2025

Unit Kerja Work Unit	Regional Regions	Anak Perusahaan Subsidiaries
		PT Jasamarga Semarang Batang (*Joint Audit*)
		PT Jasamarga Kualanamu Tol (Perbantuan Personel Auditor/ Auditor Personnel Assistance)
		PT Jasamarga Transjawa Tol (Perbantuan Personel Auditor/ Auditor Personnel Assistance)
		PT Jasamarga Tollroad Operator (Perbantuan Personel Auditor/ Auditor Personnel Assistance)

2. Program Peningkatan Kompetensi
   Sepanjang tahun 2025 telah dilaksanakan program peningkatan kompetensi berupa (*Directorship*) Pengenalan Strategis *Merger* & *Acquisition*, *Kick Off dan Workshop* "Desain dan Implementasi *Internal Control over Financial Reporting* (ICOFR) PT Jasa Marga (Persero) Tbk", Pelatihan Internal Manajemen Risiko 2025 (*Batch* 2), *Qualified Internal Auditor* (QIA) Tingkat Dasar, *Qualified Internal Auditor* (QIA) Tingkat Lanjutan, *Internal Control* COSO - 2013, *Workshop* Implementasi *Internal Control Over Reporting* (ICOFR), Seminar Nasional Internal Audit (SNIA) 2025, dan *Certified Practitioner of Internal Audit* (CPIA).
3. Program *Monitoring* Tindak Lanjut Hasil Audit
   Aktivitas *monitoring* terhadap hasil pemeriksaan/audit yang dilakukan Internal Audit Group Kantor Pusat, Regional, Anak Perusahaan Lini Bisnis Konsesi Jalan Tol, Anak Perusahaan Lini Bisnis Pengoperasian Jalan Tol, dan Anak Perusahaan Lini Bisnis Prospektif sebagai tindakan *monitoring*/pemantauan berkelanjutan. Progres *monitoring* tindak lanjut hasil Audit Operasional dapat dilihat pada bagian Temuan dan Tindak Lanjut Hasil Audit.
4. Pendampingan Audit Eksternal
   a. Pemeriksaan BPK AKN IV Berdasarkan Surat Tugas Anggota IV Badan Pemeriksa Keuangan (BPK) Nomor: 78/T/ST/ANGGOTA-IV/PPN.03/08/2025 tanggal 1 Agustus 2025 untuk melakukan Pemeriksaan Dengan Tujuan Tertentu atas Pengusahaan Jalan Tol s.d. Triwulan III Tahun 2025 pada Direktorat Jenderal Bina Marga, Direktorat Jenderal Pembiayaan Infrastruktur Pekerjaan Umum dan Badan Pengatur Jalan Tol Kementerian Pekerjaan Umum serta Instansi Terkait Lainnya di Provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, Jawa Timur, Sulawesi Utara dan Sulawesi Selatan.
   b. Pemeriksaan BPK AKN VII berdasarkan Surat Tugas Anggota BPK Nomor 84/T/ST/ANGGOTA-VII/PBN.01/09/2025 tanggal 3 September 2025 untuk melaksanakan Pemeriksaan Kinerja atas Pengusahaan Bisnis Jalan Tol pada PT Jasa Marga (Persero) Tbk, Anak Perusahaan, dan Instansi Terkait Tahun 2023 s.d. Semester I 2025 di DKI Jakarta, Jawa Barat, Jawa Tengah, DI Yogyakarta, dan Jawa Timur;
   c. Pelaksanaan Kegiatan Pemantauan Tindak Lanjut Rekomendasi Hasil Pemeriksaan (TLRHP) BPK Semester II Tahun 2024 pada PTJasa Marga (Persero) Tbk;
   d. Audit Umum Laporan Keuangan Konsolidasian dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PT Jasa Marga (Persero)

2. Competency Improvement Programme
   Throughout 2025, competency improvement programmes were implemented in the form of (Directorship) Strategic Introduction to Mergers & Acquisitions, Kick Off and Workshop on 'Design and Implementation of Internal Control over Financial Reporting (ICOFR) at PT Jasa Marga (Persero) Tbk', 2025 Internal Risk Management Training (Batch 2), Basic Level Qualified Internal Auditor (QIA), Advanced Level Qualified Internal Auditor (QIA), COSO Internal Control - 2013, Internal Control Over Reporting (ICOFR) Implementation Workshop, 2025 National Internal Audit Seminar (SNIA), and Certified Practitioner of Internal Audit (CPIA).
3. Audit Follow-Up Monitoring Program
   Monitoring activities of the results of examinations/ audits conducted by the Internal Audit Group at the Head Office, Regional Offices, Toll Road Concession Business Line Subsidiaries, Toll Road Operation Business Line Subsidiaries, and Prospective Business Line Subsidiaries as a form of continuous monitoring/supervision. The progress of monitoring the follow-up of Operational Audit results can be seen in the Audit Findings and Follow-up section.
4. External Audit Assistance
   a. BPK AKN IV Examination Based on Assignment Letter of Member IV of the Audit Board of Indonesia (BPK) Number: 78/T/ST/ANGGOTA-IV/PPN.03/08/2025 dated August 1, 2025 to conduct a Special Purpose Audit on Toll Road Management up to the Third Quarter of 2025 at the Directorate General of Highways, Directorate General of Infrastructure Financing for Public Works, and the Toll Road Regulatory Agency of the Ministry of Public Works as well as Other Related Agencies in the Provinces of DKI Jakarta, Banten, West Java, Central Java, East Java, North Sulawesi, and South Sulawesi.
   b. BPK AKN VII's audit is based on the Assignment Letter of BPK Member Number 84/T/ST/ANGGOTAVII/ PBN.01/09/2025 dated September 3, 2025 to carry out a Performance Audit on the Toll Road Business Operations at PT Jasa Marga (Persero) Tbk, its subsidiaries, and related agencies for the year 2023 up to the first semester of 2025 in DKI Jakarta, West Java, Central Java, DI Yogyakarta, and East Java;
   c. Implementation of Monitoring Activities for the Follow-Up of Audit Recommendation Results (TLRHP) by BPK for Semester II 2024 at PT Jasa Marga (Persero) Tbk;
   d. General Audit of the Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK)

Tbk Tahun Buku 2025 oleh KAP Amir Abadi Jusuf, Aryanto,Mawar & Rekan (RSM Indonesia);

e. Tindak Lanjut Laporan Auditor Independen Tahun buku 2024 atas, Kepatuhan terhadap Peraturan Perundang-undangan dan atas Kepatuhan terhadap Pengendalian Internal; dan
f. Pendampingan BPKP dalam rangka pelksanaan penugasan Evaluasi Akuntabilitas Kinerja dan Keuangan BUMN Pas PT Jasa Marga (Persero) Tbk sesuai Surat Deputi Bidang Akuntan Negara Nomor: PE.09.02/S-577/D5/01/2025 tanggal 14 Juli 2025 dan surat Tugas Direktur Pengawasan Badan Usaha Agrobisnis dan Infrastruktur Nomor: PE.09/02/ST-180//D501/3/2025 tanggal 10 Juli 2025.

of PT Jasa Marga (Persero) Tbk for Fiscal Year 2025 by Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia);

e. Follow-up on the Independent Auditor's Report for fiscal year 2024 regarding Compliance with Laws and Regulations and Compliance with Internal Controls; and
f. BPKP assistance in the implementation of the assignment to Evaluate Performance and Financial Accountability of SOEs, specifically PT Jasa Marga (Persero) Tbk, in accordance with the Letter from the Deputy for State Accountants Number: PE.09.02/S-577/D5/01/2025 dated July 14, 2025 and the Assignment Letter from the Director of Supervision of Agribusiness and Infrastructure State-Owned Enterprises Number: PE.09/02/ST-180//D501/3/2025 dated July 10, 2025.

Rapat Unit Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit

Pertemuan dalam rangka pembahasan hal-hal terkait audit dilakukan oleh Internal Audit bersama jajaran Dewan Komisaris dan/atau manajemen puncak untuk memberikan informasi terkini guna pengambilan keputusan Perseroan secara tepat.

Internal Audit Unit Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee

Meetings to discuss audit-related matters are held by Internal Audit together with the Board of Commissioners and/or top management to provide the latest information for the Company to make appropriate decisions.

Tabel Daftar Rapat Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit
Table of Internal Audit Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Komite Audit Audit Committee
1.	Senin, 13 januari 2025 Monday, January 13, 2025	*Progress Meeting* KAP Tahap VII. Progress Meeting KAP Phase VII.			■
2.	Kamis, 30 Januari 2025 Thursday, January 30, 2025	1. Progress Audit Tahun 2024. 2. Laporan Kemajuan ICOFR Tahap Lanjutan. 3. Laporan Tahunan Internal Audit Tahun 2024. 1. 2024 Progress Audit. 2. Advanced Stage ICOFR Progress Report. 3. 2024 Internal Audit Annual Report.			■
3.	Jum'at, 21 Februari 2025 Friday, February 21, 2025	*Progress Meeting* KAP ke – 10. 10th KAP Progress Meeting.			■
4.	Selasa, 22 April 2025 Tuesday, April 22, 2025	Penjelasan KAK & Klarifikasi dan Negosiasi. Explanation of TOR & Clarification and Negotiation.			■
5.	Jum'at, 25 Juli 2025 Friday, July 25, 2025	1. Pembahasan Program Kerja Triwulan 2 SPI Tahun 2025. 2. Hasil Tindaklanjut *Review* ICOFR Grand Mercure Yogyakarta. 1. Discussion of Triwulan Work Program 2. SPI Year 2025. 2. Follow-up Results of ICOFR Review Grand Mercure Yogyakarta.			■
6.	Kamis, 9 Oktober 2025 Thursday, October 9, 2025	Laporan *Progress Meeting* Audit 31 Desember 2025 untuk APJT Konstruksi. Progress Meeting Audit Report December 31, 2025 for APJT Construction.			■
7.	Jum'at - Sabtu, 14 -15 November 2025 Friday - Saturday, November 14-15, 2025	Laporan Triwulan III Internal Audit Tahun 2025. Third Quarter Internal Audit Report for 2025.			■

Temuan dan Tindak Lanjut Hasil Audit

Temuan dari hasil pelaksanaan audit operasional menghasilkan rekomendasi yang disepakati bersama dengan entitas yang diaudit untuk dilakukan perbaikan. Pada tahun 2025, hasil temuan dan tindak lanjut rekomendasinya disajikan dalam Tabel Temuan dan Tindak Lanjut Hasil Audit.

Audit Findings and Follow-Up Actions

Findings from operational audits result in recommendations agreed upon with the audited entity for improvement. In 2025, the findings and follow-up actions on the recommendations are presented in the Audit Findings and Follow-up Actions Table.

Terhadap temuan yang status rekomendasinya 'belum selesai' maka Internal Audit Group akan melakukan kegiatan *Monitoring* Tindak Lanjut Hasil Audit untuk memastikan tindakan korektif yang dilakukan sesuai dengan rekomendasi yang diberikan, proses *monitoring* dilakukan melalui Rapat Koordinasi penyelesaian rekomendasi hasil audit dengan Unit/Regional/Anak Perusahaan yang dilaksanakan secara periodik per triwulan, dan penyampaian rekapitulasi penyelesaian rekomendasi hasil audit kepada unit/Regional/Anak Perusahaan dilaksanakan secara periodik per triwulan.

For findings with an "incomplete" recommendation status, the Internal Audit Group will conduct Audit Findings Follow-up Monitoring activities to ensure corrective actions are taken in accordance with the recommendations. The monitoring process is carried out through Coordination Meetings on the completion of audit recommendations with Units/Regions/Subsidiaries, held every quarter, and through the submission of a recapitulation of the completion of audit recommendations to Units/Regions/Subsidiaries, also held every quarter.

Tabel Penyelesaian Rekomendasi Hasil Audit Periode Audit Tahun 2025
Table of Audit Recommendation Completion for the 2025 Audit Period

No.	Klien Client	Jumlah Temuan Total Findings	Jumlah Rekomendasi Total Recommendation	Status			
				Sesuai Rekomendasi As Recommendation	Belum Sesuai Rekomendasi Not yet According to Recommendation	Belum Ditindaklanjuti Not Followed-up yet	Tidak Dapat Ditindaklanjuti Not Actionable
1.	Human Capital Development Group	15	25	10	3	12	0
2.	PT Jasamarga Japek Selatan	12	21	17	4	0	0
3.	Information Technology Group	27	36	34	2	0	0
4.	Procurement and Fix Asset Group	5	12	1	0	11	0
5.	Regional Meropolitan Tollroad	1	6	0	0	6	0
6.	Regional Nusantara Tollroad	4	8	2	0	6	0
7.	Accounting & Tax Group	1	2	0	0	2	0
8.	PT Marga Trans Nusantara	24	40	18	21	1	0
9.	Operation & Maintenance Management Group	8	19	0	0	19	0
10.	PT Marga Sarana Jabar	23	34	22	7	5	0
Jumlah Total		**253**	**455**	**349**	**48**	**67**	**0**

Rekomendasi yang dihasilkan dari hasil audit pada tahun 2024 dan 2025 adalah sebanyak 455 dan masih terus dilaksanakan *monitoring* tindak lanjutnya untuk memastikan agar setiap unit kerja terkait bertanggung jawab untuk menindaklanjuti rekomendasi tersebut sesuai dengan batas waktu yang telah ditetapkan. Hingga laporan ini disusun, 328 rekomendasi dari hasil audit yang telah diselesaikan di antaranya 92 Rekomendasi pada periode audit tahun 2025 dan yang lainnya masih dalam proses penyelesaian oleh Unit Kerja.

Pemberian rekomendasi bertujuan untuk meningkatkan efektivitas pengendalian internal, kepatuhan terhadap regulasi, efisiensi operasional, serta mitigasi terhadap potensi risiko yang dapat berdampak negatif terhadap organisasi. Internal Audit Grup secara sistematis melaksanakan pemantauan atas realisasi tindak lanjut ini, yang mencakup unit kerja di Kantor Pusat, kantor-kantor Regional, serta Anak Perusahaan, guna memastikan bahwa semua rekomendasi audit internal ditindaklanjuti secara efektif.

Penilaian Kinerja Internal Audit Berdasarkan *Key Performance Indicator* (KPI)

Hasil penilaian kinerja Internal Audit disajikan dalam Tabel Penilaian Kinerja Internal Audit Tahun 2025. Pencapaian kinerja berdasarkan KPI di Internal Audit Group tahun 2025 adalah 109,1% terhadap rencana.

The recommendations generated from the 2024 and 2025 audits totalled 455, and follow-up monitoring is still ongoing to ensure that each relevant work unit is responsible for following up on these recommendations within the specified time frame. As of the date of this report, 328 recommendations from the audit results have been completed, including 92 recommendations from the 2025 audit period, while the rest are still being processed by the Work Units.

The recommendations are aimed at improving the effectiveness of internal controls, regulatory compliance, operational efficiency, and mitigation of potential risks that could have a negative impact on the organisation. The Group Internal Audit systematically monitors the implementation of these follow-up actions, which cover work units at the Head Office, Regional Offices, and Subsidiaries, to ensure that all internal audit recommendations are followed up effectively..

Internal Audit Performance Assessment Based on Key Performance Indicators (KPI)

The results of the Internal Audit performance assessment are presented in the 2025 Internal Audit Performance Assessment Table. Performance achievements based on KPIs in the Internal Audit Group in 2025 are 109.1% of the plan.

Kantor Akuntan Publik
Public Accounting Firm

Kebijakan Penunjukan Kantor Akuntan Publik

Fungsi pengawasan independen terhadap aspek keuangan Perseroan dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Auditor Eksternal yang memeriksa laporan keuangan Perseroan tahun buku 2025 ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit. Proses pemilihannya dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Perseroan.

Penunjukan Kantor Akuntan Publik

Pada RUPS Tahunan Jasa Marga tanggal 7 Mei 2025, Perseroan telah menetapkan Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) sebagai Kantor Akuntan Publik yang akan melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025 serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK), serta Laporan lainnya untuk Tahun Buku 2025.

Public Accounting Firm Appointment Policy

Independent oversight of the Company's financial aspects is carried out through an External Audit conducted by a Public Accounting Firm (KAP). The External Auditor who audits the Company's financial statements for the 2025 fiscal year is appointed by the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee. The selection process is carried out in accordance with the applicable goods and services procurement mechanism. To ensure the independence and quality of the audit results, the appointed External Auditor must not have any conflicts of interest with the Company.

Public Accounting Firm Appointment

At the Annual GMS of Jasa Marga on May 7, 2025, the Company appointed the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partner (RSM Indonesia) as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements for the 2025 Fiscal Year as well as the Financial Statements for the Micro and Small Business Funding Program (PUMK), and other reports for the 2025 Fiscal Year.

Tabel Kantor Akuntan Publik, Nama Akuntan, Biaya dan Izin Akuntan Publik Periode 5 Tahun Terakhir
Table of Public Accounting Firms, Accountant Names, Fees, and Public Accountant Licenses for the Last 5 Years

Tahun Year	**Nama Kantor Akuntan Publik (KAP)** Public Accounting Firm (KAP) Name	**Periode KAP** KAP Period	**Nama Akuntan (Partner Penanggung Jawab)** Accountant Name (Partner in Charge)	**Periode Akuntan** Accounting Period	**Biaya Jasa Audit (Rp)** Audit Service Fees (Rp)	**Izin Akuntan Publik** Public Accountant License
2025	Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia)	Periode ke-4 Fourth Period	Dedi Sukrisnadi	Periode ke-4 Fourth Period	2.263.155.000	AP.0645
2024	Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia)	Periode ke-3 Third Period	Dedi Sukrisnadi	Periode ke-3 Third period	1.980.000.000	AP.0645
2023	Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia)	Periode ke-2 Second Period	Dedi Sukrisnadi	Periode ke-2 Second period	2.135.942.500	AP.0645
2022	Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia)	Periode ke-1 First Period	Dedi Sukrisnadi	Periode ke-1 First period	1.898.100.000	AP.0645
2021	Purwantono, Sungkoro & Surja (Ernst & Young)	Periode ke-6 Sixth Period	Dagmar Zevilianty Djamal	Periode ke-2 Second period	3.700.760.000	AP.0690
2020	Purwantono, Sungkoro & Surja (Ernst & Young)	Periode ke-6 Sixth Period	Dagmar Zevilianty Djamal	Periode ke-1 First period	3.702.314.000	AP.0690

Jasa yang Diberikan Kantor Akuntan Publik dan Akuntan Publik

Jasa Audit

Lingkup pekerjaan jasa audit yang dilakukan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) adalah sebagai berikut:

1. Audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025 yang berakhir pada 31 Desember 2025.
2. Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) periode Tahun Buku 2025 yang berakhir pada 31 Desember 2025.
3. Laporan lainnya untuk Tahun Buku 2025.

Jasa Non Audit

Untuk menjaga independensinya, Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) dan Akuntan Publik tidak melakukan jasa non audit.

Besarnya *Fee* untuk Jasa Audit yang Diberikan oleh Kantor Akuntan Publik pada Tahun Buku Terakhir

Fee Jasa Audit

Besarnya biaya jasa audit laporan keuangan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025 adalah sebesar Rp 2.038.878.378,- (dua miliar tiga puluh delapan juta delapan ratus tujuh puluh delapan ribu tiga ratus tujuh puluh delapan rupiah) belum termasuk Pajak Pertambahan Nilai (PPN) sesuai peraturan yang berlaku. Besaran tersebut belum termasuk *out of pocket expenses (*OPE) yang bersifat reimbursable yang terdiri dari biaya perjalanan dinas, akomodasi termasuk hotel dalam dan luar kota Jakarta, transportasi, biaya sewa komputer, biaya komunikasi, biaya alat tulis kantor, biaya penggandaan dokumen, dan biaya cetak laporan yang menjadi beban Perseroan dengan jumlah maksimum Rp170.390.000,- (seratus tujuh puluh juta tiga ratus sembilan puluh ribu rupiah).

Fee Jasa Non Audit

Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia) dan Akuntan Publik tidak melakukan jasa non audit.

Services Provided by Public Accounting Firms and Public Accountants

Audit Services

The scope of audit services performed by KAP Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia) is as follows:

1. Audit of the Consolidated Financial Statements of the Company for the Fiscal Year 2025 ending on December 31, 2025.
2. Report on the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the 2025 fiscal year ending on December 31, 2025.
3. Other reports for the 2025 fiscal year.

Non-Audit Services

To maintain its independence, the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia), and the Public Accountants do not provide non-audit services.

Fees for Audit Services Provided by Public Accounting Firms in the Last Fiscal Year

Audit Service Fees

The cost of financial statement audit services for the fiscal year ending December 31, 2025, is Rp2,038,878,378 (two billion thirty-eight million eight hundred seventy-eight thousand three hundred seventy-eight rupiah) excluding Value Added Tax (VAT) in accordance with applicable regulations. This amount does not include reimbursable out-of-pocket expenses (OPE), which consist of business travel expenses, accommodation including hotels in and outside Jakarta, transportation, computer rental fees, communication costs, office stationery costs, document duplication costs, and report printing costs borne by the Company with a maximum amount of Rp170,390,000 (one hundred and seventy million, three hundred and ninety thousand rupiah).

Non-Audit Service Fees

The Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia), and the Public Accountant do not provide non-audit services.

Koordinasi Auditor Eksternal dan Komite Audit

Dalam rangka memastikan pelaksanaan audit eksternal dapat berjalan secara efektif, Komite Audit melakukan pemantauan terhadap pelaksanaan audit yang dilakukan oleh Auditor Eksternal. Komite Audit juga memastikan agar pelaksanaan audit tidak menemui hambatan dan seluruh temuan dapat ditindaklanjuti. Koordinasi dan komunikasi dengan Auditor Eksternal dilakukan secara terjadwal, sehingga apabila terdapat kendala dalam proses audit dapat segera dicarikan penyelesaiannya. Dalam setiap rapat koordinasi yang dilakukan manajemen dengan satuan-satuan kerja terkait, Direksi melakukan *monitoring* tindak lanjut atas temuan-temuan hasil audit yang dilakukan Auditor Eksternal untuk memastikan temuan-temuan tersebut telah ditindaklanjuti dan agar temuan yang sama tidak akan terulang kembali.

Coodination between External Auditors and Audit Committee

To ensure the external audit is conducted effectively, the Audit Committee monitors the External Auditor's audit. The Audit Committee also ensures that the audit is not hindered and that all findings are followed up on. Coordination and communication with the External Auditor are scheduled to ensure any obstacles in the audit process are resolved immediately. At every coordination meeting held by management with the relevant work units, the Board of Directors monitors the follow-up on the findings of the audit conducted by the External Auditor to ensure they are addressed and that the same findings are not repeated.

Manajemen Risiko
Risk Management

Dalam menjalankan kegiatan usaha, Jasa Marga menyadari bahwa risiko merupakan bagian yang tidak terpisahkan dalam setiap proses bisnisnya dimana dapat memengaruhi hasil usaha dan kinerja Perseroan. Mengingat bisnis jalan tol merupakan bisnis dengan nilai investasi besar dengan pengembalian jangka panjang dan memiliki ketidakpastian tinggi baik selama masa pembangunan maupun pada saat pengoperasiannya, maka penerapan manajemen risiko menjadi semakin penting bagi gerak langkah Jasa Marga dalam memastikan keberlanjutan usahanya.

In conducting its business activities, Jasa Marga recognizes that risk is an integral part of every business process that can affect the Company's business results and performance. Given that the toll road business involves significant investment, long-term returns, and high uncertainty during construction and operations, risk management has become increasingly important for Jasa Marga to ensure the sustainability of its business.

Manajemen risiko membantu pengambilan keputusan dengan mempertimbangkan ketidakpastian dan pengaruhnya terhadap pencapaian tujuan strategis Perseroan. Menyadari akan risiko-risiko yang dihadapi, Perseroan secara proaktif berusaha untuk meningkatkan kemampuan manajemen risiko di Perseroan. Untuk dapat memperoleh legitimasi di seluruh organisasi, kebijakan penerapan manajemen risiko perlu ditegaskan melalui komitmen manajemen yang disesuaikan dengan aturan yang berlaku.

Risk management supports decision-making by considering uncertainty and its impact on achieving the Company's strategic objectives. Recognizing the risks faced, the Company proactively strives to improve its risk management capabilities. To gain legitimacy across the organization, risk management implementation policies need to be reinforced through management commitments aligned with the applicable rules.

Kebijakan Manajemen Risiko

Direksi menetapkan Kebijakan Manajemen Risiko sebagai acuan dalam mencapai Sasaran Jangka Panjang Perusahaan dan Manual Manajemen Risiko sebagai wujud komitmen untuk penerapan manajemen risiko di seluruh organisasi secara luas dan terintegrasi, dalam rangka menunjang kepastian pencapaian Sasaran Jangka Panjang Perseroan, serta memberikan kerangka penerapan manajemen risiko secara sistematis dan terukur sesuai persyaratan internasional.

Risk Management Policy

The Board of Directors has established a Risk Management Policy as a reference for achieving the Company's Long-Term Objectives and a Risk Management Manual as a manifestation of its commitment to implementing risk management throughout the organization in a broad and integrated manner, to support the certainty of achieving the Company's Long-Term Objectives, as well as to provide a framework for implementing risk management systematically and measurably per international requirements.

Sejak tahun 2007, Jasa Marga telah menerapkan Sistem Manajemen Risiko yang berbasis pada standar AS/NZS 4360:1999 sebagaimana ditetapkan dalam Keputusan Direksi No. 139/KPTS/2007 tentang Manual Pengelolaan Risiko. Pada tahun 2009, pengelolaan manajemen risiko mengacu

Since 2007, Jasa Marga has implemented a Risk Management System based on AS/NZS 4360:1999, as stipulated in Board of Directors Decree No. 139/KPTS/2007 on the Risk Management Manual. In 2009, risk management was aligned with ISO 31000:2009 through the issuance of Jasa

pada standar ISO 31000:2009 dengan diterbitkannya Keputusan Direksi Jasa Marga No. 129.2/KPTS/2010 tentang Kebijakan Manajemen Risiko dan Manual Manajemen Risiko di Lingkungan PT Jasa Marga (Persero) Tbk.

Pada tahun 2018, Perseroan kembali melakukan tinjauan terhadap implementasi Manajemen Risiko yang berbasis pada standar ISO 31000:2018 dan melakukan pembaruan dokumen Manajemen Risiko tersebut dengan menerbitkan Keputusan Direksi Jasa Marga No. 119/KPTS/2019 tentang Kebijakan Manajemen Risiko dan Pedoman Manajemen Risiko di Lingkungan PT Jasa Marga (Persero) Tbk serta kebijakan manajemen risiko terdapat perubahan kembali yang menyelaraskan dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara beserta dengan Petunjuk Teknisnya sebagaimana tertuang dalam Keputusan Bersama Dewan Komisaris dan Direksi No. KEP-183/XI/2024 dan No. 227/KPTS/2024 Tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk tanggal 12 November 2024.

Pengelolaan risiko di Perseroan mengacu pada beberapa Peraturan Menteri Badan Usaha Milik Negara dan PT Danantara Asset Management (DAM), antara lain:

1. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023, tanggal 24 Maret 2023,tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
2. Permintaan Data Profil Q3-2025 berdasarkan surat dari PT DAM No. SR.014/DI-DAM/MDR/2025 tanggal 9 Oktober 2025.
3. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara.
4. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-6/DKU.MBU/10/2023 tentang Petunjuk Teknis Proses Manajemen Risiko dan Agregasi pada Taksonomi Risiko Portofolio Badan Usaha Milik Negara.
5. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-7/DKU.MBU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko Badan Usaha Milik Negara.
6. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko *(Risk Maturity Index)* di Lingkungan Badan Usaha Milik Negara.

Ditandatanganinya Kebijakan Manajemen Risiko oleh semua Direksi menunjukkan komitmen, kesungguhan dan kepedulian Direksi terhadap pentingnya manajemen risiko dalam keberlangsungan hidup dan mengamankan sasaran Perseroan.

Tujuan Kebijakan & Pedoman Manajemen Risiko tersebut adalah sebagai berikut:

1. Melindungi nilai Perusahaan dari konsekuensi negatif yang bisa terjadi baik akibat kejadian eksternal maupun internal;

Marga Board of Directors Decree No. 129.2/KPTS/2010 on the Risk Management Policy and Risk Management Manual at PT Jasa Marga (Persero) Tbk.

In 2018, the Company reviewed the implementation of Risk Management in accordance with ISO 31000:2018 and updated the Risk Management document by issuing Jasa Marga Board of Directors Decree No. 119/KPTS/2019, which established the Risk Management Policy and the Domain Risk Management Manual within PT Jasa Marga (Persero) Tbk. Furthermore, there were other changes to the risk management policy in which were aligned with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises along with Technical Guidelines as stipulated in the Joint Decree of the Board of Commissioners and Board of Directors No. KEP-183/XI/2024 and No. 227/KPTS/2024 on Policies and Guidelines for Integrated Risk Management within PT Jasa Marga (Persero) Tbk dated November 12, 2024.

Risk management in the Company refers to several Regulations of the Minister of State-Owned Enterprises, including:

1. Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.
2. Request for Q3-2025 Profile Data based on a letter from PT DAM No. SR.014/DI-DAM/MDR/2025 dated October 9, 2025.
3. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-3/DKU.MBU/05/2023 on Technical Guidelines for the Composition and Qualifications of Risk Management Bodies within State-Owned Enterprises.
4. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-6/DKU.MBU/10/2023 on Technical Guidelines for the Risk Management Process and Aggregation in the Risk Taxonomy of State-Owned Enterprise Portfolios.
5. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-7/DKU.MBU/10/2023 on Technical Guidelines for Risk Management Reporting of State-Owned Enterprises.
6. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-8/DKU.MBU/12/2023 on Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises.

The signing of the Risk Management Policy by all Board of Directors demonstrates the Board of Directors commitment, sincerity, and concern regarding the importance of risk management to the Company's survival and the achievement of its objectives.

The Risk Management Policy is as follows:

1. Protecting the Company's value from adverse consequences that may arise from both external and internal events;

2. Menciptakan nilai bagi Perusahaan dengan mengeksploitasi peluang yang mungkin bisa diambil dan dimanfaatkan untuk kepentingan Perusahaan;
3. Menjadikan pengelolaan risiko sebagai budaya Perusahaan dalam berperilaku, bertindak, dan mengambil keputusan yang telah melalui pertimbangan yang matang;
4. Menjadikan Perusahaan menjadi Perusahaan yang tangkas dan berkelanjutan (*agile and sustainable*) secara jangka panjang dengan penerapan Manajemen Risiko yang benar;
5. Memperbesar peluang tercapainya sasaran Perusahaan dalam memenuhi tugasnya sebagai Perusahaan pengelola jalan tol yang terpercaya;
6. Menyediakan suatu sistem dasar pengambilan keputusan, perencanaan, dan tindakan, yang sistematis dan terukur;
7. Menyediakan sistem pembuatan pelaporan yang memberikan informasi berharga atas apa yang telah terjadi, akan terjadi, dan persiapan atas segala ketidakpastian yang mempengaruhi sasaran Perusahaan; dan
8. Memitigasi tantangan perubahan iklim secara menyeluruh melalui Manajemen Risiko fisik terkait potensi bencana alam, dan risiko transisi terkait peraturan, reputasi, dan/atau perubahan pasar akibat perubahan iklim, dengan mengintegrasikannya dalam strategi dan operasional Perusahaan.

Sasaran penggunaan Kebijakan & Pedoman Manajemen Risiko tersebut adalah sebagai berikut, namun tidak terbatas pada:

1. Bagian dari pembuatan perencanaan RJPP, RKAP, rencana proyek dan seluruh perencanaan yang bersifat strategis, serta perencanaan aktivitas atau program yang mempengaruhi sasaran strategis;
2. Dasar pengambilan keputusan strategis dan keputusan yang mempengaruhi sasaran strategis;
3. Dasar dalam setiap kegiatan di Perusahaan (*risk based activity*) pada seluruh level dan menjadi dasar seluruh standar berbasis Risiko yang digunakan oleh Perusahaan (*integration*);
4. Dasar hubungan sebab-akibat dalam proses bisnis Perusahaan di seluruh level proses bisnis (*integrated*);
5. Bagian atas semua laporan dari seluruh aktivitas Perusahaan yang memberikan informasi tentang ancaman dan peluang dari segala ketidakpastian dalam kegiatan;
6. Bagian dari proses pengawasan (*audit surveillance*) serta evaluasi dan peninjauan (*evaluation dan review*) dari seluruh kegiatan Jasa Marga Group; dan
7. Bagian dari upaya peningkatan berkelanjutan (*innovation*) Jasa Marga Group.

Sistem Manajemen Risiko

Sistem manajemen risiko dilakukan dengan pendekatan yang sistematis, terstruktur dan terintegrasi untuk mengantisipasi suatu ketidakpastian atau kerugian yang mungkin terjadi dalam pengelolaan bisnis Perseroan. Saat ini Jasa Marga menerapkan Sistem Manajemen Risiko berbasis

2. Creating value for the Company by leveraging opportunities that can be identified and utilized for the benefit of the Company;
3. Embedding risk management as part of the Company's culture in how the Company behaves, acts, and makes decisions through careful and prudent consideration;
4. Enabling the Company to remain agile and sustainable over the long term through the proper implementation of risk management;
5. Increasing the likelihood of achieving the Company's objectives in carrying out its role as a trusted toll road operator;
6. Providing a structured and measurable foundation for decision-making, planning, and actions;
7. Providing a reporting framework that delivers meaningful information on what has occurred, what may occur, and preparedness for uncertainties that may affect the Company's objectives; and
8. Addressing climate change challenges comprehensively by managing physical risks related to potential natural disasters and transition risks related to regulations, reputation, and/or market shifts arising from climate change, through integration into the Company's strategy and operations.

The objectives of applying the Risk Management Policy & Guidelines include, but are not limited to, the following:

1. Serving as an integral part of the development of the Long-Term Corporate Plan (RJPP), the Annual Work Plan and Budget (RKAP), project plans, and all strategic planning, as well as the planning of activities or programs that affect strategic objectives;
2. Serving as a basis for strategic decision-making and decisions that affect strategic objectives;
3. Serving as a basis for risk-based activities across all levels and as a foundation for all risk-based standards applied by the Company (integration);
4. Serving as a basis for establishing cause-and-effect linkages within the Company's business processes across all levels (integrated);
5. Forming part of all reports on the Company's activities that provide information on threats and opportunities arising from uncertainties in operations;
6. Forming part of the monitoring process (audit surveillance), as well as the evaluation and review of all activities within Jasa Marga Group; and
7. Forming part of Jasa Marga Group's continuous improvement efforts (innovation).

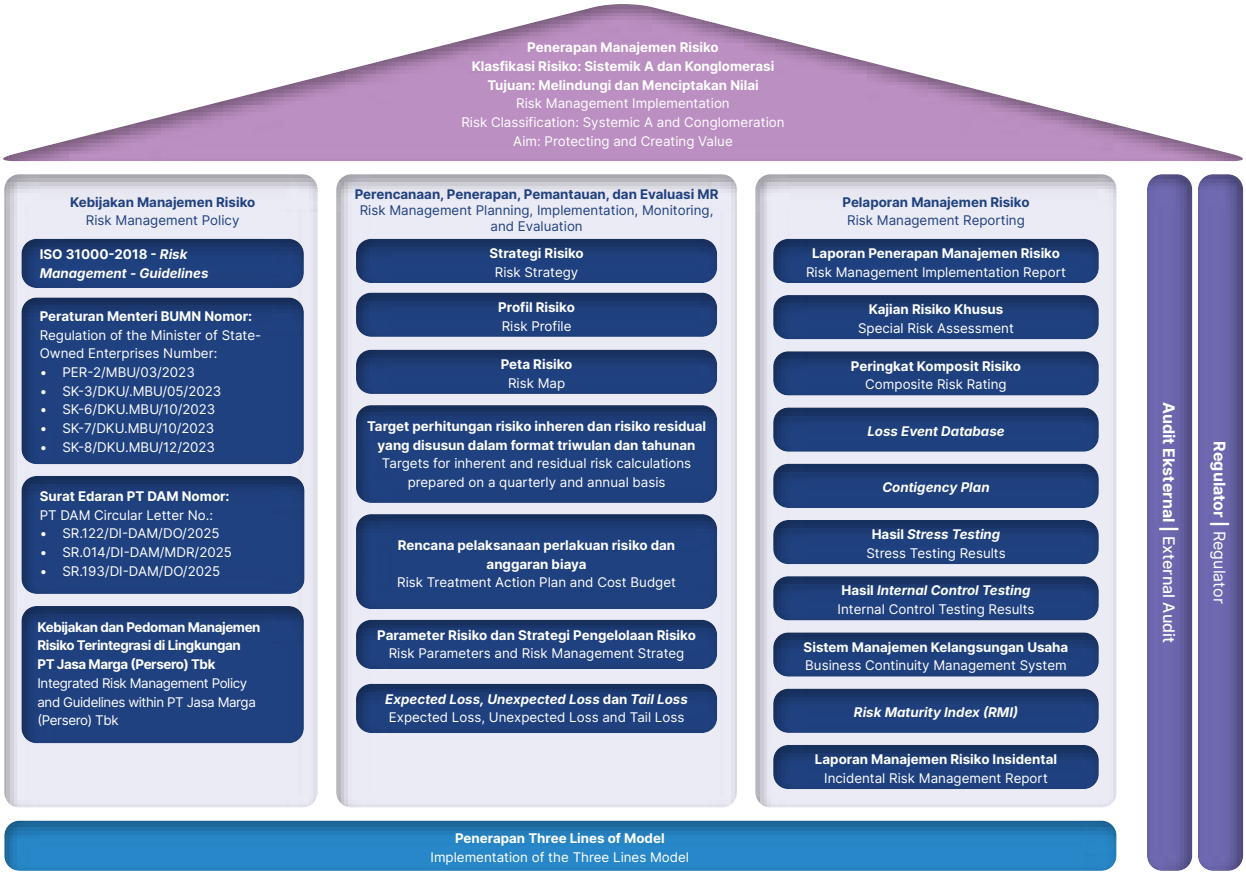
Risk Management System

The risk management system is implemented using a systematic, structured, and integrated approach to anticipate uncertainties or losses that may occur in the management of the Company's business. Currently, Jasa Marga implements an ISO 31000:2018-based Risk

ISO 31000:2018 untuk membentuk karakteristik sistem manajemen risiko yang lebih efektif dan efisien. Sistem manajemen risiko senantiasa sejalan dengan Rencana Jangka Panjang Perusahaan (RJPP), *Key Performance Indicator* (KPI) Korporat, *Key Risk Indicator* (KRI) serta arahan strategis dari pemegang saham. Implementasi Sistem Manajemen Risiko meliputi strategi, kebijakan dan tata kelola manajemen risiko yang meliputi, perencanaan, penerapan, pemantauan dan evaluasi manajemen risiko serta pelaporan manajemen risiko sebagaimana yang tergambar dalam pilar berikut:

Management System to achieve more effective and efficient risk management. The risk management system is always in line with the Company's Long-Term Plan (RJPP), Corporate Key Performance Indicators (KPIs), Key Risk Indicators (KRIs), and strategic directives from shareholders. The implementation of the Risk Management System includes strategies, policies, and governance of risk management, which encompass planning, implementation, monitoring, and evaluation of risk management, as well as risk management reporting, as illustrated in the following pillars:

Gambar Pilar Tata Kelola Manajemen Risiko Jasa Marga Grup
Jasa Marga Group Risk Management Governance Pillars



Peta Jalan Pengembangan Sistem Manajemen Risiko Jasa Marga

Skema perjalanan Jasa Marga dalam menerapkan manajemen risiko dapat dilihat pada Peta jalan Pengembangan Sistem Manajemen Risiko di bawah ini. Peta jalan ini diperbaharui setiap tahun mengikuti perkembangan lingkungan serta kebijakan internal dan eksternal Perseroan. Peta Jalan Pengembangan Sistem Manajemen Risiko 2025-2029 disusun dengan mempertimbangkan hasil penilaian *Risk Maturity Indeks* (RMI) tahun 2024 yang berdasarkan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-8/DKU. MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko *(Risk Maturity Index)* di Lingkungan Badan Usaha Milik Negara seperti dalam gambar berikut:

Jasa Marga Risk Management System Development Roadmap

Jasa Marga's journey in implementing risk management is shown in the Risk Management System Development Roadmap below. This roadmap is updated annually in line with developments in the environment and the Company's internal and external policies. The 2025-2029 Risk Management System Development Roadmap was prepared based on the results of the 2024 Risk Maturity Index (RMI) assessment, as per the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-8/DKU. MBU/12/2023 on Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises, as shown in the following image:

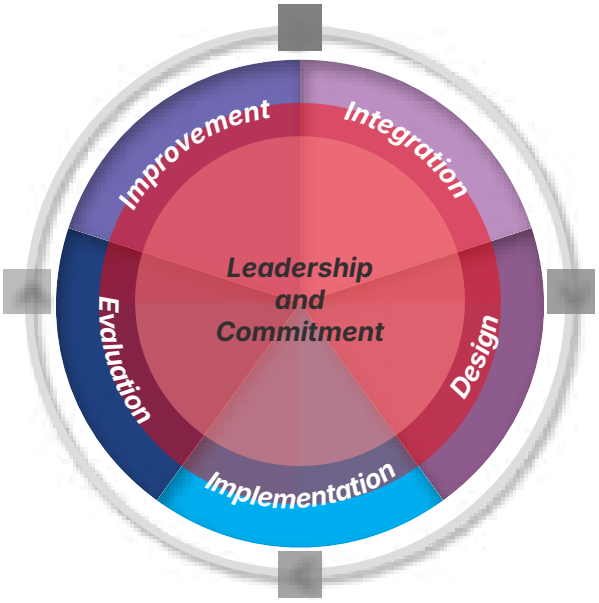
Kerangka Manajemen Risiko

Kerangka kerja manajemen risiko disusun untuk membantu Perseroan dalam mengintegrasikan manajemen risiko ke sistem manajemen yang berlaku di lingkungan Perseroan sehingga penerapan manajemen risiko dapat berjalan secara efektif dan efisien dan selaras dengan seluruh strategi Perseroan. Efektivitas penerapan manajemen risiko bergantung pada integrasi manajemen risiko dengan tata kelola Perusahaan termasuk pada saat pengambilan keputusan Perseroan. Melalui kerangka kerja ini, Perseroan harus terus melakukan evaluasi penerapan dan proses manajemen risiko, mengidentifikasi serta menangani kekurangan yang terdapat di dalamnya. Berikut adalah kerangka kerja manajemen risiko yang disusun dengan mempertimbangkan prinsip-prinsip manajemen risiko dan karakteristik Perseroan.

Risk Management Framework

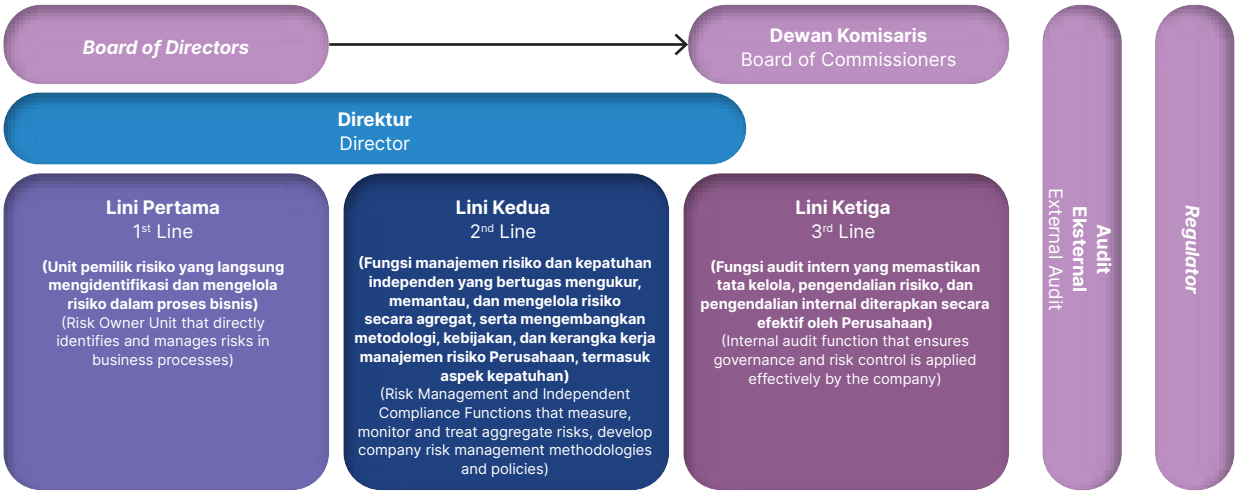
The 2025-2029 Risk Management Framework was developed to assist the Company in integrating risk management into its management systems, enabling its implementation to run effectively and efficiently and to align with all of the Company's strategies. The effectiveness of risk management implementation depends on its integration with corporate governance, including in decision-making. Through this framework, the Company must continuously evaluate the implementation and processes of risk management and identify and address any deficiencies therein. The following is a risk management framework developed with consideration of the principles of risk management and the Company's characteristics.

Bagan Skema Kerangka Kerja Manajemen Risiko Jasa Marga (Berdasarkan ISO 31000:2018)
Jasa Marga Risk Management Framework Diagram (Based on ISO 31000:2018)



Tata Kelola Risiko Tiga Lini/*Three Lines Model* dalam Proses Pengelolaan Risiko

Three Lines Model in the Risk Management Process



Struktur Tata Kelola Manajemen Risiko Jasa Marga menggunakan pendekatan Model Tiga Lini (*Three Lines Model*) dengan proses pengelolaan risiko dilakukan oleh semua lini organisasi. Adapun saat ini Komite Tata Kelola Terintegrasi sudah terbentuk berdasarkan Keputusan Dewan Komisaris No. KEP-039/III/2024 tanggal 22 Maret 2024 yang selaras dengan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Pada lini pertama (*First Line Model*), setiap unit kerja baik di kantor pusat, regional, *representative office,* anak perusahaan serta kantor proyek berperan sebagai *risk owner* yang fungsinya mengidentifikasi dan mengelola risiko dalam proses bisnis masing-masing dan bertanggung jawab untuk menyusun rencana pengelolaan risiko serta melaporkan realisasi penurunan risiko residual pada setiap triwulan.

Pada lini kedua (*Second Line Model*), terdapat Risk & Quality, Health, Safety, & Environment Group dan Legal & Compliance Group yang melakukan fungsi manajemen risiko dan kepatuhan independen yang mengukur, memantau, dan memperlakukan risiko secara agregat dan serta mengembangkan metodologi dan kebijakan terkait manajemen risiko dan kepatuhan.

Pada lini ketiga (*Third Line Model*), Internal Audit Group bertanggung jawab untuk melakukan audit berbasis risiko serta memastikan tata kelola dan sistem pengendalian telah diterapkan secara efektif di Perusahaan.

Profil Pejabat Manajemen Risiko

Profil Risk & Quality, Health, Safety, & Environment Group Head dapat dilihat pada bagian Profil Pejabat Eksekutif di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Fungsi, Tugas, dan Tanggung Jawab

Risk & Quality, Health, Safety, & Environment (RQM) Group merupakan unit kerja yang membawahi Risk Management Department, Quality, Health, Safety, & Environment Department, serta Internal Control Over Financial Reporting (ICOFR) Department dalam mendukung penguatan tata kelola dan pengendalian internal Perusahaan. Di bawah RQM Group, Risk Management Department memiliki fungsi mengendalikan pelaksanaan kegiatan Sistem Manajemen Risiko dan Sistem Manajemen Kelangsungan Usaha, termasuk di dalamnya penyusunan *roadmap*, program kerja dan anggaran, pengembangan manual dan prosedur, pelaksanaan program kerja, evaluasi, *monitoring* dan penyusunan laporan untuk memastikan berjalannya setiap aktivitas dan program di lingkungan Perusahaan.

Pihak yang Mengangkat dan Memberhentikan Pejabat Manajemen Risiko

Pejabat Manajemen Risiko diangkat dan diberhentikan oleh Direksi, hal ini sebagaimana diatur pada Surat Keputusan Direksi No. 115/KPTS/2022 tanggal 15 September 2022.

Jasa Marga's Risk Management Governance Structure uses the Three Lines Model, with risk management processes spanning all lines of the organization. Currently, the Integrated Governance Committee has been established pursuant to the Board of Commissioners Decree No. KEP-039/III/2024, dated March 22, 2024, which is in line with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. In the first line (First Line Model), each work unit, whether at the head office, regional office, representative office, subsidiary, or project office, acts as a risk owner whose function is to identify and manage risks in their respective business processes and is responsible for preparing risk management plans and reporting the realization of residual risk reduction every quarter.

Pada lini kedua (Second Line Model), terdapat Risk & Quality, Health, Safety, & Environment Group dan Legal & Compliance Group yang melakukan fungsi manajemen risiko dan kepatuhan independen yang mengukur, memantau, dan memperlakukan risiko secara agregat dan serta mengembangkan metodologi dan kebijakan terkait manajemen risiko dan kepatuhan

Pada lini ketiga (Third Line Model), Internal Audit Group bertanggung jawab untuk melakukan audit berbasis risiko serta memastikan tata kelola dan sistem pengendalian telah diterapkan secara efektif di Perusahaan.

Risk Management Officer Profile

The profile of the Risk & Quality, Health, Safety, & Environment Group Head is available in the Executive Officer Profile section at the Company Profile Chapter of this Annual Report.

Functions, Duties, and Responsibilities

The Risk & Quality, Health, Safety, & Environment (RQM) Group is a work unit that oversees the Risk Management Department, the Quality, Health, Safety, & Environment Department, and the Internal Control Over Financial Reporting (ICOFR) Department to support the strengthening of the Company's governance and internal control. Under the RQM Group, the Risk Management Department has the function of controlling the implementation of the Risk Management System and the Business Continuity Management System. This includes the development of roadmaps, work programs, and budgets; the development of manuals and procedures; the implementation of work programs; evaluation and monitoring activities; and the preparation of reports to ensure that all activities and programs within the Company are carried out effectively

Parties Appointing and Dismissing the Risk Management officers

Risk Management Officers are appointed and dismissed by the Board of Directors, as stipulated in Board of Directors Decree No. 115/KPTS/2022 dated September 15, 2022.

Pengembangan Kompetensi Personel Manajemen Risiko

Pengembangan kompetensi anggota Risk & Quality, Health, Safety, & Environment Group dapat dilihat pada bagian Pengembangan Kompetensi di Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Competency Development for Risk Management Personnel

The competency development of members of the Risk & Quality, Health, Safety, & Environment Group is available in the Competency Development section of the Company Profile chapter in this Annual Report.

Penjelasan Mengenai Risiko-Risiko yang Dihadapi Perseroan

Direksi Jasa Marga berkomitmen untuk mengimplementasikan manajemen risiko secara efektif dan efisien. Untuk itu, pada setiap jenjang organisasi Perseroan, yaitu korporat dan unit bisnis, harus menerapkan manajemen risiko dengan memperhatikan prioritas dan manfaat tiap program kerja/proyek bagi kelangsungan Perseroan.

Terdapat 2 (dua) proses pengelolaan risiko di Jasa Marga, yaitu pengelolaan risiko yang bersifat secara *top-down* dan *monitoring* risiko secara *bottom-up*. Pada pengelolaan risiko secara *top-down*, risiko yang digunakan berasal dari *Key Performance Indicator* (KPI) Korporat yang diturunkan kepada Unit Kerja terkait. Sedangkan untuk monitoring risiko secara *bottom-up*, risiko yang digunakan berasal dari Unit Kerja, Regional, dan Anak Perusahan melalui Rencana Pengelolaan Risiko (RPR). Proses pengelolaan risiko atas aksi korporasi yang akan dilakukan Perseroan dilakukan melalui Rencana Pengelolaan Risiko Khusus (RPRK). Proses identifikasi risiko dilakukan pada setiap aktivitas dan/atau transaksi usaha dalam proses bisnis Perseroan. Identifikasi harus dilakukan secara teliti agar risiko yang teridentifikasi merupakan risiko yang relevan dengan proses bisnis Perseroan, termasuk risiko-risiko yang berada di luar kendali Perseroan. Analisis risiko kemudian dilakukan untuk mengetahui besaran kemungkinan terjadinya risiko serta dampak yang ditimbulkan, baik yang bersifat kualitatif dan/atau kuantitatif. Selanjutnya, evaluasi risiko dilakukan untuk mengetahui keberterimaan risiko dengan memperhatikan hasil analisis risiko yang telah dilakukan. Evaluasi risiko dilakukan untuk mengetahui risiko yang memerlukan penanganan risiko berdasarkan sasaran yang telah ditetapkan. Berikut terdapat beberapa daftar acuan risiko berdasarkan kategori risiko yang akan digunakan oleh seluruh pengelola risiko baik oleh Unit Kerja, Anak Perusahaan Konstruksi, Anak Perusahaan Operasi dan Anak Perusahaan Usaha Lain dalam penyusunan Rencana Pengelolaan Risiko (RPR).

Explanation of Company Risks

The Board of Directors of Jasa Marga is committed to implementing risk management effectively and efficiently. To that end, at every level of the Company's organization, i.e., the corporate and business units, risk management must be implemented by considering the priorities and benefits of each work program/project for the Company's sustainability.

There are two risk management processes at Jasa Marga, namely top-down risk management and bottom-up risk monitoring. In top-down risk management, the risks used are derived from Corporate Key Performance Indicators (KPIs) that are passed down to the relevant Work Units. Meanwhile, for bottom-up risk monitoring, risks originate from Work Units, Regions, and Subsidiaries through the Risk Management Plan (RPR) in the JM Sm@rt application. The risk management process for corporate actions to be carried out by the Company is carried out through a Special Risk Management Plan (RPRK). The risk identification process is carried out in every activity and/or business transaction in the Company's business processes. Identification must be carried out thoroughly so that the risks identified are relevant to the Company's business processes, including those beyond the Company's control. Risk analysis is then carried out to determine the likelihood of risks occurring and their impact, both qualitatively and quantitatively. Next, risk evaluation is conducted to determine the acceptability of risks based on the results of the risk analysis. Risk evaluation is conducted to identify risks that require management, based on the set objectives. The following is a list of risk references, organized by risk category, for all risk managers, including Work Units, Construction Subsidiaries, Operating Subsidiaries, and Other Business Subsidiaries, to use in preparing the Risk Management Plan (RPR).

Taksonomi Risiko BUMN

Untuk mendukung proses agregasi risiko BUMN di BP BUMN, Perseroan telah menyusun taksonomi risiko sesuai dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023, tanggal 24 Maret 2023, tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara Pasal 66 yaitu BUMN wajib memiliki Taksonomi Risiko BUMN dan Anak Perusahaan BUMN yang terintegrasi sesuai dengan kebutuhan pengawalan target kinerja BUMN dan Anak Perusahaan BUMN. Perseroan telah menyusun taksonomi risiko terdiri dari:

SOE Risk Taxonomy

To support the risk aggregation process for SOEs at the Ministry of SOEs, the Company has developed a risk taxonomy per the Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises Article 66, namely that SOEs are required to have an integrated SOE and SOE Subsidiary Risk Taxonomy following the needs of monitoring the performance targets of SOEs and SOE Subsidiaries. The Company has developed a risk taxonomy consisting of:

1. Tema Risiko (T1) yang merupakan kumpulan Risiko berdasarkan perspektif penanggung jawab Risiko Utama dan merupakan tingkat pengelompokkan tertinggi;
2. Kategori Risiko (T2) yang menjabarkan Risiko spesifik dari masing-masing tema Risiko;
3. Kelompok Peristiwa Risiko Agregasi (T3) yang mengelompokkan peristiwa-peristiwa Risiko dalam kategori Risiko yang homogen;
4. Kelompok Peristiwa Risiko Agregasi (T4) yang mengelompokkan peristiwa-peristiwa Risiko secara lebih detail; dan
5. Peristiwa Risiko (T5) yang dapat digunakan Jasa Marga Grup dalam mengidentifikasi Risiko yang mengacu pada Keputusan Bersama Dewan Komisaris dan Direksi No. KEP-183/XI/2024 dan No. 227/KPTS/2024 Tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk tanggal 12 November 2024.

1. Risk Theme (T1), which is a collection of risks based on the perspective of the primary risk owner and represents the highest level of grouping;
2. Risk Categories (T2), which elaborate on specific risks from each risk theme;
3. Aggregate Risk Event Groups (T3), which group risk events into homogeneous risk categories;
4. Risk Event Sub-Groups (T4), which group Risk events in more detail; and
5. Risk Events (T5) that Jasa Marga Group can use in identifying Risks that refer to the Joint Decree of the Board of Commissioners and Board of Directors No. KEP-183/XI/2024 and No. 227/KPTS/2024 on the Policy and Guidelines for Integrated Risk Management within PT Jasa Marga (Persero) Tbk dated November 12, 2024.

Taksonomi Risiko Portofolio Perseroan
Company Risk Portfolio Taxonomy

Tema Risiko Risk Theme (T1)	Kategori Risiko Risk Categories (T2)	Kelompok Peristiwa Risiko Risk Event Groups (T3)
1. Risiko Portofolio Bisnis Business Portfolio Risk	1.1. Risiko Fiskal 1.1. Fiscal Risk	1.1.1. Risiko Dividen 1.1.1. Dividend Risk
		1.1.3 Risiko Subsidi dan Kompensasi Subsidy and Compensation Risk
	1.2 Risiko Kebijakan 1.2 Policy Risk	1.2.4 Risiko Kebijakan Sumber Daya Manusia 1.2.4 Human Resource Policy Risk
		1.2.5 Risiko Kebijakan Sektoral 1.2.5 Sectoral Policy Risk
	1.3 Risiko Komposisi 1.3 Composition Risk	1.3.6 Risiko Konsentrasi Portofolio 1.3.6 Portfolio Concentration Risk
2. Risiko Struktur Korporasi dan Organisasi Corporate Structure Risk and Organisasi	2.4 Risiko Struktur Korporasi 2.4 Corporate Structure Risk	2.4.7 Risiko Struktur Korporasi 2.4.7 Corporate Structure Risk
	2.5 Risiko Restrukturisasi dan Reorganisasi 2.5 Restructuring and Reorganization Risks	2.5.8 Risiko Penggabungan, Pengambilalihan, Peleburan, Pemisahan, Pembubaran, Likuidasi, Kemitraan, dan Restrukturisasi 2.5.8 Mergers, Acquisitions, Consolidations, Spin-offs, Dissolutions, Liquidations, Partnerships, and Restructuring Risks
3. Risiko Bisnis BUMN SOE Business Risks	3.6 Risiko Industri Umum 3.6 General Industry Risks	3.6.9 Risiko Formulasi Strategis 3.6.9 Strategic Formulation Risks
		3.6.10 Risiko Pasar dan Makro Ekonomi
		3.6.11 Risiko Keuangan 3.6.11 Financial Risk
		3.6.12 Risiko Hukum, Reputasi, dan Kepatuhan 3.6.12 Legal, Reputation, and Compliance Risks
		3.6.13 Risiko Proyek 3.6.13 Project Risk
		3.6.14 Risiko Teknologi Informasi dan Keamanan Siber 3.6.14 Information Technology and Cybersecurity Risks
		3.6.15 Risiko Sosial dan Lingkungan 3.6.15 Social and Environmental Risks
		3.6.16 Risiko Operasional 3.6.16 Operational Risks

Sejalan dengan arahan PT DAM berdasarkan surat dari PT DAM No. SR.014/DI-DAM/MDR/2025, Perseroan melakukan penyesuaian taksonomi risiko menjadi 8 (delapan) kategori risiko, yaitu:

- *Strategic Risk*
- *Market Risk*
- *Financial Risk*
- *Credit/Counterparty Credit Risk*
- *Operational Risk*
- *Investment/Project Risk*
- *Reputational Risk*
- *Regulatory, Legal & Compliance Risk*

sesuai dengan pedoman tersebut.

Strategi Risiko

Dalam rangka menciptakan dan melindungi nilai serta mendukung pertumbuhan bisnis Perseroan yang berkelanjutan sesuai dengan implementasi Peta Jalan Perseroan tahun 2025–2029, Perseroan memiliki strategi risiko yang dituangkan dalam asersi selera risiko atau Risk *Appetite Statement*/"RAS" yang telah memperhatikan selera risiko dari BP BUMN. Adapun Strategi Risiko Perseroan menyesuaikan pada Keputusan yang ada sebelumnya yaitu Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-6/DKU. MBU/10/2023 tentang Petunjuk Teknis Proses Manajemen Risiko dan Agregasi pada Taksonomi Risiko Portofolio Badan Usaha Milik Negara yang terdiri dari:

1. Pernyataan selera risiko (*risk appetite statement*) Perseroan dengan memperhatikan selera risiko Kementerian BUMN (saat ini menjadi BP BUMN).
2. Nilai ambang risiko di level korporat yang memuat risk *capacity*, *risk appetite*, *risk tolerance*, dan *risk limit*.
3. Metrik strategi risiko.

Pernyataan Selera Risiko

Perseroan telah menyusun pernyataan selera risiko (*Risk Appetite Statement*) yang telah memperhatikan selera risiko BP BUMN yang terdapat pada Surat Menteri BUMN Nomor S-468/MBU/09/2024 tanggal 30 September 2024 perihal Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2025, serta sebagai salah satu upaya Perseroan dalam memberikan kepastian kepada *stakeholders* bahwa Perseroan memahami sepenuhnya risiko yang ada di dalam Perseroan dan risiko yang berada di bawah kendali, Perseroan selalu melakukan pengembangan dan pembaruan terhadap *risk appetite* dan *risk tolerance* yang akan menjadi pertimbangan dalam setiap pengambilan keputusan strategis Perseroan. Berikut adalah *Risk Appetite Statement* (RAS) PT Jasa Marga (Persero) Tbk Tahun 2025.

Sejalan dengan arahan PT DAM berdasarkan surat dari PT DAM No. SR.014/DI-DAM/MDR/2025, Perseroan melakukan penyesuaian taksonomi risiko menjadi 8 (delapan) kategori risiko, yaitu:

- Strategic Risk
- Market Risk
- Financial Risk
- Credit/Counterparty Credit Risk
- Operational Risk
- Investment/Project Risk
- Reputational Risk
- Regulatory, Legal & Compliance Risk

in accordance with the said guidelines.

Risk Strategy

To create and protect value and support the Company's sustainable business growth in accordance with the implementation of the Company's Roadmap for 2025–2029, the Company has a risk strategy as outlined in the Risk Appetite Statement or RAS which considers the risk appetite of the Ministry of SOE. The Company's Risk Strategy is in accordance with the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No. SK-6/DKU.MBU/10/2023 on Technical Guidelines for Risk Management and Aggregation Processes in the Taxonomy of State-Owned Enterprise Portfolio Risk, which consists of:

1. The Company's risk appetite statement, in line with the Ministry of SOE's risk appetite.
2. Corporate-level risk thresholds that include risk capacity, risk appetite, risk tolerance, and risk limits.
3. Risk strategy metrics.

Risk Appetite Statement

The Company has prepared a Risk Appetite Statement that considers the Ministry of SOE's risk appetite as stated in the Minister of SOE Letter No. S-468/MBU/09/2024 dated September 30, 2024, on Shareholder Aspirations for the Preparation of the 2025 Work Plan and Company Budget, and as part of the Company's efforts to provide certainty to stakeholders that the Company fully understands the risks within the Company and the risks under its control, the Company always develops and updates its risk appetite and risk tolerance, which will be taken into consideration in every strategic decision made by the Company. The following is the Risk Appetite Statement (RAS) of PT Jasa Marga (Persero) Tbk for 2025.

Pernyataan Selera Risiko
Table of Risk Appetite Statement

No.	Kategori Risiko BUMN SOE Risk Category	*Risk Appetite Statement*	Sikap terhadap Risiko Stance toward Risk
1.	Risiko Dividen Dividend Risk	Jasa Marga memiliki postur tidak toleran terhadap Risiko yang berkaitan dengan pembayaran dividen kepada *shareholder* dan APBN. Perusahaan berkomitmen untuk memberikan pengembalian atas investasi dan membagi keuntungan perusahaan sesuai dengan kepemilikan saham. Jasa Marga has an intolerant stance towards risks related to dividend payments to shareholders and the state budget. The Company is committed to providing returns on investment and distributing company profits in accordance with share ownership.	Tidak Toleran Intolerant
2.	Risiko Hukum, Reputasi, dan Kepatuhan Legal, Reputation, and Compliance Risk	Jasa Marga memiliki postur tidak toleran terhadap Risiko yang berkaitan dengan pelanggaran hukum dan prinsip tata kelola yang baik sesuai dengan undang-undang yang berlaku. Jasa Marga berkomitmen untuk mengutamakan *core value* AKHLAK dan menjaga citra perusahaan dari ancaman reputasi yang dapat mempengaruhi keberlangsungan bisnis. Jasa Marga has an intolerant stance toward risks related to legal violations and violations to good governance principles in accordance with applicable laws. Jasa Marga is committed to prioritizing its core values of AKHLAK and protecting the company's image from reputational threats that could affect business continuity.	Tidak Toleran Intolerant
3.	Risiko Teknologi Informasi & Keamanan Siber* Information Technology & Cybersecurity Risks*	Jasa Marga memiliki postur tidak toleran terhadap Risiko yang berkaitan dengan kelalaian terhadap keamanan siber dan pelindungan data pribadi. Jasa Marga has an intolerant stance toward risks related to negligence in cybersecurity and personal data protection.	Tidak Toleran Intolerant
4.	Risiko Subsidi dan Kompensasi Subsidy and Compensation Risk	Jasa Marga memiliki postur konservatif terhadap Risiko yang berkaitan dengan pengajuan kompensasi. Perusahaan berkomitmen untuk memastikan pemenuhan prasyarat secara tepat waktu untuk mendapatkan kompensasi. Jasa Marga has a conservative stance on risks related to compensation claims. The Company is committed to ensuring that prerequisites are met on time to receive compensation.	Konservatif Conservative
5.	Risiko Struktur Korporasi Corporate Structure Risk	Jasa Marga memiliki postur konservatif terhadap Risiko yang berkaitan dengan Anak Perusahaan BUMN dan/atau Perusahaan Afiliasi BUMN. Perusahaan berkomitmen untuk meningkatkan komunikasi dan koordinasi serta melakukan pemantauan kinerja dan evaluasi rutin Anak Perusahaan dan/atau Perusahaan Afiliasi BUMN. Jasa Marga takes a conservative stance on risks associated with SOE Subsidiaries and/or Affiliates. The Company is committed to improving communication and coordination, as well as monitoring the performance and conducting regular evaluations of SOE Subsidiaries and/or Affiliates.	Konservatif Conservative
6.	Risiko Keuangan Financial Risk	Jasa Marga memiliki postur konservatif terhadap Risiko keuangan yang berkaitan dengan penguatan aspek fundamental keuangan perusahaan. Jasa Marga berkomitmen untuk mempertahankan struktur keuangan yang sehat dan menjaga keberlangsungan usaha secara berkesinambungan. Jasa Marga has a conservative stance on financial risks related to strengthening the company's financial fundamentals. Jasa Marga is committed to maintaining a sound financial structure and ensuring business continuity.	Konservatif Conservative
7.	Risiko Operasional Operational Risk	Jasa Marga memiliki postur konservatif terhadap Risiko operasional yang berkaitan dengan bisnis jalan tol dan usaha lainnya. Jasa Marga berkomitmen untuk menjalankan bisnis utama jalan tol dan usaha lainnya secara tepat sasaran dan dengan itikad baik yang berlandaskan prinsip kehati-hatian dalam mengambil Risiko serta memprioritaskan kestabilan dan keberlanjutan usaha. Jasa Marga has a conservative stance on operational risks across its toll roads and other businesses. Jasa Marga is committed to running its main toll road business and other businesses in a targeted, good-faith manner, based on the principle of prudence in risk-taking and prioritizing business stability and sustainability.	Konservatif Conservative
8.	Risiko Kebijakan Sumber Daya Manusia Human Resource Policy Risk	Jasa Marga memiliki postur konservatif terhadap Risiko terkait kebijakan SDM. Jasa Marga berkomitmen dalam melakukan pengembangan dan inovasi dalam pengelolaan SDM mulai tahap rekrutmen sampai masa pensiun dengan mempertimbangkan Risiko kebijakan SDM. Jasa Marga takes a conservative stance on risks associated with human resource policies. Jasa Marga is committed to developing and innovating in human resource management from recruitment through retirement, while accounting for human resource policy risks.	Konservatif Conservative

Pernyataan Selera Risiko
Table of Risk Appetite Statement

No.	Kategori Risiko BUMN SOE Risk Category	*Risk Appetite Statement*	Sikap terhadap Risiko Stance toward Risk
9.	Risiko Pasar dan Makro Ekonomi Market and Macroeconomic Risk	Jasa Marga memiliki postur moderat terhadap Risiko pasar dan makro ekonomi yang berkaitan dengan variabel makro ekonomi global. Jasa Marga berkomitmen untuk melakukan inovasi-inovasi keuangan serta penataan portofolio dengan memperhatikan kondisi makro ekonomi global dan nasional serta menganalisis dampaknya terhadap bisnis Jasa Marga untuk penyiapan tindak lanjut yang dibutuhkan. Jasa Marga has a moderate stance on market and macroeconomic risks related to global macroeconomic variables. Jasa Marga is committed to implementing financial innovations and portfolio restructuring, considering global and national macroeconomic conditions and analyzing their impact on Jasa Marga's business to prepare for necessary follow-up actions.	Moderat Moderate
10.	Risiko Teknologi Informasi & Keamanan Siber* Information Technology & Cybersecurity Risk*	Jasa Marga memiliki postur moderat terhadap Risiko terkait teknologi informasi yang berkaitan dengan kebutuhan bisnis Jasa Marga. Jasa Marga berkomitmen untuk memberikan keandalan infrastruktur teknologi informasi dengan mengembangkan *roadmap* teknologi terintegrasi, mempercepat adopsi teknologi pengoperasian serta meningkatkan aspek strategi, infrastruktur, manajemen data dan aplikasi terkait teknologi informasi. Jasa Marga has a moderate stance on information technology risks relevant to its business needs. Jasa Marga is committed to providing reliable information technology infrastructure by developing an integrated technology roadmap, accelerating the adoption of operating technology, and improving strategy, infrastructure, data management, and information technology applications.	Moderat Moderate
11.	Risiko Kebijakan Sektoral Sectoral Policy Risk	Jasa Marga memiliki postur strategis dalam pemenuhan kebijakan sektoral dengan berpartisipasi aktif selama penyusunan kebijakan serta antisipatif terhadap perubahan kebijakan dengan mempertimbangkan Risiko yang berkaitan dengan pemenuhan kebijakan pemerintah terkait sektor jalan tol. Jasa Marga has a strategic stance in complying with sectoral policies by actively participating in policy formulation and anticipating policy changes, while accounting for risks associated with compliance with government policies in the toll road sector.	Strategis Strategic
12.	Risiko Proyek Project Risk	Jasa Marga memiliki postur strategis terhadap hal yang berkaitan dengan lelang proyek, analisis perencanaan yang kurang komprehensif, keterlambatan pemenuhan AMDAL, *delay* dan *cost overrun* dalam pembebasan lahan, penolakan warga terhadap hasil appraisal lahan, *cost overrun* dalam konstruksi, keterlambatan penyelesaian proyek, perbedaan mutu hasil proyek, keterlambatan pengembalian Dana Talangan Tanah, dan pembangunan *rest area*/Tempat Istirahat dan Pelayanan (TIP) yang dipertimbangkan secara holistik untuk mengoptimalkan keberhasilan proyek. Jasa Marga has a strategic position in matters related to project tenders, incomplete planning analysis, delays in fulfilling environmental impact assessments (AMDAL), delays and cost overruns in land acquisition, community rejection of land appraisal results, cost overruns in construction, project completion delays, differences in project quality, delays in the return of Land Loan Funds, and the construction of rest areas/istration and Service Areas (TIP), which are considered holistically to optimize project success.	Strategis Strategic
13.	Risiko Konsentrasi Portofolio Portfolio Concentration Risk	Jasa Marga memiliki postur strategis dalam mengevaluasi, mengoptimalkan, dan mendiversifikasi portofolio asetnya dengan tetap mempertimbangkan Risiko yang berkaitan dengan konsentrasi portofolio aset pendapatan perusahaan dan operasional. Jasa Marga has a strategic posture for evaluating, optimizing, and diversifying its asset portfolio, while considering the risks associated with the concentration of the company's income and operational assets.	Strategis Strategic

Pernyataan Selera Risiko
Table of Risk Appetite Statement

No.	Kategori Risiko BUMN SOE Risk Category	*Risk Appetite Statement*	Sikap terhadap Risiko Stance toward Risk
14.	Risiko Penggabungan, Pengambilalihan, Peleburan, Pemisahan, Pembubaran, Likuidasi, Kemitraan, dan Restrukturisasi Mergers, Acquisitions, Divestitures, Dissolutions, Liquidations, Partnerships, and Restructuring Risks	Jasa Marga memiliki postur strategis dalam membuat perencanaan aksi korporasi yang komprehensif serta melakukan evaluasi berkelanjutan dengan mempertimbangkan Risiko yang berkaitan dengan aksi korporasi dan kerja sama strategis. Jasa Marga has a strategic position in making comprehensive corporate action plans and conducting ongoing evaluations while considering the risks associated with corporate actions and strategic partnerships.	Strategis Strategic
15.	Risiko Formulasi Strategis Strategic Formulation Risk	Jasa Marga memiliki postur strategis dalam melakukan pengembangan kapasitas dengan melakukan peningkatan investasi dan menyesuaikan dengan kondisi industri dengan mempertimbangkan aspek *Environmental, Social, dan Governance* (ESG) serta Risiko terkait formulasi strategis, sosial, dan lingkungan. Jasa Marga has a strategic position in capacity building by increasing investment and adapting to industry conditions, considering Environmental, Social, and Governance (ESG) aspects as well as risks related to strategic, social, and environmental formulation.	Strategis Strategic
16.	Risiko Sosial dan Lingkungan Social and Environmental Risks		

*) Taksonomi Risiko Teknologi Informasi & Keamanan Siber memiliki dua sikap risiko.
*) The Information Technology Risk & Cybersecurity Risk Taxonomy has two risk stances.

Penjelasan Sikap dari *Risk Appetite Statement*
Explanation on Risk Appetite Statement Stance

Postur Posture	Penjelasan Explanation
Tidak Toleran Intolerant	• Sangat berhati-hati dalam mengambil risiko dan lebih memilih menjaga stabilitas dan konsistensi dalam operasi bisnis. • Keputusan bisnis didasarkan pada pemeliharaan modal. • Very cautious in taking risks and prefers to maintain stability and consistency in business operations. • Business decisions are based on capital preservation.
Konservatif Conservative	• Berhati-hati dalam mengambil risiko, dengan memilih beberapa risiko yang terkendali tetapi tetap memprioritaskan kestabilan usaha. • Keputusan bisnis didasarkan pada upaya untuk melindungi nilai dari risiko besar yang tidak terduga termasuk didalamnya menghindari paparan terhadap fluktuasi pasar yang signifikan serta dapat menanggung beban yang kecil. • Cautious in taking risks, choosing a few controlled risks but still prioritizing business stability. • Business decisions are based on efforts to protect value from unexpected major risks, including avoiding exposure to significant market fluctuations and being able to bear small burdens.
Moderat Moderate	• Bersedia mengambil risiko dalam batas tertentu untuk mencapai pertumbuhan dan keuntungan, tetapi tetap memperhatikan perlindungan terhadap kerugian besar. • Keputusan bisnis mempertimbangkan peluang pertumbuhan dan dampak risiko secara bersamaan dan dapat menanggung beban yang sedang. • Willing to take risks within certain limits to achieve growth and profit, but still paying attention to protection against major losses. • Business decisions consider growth opportunities and risk impacts simultaneously and can bear moderate burdens.
Strategis Strategic	• Secara aktif menerapkan strategi yang melibatkan pengelolaan risiko sebagai bagian integral dari rencana bisnis, mengambil risiko lebih tinggi dalam rangka mencapai pertumbuhan dan inovasi yang lebih besar. • Keputusan bisnis didasarkan pada analisis risiko dan potensi pengembalian investasi jangka panjang serta dapat menanggung beban yang besar. • Actively implements strategies that involve risk management as an integral part of the business plan, taking higher risks to achieve greater growth and innovation. • Business decisions are based on risk analysis and long-term potential returns on investment and can bear a large burden.
Strategis Strategic	Keputusan bisnis didasarkan pada analisis risiko dan potensi pengembalian investasi jangka panjang serta dapat menanggung beban yang besar. Business decisions are based on risk analysis and potential long-term investment returns and can bear a large burden.

Perlakuan Risiko

Berdasarkan Keputusan Bersama Dewan Komisaris dan Direksi No. KEP-183/XI/2024 dan Nomor: 227/KPTS/2024 Tentang Kebijakan dan Pedoman Manajemen Risiko Terintegrasi di Lingkungan PT Jasa Marga (Persero) Tbk tanggal 12 November 2024 strategi tindak lindung risiko Perseroan dapat dilihat pada tabel berikut ini:

Risk Treatment

Based on the Joint Decree of the Board of Commissioners and Board of Directors No. KEP-183/XI/2024 and No. 227/KPTS/2024 on Integrated Risk Management Policies and Guidelines at PT Jasa Marga (Persero) Tbk dated November 12, 2024, the Company's risk hedging strategy can be seen in the following table:

Perlakuan Risiko
Risk Treatment

Level	Pilihan Opsi Perlakuan Risiko Risk Treatment Option Selection
Low	*Accept/Monitor*
Low to Moderate	*Reduce/Mitigate* atau *Accept/Monitor* Reduce/Mitigate or Accept/Monitor
Moderate	*Reduce/Mitigate*
Moderate to High	*Reduce/Mitigate* atau *Transfer/Sharing* Reduce/Mitigate or Transfer/Sharing
High	*Reduce/Mitigate* atau Hindari/*Avoid* Reduce/Mitigate or Hindari/Avoid

Keterangan (Definisi):
- Diterima: Risiko yang berada di level sangat rendah
- Ditolak: Risiko yang berada di level rendah/moderat/tinggi/ekstrem
- Menghindari: Tidak melakukan hal-hal yang dapat menyebabkan timbulnya risiko
- Memindahkan: Memindahkan risiko kepada pihak ketiga
- Mitigasi: Mengurangi terjadinya penyebab dan dampak
- Eskalasi: Penanganan risiko oleh pihak dengan level lebih tinggi

Description (Definition):
- Accept: The risk is at a very low level
- Reject: Risks that are at low/moderate/high/extreme levels
- Avoid: Not doing things that could cause risks
- Transfer: Transferring the risk to a third party
- Mitigate: Reducing the causes and impacts
- Escalate: Risk handling by parties at a higher level

Profil Risiko Korporat

Untuk mencapai sasaran dan strategi usaha, Perseroan berkomitmen mengimplementasikan manajemen risiko secara efektif dan efisien. Pada setiap jenjang organisasi, baik tingkat korporat maupun unit bisnis, penerapan manajemen risiko dilakukan dengan memperhatikan sasaran, prioritas, serta kebermanfaatan setiap program kerja guna mendukung keberlangsungan usaha Perseroan.

Dalam penyusunannya, profil risiko korporat disajikan dalam dua pendekatan, yaitu profil risiko yang mengacu pada ketentuan Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023, dan profil risiko berdasarkan arahan PT DAM sebagaimana tertuang dalam surat PT DAM No. SR.014/DI-DAM/MDR/2025 mengenai Permintaan Data Profil Q3-2025.

Mengacu pada PER-02/MBU/03/2023, Perseroan mengidentifikasi profil risiko korporat yang disajikan sebagai berikut:

Profil Risiko Korporat

To achieve its business objectives and strategies, the Company is committed to implementing effective and efficient risk management. At every level of the organization, both at the corporate and business unit levels, risk management is implemented by taking into account the objectives, priorities, and benefits of each work program to support the Company's business continuity.

In its preparation, the corporate risk profile is presented in two approaches: the risk profile based on the provisions of the Minister of State-Owned Enterprises Regulation No. PER-02/MBU/03/2023, and the risk profile based on the direction of PT DAM as stated in the PT DAM letter No. SR.014/DI-DAM/MDR/2025 regarding the Q3-2025 Profile Data Request.

Referring to PER-02/MBU/03/2023, the Company has identified the following corporate risk profile:

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Risk Cause	Dampak Risiko Risk Impact	Mitigasi Mitigation
1.	Potensi ketidaktercapaian Lalu Lintas Harian Rata-Rata (LHR) Potential failure to achieve Average Daily Traffic (ADT)	1. Perbaikan jalan 2. Perubahan moda transportasi pengguna jalan seperti adanya moda transportasi masal baru 3. Bencana alam 4. Perlambatan perekonomian 5. Kondisi jalan tol kurang baik 1. Road improvements 2. Changes in road users' modes of transportation, such as the introduction of new modes of mass transportation 3. Natural disasters 4. Economic slowdown 5. Poor condition of toll roads	Tidak tercapai nya pendapatan tol akibat rendahnya Lalu Lintas Harian Rata-Rata (LHR) Failure to achieve toll road revenue targets due to low Average Daily Traffic (ADT)	1. *Contraflow* 2. Melakukan analisis dampak moda transportasi lain 3. Evaluasi lalu lintas dan pendapatan tol 4. Dibuat SOP pengendalian bencana longsor 5. Dibentuk Tim satgas beserta susun jadwal tugas inspeksi 6. Segera dilakukan tindakan jika ditemukan kejadian-kejadian di lapangan 7. Memaksimalkan pemanfaatan media sosial untuk mensosialisasikan tempat wisata dan kuliner sekitar jalan tol serta benefit menggunakan jalan tol 8. Pemeliharaan dan Perbaikan jalan tol 1. Contraflow 2. Analyze the impact of other modes of transportation 3. Evaluate traffic and toll revenue 4. SOP for landslide disaster control established 5. A task force team has been formed, and an inspection schedule has been drawn up 6. Immediate action taken if incidents are found in the field 7. Maximize social media use to promote tourist attractions and culinary spots along the toll road, as well as the toll road's benefits 8. Maintenance and repair of the toll road
2.	Potensi Mitra Usaha tidak bersedia membayar setoran modal kepada Anak Perusahaan Konstruksi Potential Business Partners are unwilling to pay capital deposits to the Construction Subsidiary	Keterbatasan kemampuan keuangan mitra usaha Limited financial capacity of business partners	Defisiensi kas yang menghambat kegiatan operasional Perusahaan Cash deficits hinder the Company's operational activities	Berkoordinasi dengan Para Pemegang Saham baik secara administratif persuratan dan rapat untuk menindaklanjuti strategi kebutuhan pendanaan Coordinate with Shareholders both administratively through correspondence and meetings to follow up on funding strategy needs
3.	Potensi meningkatnya suku bunga pinjaman Potential increase in loan interest rates	1. Perjanjian kredit investasi dengan skema *semi-floating rate* ATD+4 2. Fluktuasi BI *Rate* 1. Investment credit agreement with a semi-floating rate scheme of ATD+4 2. BI Rate fluctuations	Naiknya bunga pinjaman korporasi berpotensi menambah beban bunga dan kebutuhan pendanaan Rising corporate loan interest rates have the potential to increase interest expenses and funding requirements	*Refinancing* Kredit Investasi Refinancing of Investment Loans
4.	Potensi kenaikan biaya pembayaran PBB akibat penetapan/perubahan tarif pajak berdasarkan kebijakan masing-masing daerah tiap tahunnya Potential increase in property tax payments due to the determination/change of tax rates based on the policies of each region every year	1. Kenaikan tarif pajak sesuai kebijakan pemerintah pusat atau daerah 2. Kenaikan NJOP 1. Increase in tax rates in accordance with central or local government policies 2. Increase in NJOP	Peningkatan beban biaya bagi perusahaan, menurunnya EBITDA margin Increased costs for companies, decreased EBITDA margin	1. Bekerja sama atau berdiskusi dengan pemerintah daerah untuk mendapatkan keringanan atau insentif pajak jika kenaikan tarif PBB terlalu membebani 2. Koordinasi secara berkala terkait rencana penerbitan SPPT PBB 1. Collaborate or discuss with local governments to obtain tax relief or incentives if the increase in PBB rates is too burdensome 2. Regular coordination regarding plans to issue PBB SPPT
5.	Potensi anak perusahaan usaha lain belum mampu memberikan *profit* yang diharapkan The potential of other business subsidiaries has not been able to generate the expected profits	1. Mundurnya jadwal proyek pekerjaan 2. Kapabilitas kompetitor lebih baik 1. Project schedule delays 2. Competitors' capabilities are better	Tidak tercapainya KPI Direktorat dan KPI Unit Failure to achieve Directorate KPIs and Unit KPIs	1. Memastikan RKAP APUL (JMTO dan JMTM) tercapai 2. Melakukan rapat teknis dan strategis melalui rapat kinerja setiap bulan 3. Melakukan kajian model bisnis 1. Ensuring that the APUL (JMTO and JMTM) RKAP is achieved 2. Conducting technical and strategic meetings through monthly performance meetings 3. Conducting a business model review
6.	Potensi pengajuan kompensasi penyesuaian tarif ditolak sebagian/ seluruhnya Potential for tariff adjustment compensation claims to be partially/fully rejected	1. Kategori kejadian merupakan risiko bisnis menurut PPJT 2. Adanya perubahan nilai persyaratan kompensasi kenaikan tarif tol yang diajukan ke BPJT 3. Ketidaksesuian perhitungan usulan kompensasi 1. The incident category is a business risk according to PPJT 2. Changes in the value of compensation requirements for toll rate increases submitted to BPJT 3. Inconsistency in the calculation of the proposed compensation	1. Tidak tercapainya IRR jika kompensasi tidak didapatkan 2. Kehilangan pendapatan tol 3. Terganggunya keuangan Perusahaan 1. Failure to achieve the IRR if compensation is not obtained 2. Loss of toll revenue 3. Disruption of the Company's finances	1. Pengajuan kompensasi berdasarkan biaya SPM *rest area* 2. Penambahan lingkup investasi pada ruas ABC Semarang 1. Submission of compensation based on SPM rest area costs 2. Expansion of investment scope on the ABC Semarang section

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Risk Cause	Dampak Risiko Risk Impact	Mitigasi Mitigation
7.	Potensi adanya keterlambatan penyesuaian tarif tol Potential for delays in toll rate adjustments	1. Perubahan kebijakan 2. Pengajuan penyesuaian tarif ke BPJT terlambat 3. Waktu transaksi melebihi standar 4. Keterlambatan penyampaian data dari permohonan/unit kerja terkait 5. SFO *(Scrapping, Filling, Overlay)* 1. Policy changes 2. Late submission of toll rate adjustment proposals to BPJT 3. Transaction time exceeds standard 4. Delays in the submission of data from related applications/work units 5. SFO (Scrapping, Filling, Overlay)	Kehilangan pendapatan tol atas keterlambatan penyesuaian tarif Loss of toll revenue due to delays in tariff adjustments	1. Koordinasi dengan regulator terkait 2. Membuat persiapan dari persuratan pemenuhan SPM 6 bulan sebelum jadwal penyesuaian tarif 3. Peningkatan koordinasi dengan pihak terkait 4. Monitoring & inspeksi perkerasan jalan 1. Coordination with relevant regulators 2. Preparation of SPM compliance documentation six months prior to the tariff adjustment schedule 3. Enhanced coordination with relevant parties 4. Monitoring & inspection of road pavement
8.	Potensi kalah dalam lelang untuk proyek baru Anak Perusahaan Usaha Lain Potential to lose in tender for new projects of other subsidiaries	1. Kelengkapan administrasi kurang dari yang dipersyaratkan 2. Tidak dapat memenuhi regulasi yang berlaku 3. Kurangnya rekanan *supplier* bahan, upah dan alat yang dapat memberikan harga yang bersaing 1. Administrative requirements are not fully met 2. Unable to comply with applicable regulations 3. Lack of suppliers of materials, labor, and equipment that can offer competitive prices	1. Terganggunya bisnis Perusahaan dalam jangka panjang 2. Perusahaan tidak mendapatkan hak pengusahaan jalan tol baru 1. Disruption of the Company's business in the long term 2. The Company does not obtain the right to operate a new toll road	1. Melakukan penyusunan paket layanan 2. Berkoordinasi dengan Pembina di Perusahaan Induk 3. *Update* mengenai regulasi yang baru 4. Rapat berkala terkait regulasi baru 5. Melakukan *survey* serta analisa harga berdasarkan pendekatan-pendekatan teknis untuk penyusunan standarisasi harga penawaran 6. Membuat *database* rekanan *suplier* bahan, upah, dan alat 1. Develop service packages 2. Coordinate with supervisors at the parent company 3. Provide updates on new regulations 4. Hold regular meetings regarding new regulations 5. Conduct surveys and price analyses based on technical approaches to develop standardized bid prices 6. Create a database of suppliers of materials, labor, and tools
9.	Potensi adanya *cost overrun* dalam proses konstruksi Potential for cost overruns in the construction process	1. Tidak optimalnya metode kerja kontraktor 2. Adanya kondisi lapangan yang tidak terdeteksi pada saat penyusunan DED 3. Kondisi ketersediaan lahan tidak sesuai dengan rencana kerja kontraktor 4. Klaim penyesuaian harga dari kontraktor 5. Terdapat perubahan desain dan lingkup proyek 6. Ketidaksesuaian kondisi lapangan dan desain 1. Suboptimal contractor work methods 2. Conditions on site that were not detected during the preparation of the detailed engineering design 3. Land availability conditions are not in accordance with the contractor's work plan 4. Price adjustment claims from the contractor 5. Changes in design and project scope 6. Mismatch between field conditions and design	1. Realisasi capex jalan tol di atas RKAP 2. Keterlambatan penyelesaian konstruksi 3. Tidak tercapainya tingkat pengembalian investasi (IRR) proyek jalan tol 1. Realization of toll road capex above the RKAP 2. Delays in construction completion 3. Failure to achieve the toll road project's internal rate of return (IRR)	1. Koordinasi lebih intens antara Tim Proyek dan Tim Teknik 2. Koordinasi lebih intens antara Tim Proyek dan Tim Lahan 3. Koordinasi dengan Kontraktor dan Konsultan Perencana 4. Melakukan *value engineering* terhadap kondisi lapangan 1. More intensive coordination between the Project Team and the Engineering Team 2. More intensive coordination between the Project Team and the Land Team 3. Coordination with Contractors and Planning Consultants 4. Performing value engineering on field conditions
10.	Potensi terlambatnya pengembalian Dana Talangan Tanah dari Pemerintah Potential delay in the return of Land Loan Funds from the Government	Kelengkapan administrasi kurang dari yang dipersyaratkan Administrative requirements not fully met	Adanya selisih *cost of fund* yang ditanggung oleh APJT Cost of fund differences borne by APJT	1. Berkoordinasi dengan Para Pihak, di antaranya Kontraktor dan Konsultan terkait, termasuk Konsultan Hukum untuk mengantisipasi tidak terpenuhinya *compliance* atas administrasi/ dokumentasi pelaksanaan proses konstruksi 2. Verifikasi dengan PPK lahan dan BPN 3. Berkoordinasi dengan BPJT dan Bina Marga PUPR 1. Coordinate with relevant parties, including contractors and consultants, including legal consultants, to anticipate non-compliance with the administration of the Construction Process Implementation Documentation 2. Verify with PPK and BPN 3. Coordinate with the BPJT and Bina Marga PUPR

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Risk Cause	Dampak Risiko Risk Impact	Mitigasi Mitigation
11.	Potensi kenaikan biaya operasional dan pemeliharaan jalan tol Potential increase in operational and maintenance costs for toll roads	1. Kenaikan Inflasi 2. Kecelakaan/kelalaian pengguna jalan tol 3. Kesalahan perencanaan anggaran 4. Perubahan kebijakan 5. Kendaraan *Over Dimension Over Load* 1. Inflation increase 2. Accidents/negligence of toll road users 3. Budget planning errors 4. Policy changes 5. Over-dimensioned and overloaded vehicles	Tidak tercapainya target EBITDA, EBITDA Margin, & EBITDA *Growth* Failure to achieve EBITDA, EBITDA Margin, & EBITDA Growth targets	1. Bermitra dengan *Service Provider* pelayanan operasional dan pemeliharaan jalan tol 2. Penyusunan laporan, *monitoring* penyampaian laporan dan koordinasi dengan *service provider* terkait kerusakan/hambatan tersebut 3. Kerjasama dengan *service provider* pelayanan operasi dan pemeliharaan untuk perbaikan kerusakan/hambatan tersebut 4. Koordinasi dengan Unit Kerja 5. Meningkatkan kordinasi dengan BPJT/JBH 6. Operasi ODOL 7. Melakukan proses efisiensi penggunaan anggaran 8. Melakukan rapat teknis dan strategis melalui rapat kinerja secara berkala 1. Partnering with service providers for toll road operation and maintenance services 2. Preparing reports, monitoring report delivery, and coordinating with service providers regarding damage/obstacles 3. Collaborating with service providers for operation and maintenance services to repair damage/obstacles 4. Coordinating with work units 5. Improving coordination with BPJT/JBH 6. ODOL operations 7. Implementing budget efficiency processes 8. Conducting technical and strategic meetings through regular performance reviews
12.	Potensi terdapat kerusakan pada jalan tol, jembatan tol dan prasarananya Potential damage to toll roads, toll bridges, and their infrastructure	1. Perkerasan jalan sudah mendekati umur desain 2. Jembatan sudah mendekati umur desain 3. Kapasitas penampang saluran tidak sebanding dengan debit air yang harus ditampung dikarenakan kondisi endapan 4. Kondisi tanah timbunan lereng yang jenuh air dan kemiringan lereng yang curam 5. Adanya penambahan biaya pemeliharaan yang tidak ditanggung *service provider* 6. Karakteristik tanah 7. Umur aset 8. Terdapat aktivitas konstruksi yang bersinggungan dengan aset eksisting 9. Nilai kerusakan sarana pelengkap yang terjadi melebihi *loss limit* yang di *cover* oleh pihak Asuransi 1. Road pavement is approaching its design life 2. The bridge is approaching its design life 3. The cross-sectional capacity of the channel is not proportional to the water discharge that must be accommodated due to sediment conditions 4. The saturated soil conditions of the embankment slopes and the steep slope gradients 5. Additional maintenance costs not covered by the service provider 6. Soil characteristics 7. Asset age 8. There are construction activities that interfere with existing assets 9. The value of damage to ancillary facilities exceeds the loss limit covered by the insurance company	1. Tidak terpenuhinya SPM Perseroan 2. Biaya operasional dan pemeliharaan lebih tinggi dari anggaran Perseroan 1. Failure to meet the Company's SPM 2. Operational and maintenance costs are higher than the Company's budget	1. Melaksanakan program pemeliharaan perkerasan jalan tol 2. Melaksanakan program pemeliharaan jembatan jalan tol 3. Melaksanakan program pemeliharaan saluran jalan tol 4. Melaksanakan program pemeliharaan lereng jalan tol 5. Koordinasi dengan *service provider* untuk membuat rambu tambahan 6. Melakukan *monitoring* lapangan 7. Melakukan Pemeliharaan Rutin untuk menjaga kualitas infrastruktur Jalan Tol 8. Melaksanakan pengadaan asuransi CECR (*Civil Engineering Completed Risk*) 9. Melakukan inspeksi secara berkelanjutan 10. Segera melakukan tindakan jika ditemukan kejadian-kejadian di lapangan 11. Dibuat jadwal tugas inspeksi 1. Implementing toll road pavement maintenance programs 2. Implementing the toll road bridge maintenance program 3. Implementing the toll road drainage maintenance program 4. Implementing the toll road slope maintenance program 5. Coordinating with service providers to install additional signs 6. Conducting field monitoring 7. Performing routine maintenance to maintain the quality of toll road infrastructure 8. Implementing CECR (Civil Engineering Completed Risk) insurance procurement 9. Conducting continuous inspections 10. Take immediate action if incidents are found in the field 11. Creating an inspection task schedule
13.	Potensi adanya *Force Majeure* Potential for force majeure	1. Kawasan rawan gempa bumi 2. Letak Jalan Tol Bali Mandara termasuk dalam daftar wilayah yang berpotensi tinggi gempa. Secara tektonik, Bali sendiri merupakan wilayah yang diapit dua sumber gempa potensial 1. Earthquake-prone area 2. The Bali Mandara Toll Road is included in the list of areas with high earthquake potential. Tectonically, Bali itself is an area flanked by two potential earthquake sources	1. Potensi kerusakan aset akibat kerusakan infrastruktur oleh gempa bumi mencakup gangguan operasional dan pemulihan 2. Potensi kehilangan pendapatan tol 1. Potential damage to assets due to infrastructure damage caused by earthquakes includes operational disruption and recovery 2. Potential loss of toll revenue	Menyediakan Asuransi *Civil Engineering Completed Risk* (CECR) yang mencakup kerusakan akibat gempa bumi akan mengurangi beban finansial perusahaan dalam perbaikan dan pemulihan, memastikan stabilitas operasional dan finansial pasca kejadian Providing Civil Engineering Completed Risk (CECR) insurance that covers earthquake damage will reduce the company's financial burden in repairs and recovery, ensuring operational and financial stability after the event

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Risk Cause	Dampak Risiko Risk Impact	Mitigasi Mitigation
14.	Potensi keterlambatan penyelesaian proyek jalan tol Potential delays in the completion of toll road projects	1. Terdapat perubahan desain dan lingkup proyek 2. Minimnya sumber *(quarry)* material 3. Peralatan yang dibutuhkan untuk menunjang penyelesaian pekerjaan struktur tidak sesuai dengan kebutuhan 4. Terhambatnya pembebasan lahan 1. There are changes to the project's design and scope 2. Limited availability of material sources (quarries) 3. The equipment needed to complete structural work does not meet the requirements 4. Delays in land acquisition	1. Mundurnya rencana operasional Jalan Tol 2. Berpotensi bertambahnya biaya konstruksi 1. Delay in the operational plan for the toll road 2. Potential increase in construction costs	1. Melakukan pemantauan dan evaluasi rutin aspek biaya dan pelaksanaan konstruksi 2. Mengevaluasi secara berkala sisa kebutuhan material timbunan dan sisa deposit material pada *Quarry* yang tersedia, serta mencari opsi *Quarry* lain 3. Mengevaluasi jadwal rencana kerja dengan menentukan lintasan kritis pada setiap tahapan pekerjaan dan mengatur *sequence* perpindahan peralatan 4. Berkoordinasi intens dengan pihak PPK lahan dan BPN untuk proses pembebasan lahan (P1, P2) 1. Conducting routine monitoring and evaluation of cost aspects and construction implementation 2. Periodically evaluate the remaining stockpile material requirements and remaining material deposits at the available quarry, and seek other quarry options 3. Evaluate the work plan schedule by determining the critical path for each work phase and arranging the sequence of equipment movement 4. Coordinate intensively with PPK and the BPN for the land acquisition process (P1, P2)
15.	Potensi terjadinya kebocoran data pribadi dan/ atau Jasa Marga Potential for personal and/ or Jasa Marga data leaks	*Malware* dan *ransomware* Malware and ransomware.	Akan berdampak pada reputasi perusahaan yaitu pemberitaan negatif di media Will impact the company's reputation, i.e., negative media coverage	1. Program Operasional Sistem dan Infrastruktur TI 2. Program Pemeliharan dan Pengoperasian Aplikasi 3. Program Pengembangan Sistem dan Infrastruktur TI 1. Operational Program for IT Systems and Infrastructure 2. Application Maintenance and Operation Program 3. IT System and Infrastructure Development Program
16.	Potensi disrupsi penerapan teknologi nontunai nirsentuh nirhenti pengoperasian jalan tol Potential disruption from the implementation of contactless cashless technology in toll road operations	1. Terdapat kebijakan implementasi teknologi transaksi nontunai nirsentuh nirhenti 2. Perubahan sistem peralatan tol 1. There is a policy for implementing contactless cashless transaction technology 2. Changes to the toll equipment system	Pengalihan hak pengumpulan tol dari BUJT ke Pemerintah melalui BUP dapat menimbulkan potensi penurunan penerimaan pendapatan tol dikarenakan ketidakpastian dalam penegakan hukum, ketidakakuratan data transaksi, dan berbagai hal teknis yang lain The transfer of toll collection rights from BUJT to the Government through BUP may lead to a potential decline in toll revenue due to uncertainty in law enforcement, inaccuracies in transaction data, and various other technical issues	1. Melakukan penyusunan kajian transformasi model bisnis 2. Melakukan pengembangan model bisnis baru 3. Melakukan rapat dan diskusi dengan BPJT untuk memastikan kejelasan dan kepastian mekanisme penerapan teknologi ini 1. Conducting a review of business model transformation 2. Developing new business models 3. Holding meetings and discussions with BPJT to ensure clarity and certainty regarding the mechanism for implementing this technology
17.	Potensi kegagalan/ keterlambatan pencapaian target aksi korporasi strategis Jasa Marga Potential failure/delay in achieving Jasa Marga's strategic corporate action targets	Tidak terdapat kesepakan transaksi No transaction agreement	Beban bunga yang harus dibayarkan akibat gagalnya aksi korporasi Interest expenses payable due to corporate actions failures	Berkoordinasi dengan RNT dan ruas APJT, serta konsultan independen terkait kajian aksi korporasi dan melakukan monitoring pelaksanaan aksi korporasi tersebut Coordinate with RNT and APJT, as well as independent consultants, on corporate action studies, and monitor the implementation of these corporate actions.

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko Risk	Penyebab Risiko Risk Cause	Dampak Risiko Risk Impact	Mitigasi Mitigation
18.	Potensi terjadinya gangguan kesehatan dan keselamatan kerja Potential for occupational health and safety hazards	1. Kelalaian pekerja dalam melaksanakan pekerjaan 2. Kurangnya pemahaman karyawan akan prosedur keselamatan kerja 3. Penggunaan peralatan keselamatan yang tidak tepat 4. Kondisi lingkungan kerja yang kurang aman 1. Employee negligence in performing work 2. Lack of employee understanding of occupational safety procedures 3. Inappropriate use of safety equipment 4. Unsafe working conditions	Potensi meningkatnya tingkat kematian di tempat kerja atau yang disebabkan oleh kondisi kerja yang berbahaya dapat menyebabkan dampak reputasi yang besar dan mengakibatkan denda dari pihak regulator serta pemberian sanksi perusahaan oleh pemerintah The potential for increased workplace fatalities or those caused by hazardous working conditions can result in significant reputational damage and lead to fines from regulators and government sanctions against the Company.	1. Melakukan sosialisasi terkait K3 secara periodik 2. Melakukan *surveillance* Sistem Manajemen K3 berbasis ISO 45001:2018 3. Melakukan simulasi tanggap darurat secara periodik 4. Pemberian Alat Pelindung Diri yang sesuai dengan SNI, serta pemenuhan kelengkapan K3 1. Conducting periodic OSH awareness campaigns 2. Conducting surveillance of the OSH Management System based on ISO 45001:2018 3. Conducting periodic emergency response simulations 4. Providing personal protective equipment that complies with SNI, and ensuring compliance with OSH requirements
19.	Potensi tidak mencapai standar *Environmental, Social, and Governance* (ESG) yang diharapkan oleh pemangku kepentingan dan lembaga pemeringkat Potential failure to meet the Environmental, Social, and Governance (ESG) standards expected by stakeholders and rating agencies	1. Ketidakpuasan masyarakat terhadap dampak sosial pembangunan infrastruktur, seperti penggusuran atau gangguan lingkungan sekitar 2. Kurangnya inisiatif untuk pemberdayaan masyarakat setempat atau pelibatan dalam pengembangan infrastruktur 1. Community dissatisfaction with the social impacts of infrastructure development, such as evictions or environmental disturbances 2. Lack of initiatives for community empowerment or involvement in infrastructure development	Penurunan *ESG rating Sustainalytic* Decline in ESG Sustainalytic rating	1. Mengadakan sosisalisasi dan *workshop* mengenai perhitungan program TJSL menggunakan perhitungan SROI 2. Pertemuan dan diskusi rutin dari level tertinggi *Key Stakeholder* dan pelaksanaan program CSR di daerah sekitar jalan tol 1. Holding disseminations and workshops on the TJSL program calculations using SROI calculations 2. Regular meetings and discussions at the highest level of Key Stakeholders, and implementation of CSR programs in areas surrounding the toll road
20.	Potensi adanya kasus penyuapan dan/atau konflik kepentingan yang melibatkan Jasa Marga Potential for bribery and/or conflicts of interest involving Jasa Marga	1. Tidak teridentifikasinya risiko penyuapan yang timbul dari proses bisnis pada Unit Kerja dalam dokumen Penilaian Risiko Penyuapan (BRA) 2. Belum optimalnya pengendalian eksisting dan rencana mitigasi dalam pengukuran dokumen Penilaian Risiko Penyuapan (BRA) 3. Kurangnya pemahaman atas kebijakan dan pemenuhan persyaratan ISO 37001 4. Kurangnya *monitoring* penerapan SMAP Perseroan 5. Kurangnya kompetensi personel Perseroan terkait dengan SMAP 1. The risk of bribery arising from business processes in Work Units is not identified in the Bribery Risk Assessment (BRA) document 2. Suboptimal existing controls and mitigation plans in the measurement of the Bribery Risk Assessment (BRA) document 3. Lack of understanding of policies and compliance with ISO 37001 requirements 4. Insufficient monitoring of the implementation of the Company's SMAP 5. Lack of personnel competence related to SMAP	1. Publikasi negatif mencapai skala internasional yang tersebar di sosial media dan/atau memerlukan penanganan kewenangan Kantor Pusat 2. Terjadinya pelanggaran ketentuan/kepatuhan 3. Pemberitaan negatif di media 1. Negative publicity reaching an international scale, spread across social media, and/or requires handling by the Head Office 2. Occurrence of violations of regulations/compliance 3. Negative media coverage	1. Memastikan dan melakukan pengecekan berkala akan teridentifikasinya risiko penyuapan yang timbul dari proses bisnis pada unit kerja dalam dokumen penilaian risiko penyuapan 2. Mengadakan program peningkatan pemahaman atas kebijakan dan pemenuhan persyaratan ISO 37001 1. Ensuring and conducting periodic checks to identify bribery risks arising from business processes within work units, as documented in bribery risk assessment documents 2. Conducting programs to enhance understanding of policies and compliance with ISO 37001 requirements

Tabel Profil Risiko Korporat
Table of Corporate Risk Profile

No.	Risiko / Risk	Penyebab Risiko / Risk Cause	Dampak Risiko / Risk Impact	Mitigasi / Mitigation
21.	Potensi kegagalan implementasi *roadmap* manajemen risiko Potential failure to implement the risk management roadmap	1. Kurangnya kualifikasi dan kompetensi personil Manajemen Risiko 2. Perubahan prioritisasi dari pemegang saham 3. Perubahan kebijakan 1. Lack of qualifications and competence of Risk Management personnel 2. Changes in shareholder priorities 3. Policy changes	1. Kegagalan dalam merespons atau mengatasi risiko dapat mempengaruhi citra perusahaan 2. Perusahaan tidak siap dalam menghadapi ancaman yang datang 3. Mengakibatkan kerugian finansial, seperti kerugian investasi, biaya hukum, atau biaya pemulihan pasca-kejadian tak terduga 1. Failure to respond to or address risks can affect the company's image 2. The company is not prepared to face threats 3. Resulting in financial losses, such as investment losses, legal costs, or post-incident recovery costs	1. Mengoptimalkan penanaman budaya risiko 2. Melakukan penyusunan *Business Continuity Management System* (BCMS) 3. Melakukan Kaji Ulang Peraturan 1. Optimizing the implementation of a risk culture 2. Implementing a Business Continuity Management System (BCMS) 3. Reviewing Regulations

Selanjutnya, sesuai arahan PT Danantara Asset Management, Perseroan juga menyusun profil risiko korporat berbasis parameter risiko. Profil risiko berbasis parameter ini digunakan untuk memberikan gambaran risiko yang lebih terukur melalui penetapan *risk limit*, *risk appetite*, dan *risk tolerance*, sehingga mendukung konsistensi pemantauan risiko serta pengambilan keputusan manajemen.

Profil risiko Perseroan berdasarkan parameter risiko tersebut disajikan pada tabel berikut:

Selanjutnya, sesuai arahan PT Danantara Asset Management, Perseroan juga menyusun profil risiko korporat berbasis parameter risiko. Profil risiko berbasis parameter ini digunakan untuk memberikan gambaran risiko yang lebih terukur melalui penetapan *risk limit*, *risk appetite*, dan *risk tolerance*, sehingga mendukung konsistensi pemantauan risiko serta pengambilan keputusan manajemen.

Profil risiko Perseroan berdasarkan parameter risiko tersebut disajikan pada tabel berikut:

No.	Parameter / Parameters	Strategi Pengendalian / Control Strategy
1	**Strategic Risk**	
	a. Potensi kehilangan pendapatan tol akibat penundaan penyesuaian tarif Potential loss of toll revenue due to delays in tariff adjustments	• Melakukan koordinasi aktif dengan BPJT dan Kementerian PU untuk percepatan proses evaluasi tarif. • Melakukan optimalisasi biaya O&M sesuai kebutuhan operasional yang memperhatikan pemenuhan SPM dan aspek keselamatan agar arus kas tetap sehat. • Mempercepat penanganan tindak lanjut seluruh temuan SPM oleh Kementerian PU. • Actively coordinating with BPJT and the Ministry of Public Works to accelerate the tariff evaluation process. • Optimising O&M costs in line with operational requirements, taking into account SPM compliance and safety aspects to maintain healthy cash flow. • Accelerating the follow-up of all SPM findings by the Ministry of Public Works.
	b. Potensi deviasi volume lalu lintas Potential traffic volume deviation	• Pelaksanaan rekayasa lalu lintas *Contra Flow* pada hari kerja dan akhir pekan untuk penambahan kapasitas lajur pada ruas-ruas Metropolitan maupun pada ruas-ruas lain saat *event-event* nasional seperti Lebaran dan Nataru. • Peningkatan kapasitas transaksi gerbang tol pada gerbang tol yang terjadi kepadatan melalui penambahan lajur transaksi, penambahan *Oblique Approach Booth* (OAB) maupun penggunaan *mobile reader* guna memperlancar transaksi di Gerbang Tol. • Pengelolaan Lanjutan Model Lalu Lintas Pulau Jawa Terintegrasi Perkotaan Jabodetabek-Bandung Raya. • Implementation of Contra Flow traffic engineering on weekdays and weekends to increase lane capacity on metropolitan roads and other roads during national events such as Eid al-Fitr and Christmas and New Year. • Increasing toll gate transaction capacity at toll gates experiencing congestion by adding transaction lanes, adding Oblique Approach Booths (OABs) and using mobile readers to streamline transactions at toll gates. • Continued management of the Integrated Urban Traffic Model for Java Island in the Greater Jakarta-Greater Bandung area.

No.	Parameter Parameters	Strategi Pengendalian Control Strategy
	c. Potensi kehilangan pendapatan tol akibat adanya diskon tarif tol Potential loss of toll revenue due to toll discounts	• Penetapan diskon berbasis waktu (periode libur panjang dan untuk mendistribusi persebaran *traffic*). • *Monitoring* penerapan diskon tarif setiap periodenya. • *Review* bulanan terhadap realisasi *revenue* dan proyeksinya. • Setting time-based discounts (long holiday periods and to distribute traffic). • Monitoring the application of tariff discounts for each period. • Monthly review of revenue realisation and projections.
2	***Market Risk***	
	a. Potensi beban bunga yang dapat diserap terhadap EBITDA Potential interest expense that can be absorbed by EBITDA	• Evaluasi realisasi beban secara berkala. • Optimalisasi beban untuk meningkatkan EBITDA. • Efisiensi biaya operasional. • Periodic evaluation of expense realisation. • Optimisation of expenses to increase EBITDA. • Operational cost efficiency.
	b. *Effective Rate Floating Interest*	• Melakukan koordinasi berkala dengan perbankan untuk *update trend rate* dan negosiasi. • Mencari pinjaman dengan suku bunga paling kompetitif. • Pengelolaaan struktur pendanaan dengan menjaga komposisi *fixed & floating rate*. • Coordinate regularly with banks to update rate trends and negotiations. • Seek loans with the most competitive interest rates. • Manage funding structures by maintaining the composition of fixed and floating rates.
3	***Financial Risk (inc. Liquidity Risk, Insurance Risk)***	
	a. *Current ratio*	• Mengoptimalkan *cash management*. • Pengelolaan jadwal utang jangka pendek. • Prioritisasi dan Penjadwalan Belanja Operasional & Capex. • Optimising cash management. • Managing short-term debt schedules. • Prioritising and scheduling operational and capital expenditure.
	b. *Debt to Equity Ratio* (DER)	• Melakukan percepatan pelunasan hutang. • Melakukan penguatan perencanaan arus kas dan laba ditahan. • Melakukan evaluasi rencana pendanaan dan investasi terhadap dampaknya pada DER. • Accelerating debt repayment. • Strengthening cash flow and retained earnings planning. • Evaluating funding and investment plans for their impact on the debt-equity ratio.
	c. *Operating Margin Ratio*	• Mengoptimalkan beban usaha tanpa mengurangi standar pelayanan minimum (SPM). • Peningkatan produktivitas dan utilisasi aset operasional. • Pengendalian biaya pemeliharaan dengan pemeliharaan yang bersifat preventif. • Optimising operational costs without compromising minimum service standards (SPM). • Improving productivity and utilisation of operational assets. • Controlling maintenance costs through preventive maintenance.
4	***Credit/Counterparty Credit Risk***	
	a. Persentase kerugian akibat mitra usaha tidak melakukan setoran modal Percentage of losses due to business partners not making capital contributions	• Melakukan negosiasi ulang skema investasi dan pembagian risiko dengan mitra. • Melakukan koordinasi rutin dengan mitra usaha terkait progres proyek dan kebutuhan pendanaan. • Melakukan *monitoring* pemenuhan setoran modal secara rutin dan melakukan koordinasi dengan mitra secara rutin sebelum tanggal jatuh tempo. • Renegotiating investment schemes and risk sharing with partners. • Coordinating regularly with business partners regarding project progress and funding requirements. • Monitoring capital deposits regularly and coordinating with partners regularly before the due date.
	b. Persentase deviasi pengembalian DTT terhadap total *Account Receivable* Percentage deviation of DTT returns against total accounts receivable	• Koordinasi dengan PPK, BPN dan LMAN terkait dokumen pendukung pengambalian Dana Talangan Tanah. • Melakukan *monitoring* dan evaluasi terhadap progres & tindak lanjut atas *outstanding* DTT & CoF. • Mengevaluasi target dan realisasi atas verifikasi pemenuhan dokumen untuk pengembalian DTT oleh BUJT dan menganalisa penyebab deviasinya. • Coordinate with the PPK, BPN and LMAN regarding supporting documents for the repayment of Land Advance Funds. • Monitor and evaluate progress and follow-up on outstanding Land Advance Funds (DTT) and CoF. • Evaluate targets and actual performance regarding the verification of document compliance for the repayment of Land Advance Funds (DTT) by BUJT and analyse the causes of any deviations.

No.	Parameter Parameters	Strategi Pengendalian Control Strategy
5	***Operational Risk***	
	a. Potensi nilai *loss event force majeure* Potential loss value of force majeure events	• Memperkuat sistem pelaporan dan analisis *loss event.* • Meningkatkan efektivitas kontrol internal operasional. • Menerapkan teknologi pemeliharaan prediktif untuk menekan potensi kerugian operasional terhadap biaya O&M dan menjaga efisiensi operasional perusahaan. • Strengthen the loss event reporting and analysis system. • Improve the effectiveness of operational internal controls. • Implement predictive maintenance technology to minimise potential operational losses in relation to O&M costs and maintain the company's operational efficiency.
	b. Persentase *response* time derek, ambulan, *mobile customer service*, PJR, dan *rescue* Response time percentage for tow trucks, ambulances, mobile customer service, PJR, and rescue	• Penempatan petugas derek, ambulans, *mobile customer service*, PJR, dan *rescue* di lokasi strategis sesuai hasil evaluasi kepadatan lalu lintas. • Pemeliharaan rutin kendaraan operasional. • Peningkatan koordinasi operasional lintas fungsi dan pihak eksternal. • Deployment of breakdown service vehicles, ambulances, mobile customer service units, traffic police, and rescue teams at strategic locations based on traffic density assessments. • Routine maintenance of operational vehicles. • Enhanced cross-functional operational coordination and collaboration with external parties.
	c. Persentase waktu deteksi insiden *cyber security* Percentage of time taken to detect cyber security incidents	• Melakukan sosialisasi tentang *security awareness* dan melakukan sosialisasi terkait alur pelaporan insiden siber. • Menerapkan prinsip *zero trust* untuk deteksi insiden siber secara otomatis. • Mengidentifikasi serangan *cyber* berdasarkan data historis dan data *library* eksternal yang disertai dengan klasifikasi severity konsisten • Conducting oversight through stage-gate reviews prior to cost escalation. • Monitoring with service providers and consultants when calculating construction costs to ensure that the cost plan accurately reflects on-site implementation. • Maintaining strict control over the scope of work (scope discipline).
6	***Investment/Project Risk***	
	a. Deviasi capex konstruksi Construction capex deviation	• Melakukan pengawasan melalui *stage-gate review* sebelum eskalasi biaya. • *Monitoring* dengan *service provider* dan konsultan saat memperhitungkan biaya konstruksi agar perencanaan biaya menggambarkan kesesuaian pelaksanaan di lapangan. • Melakukan pengendalian ruang lingkup pekerjaan (*scope discipline*). • Melakukan pengawasan melalui stage-gate review sebelum eskalasi biaya. • Monitoring dengan service provider dan konsultan saat memperhitungkan biaya konstruksi agar perencanaan biaya menggambarkan kesesuaian pelaksanaan di lapangan. • Melakukan pengendalian ruang lingkup pekerjaan (scope discipline).
7	***Reputational Risk***	
	a. Media Sentiment Index: Media Konvensional Media Sentiment Index: Conventional Media	• Pemantauan berita dan publikasi media secara berkala. • Penguatan hubungan dengan jurnalis dan media baik lokal maupun nasional. • Penyusunan dan pelaksanaan strategi komunikasi proaktif berupa manajemen narasi • Regular monitoring of news and media publications. • Strengthening relationships with journalists and media outlets, both local and national. • Formulating and implementing proactive communication strategies in the form of narrative management.
	b. *Social Media Sentiment Index*: Media Sosial Social Media Sentiment Index: Social Media	• Membuat konten positif secara rutin mengenai pelayanan, keselamatan, dan inovasi Perusahaan. • Menangani keluhan atau komentar negatif melalui kanal resmi secara cepat dan tepat. • Menyiapkan template respons atas komentar negatif yang disesuaikan untuk isu-isu umum. • Regularly create positive content about the Company's services, safety and innovation. • Handle complaints or negative comments via official channels promptly and appropriately. • Prepare response templates for negative comments, tailored to common issues.

No.	Parameter Parameters	Strategi Pengendalian Control Strategy
8	***Regulatory, Legal, and Compliance Risk***	
	a. Persentase pelanggaran/tidak terpenuhinya kewajiban kepatuhan berdasarkan *self assessment* daftar kewajiban kepatuhan Percentage of violations/non-compliance based on self-assessment of compliance obligations	• Secara proaktif melakukan *review* dokumen kepatuhan. • Melakukan sosialisasi kebijakan/peraturan serta melakukan pelatihan kepatuhan. • Menyusun daftar kewajiban kepatuhan dan pelaksanaan *Self-Assessment* daftar kewajiban kepatuhan. • Proactively reviewing compliance documents. • Disseminating policies/regulations and conducting compliance training. • Compiling a list of compliance obligations and conducting a self-assessment of the list of compliance obligations.
	b. Persentase beban dari litigasi dan tindak lanjut temuan audit terhadap total beban lain-lain Percentage of litigation and follow-up on audit findings from total other expenses	• Memastikan dokumen-dokumen terkait perkara hukum tersedia. • Menerapkan mediasi strategis dan bantuan dari stakeholders maupun pihak eksternal yang memiliki keahlian. • Melakukan tindak lanjut dan penyelesaian temuan audit secara tepat waktu sesuai rekomendasi hasil pemeriksaan. • Ensuring that documents related to legal cases are available. • Implementing strategic mediation and assistance from stakeholders and external parties with expertise. • Following up and resolving audit findings in a timely manner in accordance with the recommendations of the audit results.

Evaluasi Penerapan Manajemen Risiko

Evaluasi Manajemen Risiko di lingkungan Perseroan meliputi hal-hal sebagai berikut:

1. Proses evaluasi dilakukan dengan cara membandingkan risiko hasil analisis dengan kriteria yang berlaku untuk menentukan risiko yang membutuhkan tindak lindung dan prioritas penanganan.
2. Kriteria untuk pengambilan keputusan tersebut harus konsisten dengan konteks eksternal, internal, dan manajemen risiko yang telah ditetapkan selaras dengan sasaran Perseroan, sasaran pengelolaan risiko, kepentingan pemangku kepentingan dan lain-lain.
3. Dengan evaluasi risiko maka dapat ditetapkan risiko yang memerlukan tindak lindung dan prioritasnya atau risiko tersebut demikian rendah sehingga hanya memerlukan monitor.

Monitoring Manajemen Risiko di lingkungan Perseroan mencakup hal-hal sebagai berikut:

1. Penerapan manajemen risiko dikelola oleh Unit Kerja/Unit Bisnis sesuai dengan proses bisnis masing-masing Unit Kerja/Unit Bisnis. Penerapan manajemen risiko di Unit Kerja/Unit Bisnis menjadi tanggung jawab Unit Kerja/Unit Bisnis yang bersangkutan dan terdokumentasikan serta termonitor secara periodik.

2. Pemantauan penerapan manajemen risiko di Unit Kerja/Unit Bisnis dilakukan dengan membandingkan realisasi dan rencana yang telah disusun sebelumnya secara periodik serta terdokumentasi dengan baik.

Risk Management Implementation Evaluation

The evaluation of risk management within the Company covers the following aspects:

1. The evaluation process involves comparing the risks identified through analysis with the applicable criteria to determine which risks require mitigation measures and the priority for addressing them.
2. The criteria for such decision-making must be consistent with the external and internal context, and with the risk management framework established in alignment with the Company's objectives, risk management objectives, stakeholder interests and other relevant factors.
3. Through risk evaluation, it is possible to identify risks requiring mitigation measures and their priorities, or risks that are so low that they only require monitoring.

Risk Management Monitoring within the Company includes the following:

1. The implementation of risk management is managed by the Work Unit/Business Unit in accordance with the business processes of each Work Unit/Business Unit. The implementation of risk management in the Work Unit/Business Unit is the responsibility of the relevant Work Unit/Business Unit and is documented and monitored periodically.
2. Monitoring of the implementation of risk management in the Work Unit/Business Unit is carried out by comparing the realization and plans that have been prepared previously, periodically, and is well-documented.

Kualitas Penerapan Manajemen Risiko (KPMR)

Kualitas penerapan manajemen risiko berdasarkan indikator:

1. Pencapaian nilai eksposur risiko dibandingkan dengan target risiko residual.
2. Pencapaian *output* pelaksanaan perlakuan risiko dibandingkan dengan target total *output* perlakuan risiko.
3. Realisasi biaya pelaksanaan perlakuan risiko dibandingkan dengan anggaran.
4. Ketepatan penilaian risiko yang meliputi indentifikasi risiko, kuantifikasi risiko, rencana perlakuan risiko, dan prioritisasi risiko.

Berdasarkan penilaian keempat indikator di atas, maka hasil skor penilaian terhadap Kualitas Penerapan Manajemen Risiko tahun 2025 adalah *Satisfactory.*

Quality of Risk Management Implementation (KPMR)

The quality of risk management implementation is based on the following indicators:

1. Achievement of risk exposure value compared to residual risk targets.
2. Achievement of risk treatment implementation output compared to the total risk treatment output target.
3. Realization of risk treatment implementation costs compared to the budget.
4. Accuracy of risk assessment, including risk identification, risk quantification, risk treatment plan, and risk prioritization.

Based on the assessment of the four indicators above, the Quality of Risk Management Implementation score for 2025 is Satisfactory.

Hasil Perhitungan Peringkat Komposit Risiko

Perhitungan peringkat komposit risiko berdasarkan kombinasi dari variabel:

1. Pencapaian kinerja dengan hasil yang Baik; dan
2. Kualitas penerapan Manajemen Risiko dengan hasil *Satisfactory.*

Berdasarkan kedua hal tersebut, maka peringkat komposit risiko berada pada peringkat 2 dengan kondisi Perseroan berupa Risiko terkendali baik dan kemungkinan tidak tercapainya target kinerja tergolong rendah.

Composite Risk Rating Calculation Results

Composite risk rating calculation based on a combination of variables:

1. Performance achievement with good results; and
2. Quality of Risk Management Implementation with a Satisfactory result.

Based on these factors, the composite risk rating is at level 2, with the Company's condition being that risks are sufficiently controlled and the possibility of not achieving performance targets is relatively low.

Tabel Matriks Peringkat Komposit Risiko
Table of Risk Composite Matrix Rating

Kinerja Performance	**Kualitas Penerapan Manajemen Risiko** Quality of Risk Management Implementation				
	Strong	*Satisfactory*	*Fair*	*Fair Marginal*	*Unsatisfactory*
Sangat Baik Excellent	1	1	2	3	3
Baik Good	1	2	2	3	4
Cukup Sufficient	2	2	(3)	4	4
Kurang Insufficient	2	3	4	4	5
Buruk Bad	3	3	4	5	5

Level Maturitas Manajemen Risiko

Jasa Marga telah melakukan pengukuran tingkat kematangan (*Risk Maturity Index*) dalam pengelolaan risiko pada tahun 2025 untuk periode pelaksanaan tahun 2024 untuk memastikan efektivitas Manajemen Risiko selaras dengan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. SK-8/DKU.

Risk Management Maturity Level

Jasa Marga has measured the maturity level (Risk Maturity Index) in risk management in 2025 for the 2024 implementation period to ensure the effectiveness of Risk Management is in line with the Minister of SOE Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and the Deputy for Finance and Risk Management Decree No. SK-8/DKU.MBU/12/2023 on Technical Guidelines

MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko *(Risk Maturity Index)* di Lingkungan Badan Usaha Milik Negara. Tahun 2025 pengukuran dilakukan oleh RWI Consulting dengan standar pengukuran mengacu pada Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. SK-8/DKU.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko *(Risk Maturity Index)* di Lingkungan Badan Usaha Milik Negara, yang mana standar pengukuran ini berbeda dengan tahun sebelumnya dalam hal metodologi dan dimensi Pengukuran dilakukan untuk mengetahui perubahan perkembangan sistem manajemen risiko yang diterapkan di Perseroan. Pengukuran ini penting dilakukan dalam rangka memberikan arah perbaikan terhadap sistem manajemen risiko yang sedang dilaksanakan di Jasa Marga, dengan tujuan sebagai berikut:

1. Mendapatkan gambaran kondisi penerapan Manajemen Risiko beserta identifikasi aspek-aspek di dalam perencanaan kerangka kerja manajemen risiko;
2. Mendapatkan data atas *gap* sejauh mana implementasi manajemen risiko di Perseroan;
3. Mendapatkan rekomendasi (*strength* dan *opportunity for improvement*) dan sekaligus mendapatkan arah dan saran perbaikan dalam rangka implementasi manajemen risiko ke depan.

Dalam pengukuran maturitas, terdiri dari 2 (dua) Aspek Penilaian RMI terdiri dari:

1. Aspek Dimensi yang terdiri dari:
   a. Budaya dan kapabilitas risiko
   b. Organisasi dan Tata Kelola Risiko
   c. Kerangka Risiko dan Kepatuhan
   d. Proses dan Kontrol Risiko
   e. Model, Data, dan Teknologi Risiko
2. Aspek Kinerja yang terdiri dari:
   a. Tingkat Kesehatan
   b. Peringkat Komposit Risiko

Adapun metodologi yang digunakan dalam Pengukuran maturitas manajemen risiko yaitu melalui:

1. *Review* Dokumen;
2. Wawancara atau klarifikasi;
3. Observasi.
4. Kuisioner; dan
5. *Site visit.*

Berdasarkan hasil pengukuran RMI yang mengacu kepada No. SK-8/DKU.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko *(Index)* di Lingkungan Badan Usaha Milik Negara, PT Jasa Marga (Persero) Tbk berada pada Fase Berkembang. Dengan dilakukan penilaian RMI, berdasarkan *Area Of Improvement* yang didapat dalam proses penilaian, perusahaan menyusun *Roadmap* Perbaikan Manajemen Risiko 2025-2029 sebagai berikut:

for Risk Maturity Index Assessment in State-Owned Enterprises. In 2025, the measurement was carried out by RWI Consulting, with measurement standards based on the Deputy for Finance and Risk Management Decree No. SK-8/DKU.MBU/12/2023 on Technical Guidelines for Assessing the Risk Maturity Index in State-Owned Enterprises, which differs from the previous year in terms of methodology and dimensions. The measurement is carried out to assess changes in the Company's risk management system. This measurement is important to be carried out to provide direction for improvement to the risk management system currently being implemented at Jasa Marga, with the following objectives:

1. To obtain an overview of the implementation of Risk Management and identify aspects within the risk management framework planning;
2. To obtain data on the extent of the gap in the implementation of risk management in the Company;
3. To obtain recommendations (strengths and opportunities for improvement) as well as direction and suggestions for improvement in the implementation of risk management going forward.

In measuring maturity, there are two RMI Assessment Aspects consisting of:

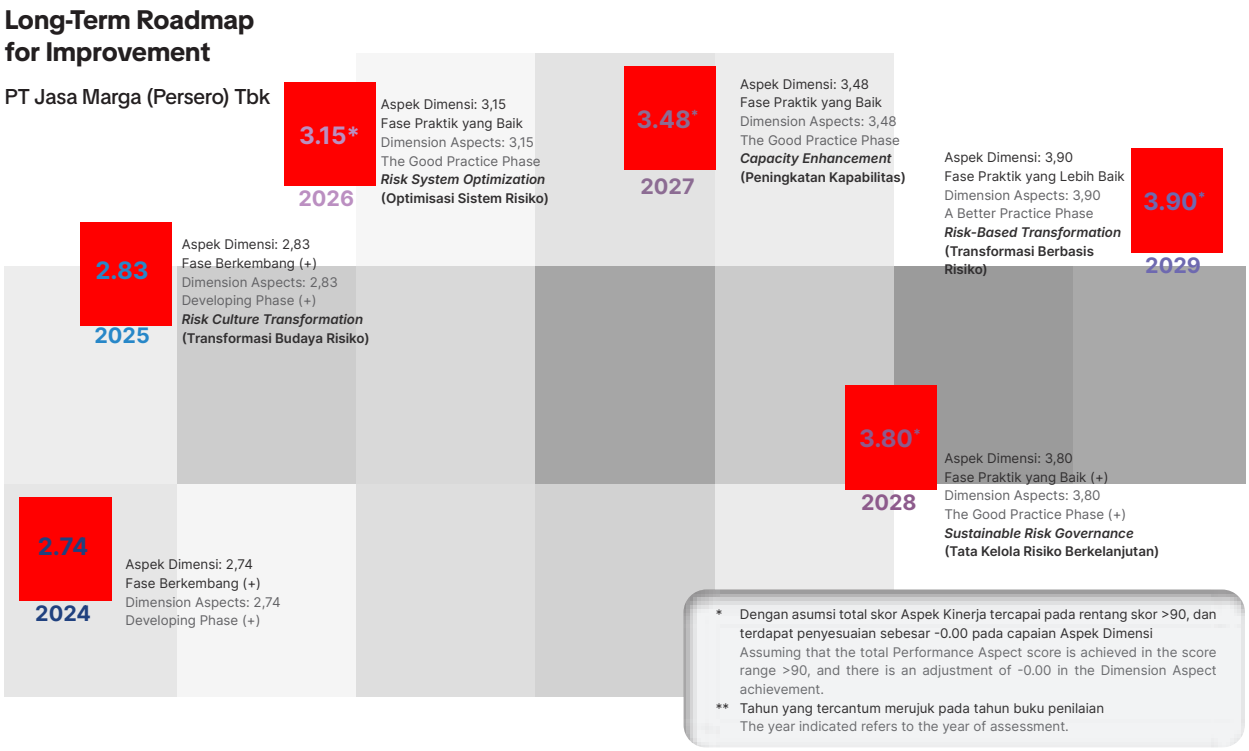
1. Dimension Aspects, which include:
   a. Risk culture and capabilities
   b. Organization and Risk Governance
   c. Risk and Compliance Framework
   d. Risk Processes and Controls
   e. Risk Models, Data, and Technology
2. Performance Aspects consisting of:
   a. Soundness Level
   b. Composite Risk Rating

The methodology used in measuring risk management maturity is:

1. Document Review;
2. Interviews or clarifications;
3. Observation.
4. Questionnaire; and
5. *Site visit*

Based on the RMI measurement results referring to No. SK-8/DKU.MBU/12/2023 on Technical Guidelines for Risk Maturity Index (Index) Assessment in State-Owned Enterprises, PT Jasa Marga (Persero) Tbk is in the Developing Phase. Based on the RMI assessment and the Areas of Improvement identified during the assessment process, the Company has developed the following Risk Management Improvement Roadmap for 2025–2029:

Grafik Peningkatan *Risk Maturity Index*
Graph of Risk Maturity Index Improvement



Grafik Realisasi Skor RMI 2023-2024
RMI Score Realisation Chart 2023-2024



Level yang digunakan untuk melakukan pengukuran terhadap tingkat maturitas manajemen risiko menggunakan 5 (lima) *level* yang menggambarkan kompetensi Perseroan dalam menerapkan manajemen risiko.

The maturity levels used to measure risk management are 5 (five), reflecting the Company's competence in implementing risk management.

Contingency Plan

Sehubungan dengan Peraturan Menteri Badan Usaha Milik Negara (BUMN) Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN serta merujuk pada Aspirasi Pemegang Saham (APS) No. S-468/MBU/09/2024 sebagai pedoman penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) BUMN Tahun 2025 yang mengatur penyusunan Rencana Darurat *(Contingency Plan)*, Sebagai BUMN dengan Kategori Sistemik A dan Konglomerasi, Perusahaan wajib menyusun *Contingency Plan*.

Pedoman Rencana Darurat *(Contingency Plan)* Jasa Marga menjelaskan bagaimana Perusahaan berencana mengatasi tekanan keuangan apabila krisis terjadi. *Contingency Plan* ini mendeskripsikan perihal gambaran umum Perusahaan,

Contingency Plan

Per Minister of State-Owned Enterprises (SOE) Regulation No. PER-2/MBU/03/2023 dated March 3, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of SOE and referring to Shareholder Aspirations (APS) No. S-468/MBU/09/2024 provides guidelines for the preparation of the 2025 SOE Work Plan and Budget (RKAP), which regulates the preparation of a Contingency Plan. As an SOE with Systemic Category A and Conglomerate status, the Company is required to prepare a Contingency Plan.

The Jasa Marga Contingency Plan guidelines explain how the Company plans to overcome financial pressures in the event of a crisis. This Contingency Plan provides a general overview of the Company, including its condition

termasuk kondisi dan profil Perusahaan, jaringan kantor dan anak perusahaan, struktur korporasi anak perusahaan, keterkaitan usaha, analisis skenario dampak kondisi *stress*. Dalam penentuan skenario dalam kondisi *stress* Perusahaan menggunakan analisis yang terjadi baik secara eksternal yang bersifat domestik maupun internasional *(market-wide shock)* maupun secara individu *(idiosyncratic)* terhadap kondisi bisnis Perusahaan.

Contingency Plan ini juga mendeskripsikan indikator yang digunakan dalam rencana aksi *(recovery plan)*, pemicu terjadinya tingkat kedaruratan *(trigger level),* kajian opsi pemulihan, penilaian kelayakan opsi pemulihan, penetapan opsi pemulihan dan menetapkan opsi resolusi untuk penanganan atau penyelesaian saat Perusahaan dalam kondisi gagal *(default)* atau pailit, juga dilengkapi analisis potensi hambatan pelaksanaan opsi pemulihan dan opsi resolusi.

Pernyataan atas Kecukupan Sistem Manajemen Risiko

Sistem Manajemen Risiko PT Jasa Marga (Persero) Tbk didesain untuk mendukung pengelolaan bisnis dan pencapaian pertumbuhan secara berkesinambungan berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: KEP-183/XI/2024 dan Nomor: 227/KPTS/2024 Tanggal 12 November 2024 tentang Kebijakan dan Pedoman Manajemen Risiko berdasarkan pada ISO 31000:2018.

Perseroan telah menerapkan Sistem Manajemen Risiko secara komprehensif dan terintegrasi di seluruh lini organisasi sesuai dengan pendekatan Three Lines Model, yang menegaskan peran dan tanggung jawab masing-masing lini dalam pengelolaan dan pengawasan atas risiko. Pelaksanaan Manajemen Risiko didukung oleh pengawasan aktif Direksi dan Dewan Komisaris, kebijakan, pedoman, dan prosedur manajemen risiko, penetapan strategi risiko, serta proses identifikasi dan pengendalian risiko yang berkesinambungan.

Berdasarkan evaluasi berkala yang dilakukan terhadap penerapan Sistem Manajemen Risiko, termasuk pengukuran Risk Maturity Index dan instrumen pendukung lainnya, Direksi dan Dewan Komisaris menyatakan bahwa Sistem Manajemen Risiko PT Jasa Marga (Persero) Tbk telah dijalankan sesuai dengan kerangka dan fungsinya serta dinilai memadai dalam mendukung pencapaian tujuan Perseroan secara berkelanjutan dan memberikan nilai tambah bagi seluruh pemangku kepentingan. Komitmen untuk terus menyempurnakan Sistem Manajemen Risiko akan dilaksanakan dengan mempertimbangkan perkembangan regulasi dan praktik terbaik di industri agar Perseroan tetap kompetitif dan mampu mengelola risiko secara efektif.

and profile, office and subsidiary networks, subsidiary corporate structure, business relationships, and stress-scenario impact analysis. In determining scenarios under stress conditions, the Company uses analyses that occur both externally, domestically, and internationally (market-wide shock), as well as individually (idiosyncratic) to the Company's business conditions.

This Contingency Plan also describes the indicators used in the action plan (recovery plan), trigger levels, review of recovery options, assessment of the feasibility of recovery options, determination of recovery options and determination of resolution options for handling or settlement when the Company is in a state of default or bankruptcy, as well as an analysis of potential obstacles to the implementation of recovery options and resolution options.

Statement to Risk Management System Adequacy

The Risk Management System of PT Jasa Marga (Persero) Tbk is designed to support robust business management and the achievement of sustainable growth, in accordance with the Joint Decree of the Board of Commissioners and the Board of Directors Number: KEP-183/XI/2024 and Number: 227/KPTS/2024, dated 12 November 2024, regarding Risk Management Policies and Guidelines based on ISO 31000:2018.

The Company has implemented a comprehensive and integrated Risk Management System across all organisational levels, aligned with the 'Three Lines Model' approach, which clearly delineates the roles and responsibilities of each line in the management and oversight of risk. The execution of risk management is underpinned by the active supervision of the Board of Directors and the Board of Commissioners, established risk management policies, guidelines and procedures, defined risk strategies, and a continuous process of risk identification and control.

Based on periodic evaluations conducted on the application of the Risk Management System, including assessments of the Risk Maturity Index and other supporting instruments, the Board of Directors and the Board of Commissioners affirm that the Risk Management System of PT Jasa Marga (Persero) Tbk has been operated in accordance with its framework and functions. Furthermore, it is deemed adequate to support the sustainable achievement of the Company's objectives and to deliver added value to all stakeholders. Our commitment to the continuous refinement of the Risk Management System will be pursued by taking into account regulatory developments and industry best practices, ensuring the Company remains competitive and capable of managing risks effectively.

Sistem Pengendalian Internal
Internal Control System

Penerapan sistem pengendalian internal yang dilakukan oleh Jasa Marga mengacu pada Pasal 28 Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Melalui Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Jasa Marga (Persero) Tbk, ditetapkan pelaksanaan Sistem Pengendalian Internal Perusahaan (SPIP) yang merupakan proses yang integral pada tindakan dan kegiatan yang dilakukan secara terus-menerus oleh pimpinan dan seluruh karyawan untuk memberikan keyakinan memadai atas tercapainya tujuan organisasi melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset Perseroan dan ketaatan terhadap peraturan perundang-undangan.

Sistem Pengendalian Internal Perseroan terdiri atas unsur-unsur sebagai berikut:
1. Lingkungan pengendalian;
2. Penilaian risiko;
3. Kegiatan pengendalian;
4. Informasi dan komunikasi; dan
5. Pemantauan pengendalian internal.

Penerapan kelima unsur tersebut dilaksanakan menyatu serta menjadi bagian integral dari akuntabilitas seluruh kegiatan Perseroan.
1. Kegiatan Pengendalian terdiri dari:
   a. *Review* atas kinerja Perseroan;
   b. Pembinaan sumber daya manusia;
   c. Pengendalian atas pengelolaan sistem informasi;
   d. Pengendalian fisik atas aset;
   e. Penetapan dan *review* atas indikator dan ukuran kinerja;
   f. Pemisahan fungsi;
   g. Otorisasi atas transaksi dan kejadian yang penting;
   h. Pencatatan yang akurat dan tepat waktu atas transaksi dan kejadian;
   i. Pembatasan akses atas sumber daya dan pencatatannya;
   j. Akuntabilitas terhadap sumber daya dan pencatatannya; dan
   k. Dokumentasi yang baik atas sistem pengendalian intern serta transaksi dan kejadian penting.
2. Direksi wajib menetapkan suatu sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset Perusahaan, antara lain: mencakup lingkungan pengendalian, pengkajian, dan pengelolaan risiko aktivitas pengendalian, sistem informasi dan komunikasi serta *monitoring*.
3. Internal Audit membantu Direktur Utama dalam melaksanakan audit intern keuangan Perseroan dan operasional Perseroan serta menilai pengendalian, pengelolaan dan pelaksanannya serta memberikan saran-saran perbaikan.

Jasa Marga's implementation of the internal control system is in accordance with Article 28 of the Minister of SOE Regulation No. PER- 2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. Through Board of Directors Decree No. 85/KPTS/2020 on the Corporate Governance Code of PT Jasa Marga (Persero) Tbk, the implementation of the Company's Internal Control System (SPIP) was established, which is an integral process in the actions and activities carried out continuously by management and all employees to provide reasonable assurance that the organization's objectives are achieved through effective and efficient, reliable financial reporting, safeguarding of the Company's assets, and compliance with laws and regulations.

The Company's Internal Control System consists of the following elements:
1. Control environment;
2. Risk assessment;
3. Control activities;
4. Information and communication; and
5. Internal control monitoring.

The implementation of these five elements is carried out in an integrated manner and forms an integral part of the accountability of all of the Company's activities.
1. Control activities consist of:
   a. Review of the Company's performance;
   b. Human resource development;
   c. Control over information system management;
   d. Physical control over assets;
   e. Establishment and review of performance indicators and measures;
   f. Separation of duties;
   g. Authorization of important transactions and events;
   h. Accurate and timely recording of transactions and events;
   i. Restriction of access to resources and their recording;
   j. Accountability for resources and their recording; and
   k. Proper documentation of internal control systems and important transactions and events.
2. The Board of Directors is required to establish an effective internal control system to secure the Company's investments and assets, including: covering the control environment, assessment and management of control activity risks, information and communication systems, and monitoring.
3. Internal Audit assists the President Director in conducting internal audits of the Company's finances and operations, assessing controls, management, and implementation, as well as providing recommendations for improvement.

4. Direksi menindaklanjuti laporan hasil audit Internal Audit.
5. Komite Audit menilai pelaksanaan kegiatan serta hasil audit yang dilakukan oleh Internal Audit, memberikan rekomendasi penyempurnaan sistem pengendalian manajemen, memastikan telah terdapatnya prosedur *review* yang memuaskan terhadap segala informasi yang dikeluarkan Perseroan serta mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris.

Lingkungan Pengendalian

Lingkungan pengendalian dalam perusahaan yang dilaksanakan dengan disiplin dan terstruktur, terdiri dari:
1. Integritas, nilai etika, dan kompetensi karyawan;
2. Filosofi dan gaya manajemen;
3. Cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya;
4. Pengorganisasian dan pengembangan sumber daya manusia; dan
5. Perhatian dan arahan yang dilakukan oleh Direksi.

Penilaian Risiko

Penilaian terhadap pengelolaan risiko adalah suatu proses untuk mengidentifikasi, menganalisis dan menilai pengelolaan risiko yang relevan.

Penjelasan terinci tentang penilaian risiko telah disajikan pada bagian Manajemen Risiko di Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Kegiatan Pengendalian

Kegiatan Pengendalian adalah tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan perusahaan pada setiap tingkat dan unit dalam struktur organisasi Perseroan, antara lain mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas, dan keamanan terhadap aset Perseroan.

Informasi dan Komunikasi

Sistem informasi dan komunikasi, adalah suatu proses penyajian laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh Perseroan.

Pemantauan Pengendalian Internal

Pemantauan Pengendalian Internal adalah proses penilaian terhadap kualitas sistem pengendalian internal, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi Perseroan, sehingga dapat dilaksanakan secara optimal.

4. The Board of Directors follows up on the Internal Audit report.
5. The Audit Committee assesses the implementation of Internal Audit activities and audit results, provides recommendations to improve the management control system, ensures that there are satisfactory review procedures for all information issued by the Company, and identifies matters that require the attention of the Board of Commissioners.

Control Environment

The control environment within the company is implemented in a disciplined and structured manner, consisting of:
1. Integrity, ethical values, and employee competence;
2. Management philosophy and style;
3. The manner in which management exercises its authority and responsibilities;
4. Organization and development of human resources; and
5. Attention and guidance provided by the Board of Directors.

Risk Assessment

Risk assessment is the process of identifying, analyzing, and evaluating relevant risk management.

A detailed explanation of risk assessment is presented in the Risk Management section of the Corporate Governance chapter in this Annual Report.

Control Activities

Control Activities are actions taken in a control process over company activities at every level and unit within the Company's organizational structure, including those related to authority, authorization, verification, reconciliation, performance appraisal, division of duties, and security of the Company's assets.

Information and Communication

Information and communication systems are used to report on the Company's operational and financial activities, as well as its compliance with laws and regulations.

Internal Control Monitoring

Internal Control Monitoring is the process of assessing the quality of the internal control system, including the internal audit function at every level and unit within the Company's organizational structure, to ensure optimal implementation.

Kesesuaian Sistem Pengendalian Internal dan Kerangka COSO (*Internal Control Framework)*

Sistem Pengendalian Internal di Perseroan mengadopsi konsep *Committee of Sponsoring Organizations (COSO) of the Treadway Commision* yang terdiri dari 5 (lima) komponen Sistem Pengendalian Internal yang efektif:

1. Lingkungan Pengendalian (*Control Environment*).
2. Penilaian Risiko (*Risk Assessment*).
3. Kegiatan Pengendalian (*Control Activites*).
4. Informasi dan Komunikasi (*Information and Communication*).
5. Pemantauan Pengendalian Intern (*Monitoring*).

Internal Control System Compliance to COSO Framework

The Company's Internal Control System adopts the concept of the Committee of Sponsoring Organizations (COSO) of the Treadway Commission, which consists of five components of an effective Internal Control System:

1. Control Environment.
2. Risk Assessment.
3. Control Activities.
4. Information and Communication.
5. Internal Control Monitoring.

Review Pelaksanaan Sistem Pengendalian Intern

Dari Laporan-laporan Hasil Audit yang kemudian dikelompokkan sesuai dengan kategori sasaran *(objectives)* dan komponen dalam Sistem Pengendalian Internal Perusahaan dan kerangka COSO, dilakukan analisis secara periodik tahunan sehingga dengan demikian dapat dilakukan peningkatan untuk komponen-komponen yang memerlukannya. Analisis Hasil Audit tersebut juga dilakukan untuk mengukur keefektifan dari pencapaian sasaran Sistem Pengendalian Internal Perusahaan (operasional Perseroan, keakurasian/keandalan laporan-laporan Perseroan, serta kepatuhan terhadap peraturan dan perundangan yang berlaku).

Review of Internal Control System Implementation

From the Audit Reports, which are then grouped by the objectives and components of the Company's Internal Control System and the COSO framework, periodic annual analyses are conducted to identify components that require improvement. The audit results are also analyzed to assess the effectiveness of achieving the Company's Internal Control System objectives (the Company's operations, the accuracy/reliability of the Company's reports, and compliance with applicable laws and regulations).

Perseroan juga telah melakukan pengendalian internal kepatuhan atas pengendalian internal dan perundangundangan yang dilakukan oleh Kantor akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (RSM Indonesia).

The Company has also implemented internal control compliance, in accordance with internal control and legislation, carried out by the public accounting firm Amir Abadi Jusuf, Aryanto, Mawar & Partners (RSM Indonesia).

Efektivitas Sistem Pengendalian Internal

Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personil lain, yang dirancang untuk memberikan keyakinan memadai tercapainya efektivitas dan efisiensi operasi dan keandalan pelaporan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan sistem pengendalian internal yang dilakukan oleh Jasa Marga mengacu pada Pasal 28 Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Internal Control System Effectiveness

Internal control is a process involving the Board of Commissioners, management, and other personnel, designed to provide reasonable assurance regarding the effectiveness and efficiency of operations, the reliability of reporting, and compliance with applicable laws and regulations. Jasa Marga's implementation of the internal control system refers to Article 28 of the Minister of SOE Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

Pernyataan Kecukupan Sistem Pengendalian Internal

Melalui Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Jasa Marga (Persero) Tbk, ditetapkan pelaksanaan Sistem Pengendalian Internal Perusahaan (SPIP) yang merupakan proses yang integral pada tindakan dan kegiatan yang dilakukan secara terus menerus oleh pimpinan dan seluruh karyawan untuk memberikan keyakinan memadai atas tercapainya tujuan organisasi melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset Perseroan dan ketaatan terhadap peraturan perundang-undangan.

Statement of Internal Control System Adequacy

Through Board of Directors Decree No. 85/KPTS/2020 on the Corporate Governance Code PT Jasa Marga (Persero) Tbk, the implementation of the Company's Internal Control System (SPIP) has been established, which is an integral process in the actions and activities carried out continuously by management and all employees to provide adequate assurance of the achievement of organizational objectives through effective and efficient activities, reliability of financial reporting, security of the Company's assets, and compliance with laws and regulations.

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja
Performance-Based Long-Term Compensation Policy

Perseroan memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja berdasarkan Keputusan Direksi No. 110/KPTS/2019 tentang Sistem Total *Reward* Karyawan. Mengacu pada Keputusan Direksi dimaksud, berdasarkan filosofi *reward*, untuk meningkatkan keadilan dalam pengelolaan Total *Reward* maka penetapan *reward* salah satunya adalah dengan filosofi *Long to Long*, artinya pemberian *reward* yang bersifat jangka panjang berdasarkan kinerja jangka panjang baik pada masa sebelumnya atau proyeksi ke depan.

Selain itu, Perseroan juga memiliki Program Kepemilikan Saham oleh Karyawan dan/atau Manajamen (*Employee Stock Ownership Program/Management Stock Ownership Program*).

The Company has a performance-based long-term compensation policy, as outlined in Board of Directors Decree No. 110/KPTS/2019 on the Employee Total Reward System. Referring to the aforementioned Board of Directors' Decree, based on the reward philosophy, to improve fairness in Total Reward management, one of the reward determinations is based on the Long to Long philosophy, which means that long-term rewards are given based on long-term performance, both in the past and in future projections.

Additionally, the Company has an Employee Stock Ownership Program (ESOP) and/or Management Stock Ownership Program (MSOP).

Perkara Hukum
Legal Issues

Selama tahun 2025, Jasa Marga menghadapi sejumlah perkara penting berupa permasalahan hukum perdata dan pidana, baik yang telah selesai (telah mempunyai kekuatan hukum yang tetap) maupun yang masih dalam proses penyelesaian dengan rincian sebagai berikut:

Throughout 2025, Jasa Marga faced several important cases involving civil and criminal legal issues, both those that have been resolved (have permanent legal force) and those that are still in the process of being resolved, with the following details:

Tabel Perkara Penting di Tahun 2025
Table of Significant Cases in 2025

No.	Permasalahan Hukum Legal Cases	Jumlah Total	
		Perdata Civil	Pidana Criminal
1.	Telah mendapatkan putusan yang mempunyai kekuatan hukum tetap *inckracht status* Obtained a decision that has permanent legal force (inckracht status)	13	0
2.	Dalam proses penyelesaian Ongoing Settlement Process	9	0
Total		**22**	**0**

Selama tiga tahun terakhir, tidak pernah terdapat kasus ketidakpatuhan terhadap hukum, aturan, dan peraturan berkaitan dengan transaksi pihak berelasi yang signifikan atau material.

Over the past three years, there have been no cases of non-compliance with laws, rules, and regulations relating to significant or material related party transactions.

Perkara Penting yang Dihadapi Perseroan

Beberapa permasalahan hukum yang dihadapi Perseroan pada tahun 2025 dapat dilihat pada tabel berikut:

Important Cases Faced by the Company

Several legal cases faced by the Company in 2025 can be seen in the following table:

Perkara Perdata

Civil Cases

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2025
Table of Civil Cases Faced by the Company in 2025

No.	Pokok Perkara/ Gugatan Case/Lawsuit	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perseroan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Imposed Sanction	Nilai Perkara Case Value
1.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Bram Winata (sengketa tanah). Lawsuit for Unlawful Acts, filed by Bram Winata (land dispute).	Perkara sudah diputus pada tingkat banding (Pengadilan Tinggi Bandung) dengan amar putusan menguatkan Putusan Pengadilan Negeri Purwakarta dengan amar putusan gugatan penggugat tidak diterima (*Niet Ontvantkelijk Verklaard*). The case has been decided at the appeal level (Bandung High Court) with a verdict upholding the Purwakarta District Court's verdict that the plaintiff's lawsuit was not accepted (Niet Ontvantkelijk Verklaard).	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's Condition.	Jasa Marga mengikuti jalannya persidangan sebagai Tergugat dan Terbanding serta melakukan koordinasi dengan Kementerian Pekerjaan Umum selaku pemilik tanah. Jasa Marga participated in the trial as the Defendant and Respondent and coordinated with the Ministry of Public Works as the landowner.	Ganti rugi Compensation	Materiil: Rp18.615.000.000,- Material: Rp18,615,000,000
2.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Yani Susilawati (sengketa tanah). Lawsuit for Unlawful Acts, filed by Yani Susilawati (land dispute).	Perkara masih berjalan dan diperiksa pada tingkat Pengadilan Negeri Purwakarta. The case is still ongoing and is being examined at the Purwakarta District Court.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's condition.	Jasa Marga mengikuti jalannya persidangan sebagai Tergugat dan Terbanding serta melakukan koordinasi dengan Kementerian Pekerjaan Umum selaku pemilik tanah. Jasa Marga participated in the trial as the Defendant and Respondent and coordinated with the Ministry of Public Works as the landowner.	Ganti rugi Compensation	Materiil: Rp18.669.000.000,- Material: Rp18.669.000.000,-
3.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Abdul Kadir Al Jufri (sengketa tanah). Lawsuit for Unlawful Acts, filed by Abdul Kadir Al Jufri (land dispute).	Perkara sudah diputus pada tingkat Pengadilan Negeri Jakarta Selatan. The case has been decided at the Central Jakarta District Court.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's condition.	Jasa Marga mengikuti jalannya persidangan sebagai Turut Tergugat II sehingga tidak memiliki kewajiban untuk ikut serta membayar uang ganti rugi sebagaimana petitum Penggugat. Jasa Marga participated in the trial as Co-Defendant II and therefore had no obligation to participate in paying compensation as requested by the Plaintiff.	-	-
4.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh dr. Yoeswar Darisan (sengketa tanah). Lawsuit for Unlawful Acts, filed by dr. Yoeswar Darisan (land dispute).	Perkara masih dalam proses banding yang diajukan oleh dr. Yoeswar Darisan di Pengadilan Tinggi Bandung. The case is under appeal process filed by dr. Yoeswar Darisan at the Bandung High Court.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan karena objek perkara termasuk ke dalam bidang tanah yang telah dibebaskan untuk Pembangunan Jalan Tol Jakarta Bogor Ciawi (Jagorawi). There is no significant impact on the Company as the subject matter of the case is land that has been acquired for the construction of the Jakarta-Bogor-Ciawi (Jagorawi) Toll Road.	Jasa Marga mengikuti jalannya persidangan sebagai Tergugat dan melakukan koordinasi dengan Kementerian Pekerjaan Umum sebagai Turut Tergugat I selaku pemilik tanah. Jasa Marga participated in the trial as the Defendant and coordinated with the Ministry of Public Works as Co-Defendant I as the landowner.	Ganti Rugi Compensation	Materiil: Rp1.000.000.000,- Imateriil: Rp5.000.000.000,- Material: Rp1,000,000,000.- Immaterial: Rp5,000,000,000,-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2025
Table of Civil Cases Faced by the Company in 2025

No.	Pokok Perkara/ Gugatan Case/Lawsuit	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perseroan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Imposed Sanction	Nilai Perkara Case Value
5.	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Eucharia Binti Neneng Sastramidjaja ke-II (sengketa tanah). Second Lawsuit for Unlawful Acts, filed by Eucharia Binti Neneng Sastramidjaja (land dispute).	Perkara sudah diperiksa dan diputus pada tingkat kasasi di Mahkamah Agung Republik Indonesia namun Jasa Marga belum menerima salinan resmi putusan Kasasi dimaksud. The case has been examined and decided at the cassation level in the Supreme Court of the Republic of Indonesia. Still, Jasa Marga has not yet received an official copy of the cassation decision.	Tidak ada pengaruh secara langsung dalam pengelolaan atas jalan tol di area objek perkara karena kondisi objek perkara saat ini telah difungsikan menjadi trase Kereta Cepat Jakarta-Bandung. There is no direct impact on the management of the toll road in the case area because it has been converted into The Jakarta- Bandung Fast Train route.	Jasa Marga telah melakukan upaya hukum kasasi. Jasa Marga has filed a cassation appeal.	-	-
6.	Gugatan Perbuatan Melawan Hukum diajukan oleh Sri Supartini (sengketa tanah). Lawsuit for Unlawful Acts, filed by Sri Supartini (land dispute).	Pokok Perkara sudah diperiksa dan diputus sampai dengan tahapan Peninjauan Kembali dengan amar putusan menyatakan bahwa P2T Kabupaten Tangerang, Kementerian Pekerjaan Umum, dan Jasa Marga dihukum membayar ganti rugi. Jasa Marga sudah mengajukan upaya hukum perlawanan terhadap eksekusi dan sudah diputus sampai dengan tahapan Peninjauan Kembali dengan hasil upaya perlawanan ditolak. The case has been examined and decided up to the Review stage, with the verdict stating that P2T Tangerang Regency, the Ministry of Public Works, and Jasa Marga are ordered to pay compensation. Jasa Marga has filed a legal appeal against the execution and has been decided up to the Review stage, with the result that the appeal was rejected.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's condition.	Jasa Marga telah melakukan koordinasi dengan Kementerian Pekerjaan Umum selaku pemilik tanah dan Jamdatun dalam rangka pendampingan hukum dan penerima kuasa pelaksanaan eksekusi terkait perkara ini. Jasa Marga has coordinated with the Ministry of Public Works as the landowner and Jamdatun in the context of legal assistance and power of attorney for the execution related to this case.	Ganti Rugi secara bersama sama oleh Para Tergugat (P2T Kabupaten Tangerang, Kementerian Pekerjaan Umum, dan Jasa Marga). Joint compensation by the Defendants (P2T Tangerang Regency, Ministry of Public Works, and Jasa Marga).	Materiil: Rp9.400.000.000,- Material: Rp9,400,000,000.-
7.	Gugatan Perbuatan Melawan Hukum diajukan oleh Budi Yulianor ke-2. Second Lawsuit for Unlawful Acts, filed by Budi Yulianor.	Perkara sudah diputus pada tingkat pertama, tingkat banding, dan kasasi yang pada seluruh amarnya memenangkan Jasa Marga. Untuk itu, Perkara sebagaimana dimaksud telah berstatus *Inkracht* dengan Putusan No. 3205/K/PDT/2024 Jo. 605/Pdt/2023/PT.DKI Jo. No.355/Pdt.G/2021/PN.JKT. The case has been decided at the first instance, appeal, and cassation levels, with Jasa Marga winning all three. Therefore, the case in question has attained the Inkracht status with Judgment No. 3205/K / PDT/2024 Jo. 605/Pdt/ 2023/PT.DKI Jo. No.355/ Pdt.G/2021/PN.JKT.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's condition.	Jasa Marga telah memenangkan perkara pada tingkat pertama, tingkat banding, dan kasasi. Jasa Marga won the case at the first instance, appeal, and cassation levels.	Jasa Marga secara bersama sama dengan Para Tergugat lainnya membayar ganti rugi. Jasa Marga, together with the other defendants, paid compensation.	Rp178.850.000,-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2025
Table of Civil Cases Faced by the Company in 2025

No.	Pokok Perkara/ Gugatan Case/Lawsuit	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perseroan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Imposed Sanction	Nilai Perkara Case Value
8.	Gugatan perbuatan melawan hukum yang diajukan oleh Mustafa Rachman (sengketa tanah). Lawsuit for unlawful acts, filed by Mustafa Rachman (land dispute).	Perkara sudah diputus pada tahapan Peninjauan Kembali (Kementerian Pekerjaan Umum dan Jasa Marga kalah dan dihukum membayar ganti rugi). Kementerian Pekerjaan Umum akan mengajukan Peninjauan Kembali Kedua. The case has been decided at the Review stage (the Ministry of Public Works and Jasa Marga lost and were ordered to pay compensation). The Ministry of Public Works will file a Second Review.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's condition.	Jasa Marga berkoordinasi dengan Kementerian Pekerjaan Umum terkait upaya hukum baru yakni Peninjauan Kembali kedua yang akan diajukan oleh Kementerian Pekerjaan Umum selaku pemilik tanah. Jasa Marga is coordinating with the Ministry of Public Works regarding legal action to be taken by the Ministry of Public Works as the landowner.	Ganti rugi Compensation	Materiil: Rp13.505.000.000,- Material: Rp13,505,000,000.-
9.	Gugatan perbuatan melawan hukum oleh Sariyati Puspita, dkk di Pengadilan Negeri Cikarang (sengketa tanah). Gugatan perbuatan melawan hukum oleh Sariyati Puspita, dkk di Pengadilan Negeri Cikarang (sengketa tanah).	Perkara masih berjalan dan diperiksa pada tingkat Pengadilan Negeri Cikarang. The case is still ongoing and is being examined at the Cikarang District Court.	Tidak ada pengaruh signifikan terhadap kondisi Perseroan. There was no significant impact on the Company's Condition.	Jasa Marga mengikuti jalannya persidangan sebagai Turut Tergugat III sehingga tidak memiliki kewajiban untuk ikut serta membayar uang ganti rugi sebagaimana petitum Penggugat. Jasa Marga participated in the trial as Co-Defendant III and therefore had no obligation to participate in paying compensation as requested by the Plaintiff.	-	-

Perkara Pidana

Selama periode tahun 2025, tidak terdapat perkara pidana atau tindak pidana korporasi yang melibatkan Perseroan.

Criminal Cases

Throughout 2025, there were no criminal cases or corporate crimes involving the Company.

Informasi Tentang Sanksi Administratif

Selama tahun 2025, tidak terdapat sanksi *administrative material* yang mempengaruhi kelangsungan usaha Jasa Marga dan juga tidak terdapat sanksi administratif yang dikenakan kepada anggota Direksi maupun anggota Dewan Komisaris.

Selama tahun 2025, Perseroan tidak melakukan pelanggaran hukum apa pun (yang berkaitan dengan masalah perburuhan, ketenagakerjaan, konsumen, kepailitan, komersial, persaingan atau lingkungan), tidak mendapatkan sanksi dari regulator karena tidak membuat pengumuman dalam jangka waktu yang ditentukan untuk peristiwa penting *(material event)* dan tidak ada bukti bahwa Perseroan belum mematuhi peraturan dan peraturan pencatatan selama setahun terakhir selain dari aturan pengungkapan.

Information on Administrative Sanctions

In 2025, there were no material administrative sanctions that affected the continuity of Jasa Marga's business, nor were any imposed on members of the Board of Directors or the Board of Commissioners.

In 2025, the Company did not commit any legal violations (related to labor, employment, consumer, bankruptcy, commercial, competition or environmental issues), did not receive sanctions from regulators for failing to make announcements within the specified time frame for material events, and there is no evidence that the Company has failed to comply with listing rules and regulations over the past year other than disclosure rules.

Informasi Tentang Sanksi Perkara Pajak

Selama 3 (tiga) tahun terakhir, terhitung sejak awal tahun 2023 sampai dengan akhir 2025, Perseroan tidak pernah memperoleh putusan bersalah dari pengadilan pajak tertinggi berkaitan dengan pajak maupun sengketa pajak.

Information on Tax Case Sanctions

Over the past three years, from the beginning of 2023 to the end of 2025, the Company has never received a guilty verdict from the highest tax court in any tax or tax-dispute case.

Dampak Permasalahan Hukum Terhadap Perseroan

Dampak permasalahan hukum perdata yang diterima Jasa Marga melalui proses hukum antara lain adanya potensi kewajiban bayar atas ganti kerugian/tuntutan yang diajukan dalam permasalahan hukum tersebut, namun Perseroan akan berupaya untuk melakukan proses mitigasi yang tepat agar dampak tersebut dapat dihindari.

Legal Issues Impact on the Company

The impact of civil legal issues faced by Jasa Marga through legal proceedings includes the potential obligation to pay compensation/claims arising from such issues, but the Company will endeavor to implement appropriate mitigation measures to avoid such impact.

Permasalahan Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi

Selama periode tahun 2025, tidak ada anggota Direksi dan Dewan Komisaris Jasa Marga yang sedang menjabat yang memiliki permasalahan hukum, baik perdata maupun pidana.

Legal Cases involving the Board of Commissioners and Board of Directors

In 2025, no members of the Board of Directors and Board of Commissioners of Jasa Marga currently in office have any legal issues, either civil or criminal.

Perkara Penting yang Dihadapi Entitas Anak dan Entitas Ventura Bersama

Permasalahan hukum yang dihadapi Entitas Anak dan Entitas Ventura Bersama selama tahun 2025, dapat dilihat pada tabel di bawah ini.

Important Cases involving Subsidiaries and Joint Ventures

Legal issues faced by Subsidiaries and Joint Ventures in 2025 are shown in the table below.

Tabel Perkara Penting yang Dihadapi Entitas Anak dan Entitas Ventura Bersama
Table of Important Cases Involving Subsidiaries and Joint Ventures

No.	Entitas Anak dan Entitas Ventura Bersama Subsidiary and Joint Venture	Jumlah Number		Hubungan Industrial Industrial Relations
		Perdata Civil	Pidana Criminal	
1.	PT Jasamarga Transjawa Tollroad (JTT)	1	0	0
2.	PT Jasamarga Jogja Bawen (JJB)	1	0	0
Total		**2**	**0**	**0**

Kebijakan Pengungkapan Informasi
Information Disclosure Policy

Berdasarkan ketentuan POJK No. 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka, Dewan Komisaris dan Direksi wajib melaporkan kepada Otoritas Jasa Keuangan atas kepemilikan dan setiap perubahan kepemilikan saham Perseroan. Atas ketentuan OJK ini, Perseroaan tunduk dan patuh mengikuti ketentuan yang berlaku, serta secara tertib melaporkan kepada OJK terkait kepemilikan dan setiap perubahan kepemilikan saham yang terjadi.

Based on the provisions of POJK No. 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Shares of Public Companies and Reports on Activities Securing Shares of Public Companies, the Board of Commissioners and Board of Directors are required to report to the Financial Services Authority on the ownership and any changes in ownership of the Company's shares. In accordance with this OJK regulation, the Company complies with and adheres to the applicable provisions, and regularly reports to the OJK regarding its share ownership and any changes in share ownership.

Terkait informasi kepemilikan saham Perseroan oleh Anggota Dewan Komisaris dan Direksi, sebagaimana wujud pelaksanaan atas kebijakan pengungkapan informasi berdasarkan ketentuan POJK No. 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka, dapat dilihat pada Bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Information regarding the share ownership of the Company by members of the Board of Commissioners and Board of Directors, as a form of implementation of the information disclosure policy based on the provisions of POJK No. 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Shares of Public Companies and Reports on Activities of Pledging Shares of Public Companies, can be found in the Company Profile chapter of this Annual Report.

Komunikasi dan Akses Informasi dan Data Perseroan untuk Pemegang Saham dan Masyarakat
Communication and Access to Company Information and Data for Shareholders and the Public

Komitmen Jasa Marga dalam menerapkan nilai-nilai GCG, di antaranya melalui keterbukaan informasi dan komunikasi baik secara internal maupun eksternal, baik pemegang saham maupun masyarakat umum. Pengelolaan dan Keterbukaan akan informasi tentang Perseroan sangat penting dalam membangun citra Perseroan di mata publik khususnya para *stakeholder*. Oleh karenanya Perseroan berupaya untuk memberikan informasi yang aktual dan bermanfaat dengan memperhatikan ketentuan terkait data Perseroan yang tergolong rahasia.

Jasa Marga is committed to implementing GCG values, including transparency in information and communication, both internally and externally, to shareholders and the general public. The management and disclosure of information about the Company are very important for building the Company's image in the public's eyes, especially among stakeholders. Therefore, the Company strives to provide up-to-date and useful information while complying with the provisions governing confidential Company data.

Sepanjang tahun 2025, selain penyelenggaraan RUPS, komunikasi dengan pemegang saham yang ada maupun pemegang saham potensial, baik investor asing maupun lokal, dilakukan sebanyak 71 (tujuh puluh satu) kali melalui kegiatan seperti *One-on-One Meeting, Group Meeting, Non-Deal Roadshow, Analyst Meeting,* dan *Conference*.

Throughout 2025, in addition to holding the GMS, communication with existing and potential shareholders, both foreign and domestic investors, was conducted 71 (seventy-one) times through activities such as One-on-One Meetings, Group Meetings, Non-Deal Roadshows, Analyst Meetings, and Conferences.

Public Expose

Sesuai dengan Peraturan Bursa Efek Jakarta No. KEP-306/BEJ/07-2004 Peraturan No. I-E tentang Kewajiban Penyampaian Informasi, pada tanggal 12 September 2025 Jasa Marga telah melaksanakan *Public Expose Live* 2025 yang diselenggarakan oleh Bursa Efek Indonesia secara digital melalui media *webinar Zoom Meeting*. Perseroan mengundang para pemegang saham dan masyarakat luas dalam *Public Expose* Jasa Marga dimaksud yang menghadirkan narasumber Perseroan yaitu Direktur Utama Rivan A. Purwantono, Direktur Keuangan dan Manajemen Risiko Pramitha Wulanjani, Direktur Pengembangan Usaha M. Agus Setiawan, dan Direktur Human Capital dan Transformasi Yoga Tri Anggoro.

Penyelenggaraan *Public Expose* telah sesuai dengan ketentuan Peraturan Bursa Efek Jakarta No. KEP-306/BEJ/07-2004 Peraturan No. I-E tentang Kewajiban Penyampaian Informasi. Rincian mengenai pelaksanaan *Public Expose* yang dihadiri para pemegang saham dan masyarakat ini telah disampaikan dalam Laporan Pelaksanaan *Public Expose* 2025 kepada Bursa Efek Indonesia melalui surat No. AB.HM.02.04.261 tanggal 17 September 2025 dan laporan tersebut dapat diakses pada situs web Bursa Efek Indonesia dan Perseroan.

Public Expose

In accordance with Jakarta Stock Exchange Regulation No. KEP-306/BEJ/07-2004 Regulation No. I-E on Information Disclosure Requirements, on September 12, 2025 Jasa Marga held a Live Public Expose 2025, organized by the Indonesia Stock Exchange, digitally via a Zoom webinar. The Company invited shareholders and the general public to attend the Jasa Marga Public Expose, which featured speakers from the Company, namely President Director Rivan A. Purwantono, Director of Finance and Risk Management Pramitha Wulanjani, Director of Business Development M. Agus Setiawan, and Director of Human Capital and Transformation Yoga Tri Anggoro.

The Public Expose was held in accordance with the provisions of Jakarta Stock Exchange Regulation No. KEP-306/BEJ/07-2004 Regulation No. I-E on Information Disclosure Obligations. Details regarding the implementation of the Public Expose attended by shareholders and the public have been submitted in the 2025 Public Expose Implementation Report to the Indonesia Stock Exchange via letter No. AB.HM.02.04.261 dated September 17, 2025 and the report is accessible on the Indonesia Stock Exchange and the Company's websites.

Korespondensi Perseroan

Hubungan surat menyurat Perseroan dengan seluruh pemangku kepentingan dilakukan oleh Corporate Secretary and Chief Administration Officer. Penyediaan informasi dan komunikasi bagi Pemegang Saham dan pemangku kepentingan dapat lebih lanjut diakses melalui banyak cara, antara lain:

Company Correspondence

The Company's correspondence with all stakeholders is handled by the Corporate Secretary and Chief Administration Officer. Information and communication for Shareholders and stakeholders can be accessed through various means, including:

Alamat Kantor Pusat | Head Office Address
Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550 Indonesia
Telepon | Phone : 021 8413630, 021 8413526
Email | Email : ppid@jasamarga.co.id
investor.relations@jasamarga.co.id
Situs Web Perusahaan : www.jasamarga.com
Company Website

Pusat Informasi Lalu Lintas dan Pelayanan Lainnya
Center for Traffic Information and Other Services

Jasa Marga Tollroad Command Center

One Call Center 24 Jam/Hours: 133
Mobile Apps Travoy
Official Jasa Marga
PT Jasa Marga-Persero Tbk
@official.jasamarga
@official.jasamarga
@PTJASAMARGA (khusus informasi lalu lintas)/(dedicated for traffic Information)
@OFFICIAL_JSMR (untuk informasi umum lainnya)/(for other general information)

Kode Etik
Code of Conduct

Dalam pengembangan GCG, Jasa Marga telah merumuskan berbagai kebijakan yang menyangkut etika Perseroan. Jasa Marga mengupayakan penerapan standar etika terbaik dalam menjalankan segenap aktivitas bisnisnya sesuai dengan Visi, Misi, dan budaya yang dimiliki melalui implementasi Etika Usaha dan Etika Kerja.

Tahun 2025, telah dilakukan penyesuaian-penyesuaian terhadap berbagai kebijakan Perseroan, di antaranya dalam rangka penerapan SNI ISO 37001 tentang Sistem Manajemen Anti Penyuapan (SMAP), Perseroan melakukan penyesuaian terhadap Pedoman Perilaku *(Code of Conduct)* dan telah dilakukan pengesahan melalui Keputusan Direksi No. 46.1/KPTS/2024 tentang Pedoman Perilaku *(Code of Conduct)* PT Jasa Marga (Persero) Tbk.

In developing GCG, Jasa Marga has formulated various policies concerning the Company's ethics. Jasa Marga strives to apply the highest ethical standards in all its business activities, in accordance with its Vision, Mission, and culture, through the implementation of Business Ethics and Work Ethics.

In 2025, adjustments were made to various Company policies, including the implementation of SNI ISO 37001 on Anti-Bribery Management Systems (SMAP). The Company has made adjustments to the Code of Conduct and has approved it through Board of Directors Decree No. 46.1/KPTS/2024 on the Code of Conduct of PT Jasa Marga (Persero) Tbk.

Pokok-Pokok Kode Etik

Pedoman perilaku Perseroan mengatur kebijakan nilai-nilai etis yang dinyatakan secara eksplisit sebagai suatu standar perilaku yang harus dipedomani oleh seluruh Insan Jasa Marga.

Pedoman Perilaku *(Code of Conduct)* berisi hal-hal sebagai berikut:
1. Bab I Ketentuan Umum
2. Bab II Tata Kelola Perusahaan yang Baik (*Good Corporate Governance)* atau GCG
3. Bab III Etika Usaha Perusahaan
4. Bab IV Etika Kerja Insan Jasa Marga
5. Bab V Penegakan dan Pelaporan
6. Bab VI Ketentuan Lain-Lain
7. Bab VII Penutup

Key Points of the Code of Conduct

The Company's code of conduct sets out explicit ethical values as standards of behavior that all Jasa Marga employees must follow.

The Code of Conduct contains the following:

1. Chapter I General Provisions
2. Chapter II Good Corporate Governance (GCG)
3. Chapter III Company Business Ethics
4. Chapter IV Work Ethics of Jasa Marga Personnel
5. Chapter V Enforcement and Reporting
6. Chapter VI Miscellaneous Provisions
7. Chapter VII Closing

Prinsip-Prinsip *Good Corporate Governance* (GCG)
Good Corporate Governance (GCG) Principles

Transparansi (*Transparency*), Akuntabilitas (*Accountability*), Bertanggung Jawab (*Responsibility*), Kemandirian (*Independency*), Kewajaran (*Fairness*) Transparency, Accountability, Responsibility, Independence, Fairness	Perilaku Beretika, Transparansi, Akuntabilitas, dan Keberlanjutan Ethical Behavior, Transparency, Accountability, and Sustainability

Pedoman Perilaku
Code of Conduct

Berdasarkan Keputusan Direksi No. 46.1/KPTS/2024 tentang Pedoman Perilaku *(Code of Conduct)* PT Jasa Marga (Persero) Tbk.
Based on the Board of Directors Decree No. 46.1/KPTS/2024 on the Code of Conduct of PT Jasa Marga (Persero) Tbk.

Etika
Ethics

Nilai dan norma moral yang menjadi pegangan bagi seseorang atau suatu kelompok dalam mengatur tingkah lakunya.
The values and moral norms that serve as a guide for an individual or a group in regulating their behavior.

Etika Usaha Perusahaan Corporate Business Ethics	Etika Kerja Insan Jasa Marga Jasa Marga Personnel Work Ethics
Sistem nilai atau norma yang dijabarkan dari filosofi pendirian Perusahaan dan yang dianut oleh Perusahaan sebagai acuan Perusahaan serta manajemennya untuk berhubungan dengan lingkungannya, baik internal maupun eksternal (*Stakeholder*). A system of values or norms derived from the Company's founding philosophy and adopted by the Company as a reference for the Company and its management in relating to its environment, both internal and external (stakeholders).	Sistem nilai atau norma yang dianut oleh setiap Pimpinan dan Karyawan dalam melaksanakan tugasnya termasuk etika hubungan antar Karyawan dan Perseroan. The value system or norms embraced by every Leader and Employee in carrying out their duties, including the ethics of relationships between Employees and the Company.
1. Kepatuhan Terhadap Peraturan Perundang Undangan. 2. Penanganan Gratifikasi dan Manajemen Anti Penyuapan. 3. Kepedulian Terhadap Kesehatan dan Keselamatan Kerja. 4. Pemberian Kesempatan yang Sama kepada Karyawan untuk Mendapatkan Pekerjaan, Promosi dan Pemberhentian Kerja. 5. Standar Etika dalam Berhubungan dengan *Stakeholders*: • Hubungan dengan Insan Jasa Marga. • Hubungan dengan Pemerintah. • Hubungan dengan Pemegang Saham. • Hubungan dengan Pengguna Jalan Tol dan Pelanggan Lainnya. • Hubungan dengan Mitra Usaha • Hubungan dengan Pesaing. • Hubungan dengan Kreditur/Investor. • Hubungan dengan Pemasok/Kontraktor. • Hubungan dengan Masyarakat dan Lingkungan Sekitar. • Hubungan dengan Media Massa. • Hubungan dengan Anak Perusahaan.	1. Komitmen Insan Jasa Marga. 2. Menjaga Nama Baik Perseroan. 3. Menjaga Hubungan Baik antar Insan Jasa Marga. 4. Menjaga Kerahasiaan Perusahaan. 5. Menjaga dan Menggunakan Aset Perseroan. 6. Menjaga Keselamatan, Kesehatan dan Lingkungan Kerja. 7. Perilaku Asusila, Narkotika, Obat Terlarang, Perjudian dan Merokok. 8. Melakukan Pencatatan Data Perusahaan dan Penyusunan Laporan. 9. Menghindari Terjadinya Konflik Kepentingan Pribadi. 10. *(Insider Trading)*. • Komitmen Penanganan Gratifikasi. • Penolakan Gratifikasi. • Pemberian Gratifikasi. 11. Penerimaan Gratifikasi. 12. Kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). 13. Tidak Memanfaatkan Posisi untuk Kepentingan Pribadi (Benturan Kepentingan). 14. Aktivitas Politik. 15. Hak Atas Kekayaan Intelektual (*Intellectual Property Right*). • Standar Etika Jajaran Manajemen dan Karyawan. • Perilaku sebagai Atasan terhadao Bawahan. • Perilaku sebagai Bawahan terhadap Atasan. • Perilaku sebagai Rekan Kerja.
1. Compliance with Laws and Regulations. 2. Handling of Gratuities and Anti-Bribery Management. 3. Concern for Occupational Health and Safety. 4. Equal Opportunity for Employees to Obtain Employment, Promotion, and Termination of Employment. 5. Ethical Standards in Relations with Stakeholders: • Relationships with Jasa Marga Personnel. • Relationships with the Government. • Relationships with Shareholders. • Relationships with Toll Road Users and Other Customers. • Relationships with Business Partners. • Relationships with Competitors. • Relationships with Creditors/Investors. • Relationships with Suppliers/Contractors. • Relationships with the Community and the Surrounding Environment. • Relationships with the Media. • Relationships with Subsidiaries.	1. Commitment of Jasa Marga Employees. 2. Maintaining the Company's Good Name. 3. Maintaining Good Relations Among Jasa Marga Employees. 4. Maintaining Company Confidentiality. 5. Maintaining and Using Company Assets. 6. Maintaining Safety, Health, and the Work Environment. 7. Prohibited Conduct: Immoral Behavior, Narcotics, Illegal Drugs, Gambling, and Smoking. 8. Recording Company Data and Preparing Reports. 9. Avoiding Personal Conflicts of Interest (Insider Trading). 10. Commitment to Handling Gratuities. • Refusal of Gratuities. • Giving Gratuities. • Acceptance of Gratuities. 11. Obligation to Report State Officials' Wealth (LHKPN). 12. Not Using Position for Personal Gain (Conflict of Interest). 13. Political Activities. 14. Intellectual Property Rights 15. Ethical Standards for Management and Employees. • Behavior as a Supervisor towards Subordinates. • Behavior as a Subordinate towards a Superior. • Behavior as a Colleague.

Pengungkapan Kepatuhan bahwa Kode Etik Berlaku bagi Seluruh *Level* Organisasi

Pedoman Perilaku *(Code of Conduct)* telah disahkan melalui Keputusan Direksi No. 46.1/KPTS/2024 tentang Pedoman Perilaku *(Code of Conduct)* PT Jasa Marga (Persero) Tbk. Pedoman Perilaku ini berlaku bagi seluruh Insan Jasa Marga

Compliance Disclosure that the Code of Conduct Applies to All Organizational Levels

The Code of Conduct has been ratified through Board of Directors Decree No. 46.1/KPTS/2024 on the Code of Conduct of PT Jasa Marga (Persero) Tbk. This Code of Conduct applies to all Jasa Marga personnel at all levels of the organization, from the Board of Commissioners,

di semua level organisasi, mulai dari Dewan Komisaris, Direksi, karyawan Perseroan, karyawan yang ditugaskan di Anak Perusahaan dan instansi lainnya, serta personel lain yang secara langsung bekerja untuk dan atas nama Perseroan.

Penandatanganan Pakta Integritas, Deklarasi Integritas dan Pernyataan Benturan Kepentingan

Setiap Insan Jasa Marga telah menandatangani Pakta Integritas, Deklarasi Integritas, dan Pernyataan Benturan Kepentingan sebagai bentuk komitmen penerapan GCG dan Sistem Manajemen Anti Penyuapan dalam operasional Perseroan. Persentase penandatanganan komitmen *Code of Conduct* oleh Insan Jasa Marga adalah sebanyak 100%.

Sosialisasi dan Penyebarluasan Kode Etik

Pedoman Perilaku diungkapkan dan/atau disebarkan kepada semua insan Perseroan melalui berbagai media yang dimiliki Perseroan, termasuk melalui teknologi informasi yang dapat diakses oleh semua pegawai dengan mudah setiap saat.

Secara periodik, Direksi menyampaikan Memo dan/atau Surat Edaran tentang pelaksanaan etika bisnis kepada segenap insan Perseroan.

Upaya Penerapan dan Penegakan Kode Etik

Untuk mewujudkan perilaku Insan Jasa Marga yang berlandaskan etika bisnis, terdapat sejumlah inisiatif strategis yang dilakukan, antara lain melalui:
1. Komitmen Direksi dan Dewan Komisaris serta Karyawan untuk menerapkan Tata Kelola Perusahaan yang Baik dalam setiap langkah Perseroan, yang tertuang dalam Pakta Integritas yang diperbaharui setiap awal tahun.
2. Keteladanan Pimpinan dengan memberi contoh sikap dan perilaku yang tidak bertentangan dengan kebijakan dan Peraturan Perusahaan mengenai Tata Kelola Perusahaan yang Baik.

Upaya penegakan Pedoman Perilaku dilakukan dengan beberapa cara, di antaranya:
1. Penandatanganan Pakta Integritas, Deklarasi Integritas, dan Pernyataan Benturan Kepentingan seluruh Insan Jasa Marga yang diperbaharui setiap tahun.
2. Sosialisasi melalui media internal Perseroan (*Miles Magazine*).
3. Pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) sampai dengan tingkat Department Head.
4. Pelaporan Gratifikasi kepada KPK dan kerja sama Program Pengendalian Gratifikasi dengan KPK.
5. Pembentukan Unit Pengendali Gratifikasi Jasa Marga di Governance and Compliance Department, Legal & Compliance Group.
6. Publikasi larangan gratifikasi dan *Whistleblowing System* di media sosial dan *website*.

Board of Directors, employees of the Company, employees assigned to Subsidiaries and other agencies, as well as other personnel who work directly for and on behalf of the Company.

Signing of Integrity Pact, Integrity Declaration, and Conflict of Interest Statement

Every Jasa Marga personnel has signed an Integrity Pact, Integrity Declaration, and Conflict of Interest Statement as a form of commitment to the implementation of GCG and the Anti-Bribery Management System in the Company's operations. The percentage of Jasa Marga employees who have signed the Code of Conduct commitment is 100%.

Code of Conduct Dissemination

The Code of Conduct is disclosed and/or disseminated to all employees of the Company through various Company-owned media, including via information technology that all employees can easily access at any time.

Periodically, the Board of Directors issues memos and/or circular letters to all Company employees regarding the implementation of the Company's business ethics.

Code of Conduct Implementation and Enforcement Efforts

To realize the behavior of Jasa Marga personnel based on business ethics, several strategic initiatives are carried out, including:
1. The commitment of the Board of Directors, Board of Commissioners, and employees to implement Good Corporate Governance in every step of the Company, as outlined in the Integrity Pact, which is renewed at the beginning of each year.
2. Leadership by example, demonstrating attitudes and behaviors that do not conflict with Company policies and regulations regarding Good Corporate Governance.

Efforts to enforce the Code of Conduct are carried out in several ways, including:
1. Signing of the Integrity Pact, Integrity Declaration, and Conflict of Interest Statement by all Jasa Marga personnel, which is renewed annually.
2. Dissemination through the Company's internal media (Miles Magazine).
3. Submission of State Officials' Wealth Reports (LHKPN) up to the Department Head level.
4. Reporting of Gratuities to KPK and cooperation with the KPK's Gratification Control Program.
5. Establishment of the Jasa Marga Gratification Control Unit in the Governance and Compliance Department, Legal & Compliance Group.
6. Publication of the prohibition of gratuities and the Whistleblowing System on social media and the website.

Jenis Sanksi untuk Masing-masing Jenis Pelanggaran yang Diatur dalam Kode Etik

Setiap Insan Jasa Marga yang terbukti melakukan pelanggaran terhadap Kode Etik akan diberikan sanksi sesuai dengan peraturan dan ketentuan yang berlaku di Perseroan yaitu Keputusan Direksi No. 168/KPTS/20204 tanggal 26 Agustus 2024 tentang Pembinaan Karyawan.

Sanksi bagi karyawan yang melakukan pelanggaran ditetapkan oleh Direksi setelah mendapat laporan dari atasan langsung karyawan yang bersangkutan. Direksi dan Dewan Komisaris memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan lainnya serta pencegahan yang harus dilaksanakan oleh atasan langsung di lingkungan masing-masing.

Sanction Types for Each Violation Type Regulated in the Code of Conduct

Every Jasa Marga employee who is proven to have violated the Code of Conduct will be subject to sanctions per the applicable regulations and provisions of the Company, i.e., Board of Directors Decree No. 168/KPTS/20204 dated August 26, 2024, on Employee Development.

Sanctions for employees who commit violations are determined by the Board of Directors after receiving a report from the employee's immediate supervisor. The Board of Directors and Board of Commissioners decide on the implementation of guidance, disciplinary sanctions, and/or other measures and preventive actions to be carried out by the immediate supervisor in their respective work environments.

Tabel Bentuk Hukuman dan Sanksi
Table of Punishment Levels and Sanctions

Tingkat Hukuman Punishment Level	Jenis Sanksi Type of Sanction
Hukuman Disiplin Ringan Light Disciplinary Punishment	Surat Peringatan Pertama, Surat Peringatan Kedua dan Surat Peringatan Ketiga secara berurutan First Warning Letter, Second Warning Letter, and Third Warning Letter in sequence
Hukuman Disiplin Sedang Moderate Disciplinary Punishment	Surat Peringatan Pertama dan Terakhir (SPP&T) First and Final Warning Letter (SPP&T)
Hukuman Disiplin Berat Severe Disciplinary Punishment	Pemutusan Hubungan Kerja (PHK) Employment Termination (PHK)

Sanksi bagi Direksi dan Dewan Komisaris yang melakukan pelanggaran diputuskan oleh Pemegang Saham. Sanksi bagi mitra kerja atau *stakeholders* lain yang melakukan pelanggaran adalah sesuai ketentuan sebagaimana yang tertuang dalam kontrak. Apabila terkait dengan tindak pidana dapat diteruskan kepada pihak yang berwajib.

Jumlah Pelanggaran Kode Etik Beserta Sanksi yang Diberikan

Sepanjang tahun 2025, Jasa Marga tidak mencatat adanya pelanggaran atas kode etik maupun sanksi yang diberikan atas pelanggaran kode etik, hal ini mencerminkan tingginya pemahaman Insan Jasa Marga akan pentingnya kode etik.

Tren Penerapan Kode Etik

Dalam kurun waktu 5 (lima) tahun terakhir, pelanggaran kode etik di dalam Perseroan menunjukan hasil yang sangat baik, dapat dilihat pada tabel berikut ini:

Sanctions for Board of Directors and Board of Commissioners who commit violations are decided by the shareholders. Sanctions for business partners or other stakeholders who commit violations are in accordance with the contract's provisions. If related to criminal acts, they may be referred to the authorities.

Total Code of Conduct Violations and Sanctions Imposed

Throughout 2025, Jasa Marga did not record any violations of the code of conduct or any sanctions imposed for such violations, reflecting the high level of understanding among Jasa Marga employees of the code of conduct's importance.

Trend in Code of Conduct Implementation

Over the past five years, ethical code violations within the Company have shown excellent results, as shown in the following table:

Tabel Jumlah Pelanggaran Kode Etik
Table of Code of Conduct Violations

Tahun Year	Jumlah Pelanggaran Kode Etik Total Code of Conduct Violations
2025	-
2024	-
2023	-
2022	-
2021	-

Kebijakan Anti Korupsi/Anti *Fraud* dan Sosialisasinya

Anti-Corruption/Anti-Fraud Policies and the Dissemination

Dalam upaya mendukung Jasa Marga dalam menerapkan prinsip Tata Kelola Perusahaan yang Baik, Jasa Marga juga berkomitmen untuk melakukan pemberantasan Korupsi, Kolusi, dan Nepotisme (KKN) melalui pembuatan kebijakan anti korupsi/anti *fraud*.

To support Jasa Marga in implementing Good Corporate Governance principles, Jasa Marga is also committed to eradicating Corruption, Collusion, and Nepotism (KKN) by creating anti-corruption and anti-fraud policies.

Kebijakan Perseroan terkait Anti Korupsi/Anti Fraud telah diatur dalam:
1. Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*);
2. Pedoman Perilaku *(Code of Conduct)*;
3. Pedoman Penanganan Gratifikasi;
4. Pedoman *Whistleblowing System;*
5. Pedoman Benturan Kepentingan;
6. Kebijakan Anti Penyuapan;
7. Manual Sistem Manajemen Anti Penyuapan (SMAP);
8. Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN); dan
9. Pedoman Strategi Anti *Fraud*.

The Company's policies related to Anti-Corruption/Anti-Fraud are regulated in:
1. Corporate Governance Guidelines (Code of Corporate Governance);
2. Code of Conduct;
3. Guidelines for Handling Gratuities;
4. Whistleblowing System Guidelines;
5. Conflict of Interest Guidelines;
6. Anti-Bribery Policy;
7. Anti-Bribery Management System (SMAP) Manual;
8. Guidelines for State Officials' Wealth Reports (LHKPN); and
9. Anti-Fraud Strategy Guidelines.

Pelatihan dan Sosialisasi Anti Korupsi/Anti *Fraud*

Dalam memberikan pemahaman dan pembekalan pengetahuan mengenai Korupsi beserta turunannya, Perseroan memberikan pelatihan dan sosialisasi bagi Insan Jasa Marga secara berkala. Selama tahun 2025, sosialisasi dan pelatihan terkait Anti Korupsi/Anti *Fraud* dapat dilihat pada tabel di bawah ini:

Anti-Corruption/Anti-Fraud Training and Dissemination

To provide understanding and knowledge of corruption and its derivatives, the Company provides regular training and dissemination to Jasa Marga employees. In 2025, dissemination and training related to Anti-Corruption/Anti-Fraud can be seen in the table below:

Tabel Pelatihan Anti Korupsi/Anti *Fraud*
Table of Anti-Corruption/Anti-Fraud Training

Tanggal Event	Nama Kegiatan Name of Activity	Penyelenggara Organizer
12 Februari 2025 February 12, 2025	Audit Forensik dan Deteksi Korupsi Forensic Auditing and Corruption Detection	Lembaga Informasi Kebijakan Nasional (Lemiknas)
20 Februari 2025 February 20, 2025	Seminar Nasional Pencegahan & Penanggulangan Korupsi National Seminar on the Prevention and Combating of Corruption	PT Jasa Marga (Persero) Tbk
18 Februari 2025 February 18, 2025	JM Talk Pelaporan LHKPN: Komitmen Penyelenggara Negara dalam Menjaga Integritas dan Mencegah Korupsi JM Talk on LHKPN Reporting: The Commitment of Public Officials to Upholding Integrity and Preventing Corruption	PT Jasa Marga (Persero) Tbk
08 Mei 2025 May 8, 2025	Mencegah Tindak Pidana Korupsi dan Pencucian Uang Antisipasi OTT dalam Tindak Pidana Korupsi Tema Aspek Legal dan Kepatuhan Terhadap Pencegahan Pencucian Uang TA 2024 serta Aspek Hukum dan Implementasi Tentang Tindak Pidana Pencucian Uang Mencegah Tindak Pidana Korupsi dan Pencucian Uang Antisipasi OTT dalam Tindak Pidana Korupsi Tema Aspek Legal dan Kepatuhan Terhadap Pencegahan Pencucian Uang TA 2024 serta Aspek Hukum dan Implementasi Tentang Tindak Pidana Pencucian Uang	Bintang Studi Nasional
19 Juni 2025 June 19, 2025	Seminar Nasional Satu Hari: Implementasi Korporasi serta Gratifikasi atas Kewenangan & Jabatan Terkait Tindak Pidana Korupsi & Pencucian Uang di BUMN, BUMD, Swasta Nasional Preventing Corruption and Money Laundering; Anticipating Raids in Corruption Cases; Legal and Compliance Aspects of Money Laundering Prevention for the 2024 Financial Year; and Legal Aspects and Implementation of Money Laundering Offences	PT Jasa Marga (Persero) Tbk

Tabel Pelatihan Anti Korupsi/Anti *Fraud*
Table of Anti-Corruption/Anti-Fraud Training

Tanggal Event	Nama Kegiatan Name of Activity	Penyelenggara Organizer
08 Oktober 2025 October 8, 2025	Forensik dan Deteksi Korupsi Pada Korporasi BUMN/BUMD & Anak Usaha Forensic Investigation and Corruption Detection in SOEs and LGOs & Their Subsidiaries	Lembaga Bina Management Center (BMC)
26 November 2025 November 26, 2025	Pelatihan Nasional: "Implementasi dan Strategi Pelaksanaan UU BUMN No. 16 Tahun 2025 (Tantangan, Peluang, Keberlanjutan Bisnis & Kepastian Hukum Serta Pencegahan Korupsi)" National Training: "Implementation and Strategies for the Enforcement of Law No. 16 of 2025 on State-Owned Enterprises (Challenges, Opportunities, Business Sustainability & Legal Certainty, and Corruption Prevention)"	Lembaga Informasi Kebijakan Nasional (Lemiknas)
26 November 2025 November 26, 2025	Seminar Impelementasi Penerapan Penyitaan Aset Pelaku Tindak Pidana Korupsi dan Tindak Pidana Pencucian Uang Seminar on the Implementation of Asset Seizure from Perpetrators of Corruption and Money Laundering Offences	Badan Anti Korupsi Nasional (Bakornas)
15 Desember 2025 December 15, 2025	*Legal Summit*: Peringatan Hakordia dan Seminar Dampak UU KUHAP "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Bussiness Judgement Rule* dan Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP" Legal Summit: Hakordia Commemoration and Seminar on the Impact of the Criminal Procedure Code (KUHAP) 'Enforcement of Corruption Offences in Light of the Business Judgement Rule and Strategic Guidelines for Corporations in Dealing with the Implementation of the Criminal Procedure Code (KUHAP)'	PT Jasa Marga (Persero) Tbk

Tabel Sosialisasi Anti Korupsi/*Anti-Fraud*
Table of Anti-Corruption/Anti-Fraud Dissemination

No.	Tanggal Sosialisasi Dissemination Date	Judul/Tema Title/Theme	Tempat/Media Venue/Media
1.	21 Mei 2025 May 21, 2025	Penyampaian Materi Sosialisasi Pedoman Strategi *Anti Fraud* di Lingkungan Unit Kerja Perusahaan Presentation of Anti-Fraud Strategy Guidelines in the Company's Work Units	Buku Saku Pocket Book

Program dan Prosedur Penanganan Anti Korupsi/Anti *Fraud*

Jasa Marga memiliki komitmen yang besar untuk menciptakan operasional Perseroan yang bersih dan bebas Kolusi, Korupsi dan Nepotisme (KKN). Salah satu wujud dari komitmen tersebut, pada tahun 2020 Perseroan mengimplementasikan SNI ISO 37001 tentang Sistem Manajemen Anti Suap (SMAP), dan memberlakukan Pedoman Strategi Anti *Fraud* berdasarkan Keputusan Direksi PT Jasa Marga (Persero) Tbk Nomor 248/KPTS/2024 tentang Pedoman Strategi Anti *Fraud* PT Jasa Marga (Persero) Tbk. Penerapan Pedoman ini dilakukan sebagai upaya pencegahan dan perbaikan berkelanjutan terhadap sistem pengendalian internal. Disamping itu Perseroan juga melaksanakan Pengendalian dan Pengelolaan Gratifikasi.

Terkait dengan implementasi standar baru tersebut, Perseroan telah melakukan penyesuaian terhadap kebijakan internal yang terkait dengan upaya untuk menciptakan organisasi yang bersih dan bebas KKN.

Jasa Marga membentuk Fungsi Kepatuhan Anti Penyuapan (FKAP) pada Unit Kerja Internal Audit Group untuk mengawasi rancangan dan implementasi SMAP. Bersama dengan Unit Kerja Kantor Pusat, Regional Metropolitan dan Regional Nusantara, FKAP melakukan penilaian atas potensi risiko penyuapan yang akan dihadapi oleh Perseroan serta untuk mengevaluasi kesesuaian dan efektivitas kontrol yang terdapat di Perseroan guna mengurangi risiko penyuapan

Anti-Corruption/Anti-Fraud Program and Handling Procedure

PT Jasa Marga (Persero) Tbk is strongly committed to creating clean, corruption-free operations free of collusion, corruption, and nepotism (KKN). As part of this commitment, in 2020, the Company implemented SNI ISO 37001 on Anti-Bribery Management Systems (SMAP), and enacted the Anti-Fraud Strategy Guidelines based on PT Jasa Marga (Persero) Tbk Board of Directors Decree No. 248/KPTS/2024 on the Anti-Fraud Strategy Guidelines of PT Jasa Marga (Persero) Tbk. These Guidelines were implemented as part of ongoing efforts to improve the internal control system. In addition, the Company implements Gratuity Control and Management.

In connection with the implementation of these new standards, the Company has made adjustments to its internal policies to create a clean, corruption-free organization.

Jasa Marga established an Anti-Bribery Compliance Function (FKAP) within the Internal Audit Group Work Unit to oversee the design and implementation of SMAP. Together with the Head Office, the Metropolitan Regional, and the Nusantara Regional Work Units, FKAP assesses the potential bribery risks faced by the Company and evaluates the suitability and effectiveness of the Company's controls to reduce identified bribery risks. Periodically, every quarter, work units reports

yang teridentifikasi. Secara periodik tiap triwulan, unit-unit kerja akan melaporkan semua kegiatan yang berkaitan dengan hal- hal yang tercantum di bawah ini:
1. Praktik pemberian dan/atau penerimaan hadiah dan/ atau hiburan;
2. Praktik pemberian dan/atau penerimaan *sponsorship*;
3. Praktik pemberian sumbangan;
4. Benturan kepentingan;
5. Aktivitas uji kelayakan pada karyawan, mitra kerja sama, dan penyedia barang/jasa Perseroan; dan
6. Laporan tersebut akan dievaluasi dan dilaporkan kepada Direktur Utama dan Komisaris.

all activities related to the following:

1. The practice of giving and/or receiving gifts and/or entertainment;
2. The practice of giving and/or receiving sponsorship;
3. The practice of giving donations;
4. Conflicts of interest;
5. Due diligence activities on employees, business partners, and suppliers of goods/services of the Company; and
6. The report will be evaluated and submitted to the President Director and Commissioners.

Selain dilakukan oleh FKAP, Direktur Utama juga membentuk Tim Audit Internal SMAP secara *ad hoc* dalam rangka pengawasan atas implementasi SMAP sebagai garis pertahanan ketiga. Tim akan menyiapkan laporan audit internal yang menguraikan temuan yang ditemukan, menentukan Tindakan korektif yang sesuai untuk setiap temuan, menyampaikan laporan audit internal, serta melakukan pemantauan atas pencapaian tindakan korektif yang direkomendasikan. Perseroan juga memiliki Duta Anti Korupsi/Anti *Fraud* yang anggotanya berasal dari perwakilan Kantor Pusat, Regional dan Anak Perusahaan, yang memiliki tugas dan tanggung jawab antara lain menyusun perencanaan langkah-langkah preventif untuk mencegah terjadinya tindak korupsi bersama Pimpinan yang berdampak pada perilaku *(behaviour)* dan kinerja di lingkungan unit kerja masing-masing, mendorong perubahan perilaku untuk menolak korupsi, melaksanakan dan mendokumentasikan hasil kegiatan edukasi, sosialisasi dan meningkatkan kesadaran karyawan, menjadi perwakilan Unit Kerja atau Perusahaannya untuk berkolaborasi dengan lembaga penegak hukum maupun organisasi Masyarakat untuk meningkatkan efektivitas pencegahan korupsi. Seluruh program yang dilaksanakan nantinya akan dilaporkan kepada Internal Audit Group untuk dilihat kembali efektivitas program tersebut.

In addition to being carried out by FKAP, the President Director formed an ad hoc SMAP Internal Audit Team to oversee the implementation of SMAP as the third line of defense. The team will prepare an internal audit report describing the findings, determine appropriate corrective actions for each finding, submit the report, and monitor the implementation of the recommended corrective actions. The Company also has an Anti-Corruption/Anti-Fraud Ambassador whose members come from representatives of the Head Office, Regional Offices, and Subsidiaries, whose duties and responsibilities include formulating preventive measures to prevent corruption together with leaders that have an impact on behavior and performance in their respective work units, encouraging behavioral changes to reject corruption, implementing and documenting the results of educational and dissemination activities and increasing employee awareness, and representing their Work Units or Companies to collaborate with law enforcement agencies and community organizations to improve the effectiveness of corruption prevention. All programs implemented will be reported to the Internal Audit Group for review of their effectiveness.

Berkenaan dengan Anti *Fraud*, Perseroan menerapkan Pedoman Strategi Anti *Fraud* yang keberlakuannya mencakup seluruh proses bisnis Perseroan baik di Kantor Pusat, Regional, maupun *Representative Office*, serta diterapkan pada seluruh jenjang organisasi Perseroan dan berlaku mengikat bagi:
1. Seluruh Insan Jasa Marga;
2. Hubungan antara sesama Insan Jasa Marga; dan
3. Hubungan antara Insan Jasa Marga dengan pihak ketiga, antara lain kontraktor, subkontraktor, vendor, dan pihak eksternal lainnya.

With regard to Anti-Fraud, the Company implements Anti-Fraud Strategy Guidelines that apply to all of the Company's business processes at the Head Office, Regional Offices, and Representative Offices, as well as to all levels of the Company's organization and are binding on:

1. All Jasa Marga employees;
2. Relationships between Jasa Marga employees; and
3. Relationships between Jasa Marga employees and third parties, including contractors, subcontractors, vendors, and other external parties.

Penerapan anti *fraud* dilandasi dengan prinsip integritas, tata perilaku, tata kelola perusahaan yang baik (*Good Corporate Governance*) dan *zero tolerance*.

The implementation of anti-fraud measures is based on the principles of integrity, code of conduct, good corporate governance, and zero tolerance.

Satuan Kerja Penerapan Pedoman Strategi Anti *Fraud*, terdiri dari:
1. Unit Kerja Penanggung Jawab Pedoman Strategi Anti *Fraud*; dan
2. Unit Kerja Pelaksana Pedoman Strategi Anti *Fraud*. Atas pelaksanaan tugasnya, Unit Kerja Penanggung Jawab Pedoman Strategi Anti *Fraud* melaksanakan pemantauan dan evaluasi atas setiap pelaksanaan Kebijakan Anti *Fraud*, dan melaporkannya kepada Direksi dan Dewan Komisaris secara berkala setiap 6 (enam) bulan/ semesteran.

The Anti-Fraud Strategy Implementation Unit consists of:

1. The Anti-Fraud Strategy Guidelines Responsibility Unit; and
2. The Anti-Fraud Strategy Guidelines Implementation Unit. In carrying out its duties, the Anti-Fraud Strategy Guidelines Responsibility Unit monitors and evaluates the implementation of each Anti-Fraud Policy and reports to the Board of Directors and Board of Commissioners regularly every six months/semester.

Pengendalian Gratifikasi
Gratification Control

Perseroan senantiasa mengutamakan pengelolaan bisnis yang bebas dari Korupsi, Kolusi dan Nepotisme (KKN). Artinya, pengelolaan bisnis Perseroan bukan hanya untuk mengejar keuntungan Perseroan semata, namun juga memperhatikan prinsip-prinsip pengelolaan yang amanah, transparan dan akuntabel.

The Company always prioritizes business management that is free from Corruption, Collusion, and Nepotism (KKN). This means that the Company's business management is not only aimed at pursuing profits, but also adheres to the principles of trustworthy, transparent, and accountable management.

Dalam praktik hubungan bisnis, hal yang sering terjadi dan sering tak terhindarkan adalah adanya Gratifikasi dari satu pihak kepada pihak lainnya. Meskipun demikian, Perseroan menyadari pentingnya pelaksanaan sikap yang tegas terhadap penanganan Gratifikasi yang melibatkan Insan Jasa Marga. Hal ini penting untuk dibudayakan di lingkungan Jasa Marga sebagai suatu proses pembelajaran bagi Insan Jasa Marga yang mempunyai harkat, martabat dan citra yang tinggi dalam hubungan bisnis dengan para Pemangku Kepentingan. Oleh sebab itu, perlu diatur hal-hal yang terkait dengan Gratifikasi dan mekanisme pelaporannya di lingkungan Perseroan.

In business relationships, it is common and often unavoidable for one party to offer gratuities to another. However, the Company recognizes the importance of taking a firm stance on gratuities involving Jasa Marga employees. It is important to cultivate this culture within Jasa Marga as a learning process for Jasa Marga personnel who have high dignity and image in business relationships with stakeholders. Therefore, it is necessary to regulate matters related to gratuities and the Company's reporting mechanism.

Saat ini, Jasa Marga telah melakukan *review* dan *update* atas kebijakan Pedoman Penanganan Gratifikasi sebagaimana tertuang dalam Keputusan Direksi No. 118/KPTS/2022 tanggal 20 September 2022. Pedoman Penanganan Gratifikasi selaras dengan Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) dan Pedoman Perilaku *(Code of Conduct)* serta nilai-nilai yang berlaku di Perseroan.

Currently, Jasa Marga has reviewed and updated its Gratuity Handling Guidelines policy as stipulated in Board of Directors Decree No. 118/KPTS/2022 dated September 20, 2022. The Gratuity Handling Guidelines align with the Corporate Governance Guidelines (Code of Corporate Governance) and the Code of Conduct, as well as with the Company's values.

Pengelolaan Pengendalian Gratifkasi

Suatu Gratifikasi akan berubah menjadi tindak pidana suap/ Gratifikasi ilegal apabila memenuhi unsur-unsur sebagai berikut:

1. Gratifikasi tersebut berhubungan dengan wewenang/ jabatan Insan Jasa Marga di Perseroan, sehingga dapat menimbulkan benturan kepentingan yang mempengaruhi independensi, objektivitas, maupun profesionalisme Insan Jasa Marga.
2. Gratifikasi tersebut tidak dilaporkan dalam jangka waktu 30 (tiga puluh) hari kerja kepada Komisi Pemberantasan Korupsi (KPK) sejak tanggal penerimaan Gratifikasi.

Beberapa Kriteria Gratifikasi yang dianggap suap, antara lain sebagai berikut:

1. Uang atau setara uang yang diberikan kepada Insan Jasa Marga sebagai ucapan terima kasih dari pihak lain, sehubungan dengan telah terpilihnya atau telah selesainya suatu pekerjaan atau kegiatan lainnya dalam rangka pelaksanaan tugas dan jabatan Insan Jasa Marga yang bersangkutan.
2. Pemberian tidak resmi dalam bentuk uang atau setara uang sebagai tanda terima kasih yang diterima Insan Jasa Marga dari pihak lain terkait dengan proses pemeriksaan kelayakan pekerjaan atau proses persetujuan atau pemantauan atas pekerjaan pihak lain tersebut.
3. Pemberian dalam bentuk apapun dari pihak lain sehubungan dengan kenaikan pangkat dan jabatan baru Insan Jasa Marga yang biasanya dilakukan sebagai tanda perkenalan.
4. Pinjaman dari Bank atau lembaga keuangan lainnya yang diterima karena hubungan pribadi, jabatan dan

Gratification Control Management

A gratuity may constitute a criminal act of bribery/illegal gratuity if it meets the following elements:

1. The gratification is related to the authority/position of Jasa Marga personnel within the Company, thereby creating a conflict of interest that affects their independence, objectivity, and professionalism.
2. The gratuity is not reported within 30 working days to the Corruption Eradication Commission (KPK) from the date of receipt of the gratuity.

Some criteria for gratuities that are considered bribery include the following:

1. Money or money equivalents given to Jasa Marga employees as a token of appreciation from other parties in connection with their selection or completion of a job or other activity in the context of performing the duties and responsibilities of the Jasa Marga employee concerned.
2. Informal gifts in the form of money or money equivalents, as a token of gratitude, received by Jasa Marga employees from other parties in connection with the process of assessing the suitability of work or the process of approving or monitoring the work of other parties.
3. Gifts in any form from other parties in connection with the promotion and new position of Jasa Marga personnel, which are usually given as a sign of introduction.
4. Loans from banks or other financial institutions received due to the personal relationships, positions, and

kewenangan dari Insan Jasa Marga yang bersangkutan dan tidak berlaku bagi masyarakat umum.
5. Kesempatan atau keuntungan termasuk jumlah/persentase bunga khusus atau diskon komersial yang diterima Insan Jasa Marga karena hubungan pribadi atau jabatan dan tidak berlaku bagi masyarakat umum.
6. Makanan, minuman dan hiburan yang diberikan secara khusus, dikarenakan jabatan atau kewenangan Insan Jasa Marga yang bersangkutan, yang dilakukan di luar dan tidak berhubungan dengan tugas kedinasan.
7. Pemberian fasilitas transportasi, akomodasi, uang atau setara uang sehubungan dengan pelaksanaan tugas dan kewajiban Insan Jasa Marga yang bersangkutan di Perseroan pihak lain, yang dilakukan berdasarkan pada penunjukan langsung atau undangan dari pihak lain tersebut.
8. Pemberian hiburan, paket wisata, *voucher*, yang dilakukan terkait dengan pelaksanaan tugas dan kewajiban Insan Jasa Marga di perusahaan pihak lain, yang tidak relevan atau tidak ada hubungannya dengan maksud penugasan Insan Jasa Marga tersebut.
9. Jamuan makan, akomodasi dan fasilitas lainnya yang diberikan kepada Insan Jasa Marga oleh Pihak lain pada saat melakukan *check on the spot* untuk proses pemeriksaan tempat domisili kerja Pihak lain oleh tim yang ditugaskan oleh Jasa Marga.
10. Akomodasi, fasilitas, perlengkapan dan/atau *voucher* termasuk dan namun tidak terbatas pada tiket pesawat, *voucher* hotel, olahraga, *voucher* hiburan yang dilakukan terkait dengan pelaksanaan tugas dan kewajiban Insan Jasa Marga di perusahaan Pihak lain yang tidak relevan/tidak berhubungan dengan maksud penugasan Insan Jasa Marga tersebut.
11. Pemberian fasilitas biaya pengobatan gratis pada saat Insan Jasa Marga yang bersangkutan berobat ke salah satu rumah sakit yang oleh Pihak lain yang dilakukan pada saat pelaksanaan tugas dan kewajiban penugasannya.
12. Pemberian kepada Insan Jasa Marga, sehubungan dengan suatu perayaan, namun tidak terbatas pada perayaan ulang tahun, pernikahan, kelulusan, khitanan dan lainnya, yang diberikan oleh Pihak lain, dengan nilai materiilnya dalam mata uang Rupiah melebihi Rp1.000.000 (satu juta rupiah).
13. Pemberian fasilitas berupa jasa boga/*catering* dari Pihak lain pada saat Insan Jasa Marga yang bersangkutan menggelar perayaan, termasuk namun tidak terbatas pada perayaan pernikahan, ulang tahun, kelulusan, khitanan dan lainnya.
14. Pemberian bingkisan/parsel dalam bentuk apapun kepada Insan Jasa Marga dari Pihak lain sehubungan dengan perayaan hari raya keagamaan.

Yang termasuk dalam situasi yang tidak memungkinkan untuk menolak adalah sebagai berikut:
1. Jika Insan Jasa Marga tersebut tidak mengetahui pelaksanaan pemberiannya, waktu dan lokasi diberikannya Gratifikasi, serta tidak mengetahui identitas dan alamat Pemberi.
2. Jika menurut pertimbangan logika yang wajar pada umumnya, tindakan penolakan dapat menyebabkan terganggunya hubungan baik antara Jasa Marga dengan Pemberi. Pemberian tersebut bukan dalam bentuk uang dan/atau setara uang dan/atau surat berharga yang nilainya tidak melebihi Rp1.000.000 (satu juta rupiah) dari masing-masing Pemberi.

authority of the relevant Jasa Marga personnel and not available to the general public.
5. Opportunities or benefits, including special interest rates or commercial discounts, received by Jasa Marga employees due to personal relationships or positions, which do not apply to the general public.
6. Food, beverages, and entertainment provided specifically due to the position or authority of the relevant Jasa Marga employee, which is carried out outside of and unrelated to official duties.
7. The provision of transportation facilities, accommodation, money, or cash equivalents in connection with the implementation of the duties and obligations of the relevant Jasa Marga personnel at another company, carried out based on a direct appointment or invitation from the other party.
8. The provision of entertainment, tour packages, and vouchers, carried out in connection with the performance of duties and obligations of Jasa Marga personnel at other companies, which are irrelevant or unrelated to the purpose of the assignment of the Jasa Marga personnel.
9. Meals, accommodation, and other facilities provided to Jasa Marga personnel by other parties during on-site inspections of the other party's workplace by a team assigned by Jasa Marga.

10. Accommodation, facilities, equipment, and/or vouchers, including but not limited to airline tickets, hotel vouchers, sports vouchers, and entertainment vouchers, provided in connection with the performance of duties and obligations of Jasa Marga personnel at other companies that are irrelevant/unrelated to the purpose of the assignment of Jasa Marga personnel.
11. Provision of free medical treatment facilities when the relevant Jasa Marga personnel seek treatment at one of the hospitals provided by the other party during the performance of their duties and obligations.
12. The provision to Jasa Marga personnel, in connection with a celebration, but not limited to birthdays, weddings, graduations, circumcisions, and others, given by the other party, with a material value in Rupiah exceeding Rp1,000,000 (one million rupiah).

13. The provision of facilities in the form of catering services from other parties when Jasa Marga Personnel holds celebrations, including but not limited to weddings, birthdays, graduations, circumcisions, and others.
14. The provision of gifts/parcels in any form to Jasa Marga employees from third parties in connection with religious holidays.

Situations where refusal is not possible include the following:

1. If the Jasa Marga employee is unaware of the gift-giving process, the time and location of the gratuity, and does not know the identity and address of the giver.

2. If, based on reasonable logic, refusal could disrupt the good relationship between Jasa Marga and the giver. The gift is not in the form of money and/or money equivalents and/or securities with a value not exceeding Rp1,000,000 (one million rupiah) from each giver.

Pengelola Laporan Gratifikasi

Berdasarkan Keputusan Direksi No. 118/KPTS/2022 tanggal 20 September 2022, Unit Pengendali Gratifikasi (UPG) Jasa Marga adalah Corporate Secretary and Chief Administration Officer dalam hal ini Legal and Compliance Group Head, yaitu pada Governance & Compliance Department.

Tugas dan Tanggung Jawab UPG

1. Menerima, menganalisis dan mengadministrasikan laporan penerimaan Gratifikasi dari Insan Jasa Marga;
2. Menerima dan mengadministrasikan laporan penolakan gratifikasi dalam hal insan Jasa Marga melaporkan penolakan gratifikasi;
3. Meneruskan laporan penerimaan gratification kepada KPK;
4. Melaporkan rekapitulasi laporan penerimaan dan penolakan Gratifikasi secara periodik kepada KPK;
5. Menyampaikan hasil pengelolaan laporan penerimaan dan penolakan Gratifikasi dan usulan kebijakan Pengendalian Gratifikasi kepada pimpinan instansi;
6. Melakukan sosialisasi aturan Gratifikasi kepada pihak internal dan eksternal instansi;
7. Melakukan pemeliharaan barang Gratifikasi sampai dengan adanya penetapan status barang tersebut; dan
8. Melakukan pemantauan dan evaluasi penerapan Pengendalian Gratifikasi.

Gratification Report Management

Based on Board of Directors Decree No. 118/KPTS/2022 dated September 20, 2022, the Gratification Control Unit (UPG) of Jasa Marga is the Corporate Secretary and Chief Administration Officer, specifically the Head of the Legal and Compliance Group, within the Governance & Compliance Department.

UPG Duties and Responsibilities

1. Receiving, analyzing, and administering reports of gratuity receipts from Jasa Marga personnel;
2. Receiving and administering reports of gratification refusals in cases where Jasa Marga personnel report such refusals;
3. Forwarding reports of gratification receipts to KPK;
4. Reporting periodic summaries of gratuity acceptance and rejection reports to KPK;
5. Communicating the results of the management of reports on the acceptance and rejection of gratuities and proposals for gratification control policies to the leadership of the institution;
6. Conducting dissemination of gratification regulations to internal and external parties of the institution;
7. Maintaining gratuity items until their status is determined; and
8. Monitoring and evaluating the implementation of Gratification Control.

Governance and Compliance Department
Legal and Compliance Group
PT Jasa Marga (Persero) Tbk
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Unit Pengendali Gratifikasi
Gratification Control Unit

Pelaporan Gratifikasi

Apabila terdapat penerimaan Gratifikasi di luar batasan, maka Insan Jasa Marga wajib melaporkan hal tersebut melalui Unit Pengendali Gratifikasi, yang kemudian akan diproses lebih lanjut. Mekanisme penerimaan pelaporan gratifikasi adalah sebagai berikut:

1. Pelaporan melalui Unit Pengendali Gratifikasi yang dilakukan oleh Insan Jasa Marga yang menerima Gratifikasi wajib disampaikan selambat-lambatnya 10 (sepuluh) hari kerja sejak tanggal penerimaan Gratifikasi oleh Insan Jasa Marga, dengan menggunakan form pelaporan.
2. Untuk penerimaan yang merupakan barang yang cepat kedaluwarsa (contoh: makanan dan minuman), maka dapat diserahkan kepada lembaga sosial dengan menyampaikan bukti tanda terima dari lembaga social tersebut kepada Unit Pengendali Gratifikasi.

Gratification Reporting

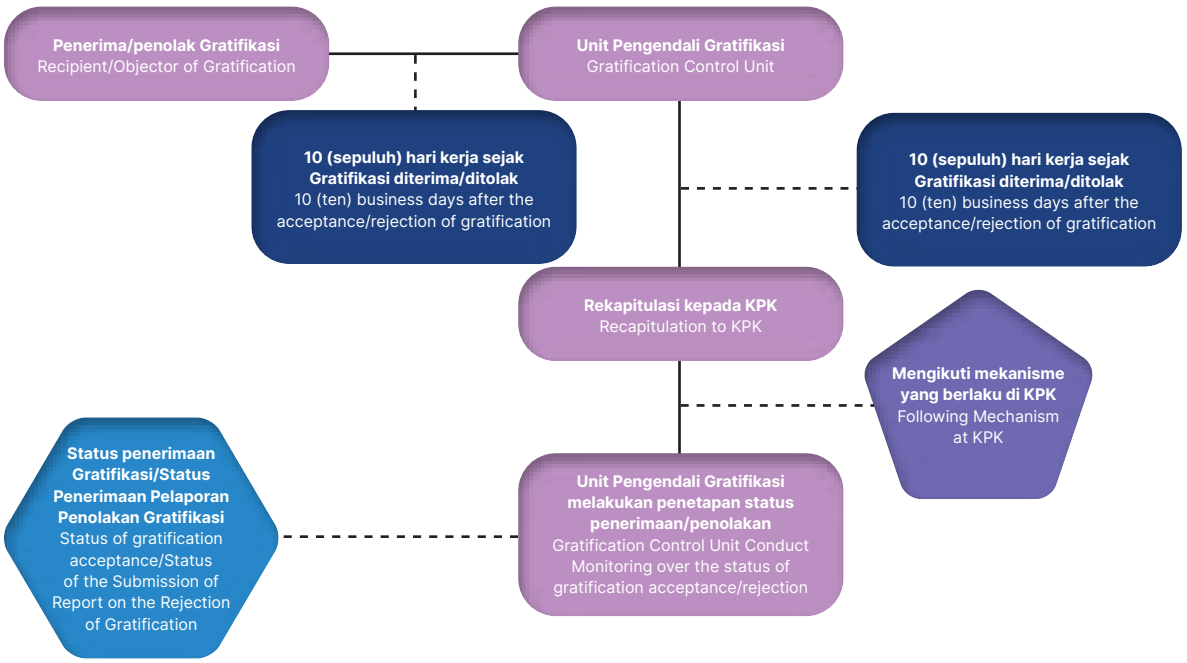
If there is a receipt of gratuities beyond the limits, Jasa Marga personnel are required to report this through the Gratification Control Unit, which will then be processed further. The mechanism for receiving gratuity reports is as follows:

1. Reports submitted through the Gratification Control Unit by Jasa Marga personnel who receive Gratification must be submitted no later than ten working days from the date of receipt of the Gratification by Jasa Marga personnel, using the reporting form.
2. For perishable gifts (e.g., food and beverages), they may be handed over to social institutions by submitting proof of receipt from the social institution to the Gratification Control Unit.

3. Untuk penerimaan yang merupakan barang yang tidak cepat kadaluwarsa (contoh: uang, emas, dan lainnya), wajib disimpan terlebih dahulu di Bagian Keuangan di lingkungan kerja Insan Jasa Marga yang bersangkutan, sampai dengan ditentukannya status kepemilikan atas penerimaan tersebut oleh pihak Komisi Pemberantasan Korupsi (KPK), dengan menyampaikan bukti tanda penyimpanan kepada Unit Pengendali Gratifikasi.
4. Unit Pengendali Gratifikasi meneruskan laporan penerimaan Gratifikasi, kepada Komisi Pemberantasan Korupsi (KPK) selambat-lambatnya 10 (sepuluh) hari kerja sejak tanggal diterimanya pelaporan Gratifikasi oleh Unit Pengendali Gratifikasi secara lengkap.
5. Setelah disampaikannya laporan penerimaan Gratifikasi oleh Unit Pengendali Gratifikasi kepada Komisi Pemberantasan Korupsi (KPK), maka untuk proses penentuan atas Status kepemilikan penerimaan Gratifikasi tersebut, Perseroan akan mengikuti mekanisme/prosedur yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK).

3. For non-perishable gifts (e.g., money, gold), they must first be stored in the Finance Department of the relevant Insan Jasa Marga workplace until the Corruption Eradication Commission (KPK) determines the ownership status of the gifts, by submitting proof of storage to the Gratification Control Unit.
4. The Gratification Control Unit forwards the Gratification receipt report to the Corruption Eradication Commission (KPK) no later than ten working days from the date of receipt of the complete Gratification report by the Gratification Control Unit.
5. After the Gratification Control Unit submits the Gratification receipt report to the Corruption Eradication Commission (KPK), the Company will follow the mechanism/procedure established by the Corruption Eradication Commission (KPK) to determine the ownership status of the Gratification receipt.

Bagan Mekanisme Pelaporan Penerimaan Gratifikasi
Chart of Gratuity Receipt Reporting Mechanism



Keterangan/Note:
Pelaporan Gratifikasi yang dilakukan melalui *Whistleblowing System* Jasa Marga akan ditindaklanjuti sesuai mekanisme *Whistleblowing System* yang berlaku di Perseroan.
Gratification reports submitted through Jasa Marga's Whistleblowing System will be followed up in accordance with the Whistleblowing System mechanism applicable within the Company.

Kegiatan Unit Pengendali Gratifikasi (UPG) Tahun 2025

Sepanjang tahun 2025, Unit Pengendali Gratifikasi (UPG) melaksanakan kegiatan sebagai upaya pengendalian gratifikasi. Adapun kegiatan tersebut, yaitu:

1. Publikasi Komitmen dan Implementasi Tata Kelola Perusahaan yang Baik, Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuapan (SMAP) dan Pencegahan.

   Jasa Marga menerbitkan publikasi Komitmen dan Implementasi Tata Kelola Perusahaan yang Baik, Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuapan (SMAP) dan Pencegahan Fraud sebagai

Gratification Control Unit (UPG) Activities in 2025

Throughout 2025, the Gratification Control Unit (UPG) carried out activities to control gratuities. These activities included:

1. Fraud Publication of Commitments and Implementation of Good Corporate Governance (GCG), Anti-Gratification Controls, Anti-Bribery Management System (SMAP), and Fraud Prevention.
   Jasa Marga publishes the Commitment and Implementation of Good Corporate Governance (GCG), Anti-Gratification Controls, Anti-Bribery Management System (SMAP), and Fraud Prevention as the Company's

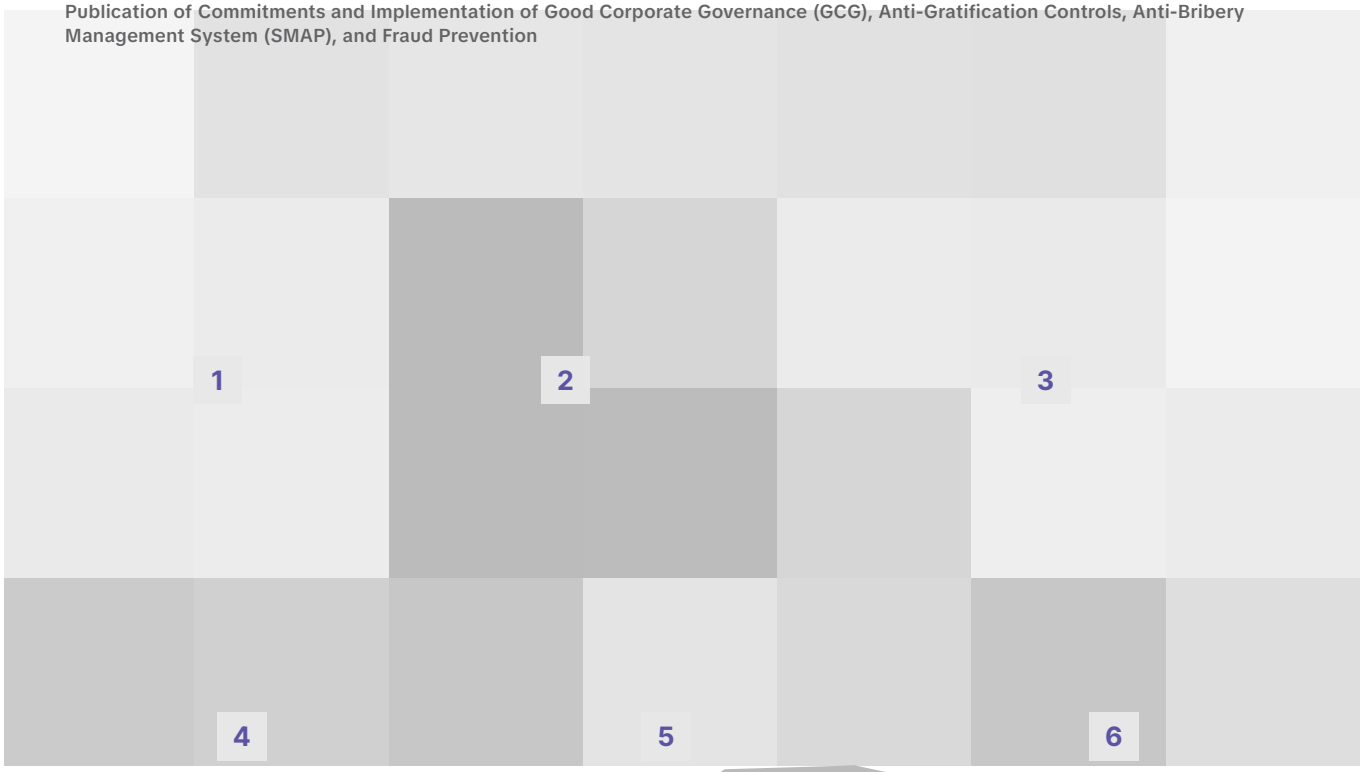
realisasi komitmen Perseroan dalam implementasi dan pengendalian gratifikasi yang disosialisasikan kepada pihak eksternal Perseroan sebagai para Pemangku Kepentingan (stakeholders) Perseroan. Publikasi dimaksud dilakukan dalam bentuk Iklan di media massa dan media sosial, yang diterbitkan menjelang HUT Jasa Marga, Idul Fitri dan Nataru.

commitment to governance and anti-gratification measures. The publication is socialised to external stakeholders of the Company through advertisements in mass media and on social media, published in the run-up to the Company's anniversary, Eid al-Fitr, and the Nataru period (Year-End Holiday Season).

Publikasi Komitmen dan Implementasi Tata Kelola Perusahaan yang Baik, Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuapan dan Pencegahan Fraud selama 2025 adalah sebagai berikut:

The Publication of Commitment and Implementation of Good Corporate Governance, Anti-Gratification Controls, Anti-Bribery Management System (SMAP), and Fraud Prevention for 2025 is as follows:

Publikasi Komitmen dan Implementasi Tata Kelola Perusahaan yang Baik, Pengendalian Gratifikasi, SMAP dan Pencegahan *Fraud*
Publication of Commitments and Implementation of Good Corporate Governance (GCG), Anti-Gratification Controls, Anti-Bribery Management System (SMAP), and Fraud Prevention



	Penerbitan dan Tanggal Publikasi Publication and Publication Date	Media
1.	Menjelang HUT Jasa Marga | Ahead of Jasa Marga's anniversary 27/02/2025	Kontan
2.	Menjelang HUT Jasa Marga | Ahead of Jasa Marga's anniversary 27/02/2025	Media Sosial Social Media
3.	Menjelang Idul Fitri | Ahead of Eid al-Fitr 24/04/2025	• Investor Daily • Kontan • Media Indonesia
4.	Menjelang Idul Fitri | Ahead of Eid al-Fitr 24/04/2025	Media Sosial Social Media
5.	Menjelang Nataru | Ahead of Christmas and New Year 22/12/2025	• Investor Daily • Kontan
6.	Menjelang Nataru | Ahead of Christmas and New Year 22/12/2025	Media Sosial Social Media

2. Survey Efektivitas WBS, Gratifikasi, Benturan Kepentingan, Anti *Fraud*, dan SMAP
   Pada tahun 2025, dilakukan *Survey* Efektivitas WBS, Gratifikasi, Benturan Kepentingan, Anti *Fraud*, dan SMAP, dalam rangka melakukan pengukuran terhadap efektivitas implementasi GCG di Perseroan.

   Survey dimaksud dilakukan dengan tujuan sebagai berikut:
   a. Mengukur tingkat pemahaman karyawan.
   b. Mengidentifikasi area yang perlu perbaikan.
   c. Mengevaluasi efektivitas sosialisasi dan pelatihan.
   d. Memenuhi Sasaran SMAP terkait tingkat pemahaman SMAP.

   Kegiatan yang dilakukan adalah sebagai berikut:
   a. Membuat perencanaan *survey*.
   b. Pengembangan materi *survey*.
   c. Pelaksanaan *survey*.
   d. Koordinasi unit terkait.
   e. Pengumpulan Data Survei.
   f. Analisis kuantitatif dan evaluasi hasil *survey*.
   g. Pembuatan Visualisasi Data.
   h. Dokumentasi hasil *survey* sebagai bukti kepatuhan.
   i. Penyusunan laporan dan penyampaian kepada Manajemen Puncak.

   Survey dilakukan terhadap karyawan unit kerja Kantor Pusat, Regional, dan Anak Perusahaan melalui Aplikasi JM Click dengan persentase target kelulusan sebesar 75%. Berdasarkan hasil *survey*, dari 1044 jumlah karyawan yang menjadi responden *Survey* Pemahaman SMAP, sebanyak 945 peserta survey memenuhi passing score 70 atau setara dengan 90.5% responden yang dinyatakan lulus. Dengan demikian, persentase responden yang lulus lebih tinggi dari target yang ditetapkan.
3. Peringatan Hari Anti Korupsi Sedunia (Hakordia)
   Pada tahun 2025, dalam rangka memperingati Peringatan Hari Anti Korupsi Sedunia (Hakordia) 2025, Jasa Marga menyelenggarakan kegiatan Legal Summit Peringatan Hakordia dan Seminar Dampak UU KUHAP dengan tema "Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip Business Judgement Rule" pada tanggal 15 Desember 2025. Kemudian pada sesi kedua, narasumber memberikan paparan tentang "Pedoman Strategis Bagi Korporasi dalam Menghadapi Implementasi UU KUHAP".

   Penyelenggaraan kegiatan dilaksanakan secara luring bertempat di Hotel Avenzel Cibubur, Jakarta dan secara daring melalui zoom meeting.

   Perseroan menghadirkan beberapa nasarumber yang berasal dari lembaga-lembaga yang kredibel untuk memberikan paparan yang dihadiri Insan Jasa Marga baik secara luring maupun daring.

2. Effectiveness Survey of WBS, Gratification, Conflict of Interest, Fraud Prevention, and SMAP
   In 2025, a Survey of the Effectiveness of the WBS (Whistleblowing System), Gratification, Conflicts of Interest, Fraud Prevention, and SMAP (Anti-Bribery Management System) was conducted to measure the effectiveness of GCG (Good Corporate Governance) implementation within the Company.

   The survey was conducted with the following objectives:
   a. To gauge employees' level of understanding.
   b. To identify areas requiring improvement.
   c. To evaluate the effectiveness of communications and training.
   d. To meet the SMAP target regarding the level of SMAP understanding.

   Activities undertaken:
   a. Development of survey planning.
   b. Development of survey materials.
   c. Conducting the survey.
   d. Coordination with relevant units.
   e. Collection of survey data.
   f. Quantitative analysis and evaluation of survey results.
   g. Data visualisation.
   h. Documentation of survey findings as evidence of compliance.
   i. Preparation of the report and submission to Senior Management.

   The survey was administered to employees across Headquarters, Regional offices, and Subsidiaries via the JM Click application, with a passing target of 75%. Based on the survey results, out of 1,044 respondents to the SMAP Understanding Survey, 945 participants achieved a passing score of 70 or higher, equivalent to 90.5% of respondents passing. Consequently, the percentage of passing respondents exceeded the established target.
3. World Anti-Corruption Day (Hakordia)
   In 2025, to mark World Anti-Corruption Day (Hakordia) 2025, Jasa Marga organised the Hakordia Commemoration Legal Summit and a Seminar on the Impact of the KUHAP Law, with the theme "Enforcing Corruption Offences: A Perspective from the Business Judgement Rule" on December 15, 2025. In the second session, a speaker delivered a presentation on "Strategic Guidelines for Corporates in Responding to KUHAP Implementation".

   The event was conducted in person at Hotel Avenzel Cibubur, Jakarta, and online via Zoom.

   The Company engaged several speakers from credible institutions to deliver presentations, with attendance by Jasa Marga personnel both onsite and online.

Paparan dan Narasumber dalam Hakordia
Presentations and Speakers at Hakordia

No.	Paparan Presentation	Narasumber Resource Person
1.	Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Business Judgement Rule* Enforcing Corruption Offences: A Perspective from the Business Judgement Rule	1. Yudi Purnomo Harahap (Penyidik KPK | KPK investigator) 2. M. Agus Salim (Hakim Ad-Hoc Tindak Pidana Korupsi Pengadilan Negeri Jakarta Pusat | Ad Hoc Judge for Corruption Crimes at the Central Jakarta District Court)
2.	Pedoman Strategis bagi Korporasi dalam Menghadapi Implementasi KUHAP 2025 Strategic Guidelines for Corporates in Responding to KUHAP Implementation 2025	Bobby R Manalu (Partner Siregar Setiawan Manalu Partnership)

4. Pelatihan Terkait Anti Korupsi/Anti *Fraud*/Anti Penyuapan
Selama tahun 2025, Perseroan menyelenggarakan pelatihan dengan menghadirkan beberapa narasumber dari lembaga-lembaga yang kredibel untuk memberikan paparan terkait anti korupsi/anti *fraud*, yang diselenggarakan bersamaan dengan acara yang diselenggarakan Perseroan yang dihadiri Insan Jasa Marga baik secara luring maupun daring.

   Rincian kegiatan pemaparan terkait anti korupsi dimaksud adalah sebagai berikut:

4. Training Related to Anti-Corruption/Anti-Fraud/Anti-Bribery
During 2025, the Company organised training sessions featuring several speakers from credible institutions to deliver presentations on anti-corruption/anti-fraud topics. These sessions were run in conjunction with events hosted by the Company and attended by Insan Jasa Marga both in-person and online.

   The details of the anti-corruption presentations are as follows:

Pelatihan Anti Korupsi/Anti Fraud/Anti Penyuapan
Anti-Corruption/Anti-Fraud/Anti-Bribery Training

No.	Tanggal Pelatihan Training Date	Pelatihan Training	Narasumber Resource Person	Tempat Place
1.	12-13 Juni 2025 June 12-13, 2025	*Awareness* SMAP	PT Madhava Dwikarya Technology	Classroom JLI
2.	15 Desember 2025 December 15, 2025	Penegakan Tindak Pidana Korupsi Ditinjau dari Prinsip *Business Judgement Rule* Enforcement of Corruption Crimes Reviewed from the Principle of Business Judgement Rule	1. Yudi Purnomo Harahap (Penyidik KPK) 2. M. Agus Salim (Hakim Ad-Hoc Tindak Pidana Korupsi Pengadilan Negeri Jakarta Pusat | Ad Hoc Judge for Corruption Crimes at the Central Jakarta District Court)	Luring: Hotel Avenzel Cibubur Jakarta Daring: aplikasi Zoom Meeting Offline: Hotel Avenzel Cibubur Jakarta Online: Zoom Meeting application

Penerimaan Laporan Gratifikasi

Selama tahun 2025, tidak terdapat Laporan Gratifikasi yang masuk ke UPG.

Receipt of Gratuity Reports

In 2025, no Gratuity Reports were submitted to the UPG.

Kebijakan Pengadaan Barang dan Jasa
Procurement Policy

Kebijakan Perseroan dalam menerapkan Pengadaan Barang dan Jasa tertuang dalam Keputusan Direksi No. 110/KPTS/2023 tanggal 25 September 2023 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk yang mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Kebijakan ini mengatur proses Pengadaan Barang dan Jasa mulai dari Tahap Perencanaan, Pemilihan Penyedia, Pelaksanaan Kontrak sampai dengan Serah Terima Pekerjaan sesuai dengan tugas dan kewenangan Para Pihak dalam proses Pengadaan Barang dan Jasa.

Selain Keputusan Direksi tersebut, pelaksanaan teknis Pengadaan Barang dan Jasa di lingkungan Perseroan juga berpedoman pada Keputusan Procurement and Fixed Asset Group Head No. 79/KPTS-GH/2022 tanggal 17 Mei 2022 tentang Pedoman Teknis Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk.

Selain Keputusan Direksi tersebut, pelaksanaan teknis Pengadaan Barang dan Jasa di lingkungan Perseroan juga berpedoman pada Keputusan Procurement and Fixed Asset Group Head No. 79/KPTS-GH/2022 tanggal 17 Mei 2022 tentang Pedoman Teknis Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk.

Penyusunan dokumen yang digunakan oleh Panitia Pemilihan pada proses Pengadaan Barang dan Jasa berpedoman pada Keputusan PFA Group Head Nomor 207/KPTS/2022 tanggal 7 Desember 2022 tentang Pedoman Standar Dokumen Kualifikasi, Informasi Umum dan Instruksi Kepada Peserta di Lingkungan PT Jasa Marga (Persero) Tbk.

Kebijakan Umum Pengadaan Barang dan Jasa

Kebijakan Umum Pengadaan Barang dan Jasa sesuai dengan Keputusan Direksi No. 110/KPTS/2023 tanggal 25 September 2023 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk, yaitu:

1. Meningkatkan kualitas perencanaan yang konsolidatif dan strategi Pengadaan Barang dan Jasa guna mengoptimalkan *value for money;*
2. Menyelaraskan tujuan Pengadaan Barang dan Jasa dengan pencapaian tujuan Perusahaan;
3. Melaksanakan Pengadaan Barang dan Jasa yang lebih transparan, kompetitif, dan akuntabel;
4. Mengutamakan produk dalam negeri sesuai ketentuan pendayagunaan produksi dalam negeri;
5. Memberi kesempatan pada pelaku usaha nasional, Usaha Mikro dan Usaha Kecil;
6. Memperkuat kapasitas kelembagaan dan Sumber Daya Manusia di bidang Pengadaan Barang dan Jasa;

The Company's policy on the procurement of goods and services is outlined in Board of Directors Decree No. 110/KPTS/2023 dated September 25, 2023, on Guidelines for the Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk, which refers to Minister of SOE Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

This policy governs the Goods and Services Procurement process from the Planning Stage through Selection of Providers, Contract Implementation, and Handover of Work, in accordance with the Parties' duties and authorities.

In addition to the Board of Directors' Decree, the technical implementation of Goods and Services Procurement within Persero adheres to the Procurement and Fixed Asset Group Head Decree No. 79/KPTS-GH/2022 dated May 17, 2022, on Technical Guidelines for the Implementation of Goods and Services Procurement within PT Jasa Marga (Persero) Tbk.

Selain Keputusan Direksi tersebut, pelaksanaan teknis Pengadaan Barang dan Jasa di lingkungan Perseroan juga berpedoman pada Keputusan Procurement and Fixed Asset Group Head No. 79/KPTS-GH/2022 tanggal 17 Mei 2022 tentang Pedoman Teknis Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk.

Penyusunan dokumen yang digunakan oleh Panitia Pemilihan pada proses Pengadaan Barang dan Jasa berpedoman pada Keputusan PFA Group Head Nomor 207/KPTS/2022 tanggal 7 Desember 2022 tentang Pedoman Standar Dokumen Kualifikasi, Informasi Umum dan Instruksi Kepada Peserta di Lingkungan PT Jasa Marga (Persero) Tbk.

General Policy on Goods and Services Procurement

General Policy on Procurement of Goods and Services in accordance with Board of Directors Decree No. 110/KPTS/2023 dated September 25, 2023 on Guidelines for the Implementation of Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk, namely:

1. Improving the quality of consolidated planning and procurement strategies for goods and services to optimize value for money;
2. Aligning the objectives of Goods and Services Procurement with the achievement of the Company's objectives;
3. Conducting procurement of goods and services that is more transparent, competitive, and accountable;
4. Prioritizing domestic products in accordance with regulations on the utilization of domestic production;
5. Providing opportunities for national businesses, micro businesses, and small businesses;
6. Strengthening institutional capacity and human resources in the field of Goods and Services Procurement;

7. Memanfaatkan teknologi informasi;
8. Memberikan kesempatan kepada Anak Perusahaan dan/atau sinergi antar BUMN dan/atau Anak Perusahaan dan/atau Perusahaan Terafiliasi BUMN;
9. Melaksanakan Pengadaan Barang dan Jasa yang strategis, modern, inovatif, dan/atau;
10. Memperkuat pengukuran kinerja Pengadaan Barang dan Jasa dan pengelolaan risiko.

Etika Perseroan dalam Penyediaan Barang dan Jasa

Perseroan melaksanakan pengadaan barang dan jasa berdasarkan prinsip-prinsip efisien, efektif, kompetitif, transparan, adil danwajar, terbuka dan akuntabel. Perilaku etis yang diharapkan dalam berhubungan dengan penyedia barang dan jasa sesuai dengan Keputusan Direksi No. 110/KPTS/2023 tanggal 25 September 2023 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk, yaitu:

1. Melaksanakan tugas secara tertib disertai rasa tanggung jawab untuk mencapai sasaran, kelancaran, dan ketepatan tujuan Pengadaan Barang dan Jasa;
2. Bekerja secara profesional, mandiri, dan menjaga kerahasiaan informasi yang menurut sifatnya harus dirahasiakan untuk mencegah penyimpangan Pengadaan Barang dan Jasa;
3. Tidak saling mempengaruhi baik langsung maupun tidak langsung yang berakibat persaingan usaha tidak sehat;
4. Menerima dan bertanggung jawab atas segala keputusan yang ditetapkan sesuai dengan kesepakatan tertulis pihak terkait;
5. Menghindari dan mencegah terjadinya Benturan Kepentingan pihak yang terkait, baik secara langsung maupun tidak langsung, yang berakibat persaingan usaha tidak sehat dalam Pengadaan Barang dan Jasa;
6. Menghindari dan mencegah pemborosan dan kebocoran keuangan negara/Perusahaan;
7. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi; dan
8. Tidak menerima, tidak menawarkan dan/atau tidak menjanjikan untuk memberi atau menerima hadiah, imbalan, komisi, rabat dan apa saja dari atau kepada siapa pun yang diketahui atau patut diduga berkaitan dengan Pengadaan Barang dan Jasa.

Transformasi Pengadaan Barang dan Jasa

Transformasi Pengadaan Barang dan Jasa di Perseroan dilaksanakan sebagai berikut:

1. Peningkatan fungsi dan peran Procurement and Fixed Asset Group sebagai 1 (satu) unit kerja yang berada di bawah Corporate Secretary,dengan peningkatan peran dan fungsi dari Procurement and Fixed Asset Group maka Pengadaan Barang dan Jasa dapat lebih dilaksanakan secara efektif dan efisien;
2. Perubahan Kebijakan Pengadaan Barang dan Jasa sesuai dengan proses bisnis di Perseroan serta kebutuhan Pengadaan Barang dan Jasa di Perseroan dengan tetap mengutamakan kepatuhan terhadap Peraturan Perundang-undangan yang berlaku dan prinsip-prinsip *Good Corporate Governance;*

7. Utilizing information technology;
8. Providing opportunities to subsidiaries and/or synergies between SOEs and/or subsidiaries and/or companies affiliated with SOEs;
9. Implementing strategic, modern, innovative, and/or procurement of goods and services; and/or
10. Strengthening the measurement of performance in the procurement of goods and services and risk management.

Company Ethics in Goods and Services Procurement

The Company conducts procurement of goods and services based on the principles of efficiency, effectiveness, competitiveness, transparency, fairness and reasonableness, openness, and accountability. The ethical behavior expected in dealing with goods and services providers is in accordance with Board of Directors Decree No. 110/KPTS/2023 dated September 25, 2023, on Guidelines for the Implementation of Goods and Services Procurement within PT Jasa Marga (Persero) Tbk, namely:

1. Performing duties in an orderly manner with a sense of responsibility to achieve the objectives, smoothness, and accuracy of the Goods and Services Procurement;
2. Working professionally, independently, and maintaining the confidentiality of information that, by its nature, must be kept confidential to prevent deviations in the procurement of goods and services;
3. Avoid influencing each other, either directly or indirectly, which could result in unfair business competition;
4. Accepting and being responsible for all decisions made in accordance with the written agreement of the relevant parties;
5. Avoiding and preventing conflicts of interest of related parties, either directly or indirectly, which result in unfair business competition in the Procurement of Goods and Services;
6. Avoiding and preventing waste and leakage of state/company finances;
7. Avoiding and preventing abuse of authority and/or collusion; and
8. Not accepting, offering, and/or promising to give or receive gifts, rewards, commissions, rebates, and anything else from or to anyone known or reasonably suspected to be related to the Procurement of Goods and Services.

Transformation of Goods and Services Procurement

The transformation of Goods and Services Procurement in the Company is carried out as follows:

1. Enhancing the functions and roles of the Procurement and Fixed Asset Group as a single work unit under the Corporate Secretary, whereby the enhanced roles and functions of the Procurement and Fixed Asset Group will enable the procurement of goods and services to be carried out more effectively and efficiently;
2. Changes to the Goods and Services Procurement Policy in accordance with the Company's business processes and Goods and Services Procurement needs, while still prioritizing compliance with applicable laws and regulations and the principles of Good Corporate Governance;

3. Perencanaan Pengadaan yang merupakan Identifikasi kebutuhan atas Barang dan Jasa Perseroan. Perencanaan Pengadaan disusun selaras dengan penyusunan Rencana Kerja Anggaran Perusahaan (RKAP) dalam bentuk Rencana Umum Pengadaan (RUP) dan menjadi dasar dalam melaksanakan Pengadaan Barang dan Jasa setelah ditetapkannya Rencana Umum Pengadaan tersebut;
4. Pengembangan sistem Aplikasi *e-Procurement* di Perseroan yang disesuaikan dengan proses bisnis dan kebutuhan Pengadaan Barang dan Jasa di Perseroan;
5. Implementasi Pasar Digital (PaDi) UMKM BUMN kepada Kantor Pusat, Regional Division sampai dengan Anak Perusahaan Jalan Tol dan Service Provider. Kontribusi Perseroan pada PaDi UMKM BUMN tersebut kini telah terdapat 717 penyedia yang tergabung dalam Pengampu PT Jasa Marga untuk jumlah transaksi Per 31 Desember 2025 terdapat 717 (data per Desember 2025) transaksi dengan nilai transaksi sebesar Rp133.467.676.650 (data per Desember 2025);
6. Sosialisasi Peraturan tentang Pedoman Pengadaan Barang dan Jasa kepada Pihak Internal (Kantor Pusat dan regional) dan Proses Ratifikasinya di Anak Perusahaan dilakukan secara bertahap dan berkala;
7. Sosialisasi kebijakan implementasi P3DN pada *key resources* (Sumber Daya Kunci) di lingkungan Jasa Marga Grup termasuk Anak Perusahaan, serta pihak eksternal yaitu penyedia barang dan jasa;
8. Pelaksanaan Perencanaan, *Monitoring* dan Evaluasi P3DN di lingkungan Jasa Marga Grup;
9. Pemanfaatan Aplikasi Pengadaan Digital yaitu:
    a. Daftar Rekanan Jasa Marga (DRJM);
    b. Rencana Umum Pengadaan (RUP);
    c. *e-Catalogue;*
    d. *e-Tender;*
    e. *e-Invoice;*
    f. *e-Dashboard.*
10. Penyesuaian Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk yang mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan
11. *Enhancement* sistem *e-procurement* dengan fitur P3DN untuk mendorong implementasi P3DN pada proses perencanaan Pengadaan Barang dan Jasa.

Implementasi Kebijakan Penggunaan Tingkat Komponen Dalam Negeri (P3DN)

Berdasarkan INPRES No. 2 Tahun 2022 Tentang Percepatan Peningkatan Penggunaan Produk Dalam Negeri dan Produk Usaha Mikro, Usaha Kecil, dan Koperasi dalam rangka menyukseskan Gerakan Nasional Bangga Buatan Indonesia Pada Pelaksanaan Pengadaan Barang/Jasa Pemerintah, maka dilakukan Pembentukan Tim P3DN melalui Surat Keputusan Direksi No. 147/KPTS/2023 tanggal 14 November 2023 tentang Pembentukan Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) Di Lingkungan Jasa Marga Grup dan Keputusan Direksi No. 71/KPTS/2022 tanggal 2 Juni 2022 tentang *Roadmap* Penggunaan Produk Dalam Negeri dan Tingkat Komponen Dalam Negeri (TKDN) Di Lingkungan PT Jasa Marga (Persero) Tbk.

3. Procurement planning, which is the identification of the Company's needs for Goods and Services. Procurement planning is prepared in line with the preparation of the Company's Work and Budget Plan (RKAP) in the form of a General Procurement Plan (RUP) and becomes the basis for implementing the Procurement of Goods and Services after the General Procurement Plan has been determined;
4. Development of an e-Procurement Application system in the Company that is tailored to the business processes and needs of Goods and Services Procurement in the Company;
5. Implementasi Pasar Digital (PaDi) UMKM BUMN kepada Kantor Pusat, Regional Division sampai dengan Anak Perusahaan Jalan Tol dan Service Provider. Kontribusi Perseroan pada PaDi UMKM BUMN tersebut kini telah terdapat 717 penyedia yang tergabung dalam Pengampu PT Jasa Marga untuk jumlah transaksi Per 31 Desember 2025 terdapat 717 (data per Desember 2025) transaksi dengan nilai transaksi sebesar Rp133.467.676.650 (data per Desember 2025);
6. Dissemination of Regulations on Guidelines for Procurement of Goods and Services to Internal Parties (Head Office and regional offices) and the Ratification Process in Subsidiaries is carried out gradually and periodically;
7. Dissemination of the P3DN implementation policy to key resources within the Jasa Marga Group, including subsidiaries, as well as external parties, namely goods and service providers;
8. Implementation of Planning, Monitoring, and Evaluation of P3DN within the Jasa Marga Group;
9. Utilization of the Digital Procurement Application, namely:
    a. Jasa Marga Partner List (DRJM);
    b. General Procurement Plan (RUP);
    c. e-Catalogue;
    d. e-Tender;
    e. e-Invoice;
    f. e-Dashboard.
10. Adjustment of the Guidelines for the Implementation of Goods and Services Procurement within PT Jasa Marga (Persero) Tbk, which refers to the Minister of SOE Regulation No. PER-2/MBU/03/2023 dated March 24, 2023, on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises; and
11. Enhancement of the e-procurement system with P3DN features to encourage its implementation in the planning process for the Procurement of Goods and Services.

Domestic Component Level (P3DN) Policy Implementation

Based on Presidential Instruction No. 2 of 2022 on the Acceleration of Increasing the Use of Domestic Products and Products of Micro, Small Businesses, and Cooperatives to succeed in the National Movement of Pride in Indonesian Products in the Implementation of Government Goods/Services Procurement, a P3DN Team was formed through Board of Directors Decree No. 147/KPTS/2023 dated November 14, 2023, on the Formation of a Team for the Increased Use of Domestic Products (P3DN) within the Jasa Marga Group and Board of Directors Decree No. 71/KPTS/2022 dated June 2, 2022, on the Roadmap for the Use of Domestic Products and the Domestic Component Level (TKDN) within PT Jasa Marga (Persero) Tbk.

Penerapan *e-Procurement*

e-Procurement adalah Sistem Pengadaan Barang dan Jasa yang digunakan untuk proses Pemilihan Penyedia Barang dan Jasa di Lingkungan Unit Kerja Kantor Pusat dan Regional Division, yang dikembangkan sesuai dengan proses Pengadaan dan ketentuan Pelaksanaan Pengadaan Barang dan Jasa yang berlaku di lingkungan Perseroan.

Implementasi *e-Procurement* di Perseroan didasarkan pada Keputusan Direksi Nomor 110/KPTS/2023 tanggal 25 September 2023 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk yang mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Jasa Marga senantiasa mengembangkan implementasi *e-Procurement* dan sejak tahun 2020 dan mengimplementasikan *e-Procurement* sehingga proses Pemilihan Penyedia oleh Panitia Pemilihan menjadi lebih transparan dan dapat dipantau secara menyeluruh. Bagi Perseroan, *e-Procurement* tidak hanya meningkatkan transparansi, tetapi juga meningkatkan efisiensi dengan harga yang kompetitif, dan siklus pengadaan yang lebih efektif. Implementasi Pengadaan Barang dan Jasa dengan *e-Procurement* juga dilakukan dengan menggunakan standar Sistem Manajemen Anti Penyuapan (SMAP) ISO: 37001 untuk menghindari terjadinya Benturan Kepentingan di bidang Pengadaan Barang dan Jasa.

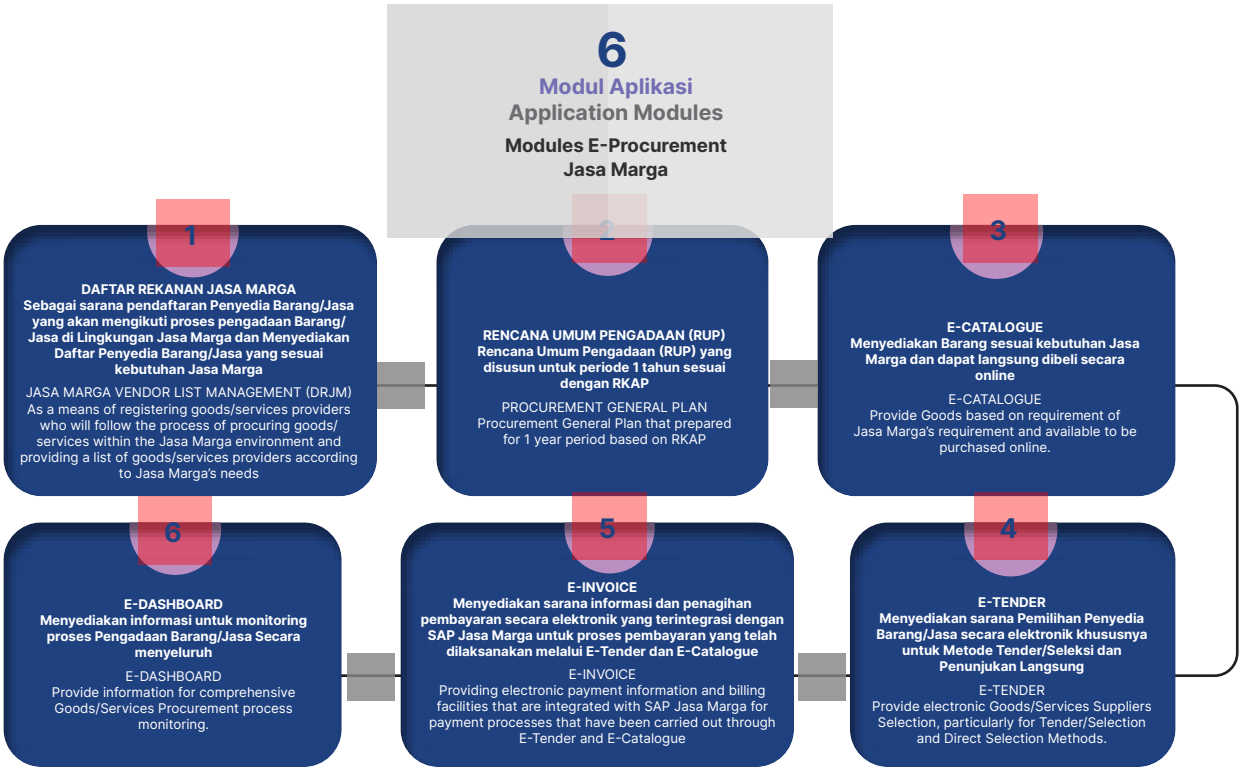
e-Procurement Implementation

E-Procurement is a Goods and Services Procurement System used for the selection of Goods and Services Providers within the Head Office and Regional Division Work Units, developed per the Procurement process and the applicable Goods and Services Procurement Implementation provisions within the Company.

The e-Procurement implementation in the Company is based on Board of Directors Decree No. 110/KPTS/2023 dated September 25, 2023 on Guidelines for the Implementation of Goods and Services Procurement within PT Jasa Marga (Persero) Tbk, which refers to the Minister of SOE Regulation No. PER-2/MBU/03/2023 dated March 24, 2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

Jasa Marga continues to develop its e-Procurement implementation, and since 2020, it has implemented e-Procurement, making the Supplier Selection process by the Selection Committee more transparent and more comprehensively monitorable. For the Company, e-Procurement not only increases transparency but also enhances efficiency with competitive prices and a more effective procurement cycle. The implementation of Goods and Services Procurement using e-Procurement is also carried out in accordance with the Anti-Bribery Management System (ABMS) ISO: 37001 standard to prevent conflicts of interest in the procurement of goods and services.

Bagan Sistem Aplikasi *e-Procurement* Barang dan Jasa
Chart of e-Procurement Goods and Services App System



Modul aplikasi sistem *e-Procurement* yang telah terintegrasi dengan SAP adalah terkait dengan *e-Invoice* yang digunakan untuk penagihan secara *online* oleh Penyedia Barang dan

The e-Procurement system app module integrated with SAP is related to e-Invoice, which is used for online billing by Goods and Services Providers. The management of Jasa

Jasa. Pengelolaan Daftar Rekanan Jasa Marga (DRJM) sejak tahun 2020 dilaksanakan berdasarkan data administrasi umum perusahaan Penyedia Barang dan Jasa sebagai syarat Pra Kualifikasi Penyedia, yang meliputi sebagai berikut:

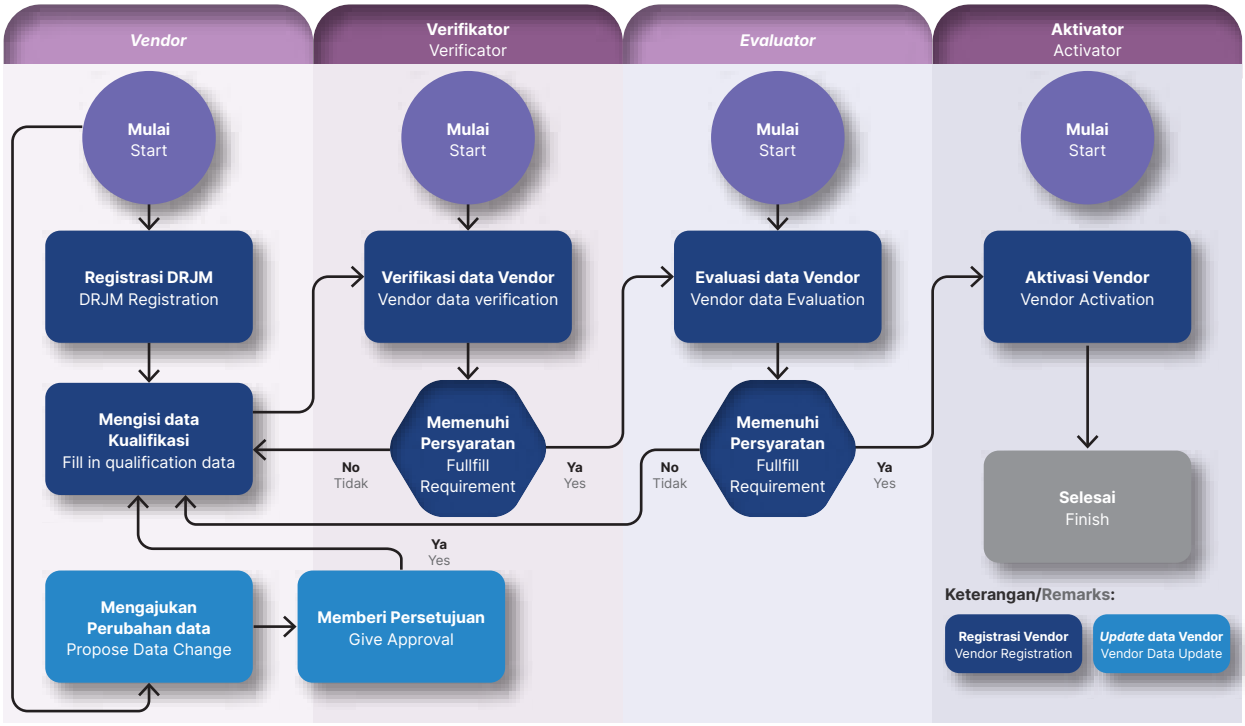
1. Akta Pendirian dan Perubahan Terakhir Perusahaan;
2. Laporan keuangan Perusahaan yang telah Audit KAP;
3. Kepemilikan Izin Perusahaan;
4. Laporan Pajak Tahunan Perusahaan;
5. Pengalaman Pekerjaan Perusahaan; dan
6. Kepemilikan Sertifikat Keahlian dari Personal Perusahaan.

Bagan Pengelolaan Daftar Rekanan Jasa Marga

Marga's Service Partner List (DRJM) since 2020 has been carried out based on the general administrative data of Goods and Services Providers as a prerequisite for Provider Pre-Qualification, which includes the following:

1. Company Articles of Association and Latest Amendments;
2. Company financial statements that have been audited by a public accounting firm;
3. Company License Ownership;
4. Company Annual Tax Reports;
5. Company Work Experience; and
6. Company Personnel's Professional Certification.

Chart of Jasa Marga Service Partners Managemenet



Sejak Oktober 2020, Jasa Marga juga melakukan penambahan evaluasi Penilaian Tingkat Risiko Penyuapan Penyedia Barang dan Jasa dan Form Deklarasi Integritas sebagai bentuk implementasi ISO: 37001 Sistem Manajemen Anti Penyuapan (SMAP) dalam proses Pengadaan Barang dan Jasa di lingkungan Perseroan.

Pakta Integritas Penyedia Barang dan Jasa

Sebagai bentuk komitmen penerapan GCG serta dalam rangka penerapan ISO: 37001 tentang Sistem Manajemen Anti Penyuapan (SMAP), Penyedia Barang dan Jasa diwajibkan untuk menandatangani Pakta Integritas dan Formulir Deklarasi Integritas Penyedia Barang dan Jasa.

Pakta Integritas Insan Jasa Marga

Dalam setiap proses pengadaan barang dan jasa, Perseroan juga mewajibkan Insan Jasa Marga untuk menandatangani Pakta Integritas sebagai bentuk tidak adanya benturan kepentingan dan sebagai wujud transparansi dalam proses pengadaan barang dan jasa.

Since October 2020, Jasa Marga has also added an evaluation of the Corruption Risk Assessment of Goods and Service Providers and the Integrity Declaration Form as part of the implementation of ISO: 37001 Anti-Bribery Management System (SMAP) in the Goods and Services Procurement process within the Company.

Integrity Pact for Goods and Services Providers

As a form of commitment to the implementation of GCG and in the context of implementing ISO: 37001 on Anti-Bribery Management Systems (SMAP), Goods and Services Providers are required to sign an Integrity Pact and Integrity Declaration Form for Goods and Services Providers.

Integrity Pact for Jasa Marga Personnel

In every procurement process, the Company also requires Jasa Marga Personnel to sign an Integrity Pact to ensure non-conflict of interest and transparency.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officials' Wealth Report (LHKPN)

Dalam rangka memenuhi Undang-Undang No. 28 tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi Kolusi dan Nepotisme, melalui Surat Keputusan Direksi No. 135/KPTS/2018 tanggal 27 November 2018 tentang Unit Pengelola Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan Perseroan, pada dasarnya Jasa Marga telah menerapkan kewajiban penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK) bagi:

1. Dewan Komisaris.
2. Direksi.
3. Corporate Secretary & CAO/Senior Group Head/Group Head/Senior General Manager/General Manager/ Pemimpin Proyek atau yang setingkat.
4. Departement Head atau yang setingkat.
5. Jabatan fungsional meliputi Senior Advisor/Advisor
6. Jabatan di Anak Perusahaan, Dana Pensiun Jasa Marga, dan Perusahaan Asosiasi Pengurus, meliputi:
   a. Komisaris/Dewan Pengawas dan Direksi.
   b. Jabatan Struktural sampai dengan 2 (dua) tingkat di bawah Direksi.
   c. Jabatan fungsional 1 (satu) tingkat di bawah Direksi.

Selain itu, Jasa Marga juga telah menunjuk Unit Pengelola LHKPN yaitu sebuah satuan tugas yang akan menjadi mitra kerja KPK dalam melakukan Pengelolaan LHKPN di lingkungan PT Jasa Marga (Persero) Tbk yang terdiri dari:

1. Penanggung Jawab yaitu Corporate Secretary yang bertugas:
   a. Berkoordinasi dengan KPK dalam hal sebagai berikut:
      i. *Monitoring* dan evaluasi terhadap kepatuhan Wajib LHKPN dalam penyampaian dan pengumuman LHKPN;
      ii. Memfasilitasi dan mengkoordinasikan sosialisasi kewajiban LHKPN dan bimbingan teknis mengenai tata cara pengisian dan penyampaian LHKPN melalui aplikasi e-LHKPN (Modul *e-Filing*);
      iii. Hal-hal lainnya yang dapat mendukung kelancaran Pengelolaan LHKPN.
   b. Mengkoordinasikan seluruh kegiatan Pengelolaan LHKPN di lingkungan Perseroan bersama-sama dengan Koordinator Bidang Kepegawaian dan Koordinator Bidang Pengawasan.
2. Koordinator Bidang Kepegawaian yaitu Human Capital Services Group yang bertugas:
   a. Melakukan koordinasi dengan KPK mengenai data Wajib LHKPN di lingkungan Perseroan setiap tahun;
   b. Melakukan *monitoring* terhadap Administrator BUMN dan Administrator Unit Kerja dalam hal pemutakhiran data kepegawaian (antara lain: *entry*, *update*, validasi) data Wajib LHKPN melalui aplikasi e-LHKPN (Modul *e-Registration*);

To comply with Law No. 28 of 1999 on Clean and Corruption-Free State Administration, through Board of Directors Decree No. 135/KPTS/2018 dated November 27, 2018, on the State Officials' Wealth Report Management Unit within the Company, Jasa Marga has essentially implemented the obligation to submit State Officials' Wealth Reports (LHKPN) to the Corruption Eradication Commission (KPK) for:

1. Board of Commissioners.
2. Board of Directors.
3. Corporate Secretary & CAO/Senior Group Head/Group Head/Senior General Manager/General Manager/Project Leader or equivalent.
4. Department Head or equivalent.
5. Functional positions, including Senior Advisor/Advisor
6. Positions in Subsidiaries, Jasa Marga Pension Fund, and Associated Companies Management, including:
   a. Commissioner/Supervisory Board and Board of Directors.
   b. Structural positions up to two levels below the Board of Directors.
   c. Functional positions one level below the Board of Directors.

In addition, Jasa Marga has appointed an LHKPN Management Unit, which is a task force that will partner with the KPK in managing LHKPN within PT Jasa Marga (Persero) Tbk, consisting of:

1. The Person in Charge, i.e., the Corporate Secretary, with the following duties:
   a. Coordinating with the KPK in the following matters:
      i. Monitoring and evaluating the compliance of LHKPN obligors in submitting and announcing LHKPN;
      ii. Facilitating and coordinating the dissemination of information on LHKPN obligations and providing technical guidance on how to fill out and submit LHKPN through the e-LHKPN application (e-Filing Module);
      iii. Other matters that may support the smooth management of LHKPN.
   b. Coordinating all LHKPN management activities within the Company together with the Personnel Coordinator and the Supervision Coordinator.
2. The Personnel Coordinator is the Human Capital Services Group, whose duties include:
   a. Coordinating with KPK regarding LHKPN data within the Company every year;
   b. Monitoring the SOE Administrator and Work Unit Administrator in terms of updating and maintaining personnel data (including entry, update, validation) of LHKPN Obligors through the e-LHKPN application (e-Registration Module);

c. Pendistribusian formulir permohonan aktivasi *e-Filing* dan dokumen korespondensi lainnya kepada Wajib LHKPN;
d. Membantu Penanggung Jawab, Koordinator Kepegawaian dan Koordinator Pengawasan dalam melakukan *monitoring* kepatuhan Wajib LHKPN di lingkungan BUMN.

3. Koordinator Bidang Pengawasan yaitu Internal Audit Group yang bertugas:
   a. Melakukan terhadap kepatuhan Wajib LHKPN;
   b. Melakukan koordinasi dengan KPK mengenai kepatuhan Wajib LHKPN di lingkungan Perseroan;
   c. Membuat rekomendasi kepada Direksi agar terhadap Wajib LHKPN yang tidak patuh dalam penyampaian LHKPN diberikan sanksi Administrasi sesuai dengan ketentuan yang berlaku.

Realisasi LHKPN 2025

Jasa Marga telah menyampaikan Kebijakan LHKPN termasuk penyebaran formulir serta penjelasan pengisian formulir LHKPN melalui Intranet/Portal Internal Perseroan www.jasamarga.co.id yang dapat diakses oleh seluruh Insan Jasa Marga. Realisasi penyampaian LHKPN oleh Wajib Lapor LHKPN 2025 (untuk periode pelaporan 2024) Jasa Marga telah terealisasi yaitu sebanyak 449 orang. Wajib Lapor telah menyampaikan LHKPN dan sebanyak 100% Wajib Lapor telah menyampaikan LHKPN dengan tepat waktu.

c. Distributing e-Filing activation request forms and other correspondence documents to LHKPN Obligors;
d. Assisting the Person in Charge, Personnel Coordinator, and Supervision Coordinator in monitoring LHKPN Obligors' compliance within SOEs.

3. The Supervision Coordinator is the Internal Audit Group, which is tasked with:
   a. Ensuring compliance with LHKPN requirements;
   b. Coordinating with KPK regarding compliance with LHKPN requirements within the Company;
   c. Making recommendations to the Board of Directors so that those who are not compliant with LHKPN reporting requirements are given administrative sanctions per applicable regulations.

LHKPN Realization in 2025

Jasa Marga has communicated its LHKPN Policy, including the distribution of forms and explanations on how to fill out LHKPN forms, through the Company's Intranet/Internal Portal www.jasamarga.co.id, which can be accessed by all Jasa Marga employees. The submission of LHKPN by LHKPN 2025 reporting obligors (for the 2024 reporting period) at Jasa Marga has been realized, with a total of 449 individuals. Reporting obligors have submitted their LHKPN, and 100% of reporting obligors have submitted their LHKPN on time.

Whistleblowing System

Sistem Pelaporan Pelanggaran (*Whistleblowing System*/ WBS) adalah sistem yang mengelola pengaduan/ penyingkapan mengenai perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim dan mandiri yang digunakan untuk mengoptimalkan peran serta Insan Jasa Marga dan pihak lainnya dalam mengungkapkan pelanggaran yang terjadi di lingkungan Perseroan.

Perseroan telah menyediakan sarana WBS yang dikelola oleh pihak independen dan profesional, yang dapat digunakan oleh seluruh Insan Jasa Marga maupun pihak eksternal sejak tanggal 16 Januari 2013. Pengelolaan WBS dilakukan dengan berpedoman pada Keputusan Bersama Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk sebagaimana terakhir diubah dengan Keputusan Bersama Direksi dan Dewan Komisaris No. 191/KPTS/2024 dan No. KEP 149/ IX/2024 tentang Pedoman *Whistleblowing System* PT Jasa Marga (Persero) Tbk.

Jenis Pelanggaran

Jenis pelanggaran yang dapat dilaporkan adalah Tindakan yang dapat merugikan Perseroan, meliputi hal-hal sebagai berikut:

1. Penyimpangan dari peraturan dan perundangan yang berlaku.

The Whistleblowing System (WBS) is a system that manages complaints/disclosures regarding unlawful behavior and unethical/improper conduct in a confidential, anonymous, and independent manner, used to optimize the participation of Jasa Marga personnel and other parties in reporting violations within the Company.

The Company has provided a WBS reporting platform, managed by an independent and professional party, which has been used by all Jasa Marga personnel and external parties since January 16, 2013. The management of the WBS is carried out in accordance with the Joint Decree of the Board of Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk, as last amended by the Joint Decree of the Board of Directors and Board of Commissioners No. 191/ KPTS/2024 and No. KEP 149/IX/2024 on the Whistleblowing System Guidelines of PT Jasa Marga (Persero) Tbk.

Violation Types

The types of violations that can be reported are actions that may harm the Company, including the following:

1. Deviations from applicable regulations and laws.

2. Penyalahgunaan jabatan untuk kepentingan lain di luar Perseroan.
3. Pemerasan.
4. Perbuatan curang.
5. Benturan kepentingan.
6. Gratifikasi.
7. Penyuapan.
8. Perbuatan yang melanggar etika, susila, dan norma kesopanan.

2. Abuse of position for interests outside the Company.
3. Extortion.
4. Fraudulent acts.
5. Conflict of interest.
6. Gratification.
7. Bribery.
8. Acts that violate ethics, morality, and norms of decency.

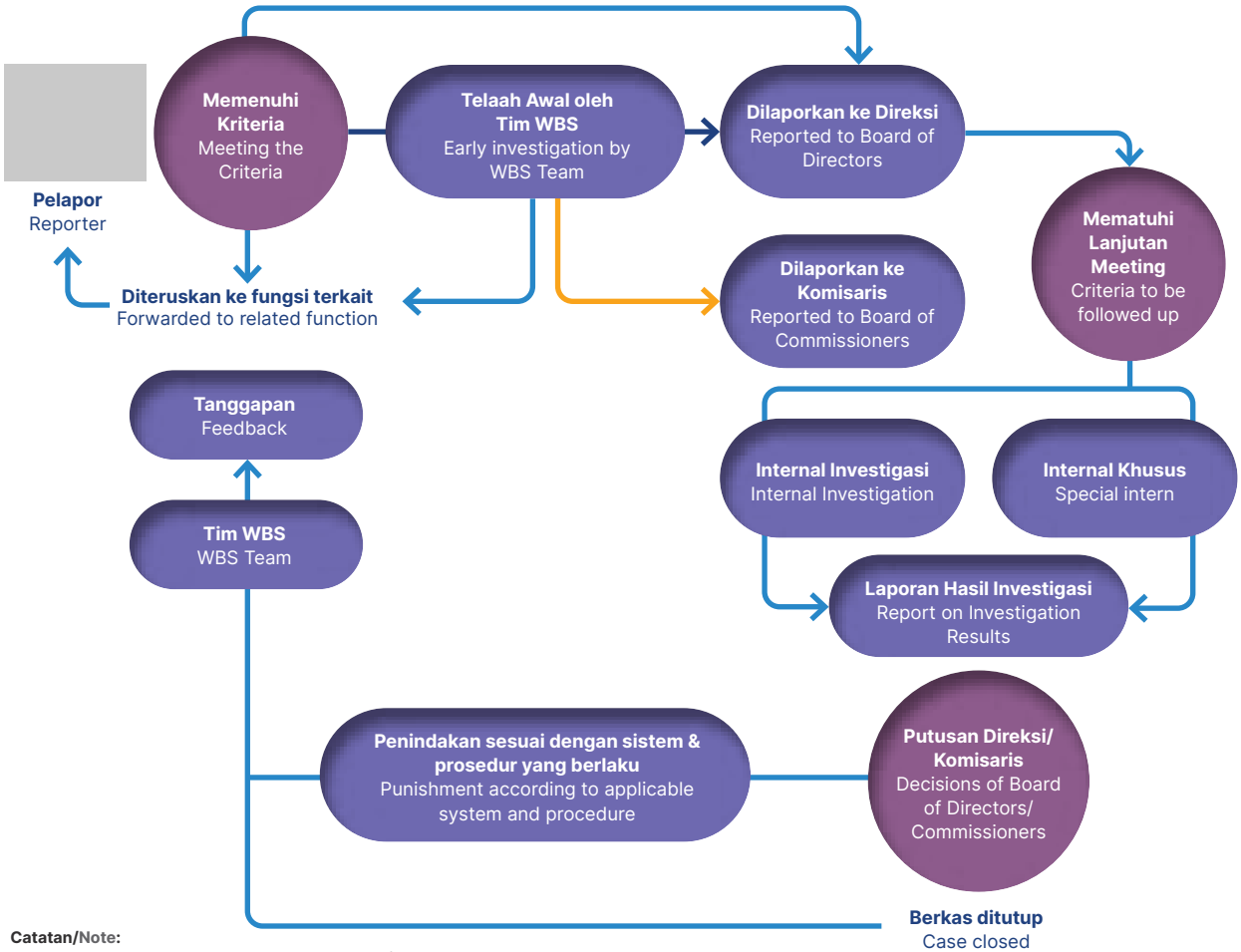
Jenis Sanksi

Setiap laporan yang masuk akan dipelajari, diklasifikasikan dan ditindaklanjuti melalui penyelidikan mendalam berdasarkan fakta-fakta yang diperoleh. Keputusan terhadap terbukti atau tidaknya pelaporan tersebut akan dibuat dan diambil berdasarkan pertimbangan akibat tindakan, derajat kesengajaan dan motif tindakan. Sanksi yang dijatuhkan dapat berupa teguran lisan, surat peringatan (I, II, III), hingga pemutusan hubungan kerja (PHK). Perseroan tidak akan menoleransi setiap pelanggaran terkait dengan integritas.

Sanction Types

Every report received will be examined, classified, and followed up through an in-depth investigation based on the facts obtained. Decisions regarding the validity of the report will be made and taken based on consideration of the consequences of the action, the degree of intent, and the motive for the action. Penalties imposed may range from verbal warnings to written warnings (I, II, III) to termination of employment. The Company does not tolerate any violations related to integrity.

Bagan Alur Proses Sistem Pelaporan Pelanggaran
Whistleblowing System Flowchart



Catatan/Note:
1. Pelaporan pelanggaran akan selalu mendapat feedback dan status atas laporan yang diberikan.
   The reporter of violation will always get feedback and notificationon the status of report he/she submitted.
2. Alur pelaporan/Reporting Flow:
   - Jika yang dilaporkan karyawan dan Dewan Komisaris, laporan ditujukan kepada tim WBS.
     If the person reported is an employee or commissioner, the report is addresses to WBS Team.
   - Jika yang dilaporkan anggota Tim WBS, laporan ditujukan kepada Direksi.
     If the person reported is a member of WBS, the report is addressed to the Board of Directors.
   - Jika yang dilaporkan Direksi, laporan ditujukan kepada Dewan Komisaris.
     If the person reported is a director, the report is addressed to the Board of Commissioners.

Sosialisasi *Whistleblowing* System

Sosialisasi Sistem Pelaporan Pelanggaran atau dikenal dengan istilah *Whistleblowing System* (WBS) di internal Perseroan disampaikan melalui berbagai media seperti buletin internal, *roll banner*, dan surat elektronik kepada semua karyawan, sosialisasi etika maupun presentasi langsung kepada unit kerja terkait. Untuk eksternal, sosialisasi dilakukan melalui *website* Perseroan, media sosial Perseroan, dan pengiriman surat edaran/memo.

Mekanisme Penyampaian Laporan Pelanggaran

Penyampaian pengaduan/penyingkapan oleh Pelapor harus memperhatikan hal-hal sebagai berikut:

1. Pelapor wajib memberikan indikasi awal yang dapat dipertanggungjawabkan, meliputi:
   a. Pelanggaran yang diadukan, meliputi jumlah kerugian (apabila dapat ditentukan). 1 (satu) Pengaduan/ Penyingkapan sebaiknya hanya untuk 1 (satu) pelanggaran agar penanganannya dapat lebih fokus.
   b. Pihak yang terlibat, yaitu siapa yang seharusnya bertanggung jawab atas pelanggaran tersebut, termasuk saksi-saksi dan pihak yang diuntungkan atau dirugikan atas pelanggaran tersebut.
   c. Lokasi pelanggaran, yaitu meliputi nama, tempat, atau lokasi unit kerja dimana terjadinya pelanggaran tersebut.
   d. Waktu pelanggaran, yaitu periode pelanggaran baik berupa hari, minggu, bulan, tahun atau tanggal tertentu pada saat pelanggaran tersebut terjadi.
   e. Bagaimana/kronologis terjadinya pelanggaran tersebut.
   f. Bukti-bukti pendukung telah terjadinya pelanggaran.
   g. Apakah pelanggaran tersebut pernah dilaporkan kepada pihak lain atau dilaporkan sebelumnya.
   h. Apakah pelanggaran tersebut pernah terjadi sebelumnya.
2. Untuk mempercepat dan mempermudah proses tindak lanjut Pengaduan/Penyingkapan, maka Pelapor disarankan untuk memberikan informasi mengenai identitas diri, yang sekurang-kurangnya memuat alamat/ nomor telepon/*handphone*/faksimile/*email*.
3. Apabila Pelapor memilih untuk menggunakan anonym dalam penyampaian Pengaduan/Penyingkapan, maka Pengelola Administrasi wajib menjaga kerahasiaan data diri Pelapor, kecuali apabila proses Pengaduan/ Penyingkapan tersebut telah ditangani oleh *External Investigator* dan/atau secara hukum diperlukan identitas diri Pelapor dalam penanganan Pengaduan/ Penyingkapan tersebut.
4. Insan Jasa Marga wajib untuk menghubungi dan meminta saran kepada Fungsi Kepatuhan Anti Penyuapan terkait tindakan apa yang harus dilakukan jika dihadapkan pada upaya atau situasi yang dapat melibatkan penyuapan.

Whistleblowing System Dissemination

The dissemination of the Whistleblowing System (WBS) within the Company is carried out through various media, including internal newsletters, roll banners, and e-mails to all employees, as well as ethics dissemination and direct presentations to relevant work units. Externally, dissemination is carried out through the Company's website, social media, and the distribution of circulars/memos.

Mechanism for Submitting Violation Reports

The submission of violation reports/disclosures by the Reporter must consider the following:

1. The Reporter must provide initial indications that can be accounted for, including:
   a. The reported violation, including the amount of loss (if determinable). Each report/disclosure should cover only one violation to be handled more effectively.
   b. The parties involved, i.e., who should be held responsible for the violation, including witnesses and parties who benefited or suffered losses as a result of the violation.
   c. Location of the violation, including the name, place, or location of the work unit where the violation occurred.
   d. The time of the violation, including the period of the violation, whether in terms of days, weeks, months, years, or the specific date when the violation occurred.
   e. The chronology of the violation.
   f. Supporting evidence that the violation occurred.
   g. Whether the violation has been reported to another party or reported previously.
   h. Whether the violation has occurred previously.
2. To expedite and facilitate the follow-up process for the Report/Disclosure, the Reporter is advised to provide information regarding their identity, including at least their address/telephone number/mobile phone number/ fax number/email address.
3. If the Reporter chooses to remain anonymous when submitting a Report/Disclosure, the Administration Manager is required to maintain the confidentiality of the Reporter's personal data, unless an External Investigator has handled the Report/Disclosure process and/or the Reporter's identity is legally required in Report Handling/ Disclosure.
4. Jasa Marga employees are required to contact and seek advice from the Anti-Bribery Compliance Function regarding what actions to take when faced with attempts or situations that may involve bribery.

Sarana/Media Pelaporan *Whistleblowing System* Jasa Marga

Jasa Marga Whistleblowing System Media

https://idn.deloitte-halo.com/whistleblowing.tips/wbs/@jasamarga/
Email : jasamarga.wbs@tip offs.info
Hotline : +62 21 3952 8855
Whatsapp : +62 8111 9785 03
PO BOX : 3025 JKP 10030

Perlindungan bagi *Whistleblower*

Perseroan menyediakan fasilitas saluran pelaporan (telepon, surat, *email*) yang independen, bebas, dan rahasia bagi pelapor, agar terlaksana proses pelaporan yang aman. Selain itu, Perseroan memberikan perlindungan terhadap pelapor dengan cara:

1. Identitas pelapor dijamin kerahasiaannya.
2. Perseroan menjamin perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan pelanggaran yang diadukan dari pihak manapun.
3. Perlindungan terhadap pelapor berlaku bagi para pihak yang melaksanakan investigasi maupun pihak-pihak lainnya yang memberikan informasi terkait dengan pengaduan/penyingkapan tersebut.

Whistleblower Protection

The Company provides independent, free, and confidential reporting channels (telephone, mail, email) for reporters to ensure a safe reporting process. In addition, the Company protects reporters by:

1. The reporter's identity will remain confidential.
2. The Company guarantees protection for whistleblowers from any threats, intimidation, or other unpleasant actions by any party, provided the whistleblower maintains the confidentiality of the reported violation.
3. Protection for the reporter applies to parties conducting investigations as well as other parties providing information related to the report/disclosure.

Penanganan Pengaduan

Pelapor menyampaikan laporan dalam bentuk surat dengan disertai dokumen pendukung yang diperlukan. Laporan ini disampaikan melalui sarana/media pelaporan *Whistleblowing System* Jasa Marga.

Jika dokumen dan bukti-bukti yang disampaikan lengkap, Tim Pengelolaan WBS melakukan pemilahan data dan memutuskan apakah kasus tersebut dapat dilanjutkan ke tingkat penyelidikan. Jika keputusannya adalah cukup bukti, maka laporan tersebut akan ditingkatkan statusnya ke tahap penyelidikan.

Laporan yang tidak terbukti akan dikembalikan kepada pelapor. Namun apabila terbukti, Tim Pengelolaan WBS akan melaporkan hasil temuannya tersebut kepada Direksi. Laporan yang berkaitan dengan jajaran manajemen di bawah Direksi disampaikan dalam bentuk surat dan ditujukan kepada Direktur Utama, sedangkan laporan-laporan yang berkaitan dengan Direksi akan ditujukan kepada Dewan Komisaris.

Report Handling

The reporter submits a report in the form of a letter accompanied by the necessary supporting documents. This report is submitted through the Jasa Marga Whistleblowing System reporting channel/media.

If the submitted documents and evidence are complete, the WBS Management Team reviews the data and decides whether the case can proceed to the investigation stage. If the decision is that there is sufficient evidence, the report will be escalated to the investigation stage.

Reports that are not proven will be returned to the reporter. However, if proven, the WBS Management Team will report its findings to the Board of Directors. Reports related to management under the Board of Directors are submitted in the form of a letter addressed to the President Director, while reports related to the Board of Directors are addressed to the Board of Commissioners.

Pihak yang Mengelola Pengaduan

Whistleblowing System Jasa Marga dikelola secara professional dan independen bekerja sama dengan PT DC Solutions sehingga memberikan kesempatan untuk melaporkan berbagai pelanggaran yang terjadi di Jasa Marga dan termasuk dalam ruang lingkup pelanggaran yang dapat merugikan Jasa Marga.

Parties Managing Report

The Jasa Marga Whistleblowing System is professionally managed and operated independently, in collaboration with PT DC Solutions, providing an opportunity to report various violations that occur at Jasa Marga and fall within the scope of violations that can harm Jasa Marga.

Berdasarkan Surat Keputusan Direksi No. 53/KPTS/2022 tanggal 13 April 2022 tentang Tim Pengelolaan *Whistleblowing System* PT Jasa Marga (Persero) Tbk, susunan Tim Pengelolaan WBS di Perseroan dapat dilihat pada tabel berikut:

Based on the Board of Directors Decree No. 53/KPTS/2022 dated April 13, 2022, on the PT Jasa Marga (Persero) Tbk Whistleblowing System Management Team, the composition of the WBS Management Team at the Company can be seen in the following table:

Tabel Tim Pengelolaan *Whistleblowing System* Jasa Marga
Table of Jasa Marga Whistleblowing System Management Team

No.	Susunan Anggota Member Arrangement	Kedudukan dalam Tim Position in the Team
1.	Internal Audit Senior Group Head	Ketua Merangkap Anggota | Chairman concurrently as Member
2.	Legal and Compliance Group Head	Sekretaris Merangkap Anggota | Secretary concurrently as Member
3.	Corporate Secretary & Chief Administration Officer	Anggota | Member
4.	Human Capital Services Group Head	Anggota | Member
5.	Risk and Quality, Health, Safety & Environment Group Head	Anggota | Member

Jumlah Pengaduan yang Masuk dan Diproses pada Tahun 2025

Pada tahun 2025, terdapat 211 (dua ratus sebelas) laporan dugaan pelanggaran yang disampaikan melalui mekanisme WBS. Dari jumlah tersebut, sebanyak 201 (dua ratus satu) laporan masuk dalam kategori jenis pelanggaran di luar lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, dan sebanyak 10 (sepuluh) laporan masuk dalam ruang lingkup WBS dan diproses sesuai dengan mekanisme pelaporan WBS.

Total Reports Received and Processed in 2025

In 2025, there were 211 reports of alleged violations submitted through the WBS mechanism. Of these, 201 reports fall under the category of violations outside the scope that can be handled through the Jasa Marga WBS mechanism, and 10 reports fall within the scope of WBS and are processed in accordance with the WBS reporting mechanism.

Tabel Jumlah Pengaduan melalui *Whistleblowing System* di Tahun 2025
Table of Total Reports via the Whistleblowing System in 2025

No.	Media Pelaporan Reporting Media	Jumlah Pelaporan Total Report	Status 31 Desember 2025 Status on December 31, 2025	
			Closed (Jumlah/Total)	Open (Jumlah/Total)
1.	Situs Web Website	4	4	0
2.	Surel Email	194	194	0
3.	SMS	0	0	0
4.	WhatsApp	13	12	1
5.	PO Box	0	0	0
Jumlah Total		**211**	**210**	**1**

Sanksi/Tindak Lanjut atas Pengaduan yang Telah Selesai Diproses pada Tahun Buku

Dari seluruh laporan yang masuk melalui sarana WBS dan diproses pada tahun 2025, sebanyak 10 (sepuluh) laporan masuk dalam kategori jenis pelanggaran dalam lingkup yang dapat ditangani melalui mekanisme WBS Jasa Marga, dan sebanyak 9 (sembilan) laporan telah selesai ditindaklanjuti (status laporan *closed*), sedangkan sebanyak 1 (satu) laporan sampai dengan akhir tahun 2025 masih dalam proses pemeriksaan.

Sanctions/Follow-up on Reports Processed in the Fiscal Year

Of all reports submitted through the WBS system and processed in 2025, 10 (ten) reports fell into the category of violations that could be handled through the Jasa Marga WBS mechanism, and 9 (nine) reports have been followed up (report status: closed), while 1 (one) report was still under investigation by the end of 2025.

Kebijakan *Insider Trading*
Insider Trading Policy

Perseroan memiliki sejumlah kebijakan untuk mencegah terjadinya transaksi orang dalam *(insider trading)* dengan maksud memperoleh keuntungan pribadi. Larangan praktik-praktik *insider trading* bagi Insan Jasa Marga antara lain tertuang dalam kebijakan Perseroan berupa:

1. *Board Manual* yang merupakan pedoman kerja Dewan Komisaris dan Direksi.
2. Keputusan Direksi No. 46.1/KPTS/2024 tentang Pedoman Perilaku *(Code of Conduct)* PT Jasa Marga (Persero) Tbk.
3. Keputusan Direksi No. 78/KPTS/2020 tentang Pedoman Benturan Kepentingan *(Conflict of Interest)* di PT Jasa Marga (Persero) Tbk.

Selain dituangkan dalam 3 (tiga) kebijakan tersebut, Perseroan juga pernah mengeluarkan Surat Edaran No. 19/SE-DIR/2008 Perihal Larangan Melakukan Transaksi Saham PT Jasa Marga (Persero) Tbk oleh Orang Dalam Perusahaan Selama Masa Pembelian Kembali Saham PT Jasa Marga (Persero) Tbk dan Surat Edaran No. 04/SE- DIR/2020 Perihal Larangan Melakukan Transaksi Saham PT Jasa Marga (Persero) Tbk ("Perseroan" atau "Jasa Marga") oleh Orang Dalam Perseroan Selama Masa Pembelian Kembali Saham Perseroan.

Dalam Surat Edaran disebutkan, Orang Dalam Emiten dilarang melakukan transaksi atas saham Emiten pada masa Pembelian Kembali Saham. Adapun pihak-pihak yang masuk dalam klasifikasi Orang Dalam Perseroan, yaitu:

1. Anggota Dewan Komisaris, Direksi, Pegawai dan Sekretaris Dewan Komisaris Perseroan.
2. Pemegang Saham Utama Perseroan.
3. Perorangan yang karena kedudukannya atau profesinya atau karena hubungan usahanya dengan Perseroan memungkinkan orang tersebut memperoleh informasi Orang Dalam Perseroan.
4. Pihak-pihak yang tidak lagi menjadi pihak sebagaimana dimaksud dalam angka 1,2, dan 3 di atas dalam kurun waktu 6 (enam) bulan terakhir.

Surat Edaran tersebut juga menegaskan, Orang Dalam Perseroan yang terbukti melanggar aturan mengenai larangan *insider trading* dapat dikenakan sanksi oleh regulator sesuai dengan peraturan perundang-undangan yang berlaku.

Dalam 3 (tiga) tahun terakhir, tidak pernah terjadi transaksi orang dalam yang melibatkan Dewan Komisaris beserta organ pendukungnya, Direksi beserta manajemen yang berada di bawahnya, dan Karyawan Perseroan.

The Company has several policies to prevent insider trading with the intent to obtain personal gain. Prohibitions on insider trading practices for Jasa Marga employees are outlined in the Company's policies, including:

1. The Board Manual, which is a work guideline for the Board of Commissioners and Directors.
2. Board of Directors Decree No. 46.1/KPTS/2024 on the Code of Conduct of PT Jasa Marga (Persero) Tbk.
3. Board Resolution No. 78/KPTS/2020 on Conflict of Interest Guidelines at PT Jasa Marga (Persero) Tbk.

In addition to being outlined in these 3 (three) policies, the Company has issued Circular Letter No. 19/SE-DIR/2008 on the Prohibition of Trading PT Jasa Marga (Persero) Tbk Shares by Insiders During the PT Jasa Marga (Persero) Tbk Share Buyback Period and Circular Letter No. 04/SE- DIR/2020 regarding the Prohibition of Trading PT Jasa Marga (Persero) Tbk ("Company" or "Jasa Marga") Shares by Insiders of the Company During the Company's Share Buyback Period.

The Circular Letter states that Insiders of the Issuer are prohibited from conducting transactions on the Issuer's shares during the Share Buyback Period. The parties classified as Insiders of the Company are:

1. Members of the Board of Commissioners, Directors, Employees, and the Secretary to the Board of Commissioners of the Company.
2. Major Shareholders of the Company.
3. Individuals who, due to their position or profession or their business relationship with the Company, have access to Inside Information of the Company.
4. Parties who are no longer parties as referred to in points 1, 2, and 3 above within the last six months.

The Circular Letter also emphasizes that Insiders of the Company who are found to have violated the rules on insider trading may be subject to sanctions by the regulator in accordance with applicable laws and regulations.

In the past 3 (three) years, there have been no insider transactions involving the Board of Commissioners and its supporting bodies, the Board of Directors and its subordinate management, and the Company's employees.

Informasi tentang Pembelian Kembali Saham dan Obligasi

Information on Share and Bond Buybacks

Sepanjang tahun 2025 Jasa Marga tidak melakukan pembelian kembali saham dan obligasi.

Throughout 2025, Jasa Marga did not repurchase shares and bonds.

Penyediaan Dana untuk Kegiatan Politik

Fund Provision for Political Activities

Selama tahun 2025, Perseroan tidak menyediakan Dana untuk kegiatan politik atau kepada partai politik. Hal ini sesuai dengan kebijakan Perseroan yang tidak diperkenankan untuk mendukung dan memberikan donasi untuk kepentingan politik.

In 2025, the Company did not provide funds for political activities or to political parties. This is in accordance with the Company's policy of not supporting or donating to political causes.

Transparansi Praktik *Bad Governance*

Transparency of Bad Governance Practices

Sepanjang tahun 2025, Perseroan memegang teguh komitmen dalam menerapkan tata kelola perusahaan yang baik dengan memenuhi seluruh regulasi yang terkait dengan aktivitas Perseroan dan melaksanakan kewajibannya dengan baik. Baik Perseroan maupun organ Perseroan dan organ pendukung dalam menjalankan kegiatan operasionalnya tidak pernah melakukan praktik *bad corporate governance*.

Throughout 2025, the Company upheld its commitment to implementing good corporate governance by complying with all applicable regulations governing its activities and fulfilling its obligations in full. Neither the Company nor its organs and supporting organs engaged in any practices of bad corporate governance in carrying out their operational activities.

Tabel Transparansi Praktik *Bad Governance*
Table of Transparency of Bad Governance Practices

No.	Keterangan Information	Praktik Practice
1.	Terdapat laporan atas kegiatan Perseroan yang mencemari lingkungan Any report on the company's activities that pollute the environment	Nihil None
2.	Ketidakpatuhan dalam pemenuhan kewajiban perpajakan Non-compliance with tax obligations fulfillment	Nihil None
3.	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan standar akuntansi keuangan (SAK) Inconsistency in annual reports and financial Statements Presentation with prevailing regulations and financial accounting standards (SAK)	Nihil None
4.	Tidak menyampaikan kasus/perkara hukum terkait buruh dan karyawan Not submitting legal cases/cases related to workers and employees	Nihil None
5.	Tidak mengungkapkan tinjauan segmen operasi Not disclosing the operating segment review	Nihil None
6.	Ketidaksesuaian berkas Laporan Tahunan Annual Report file mismatch	Nihil None

Tata Kelola Teknologi Informasi
Information Technology Governance

Jasa Marga berkomitmen untuk senantiasa menerapkan praktik Tata Kelola Perusahaan yang baik dengan kualitas dan standar yang tinggi. Untuk mendukung penerapan *Good Corporate Governance* (GCG) dalam kaitannya dengan Teknologi Informasi, Jasa Marga telah menerapkan Tata Kelola Teknologi Informasi dan Data (IT & *Data Governance*) ke dalam proses bisnis guna memastikan pengembangan dan pengelolaan Teknologi Informasi mampu memberikan manfaat yang optimal bagi Perseroan. Tata kelola tersebut tertuang dalam Keputusan Direksi tentang Kebijakan Tata Kelola Teknologi Informasi dan Data No. 201/KPTS/2024.

Tujuan dari penerapan Kebijakan Tata Kelola Teknologi Informasi dan Data adalah untuk memberikan panduan proses pengelolaan TI dan data yang standar secara menyeluruh, sesuai lingkup kebutuhan bisnis Perseroan dan memenuhi kepatuhan terhadap peraturan yang berlaku. Sedangkan, sasaran dari penerapan Kebijakan Tata Kelola Teknologi Informasi dan Data adalah peningkatan nilai tingkat kematangan proses pengelolaan Teknologi Informasi Perseroan yang berkesinambungan.

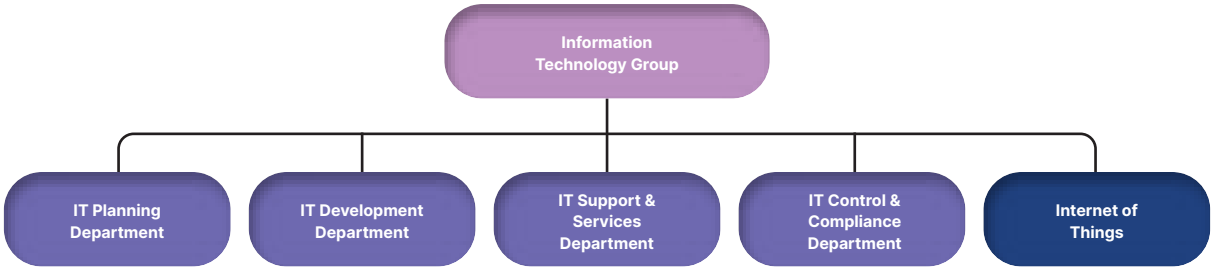
Mengacu pada Keputusan Direksi No. 11/KPTS/2022, saat ini kedudukan Teknologi Informasi di Jasa Marga sudah mengalami transformasi, tidak hanya sebagai pendukung untuk mencapai efisiensi dan efektifitas proses bisnis namun sebagai inovasi untuk menjaga ketahanan bisnis dan meningkatkan pendapatan Perseroan. Organisasi pengelola proses Teknologi Informasi Jasa Marga yaitu *Information Technology Group* yang strukturnya dapat dilihat pada bagan di bawah ini:

Jasa Marga is committed to continuously implementing high-quality, best-practice corporate governance. To support the implementation of Good Corporate Governance (GCG) in relation to Information Technology, Jasa Marga has implemented Information Technology and Data Governance (IT & Data Governance) across its business processes to ensure that the development and management of Information Technology deliver optimal benefits to the Company. This governance is outlined in the Board of Directors' Decree on Information Technology and Data Governance Policy No. 201/KPTS/2024.

The purpose of implementing the Information Technology and Data Governance Policy is to provide comprehensive guidance on standard IT and data management processes, aligned with the Company's business needs and in compliance with applicable regulations. Meanwhile, the objective of implementing the Information Technology and Data Governance Policy is to continuously improve the maturity level of the Company's IT management processes.

In accordance with Board of Directors Decree No. 11/KPTS/2022, the Information Technology position at Jasa Marga has transformed not only to support achieving efficiency and effectiveness in business processes, but also to drive innovation to maintain business resilience and increase the Company's revenue. The organization managing Jasa Marga's Information Technology processes is the Information Technology Group, whose structure can be seen in the chart below:

Bagan Struktur Unit Kerja Information Technology Group
Organizational Structure Chart of the Information Technology Group



Kebijakan Tata Kelola Teknologi Informasi

Berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan, maka Jasa Marga telah menetapkan Kebijakan Tata Kelola TI dan Data sebagai panduan dalam implementasi Tata Kelola TI dan Data yang menyeluruh dan untuk mengoptimalkan kontribusi TI dalam pencapaian Sasaran Jangka Panjang Perseroan. Selain Peraturan Menteri BUMN (saat ini Kepala BP BUMN), Kebijakan Tata Kelola TI dan Data mengacu pada standar internasional

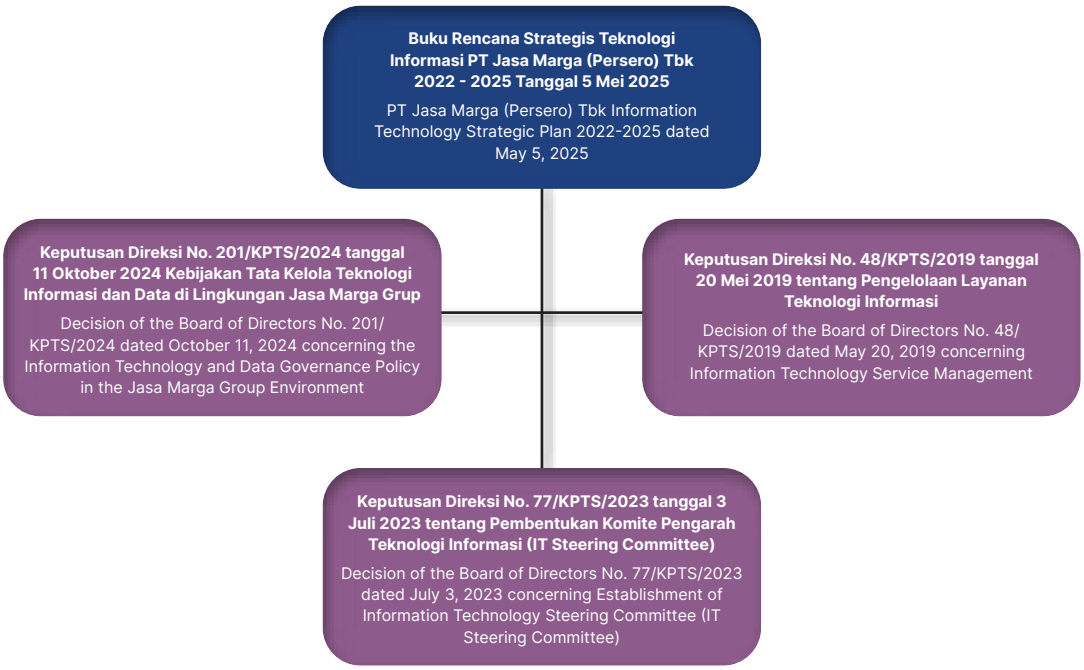
Information Technology Governance Policy

Based on the Minister of SOE Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities, Jasa Marga has established an IT and Data Governance Policy as a guide for the implementation of comprehensive IT and Data Governance and to optimize the contribution of IT in achieving the Company's Long-Term Goals. In addition to the Minister of SOE Regulation, the IT and Data Governance Policy refer to international standards such as COBIT (Control Objectives for Information and

COBIT (*Control Objectives for Information and Related Technologies*), ITIL (*Information Technology Infrastructure Library*), ISO:27001, dan DMBOK, yang sudah disesuaikan dengan kebutuhan Perseroan.

Related Technologies), ITIL (Information Technology Infrastructure Library), ISO 27001, and DMBOK, which have been adapted to the Company's needs.

Bagan Kebijakan Tata Kelola Informasi
Chart of Information Governance Policy



Dengan disahkannya berbagai Kebijakan Tata Kelola TI, maka Direksi telah melaksanakan amanat Peraturan Menteri Negara BUMN No. PER-2/MBU/03/2023 Pasal 31 ayat (1) yang menyatakan bahwa "Direksi dapat menerapkan Tata Kelola TI BUMN yang baik".

With the enactment of various IT Governance Policies, the Board of Directors has implemented the mandate of the Minister of SOE Regulation No. PER-2/MBU/03/2023 Article 31 paragraph (1), which states that "the Board of Directors may implement good SOE IT Governance."

Prinsip-Prinsip Tata Kelola Teknologi Informasi

Prinsip-prinsip tata kelola Teknologi Informasi (TI) Perseroan yaitu sebagai berikut:

1. Perencanaan TI yang terarah dan sistematis sehingga terjadi kesesuaian antara pengembangan dan implementasi TI dengan Tujuan Bisnis Perseroan.
2. Investasi TI sejalan dan selaras dengan strategi Perseroan dengan memperhitungkan kapabilitas TI sehingga memberikan keuntungan optimal.
3. Implementasi TI yang objektif dan dapat dipertanggungjawabkan dengan mempertimbangkan mutu dan risiko sesuai peraturan Perseroan.
4. Pengelolaan operasional TI yang efektif dan efisien.
5. Pengendalian yang konsisten terhadap kinerja operasional TI dan kepatuhan terkait peraturan dan perundangan yang berlaku.
6. Perbaikan berkelanjutan terhadap seluruh dimensi pengelolaan TI. Prinsip-prinsip tersebut akan diterapkan lebih lanjut ke aktivitas pengelolaan TI serta pelaksanaan peta jalan pengembangan TI sesuai *Master Plan* TI melalui berbagai pedoman dan standar yang disahkan oleh Information Technology Group Head dengan pengawasan Komite Pengarah TI.

Information Technology Governance Principles

The Company's Information Technology (IT) governance principles are as follows:

1. Targeted and systematic IT planning to ensure alignment between IT development and implementation and the Company's business objectives.
2. IT investments aligned with the Company's strategy, taking into account IT capabilities to deliver optimal benefits.
3. Objective and accountable IT implementation that considers quality and risk in accordance with the Company's regulations.
4. Effective and efficient IT operational management.
5. Consistent control over IT operational performance and compliance with applicable regulations and laws.
6. Continuous improvement across all dimensions of IT management. These principles will be further applied to IT management activities and to the implementation of the IT development roadmap in accordance with the IT Master Plan, through various guidelines and standards approved by the Information Technology Group Head, under the supervision of the IT Steering Committee.

Road Map Tata Kelola Teknologi Informasi

Target yang ingin dicapai oleh Perseroan dari penerapan Tata Kelola Teknologi Informasi adalah proses perbaikan berkelanjutan terhadap pengelolaan TI dilihat dari 4 siklus utama proses TI yaitu Perencanaan, Pengembangan atau Akuisisi, Pengoperasian serta Pemantauan, dan Evaluasi. Indikator dari keberhasilan penerapan Tata Kelola TI adalah Skor Maturitas TI.

Information Technology Governance Roadmap

The target the Company aims to achieve through the implementation of Information Technology Governance is a continuous improvement process for IT management, as reflected in the four main IT cycles: Planning, Development or Acquisition, Operation and Monitoring, and Evaluation. The indicator of IT Governance implementation success is the IT Maturity Score.

Bagan *Road Map* Tata Kelola Teknologi Informasi
Chart of Information Technology Governance Roadmap

No.	Inisiatif Pengembangan Inisiatif Pengembangan	2025	2026	2027	2028	2029
IT01	Pembentukan Standar Pengembangan TI dan DevSecOps Establishment of IT Development Standards and DevSecOps Integration.		■	■	■	
IT02	Penyempurnaan Proses dan Kebijakan TI Refinement of IT Processes and Policies.	■	■	■	■	■
IT03	Perancangan Tata Kelola Arsitektur TI di JM Group Strategic Design of IT Architecture Governance within Jasa Marga Group.		■			
IT04	Penyesuaian Peran/Fungsi TI pada Struktur Organisasi Alignment of IT Roles and Functions within the Organizational Structure.	■	■			
IT05	Peningkatan Kompetensi SDM TI Enhancement of IT Human Capital Competencies.	■	■	■	■	■

Assessment Maturity Level Tata Kelola Teknologi Informasi

Pengukuran *Maturity Level* Tata Kelola TI merupakan mekanisme untuk mengukur tingkat penerapan Tata Kelola TI dengan keluaran berupa Skor Maturitas TI dengan rentang level dari 0 (non eksis) hingga 5 (optimal) yang menunjukkan kualitas pelaksanaan dari masing-masing pengendalian didalam organisasi Perseroan.

Pada tahun 2025, Perseroan telah melakukan Pengukuran IT *Maturity Level* menggunakan COBIT 2019 dan nilai yang didapatkan dari proses tersebut adalah 3,12. Hasil pengukuran menunjukkan bahwa secara umum tingkat kematangan TI Perseroan telah berada pada level yang memadai, dengan beberapa area yang masih memerlukan peningkatan. Dalam kerangka COBIT 2019, level 3 berada pada kategori *Defined*, yaitu kondisi dimana proses telah terdokumentasi, distandardisasi, dan diterapkan secara konsisten di seluruh organisasi. Perseroan telah menetapkan program perbaikan berkelanjutan untuk memastikan keselarasan penuh dengan ketentuan dan praktik terbaik yang berlaku.

Information Technology Governance Maturity Level Assessment

Maturity Level Measurement of IT Governance is a mechanism for assessing the level of IT Governance implementation, producing an IT Maturity Score ranging from 0 (non-existent) to 5 (optimal) that indicates the quality of implementation of each control within the Company's organization.

In 2025, the Company conducted an IT Maturity Level Measurement using COBIT 2019 and obtained a score of 3.12. The measurement results show that, in general, the Company's IT maturity level is adequate, with some areas still requiring improvement. Within the COBIT 2019 framework, level 3 falls under the Defined category, where processes are documented, standardized, and consistently implemented throughout the organization. The Company has established a continuous improvement program to ensure full alignment with applicable regulations and best practices.

Perseroan juga melakukan penerapan Sistem Manajemen Keamanan Informasi (SMKI) sesuai dengan arahan Badan Siber dan Sandi Negara (BSSN) yang mengharuskan penyelenggara layanan transaksi elektronik untuk melakukan penerapan SMKI. Hasil dari penerapan ini dibuktikan melalui diterbitkannya sertifikat ISO 27001:2022 untuk Keamanan Fisik *Data Center* serta Pengembangan, dan Pengoperasian Aplikasi JM-*Click* setelah dilakukan audit eksternal oleh lembaga sertifikasi.

Perseroan telah menyelesaikan Asesmen Indonesia Industry 4.0 *Readiness Index* (INDI 4.0) sesuai dengan arahan Kementerian BUMN yang mengharuskan setiap BUMN untuk melakukan Asesmen INDI 4.0. Adapun proses asesmen ini dilakukan untuk mendukung program pemerintah Making Indonesia 4.0. Pelaksanaan asesmen INDI 4.0 Perseroan ini telah selesai di tahun 2022 dengan hasil 3,10.

Proses Tata Kelola Teknologi Informasi

Tata Kelola Teknologi Informasi yang diterapkan oleh Perseroan telah mencakup terkait penanganan gangguan (*disruption*), keamanan dunia maya (*cyber security*), dan, pemulihan bencana (*disaster recovery*) untuk memastikan semua risiko utama telah didentifikasi, dikelola, dan, dilaporkan pada Direksi. Adapun realisasi atas hal tersebut, sebagai berikut:

1. Penanganan Gangguan (*Disruption*)
   Dalam mencegah dan menangani gangguan yang muncul, seperti *phishing*, *malware*, *denial of service,* dan *ransomware*, Perseroan sedang melakukan pembentukan CSIRT (*Computer Security Incident Response Team*). Keberadaan CSIRT ini bertujuan untuk menyediakan respons yang cepat dan komperehensif terhadap insiden keamanan informasi sehingga dampak dari insiden dapat diminimalisir dan tidak menyebar luas. CSIRT terdiri dari perwakilan unit *Information Technology Group* dan *Corporate Communication & Community Development Group.*
2. Keamanan Dunia Maya (*Cyber Security*)
   Guna mencegah terjadinya serangan maupun ancaman yang masuk ke Perseroan melalui dunia maya, Perseroan telah melakukan upaya-upaya, antara lain:
   a. Menerapkan Sistem Manajemen Keamanan Informasi sesuai dengan standar ISO 27001:2022.
   b. Menerapkan *Security Operation Center* untuk melakukan pemantauan terhadap kondisi keamanan sistem informasi yang ada di Perseroan.
   c. Menerapkan perlindungan berlapis terhadap sistem informasi maupun jalur komunikasi yang ada di Perseroan dengan menerapkan konsep *Defense in Depth*. Konsep ini bertujuan untuk memperkuat keamanan informasi dengan penerapan kontrol yang berlapis terhadap data dan sistem sehingga risiko keamanan terhadap data tersebut dapat diminimalisir. Contoh perlindungan yang diterapkan antara lain: *Next Generation Firewall, Web Application Firewall, Vulnerability Management, Email Security, Endpoint Protection, Network Trace Analysis,* dan SD-WAN.

The company also implements an Information Security Management System (ISMS) in accordance with the directives of the National Cyber and Crypto Agency (BSSN), which requires electronic transaction service providers to implement an ISMS. The results of this implementation are evidenced by the issuance of ISO 27001:2022 certification for Data Centre Physical Security and the Development and Operation of the JM-Click Application after an external audit by a certification body.

The Company has completed the Indonesia Industry 4.0 Readiness Index (INDI 4.0) Assessment in accordance with the directives of the Ministry of State-Owned Enterprises, which requires every state-owned enterprise to conduct an INDI 4.0 Assessment. This assessment process was carried out to support the government's Making Indonesia 4.0 programme. The Company's INDI 4.0 assessment was completed in 2022 with a score of 3.10.

Information Technology Governance Process

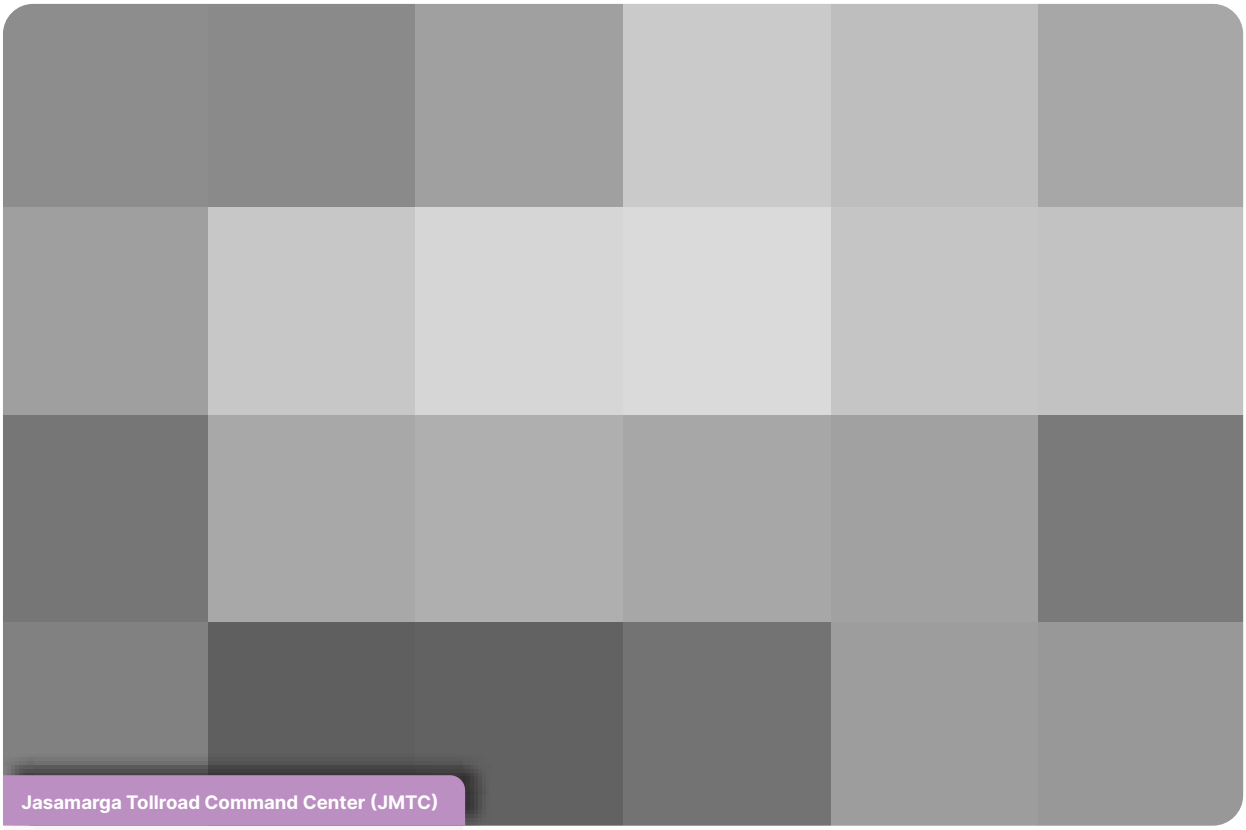
The Company's Information Technology Governance covers disruption management, cybersecurity, and disaster recovery to ensure that all major risks are identified, managed, and reported to the Board of Directors. The realization of this is as follows:

1. Disruption Management
   To prevent and handle disruptions such as phishing, malware, denial-of-service attacks, and ransomware, the Company is forming a CSIRT (Computer Security Incident Response Team). The purpose of the CSIRT is to provide a rapid and comprehensive response to information security incidents, minimizing their impact and preventing their spread. The CSIRT consists of representatives from the Information Technology Group and the Corporate Communication & Community Development Group.

2. Cybersecurity
   To prevent attacks and threats to the Company through cyberspace, the Company has taken measures, including:
   a. Implementing an Information Security Management System per ISO 27001:2022 standard.
   b. Implementing a Security Operations Center to monitor the security status of the Company's information systems.
   c. Implementing layered protection for the Company's information systems and communication channels by applying the Defense in Depth concept. This concept aims to strengthen information security by applying layered controls to data and systems to minimize security risks. Examples of protections implemented include: Next Generation Firewall, Web Application Firewall, Vulnerability Management, Email Security, Endpoint Protection, Network Trace Analysis, and SD-WAN.

3. Pemulihan Bencana (*Disaster Recovery*)
   Sebagai langkah penanganan dalam hal terjadi bencana, sehingga berdampak pada data Perseroan, konsep yang telah dipersiapkan oleh Perseroan adalah melalui manajemen pemulihan bencana. Adapun kegiatan yang dilakukan dalam proses manajemen ini adalah sebagai berikut:
   a. *Service Impact Analysis*, proses penentuan tingkat kekritisan aplikasi dengan mempertimbangkan faktor-faktor tertentu. Hasil dari aktivitas ini akan berpengaruh terhadap frekuensi *backup* yang dilakukan dan perlakuan *disaster recovery* yang akan diterapkan.
   b. *Backup* & *Restore Management*, pembuatan rencana *backup data* terhadap sistem informasi yang berjalan di Perseroan sesuai dengan hasil dari *Service Impact Analysis*.
   c. *Disaster Recovery Plan*, pembuatan rencana pemulihan untuk sistem informasi yang ada di Perseroan sesuai dengan hasil dari *Service Impact Analysis*. Pemulihan yang dilakukan dapat dilakukan melalui beberapa cara, yaitu dengan melakukan *restore* terhadap hasil *backup system* informasi dan melakukan pemindahan *active site* untuk sistem informasi dari *data center* ke *disaster recovery center*.
   d. Melakukan *security assessment testing* secara berkala menggunakan pihak independen untuk menguji keamanan sistem informasi yang dimiliki oleh Perseroan.

3. Disaster Recovery
   To address disasters that may impact the Company's data, the Company has prepared a disaster recovery management concept. The activities carried out in this management process are as follows:
   a. Service Impact Analysis, a process of determining the criticality level of applications by considering certain factors. The results of this activity will affect the frequency of backups performed and the disaster recovery measures to be implemented.
   b. Backup & Restore Management, the creation of a data backup plan for the information systems running at the Company in accordance with the results of the Service Impact Analysis.
   c. Disaster Recovery Plan, the creation of a recovery plan for the Company's information systems in accordance with the results of the Service Impact Analysis. Recovery can be carried out in several ways, namely by restoring the information system from backup and transferring the active site from the data center to the disaster recovery center.
   d. Conducting periodic security assessment testing using an independent party to test the security of the information systems owned by the Company.



Jasamarga Tollroad Command Center (JMTC)

07 Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility

Melalui penerapan prinsip ESG dan program TJSL yang terarah, Jasa Marga memastikan setiap langkah pembangunan jalan tol tidak hanya membuka akses, tetapi juga menghadirkan nilai keberlanjutan bagi masyarakat dan lingkungan.

Through the implementation of ESG principles and targeted TJSL programs, Jasa Marga ensures that every step in toll road development not only opens access, but also delivers sustainable value to communities and the environment.



Tanggung Jawab Sosial dan Lingkungan
Social and Environmental Responsibility

Jasa Marga telah menyusun Laporan Keberlanjutan Tahun 2025 secara terpisah namun tetap menjadi bagian dari Laporan Tahunan Tahun 2025. Di dalam laporan tersebut, Perseroan menjabarkan pencapaian kinerja keberlanjutan dan pelaksanaan Tanggung Jawab Sosial dan Lingkungan Perseroan untuk periode pelaporan dari 1 Januari 2025 hingga 31 Desember 2025. Penyusunan laporan tersebut mengacu pada ketentuan dalam Peraturan Otoritas Jasa Keuangan (OJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, Dan Perusahaan Publik (lampiran II) dan Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik (lampiran II). Selain ketentuan tersebut, Laporan Keberlanjutan Tahun 2025 juga disusun dengan menggunakan standar internasional yang dikeluarkan oleh Global Sustainability Standards Board (GSSB) yaitu Global Reporting Initiative (GRI) Standard dengan GRI 1 yang digunakan adalah GRI 1: Landasan 2021.

Jasa Marga has prepared a separate Sustainability Report for 2025, which remains an integral part of the 2025 Annual Report. In this report, the Company outlines its sustainability performance achievements and the implementation of its Social and Environmental Responsibility for the reporting period from January 1, 2025, to December 31, 2025. The preparation of this report refers to the provisions in Financial Services Authority (OJK) Regulation No. 51/POJK.03/2017 on the Application of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies (Appendix II) and OJK Circular Letter No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies (Appendix II). In addition to these provisions, the 2025 Sustainability Report was prepared using international standards issued by the Global Sustainability Standards Board (GSSB), i.e., the Global Reporting Initiative (GRI) Standard, with GRI 1 used as GRI 1: Foundation 2021.

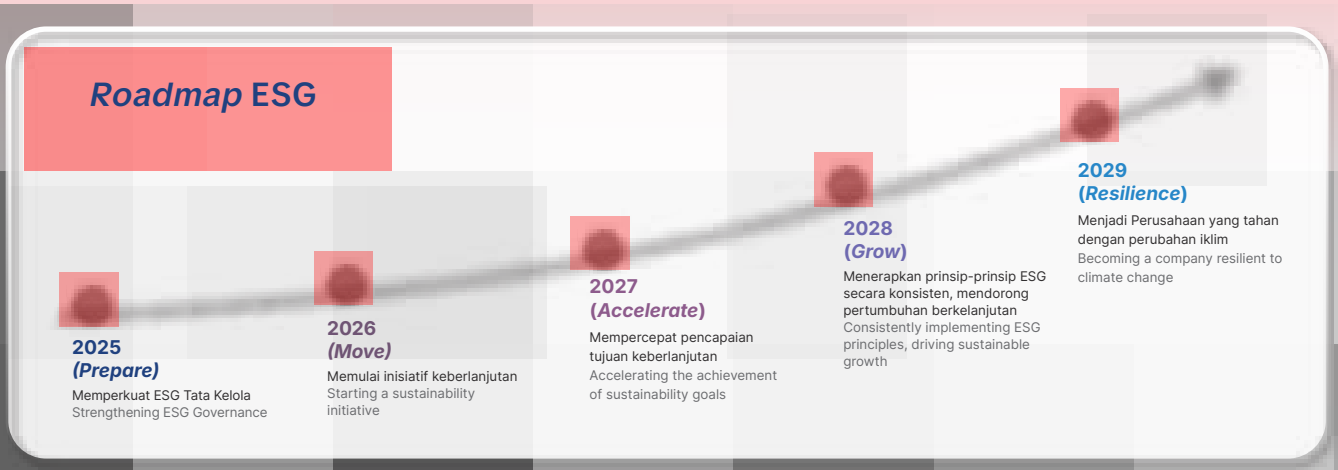
Komitmen Keberlanjutan
Sustainability Commitment

Perseroan berkomitmen untuk mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) ke dalam seluruh aspek operasional guna menciptakan dampak positif yang berkelanjutan bagi lingkungan, masyarakat, serta tata kelola perusahaan. Komitmen ini diwujudkan melalui implementasi program Tanggung Jawab Sosial dan Lingkungan (TJSL), yang tidak hanya berfokus pada pertumbuhan bisnis, tetapi juga berorientasi pada kontribusi nyata terhadap perbaikan sosial dan pelestarian lingkungan. Pelaksanaan TJSL mengacu pada standar ISO 26000, sehingga dibentuk Komite Sustainability sebagai wujud keterlibatan seluruh unit dalam memastikan keberlanjutan program tersebut. Selain itu, program ini juga selaras dengan Tujuan Pembangunan Berkelanjutan (TPB) untuk meningkatkan kesejahteraan ekonomi, menjaga keberlanjutan sosial dan lingkungan, serta mewujudkan pembangunan inklusif bagi generasi mendatang.

Sebagai wujud keseriusan dalam mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) ke seluruh aspek operasional, Perseroan telah menyusun Peta Jalan (*Roadmap*) ESG sebagai panduan strategis jangka panjang. Peta jalan ini memetakan tahapan implementasi keberlanjutan yang sistematis untuk periode 2025 hingga 2029, memastikan setiap inisiatif berjalan terukur mulai dari penguatan tata kelola hingga pencapaian ketahanan iklim (*resilience*) demi mendukung pertumbuhan bisnis yang berkelanjutan.

The Company is committed to integrating Environmental, Social, and Governance (ESG) principles into all aspects of its operations to create a sustainable, positive impact on the environment, society, and corporate governance. This commitment is realized through the implementation of a Social and Environmental Responsibility (TJSL) program, which not only focuses on business growth but also aims to make a real contribution to social improvement and environmental preservation. The implementation of TJSL refers to the ISO 26000 standard, resulting in the formation of a Sustainability Committee as a form of involvement of all units in ensuring the sustainability of the program. In addition, this program is in line with the Sustainable Development Goals (SDGs) to improve economic welfare, maintain social and environmental sustainability, and realize inclusive development for future generations.

As a manifestation of its seriousness in integrating Environmental, Social, and Governance (ESG) principles into all aspects of its operations, the Company has developed an ESG Roadmap as a long-term strategic guide. This roadmap outlines a systematic implementation plan for sustainability for the period from 2025 to 2029, ensuring that every initiative is measurable, from strengthening governance to achieving climate resilience, to support sustainable business growth.



Pada tahun 2025, Perseroan menyelenggarakan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bentuk komitmen terhadap pencapaian Tujuan Pembangunan Berkelanjutan (SDGs) yang mencakup tiga pilar utama, yakni Ekonomi, Sosial, dan Lingkungan. Berikut disajikan ringkasan pelaksanaan program selama tahun 2025 dengan total nilai penyaluran sebesar Rp17,58 miliar, sementara uraian yang lebih komprehensif dapat dilihat pada Laporan Keberlanjutan Perseroan Tahun 2025.

In 2025, the Company organized various Social and Environmental Responsibility (TJSL) programs as a form of commitment to achieving the Sustainable Development Goals (SDGs), which cover three main pillars: Economy, Social, and Environment. The following is a summary of the program implementation during 2025, with a total distribution value of Rp17.58 billion, with a more comprehensive description available in the Company's 2025 Sustainability Report.

Sosial | Social

Jasa Marga Tanggap Bencana
Jasa Marga Disaster Response

Sebagai bentuk kepedulian kepada masyarakat terdampak bencana, Jasa Marga aktif menyalurkan bantuan berupa kebutuhan pokok, logistik, dan bantuan lainnya kepada korban banjir di wilayah DKI Jakarta (Jakarta Utara, Jakarta Barat, dan Jakarta Timur), Jawa Barat (Kabupaten Cianjur, Tasikmalaya, Sukabumi, Garut, Purwakarta, serta Kota dan Kabupaten Bekasi), Jawa Tengah (Kabupaten Pekalongan dan Kendal), Jawa Timur, Provinsi Bali, serta Sumatera Utara. Selain itu, bantuan juga diberikan kepada korban bencana banjir dan tanah longsor di Kabupaten Pekalongan, Kendal, Garut, dan Sumatera Barat, korban tanah longsor di Kabupaten Purwakarta, korban erupsi Gunung Semeru di Kabupaten Lumajang, Jawa Timur, serta dukungan kemanusiaan bagi masyarakat terdampak bencana di wilayah Sumatra.

As an act of solidarity to communities affected by disasters, Jasa Marga actively distributed aid in the form of basic necessities, logistics, and other assistance to flood victims in the DKI Jakarta area (North Jakarta, West Jakarta) and East Jakarta), West Java (Cianjur, Tasikmalaya, Sukabumi, Garut, Purwakarta Regencies), as well as Bekasi City and Regency), Central Java (Pekalongan and Kendal Regencies), East Java, Bali, and North Sumatra. In addition, assistance was provided to victims of floods and landslides in Pekalongan, Kendal, Garut, and West Sumatra Regencies, landslide victims in Purwakarta Regency, victims of the Mount Semeru eruption in Lumajang Regency, East Java, as well as humanitarian support for communities affected by disasters in the Sumatra region.

Budaya Kita Berbagi
Our Culture of Sharing

Melalui program Budaya Kita Berbagi, Jasa Marga menyalurkan bantuan 7.750 paket sembako ke berbagai yayasan dan lembaga sosial di DKI Jakarta, Jawa Barat, Jawa Tengah, Banten, Bandung Barat. Program ini juga mencakup pemberian hewan kurban serta pembagian 12.750 takjil dalam kegiatan BUKBER (Budaya Kita Berbagi).

Through the Our Culture of Sharing program, Jasa Marga distributed 7750 food packages to various foundations and social institutions in DKI Jakarta, West Java, Central Java, Banten, and West Bandung. This program also included the donation of sacrificial animals and the distribution of 12,750 takjil during the BUKBER (Our Culture of Sharing) event.

Jasa Marga Medical Keliling
Jasa Marga Mobile Medical

Dalam upaya meningkatkan kesehatan masyarakat, Jasa Marga menghadirkan layanan Medical Keliling, yang menyediakan Konsultasi & Pengobatan Gratis, Cek Kesehatan Dasar (Pemeriksaan Fisik dan Tes Darah), Edukasi Kesehatan, dan Bantuan nutrisi & obat bagi masyarakat sekitar proyek Jalan Tol Jogja-Bawen dan Jalan Tol Solo-Yogyakarta-NYIA Kulon Progo. Dalam mendukung peningkatan kesehatan masyarakat, Jasa Marga juga turut memberikan bantuan perbaikan sarana olahraga, bantuan posyandu, bantuan program *stunting*, dan bantuan paket cek kesehatan veteran serta tenaga penunjang operasional PT Jasamarga Transjawa Tol.

To improve public health, Jasa Marga provides a Mobile Medical Service, which offers free consultations and treatment, basic health checks (physical examinations and blood tests), health education, and nutritional and medication assistance to communities near the Jogja-Bawen Toll Road and Solo-Yogyakarta-NYIA Kulon Progo Toll Road projects. In supporting the improvement of public health, Jasa Marga also assists in repairing sports facilities, posyandu (integrated health services posts), stunting programs, and health check packages for veterans and operational support staff of PT Jasamarga Transjawa Tol.

Jasa Marga Peduli Pendidikan
Development and Marketing of MSMEs

Jasa Marga berkontribusi dalam penguatan sektor pendidikan melalui pemberian sarana dan prasarana pembelajaran, seperti komputer, laptop, *printer*, buku bacaan, alat permainan edukatif, serta perlengkapan sekolah bagi sekolah, madrasah, pesantren, PAUD, dan lembaga pendidikan non-formal. Program ini dilaksanakan di berbagai wilayah, meliputi DKI Jakarta, Jawa Barat (Bogor, Bekasi, Depok, Karawang, Cianjur, Sukabumi, dan Cirebon), Banten, Jawa Tengah (Banyumas), Jawa Timur (Surabaya), Sumatera Utara (Medan), serta Daerah Istimewa Yogyakarta. Selain itu, Jasa Marga juga mendukung peningkatan kualitas lingkungan belajar melalui pembangunan dan renovasi ruang kelas, taman baca, serta pembangunan Taman Lalu Lintas di *Rest Area* Jasa Marga sebagai sarana edukasi keselamatan berlalu lintas bagi anak-anak.

Jasa Marga contributes to strengthening the education sector by providing learning facilities and infrastructure, such as computers, laptops, printers, reading books, educational games, and school supplies for schools, madrasas, Islamic boarding schools, early childhood education centers, and non-formal educational institutions. This program is implemented in various regions, including DKI Jakarta, West Java (Bogor, Bekasi, Depok, Karawang, Cianjur, Sukabumi, and Cirebon), Banten, central Java (Banyumas), East Java (Surabaya), North Sumatra (Medan), and the Yogyakarta province. In addition, Jasa Marga supports the improvement of the learning environment through the construction and renovation of classrooms, reading parks, and the construction of Traffic Parks at Jasa Marga Rest Areas as a means of educating children about traffic safety.

Ekonomi | Economy

Pengembangan dan Pemasaran UMK
Development and Marketing of MSMEs

Jasa Marga mendukung penguatan UMKM melalui keikutsertaan dalam berbagai pameran nasional dan regional serta pengembangan UMKM binaan melalui penyediaan Kampoeng UMKM di *Rest Area*, pemberdayaan *Green House* Rumah Tumbuh, dukungan sertifikasi Halal, pelatihan dan pendampingan usaha, serta penyediaan sarana produksi guna meningkatkan daya saing dan keberlanjutan UMKM.

Jasa Marga supports the strengthening of micro, small and medium enterprises (UMKM) through participation in various national and regional exhibitions and the development of UMKM under its guidance by providing UMKM villages in rest areas, empowering Green House Rumah Tumbuh, supporting halal certification, providing business training and assistance, and providing production facilities to improve the competitiveness and sustainability of UMKM.

Mengurangi Ketimpangan dengan Pemberdayaan Masyarakat
Reducing Inequality through Community Empowerment

Komitmen Jasa Marga terhadap inklusivitas ekonomi diwujudkan melalui Program TJSL Paket Bakti Sosial 6 Panti Asuhan Dalam Perayaan Natal BKK Jasa Marga tahun 2025 sebagai bagian dari upaya meningkatkan akses dan kualitas pendidikan inklusif.

Jasa Marga's commitment to economic inclusivity is realized through the TJSL Social Service Package Program for six Orphanages during the 2025 BKK Jasa Marga Christmas Celebration as part of efforts to improve access to and quality of inclusive education.

Lingkungan | Lingkungan

Akses Air Bersih dan Sanitasi Layak
Access to Clean Water and Proper Sanitation

Jasa Marga berperan aktif dalam menyediakan akses air bersih melalui pembangunan fasilitas *Water Treatment* di *Rest Area* Travoy KM 575A Ruas Tol Solo-Ngawi guna meningkatkan sanitasi di berbagai wilayah operasional.

Jasa Marga plays an active role in providing access to clean water through the construction of a water treatment facility at the Travoy KM 575A Rest Area on the Solo-Ngawi Toll Road to improve sanitation in various operational areas.

Peningkatan Sarana dan Prasarana (Umum dan Ibadah)
Improvement of Facilities and Infrastructure (Public and Religious)

Sebagai bentuk kepedulian terhadap fasilitas publik dan kesejahteraan masyarakat, Jasa Marga menyalurkan berbagai bantuan sarana dan prasarana, antara lain pembangunan dan perbaikan jalan desa, sarana ibadah, fasilitas pendidikan, posyandu, ruang sekretariat, balai kelurahan serta penerangan jalan umum (PJU). Perseroan juga mendukung penguatan kelembagaan dan aktivitas sosial masyarakat melalui bantuan peralatan olahraga, kesenian, perlengkapan kebersihan, sarana umum, serta dukungan bagi kelompok tani, pesantren, dan organisasi kemasyarakatan.

As a part of its pledge to improve public facilities and community welfare, Jasa Marga distributes various facilities and infrastructure assistance, including the construction and repair of village roads, religious facilities, educational facilities, integrated health service posts, secretariat rooms, village halls, and public street lighting (PJU). The Company also supports institutional strengthening and community social activities through the provision of sports equipment, arts equipment, cleaning equipment, public facilities, and support for farmer groups, Islamic boarding schools, and community organizations.

Penanaman Pohon dan Pelestarian Lingkungan
Tree Planting and Environmental Conservation

Jasa Marga berkontribusi dalam pelestarian lingkungan melalui berbagai program penghijauan dan pengelolaan lingkungan di sekitar jalan tol dan *rest area*. Perseroan melakukan penanaman pohon serta mendukung pengelolaan kebersihan melalui penyediaan mesin pemotong rumput, motor viar, dan bak sampah. Selain itu, Perseroan juga membangun biopori di Akses Patimban sebagai upaya meningkatkan daya serap air dan mengurangi risiko banjir. Perseroan juga melakukan inisiatif pembuatan tempat sampah *Waste Dropbox* di lingkungan kantor Perseroan.

Jasa Marga contributes to environmental conservation through various environmental management programs around toll roads and rest areas. The Company plants trees and supports cleanliness management by providing lawn mowers, motorcycles, and trash bins. In addition, the Company has built biopores in Akses Patimban to increase water absorption and reduce the risk of flooding. The Company has also initiated the creation of Waste Dropbox trash bins in the company's office environment.

08 Referensi POJK, SEOJK, dan Kriteria ARA

Reference of POJK, SEOJK, and ARA Criteria

780 **Referensi POJK No. 29/POJK.04/2016 dan SEOJK No. 16/SEOJK.04/2021**
POJK No. 29/POJK.04/2016 and SEOJK No. 16/SEOJK.04/2021 Reference

799 **Kriteria *Annual Report Award* (ARA)**
Annual Report Award (ARA) Criteria



Referensi POJK No. 29/POJK.04/2016 dan SEOJK No. 16/SEOJK.04/2021

POJK NO. 29/POJK.04/2016 and SEOJK No. 16/SEOJK.04/2021 Reference

No.	Uraian Description	Halaman Page
1.	**Ketentuan Umum** General Terms	
	a. Laporan Tahunan paling sedikit memuat informasi mengenai: 1. Ikhtisar data keuangan penting; 2. Informasi saham (jika ada); 3. Laporan Direksi; 4. Laporan Dewan Komisaris; 5. Profil Emiten atau Perusahaan Publik; 6. Analisis dan pembahasan manajemen; 7. Tata kelola Emiten atau Perusahaan Publik; 8. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik; 9. Laporan keuangan tahunan yang telah diaudit; dan 10. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan; a. The Annual Report shall at least include the following information: 1. An overview of important financial data; 2. Share information (if any); 3. Board of Directors' report; 4. Board of Commissioners' report; 5. Issuer or Public Company profiles; 6. Management discussion and analysis; 7. Issuer or Public Company governance; 8. Issuer or Public Company social and environmental responsibility; 9. Audited annual financial statements; and 10. Statement from the Board of Directors and the Board of Commissioners on their responsibility for the Annual Report;	
	b. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami Annual reports can present information in the form ofpictures, graphs, tables, and/or diagrams clearly statingthe title and/or description, which is easy to read and understand	
2.	**Uraian Isi Laporan Tahunan** Annual Report Contents Description	
A.	**Ikhtisar Data Keuangan Penting** Summary of Important Financial Data	**20-23**
	Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: Financial Highlights includes financial information presented in the form of comparison for 3 (three) financial years, or since starting a business if the Issuer's or the Public Company's business activities are less than 3 (three) years, and should at least include:	
	1. Pendapatan/penjualan; Revenue/sales;	20
	2. Laba bruto; Gross profit;	20
	3. Laba (rugi); Profit (loss);	20
	4. Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; Total profit (loss) attributable to owners of the parent and non-controlling interests;	20
	5. Total laba (rugi) komprehensif; Total comprehensive profit (loss);	20

No.	Uraian Description	Halaman Page
	6. Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; Total comprehensive profit (loss) attributable to owners of the parent and non- controlling interests;	20
	7. Laba (rugi) per saham; Profit (loss) per share;	20
	8. Jumlah aset; Total assets;	21
	9. Jumlah liabilitas; Total liabilities;	21
	10. Jumlah ekuitas; Total equities;	21
	11. Rasio laba (rugi) terhadap jumlah aset; Profit (loss) to total assets ratio;	21
	12. Rasio laba (rugi) terhadap ekuitas; Profit (loss) to equity ratio;	21
	13. Rasio laba (rugi) terhadap pendapatan/penjualan; Profit (loss) to revenue/sales ratio;	21
	14. Rasio lancar; Current ratio;	21
	15. Rasio liabilitas terhadap ekuitas; Liabilities to equity ratio;	21
	16. Rasio liabilitas terhadap jumlah aset; dan Liabilities to total assets ratio; and	21
	17. Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya. Other information and financial ratios relevant to the Issuer or a Public Company and its industry type.	21
B.	**Informasi Saham** Share Information	**25-26**
	Informasi saham bagi Perusahaan Terbuka paling sedikit memuat: Share information for a Public Company shall at least contain: 1. Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat: Shares issued for each quarter are presented in the form of comparison for the last 2 (two) years, to include at least: a. Jumlah saham yang beredar; Total outstanding shares; b. Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan; Market capitalization based on the price on the Stock Exchange where the securities are listed; c. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan The highest, lowest, and closing share price based on the Stock Exchange where the securities are listed; and d. Volume perdagangan pada bursa efek tempat saham dicatatkan. The volume of trading on the Stock Exchange where the securities are listed; Informasi dalam huruf b), huruf c), dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek; Information on the letter b), c), and d) is only disclosed if the shares are listed on the Stock Exchange;	25
	2. Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: In the event of a corporate action that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the shares' nominal value, conversion securities issuance, as well as capital additions and deductions, share information as referred to in number 1) shall be added with, at least, explanation regarding: a. Tanggal pelaksanaan aksi korporasi; Corporate action execution date; b. Rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham; The ratio of stock splits, reverse stock, stock dividends, bonus shares, the number of convertible securities issued, and changes in the nominal value of shares; c. Jumlah saham beredar sebelum dan sesudah aksi korporasi; The number of shares outstanding before and after the corporate action; d. Jumlah efek konversi yang dilaksanakan (jika ada); dan The number of convertible securities exercised (if any); and e. Harga saham sebelum dan sesudah aksi korporasi; Share price before and after the corporate action;	31

No.	Uraian Description	Halaman Page
	3. Dalam hal terjadi penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut; dan in the event of share trading temporary suspension (suspension) and/or shares delisting during the fiscal year, the shares' suspension and/or delisting reasons shall be explained; and	31
	4. Dalam hal penghentian sementara perdagangan saham (*suspension*) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (*delisting*) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut. If the share trading temporary suspension as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading and/or cancellation of the share listing (delisting) shall be explained.	31
C.	**Laporan Direksi** Board of Directors Report	**68-83**
	Laporan Direksi paling sedikit memuat uraian singkat mengenai: The Board of Directors' Report shall, at the minimum, contain a brief description of: 1. Kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: The Board of Directors' report shall, at the minimum, contain a brief description of:	69
	a. Strategi dan kebijakan strategis Emiten atau Perusahaan Publik; The strategy and strategic policy of the Issuer or Public Company;	71-72
	b. Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; The Board of Directors' role in formulating strategies and strategic policies of Issuers or Public Companies;	72-73
	c. Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; The process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;	73-74
	d. Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan Comparison between the results achieved and those targeted by the Issuer or Public Company; and	74-76
	e. Kendala yang dihadapi Emiten atau Perusahaan Publik; The constraints faced by the Issuer or Public Company;	76-77
	2. Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan Business prospects overview of the Issuer or Public Company; and	78-80
	3. Penerapan tata kelola Emiten atau Perusahaan Publik. Governance implementation of the Issuer or Public Company.	80-82
D.	**Laporan Dewan Komisaris** Board of Commissioners Report	**52-65**
	Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai: The Board of Commissioners' Report shall, at the minimum, contain a brief description of: 1. Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi; The Board of Directors' performance evaluation regarding the management of Issuers or Public Companies, including the supervision of the Board of Commissioners in the strategies formulation and implementation for Issuers or Public Companies carried out by the Board of Directors;	53
	2. Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan View on the business prospects of the Issuer or Public Company prepared by the Board of Directors; and	57-58
	3. Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik. View on the Issuer or Public Company's application of governance.	58-59

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E.	**Profil Emiten atau Perusahaan Publik** Profile of the Issuer or Public Company	**88-299**
	Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi: Profile of the Issuer or Public Company contains, at the minimum, information of: 1. Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku; The name of the Issuer or Public Company, including if there was any change of name, the reason for the change, and effective date of the name change during the fiscal year;	90
	2. Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: Access to Issuer or Public Company, including any branch offices or representative offices, which allows the public access to information on the Issuer or Public Company, including: a. Alamat; Address; b. Nomor telepon; Telephone number; c. Alamat surat elektronik; dan Electronic mail address; and d. Alamat situs web; Web site address;	91,103-105
	3. Riwayat singkat Emiten atau Perusahaan Publik; A brief history of Issuer or Public Company;	92-93
	4. Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (*corporate culture*) atau nilai-nilai perusahaan; The vision and mission of the Issuer or Public Company as well as the corporate culture or corporate values;	106-113
	5. Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan; Business activities according to the last articles of association, the business activities carried out during the fiscal year, as well as the type of goods and/or services produced;	114-125
	6. Wilayah operasional Emiten atau Perusahaan Publik; The operational area of the Issuer or Public Company; Wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan. The operational area is the area or area for the implementation of operational activities or the range of the company's operating activities.	96-103
	7. Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan; The organizational structure of the Issuer or Public Company in the form of a chart, at the minimum, the structure of 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and the Board of Commissioners, accompanied by names and positions;	128-129
	8. Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan; A list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;	94

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9.	Profil Direksi, paling sedikit memuat: The profile of Directors, to at least include: a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; The name and position per the duties and responsibilities; b. Foto terbaru; A recent photograph; c. Usia; Age; d. Kewarganegaraan; Nationality; e. Riwayat pendidikan dan/atau sertifikasi; Educational and/or certification history; f. Riwayat jabatan, meliputi informasi: Position history, including information on: i. Dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned; ii. Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan Concurrent positions, either as a member of the Board of Directors, member of the Board of Commissioners, and/or committee member, and other positions inside and outside the Issuer or Public Company. If a member of the Board of Directors does not have concurrent positions, then this is disclosed; and iii. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Period of work experience both inside and outside the Issuer or Public Company. g. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan Affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including the names of affiliated parties. If the member has no affiliation relationship, the Issuer or Public Company shall disclose this matter; and h. Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut; Changes in the composition of the members of the Board of Directors and the reasons for the changes. If there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;	139-145

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	10. Profil Dewan Komisaris, paling sedikit memuat: The profile of Board of Commissioners, to at least include: a. Nama dan jabatan; The name and position; b. Foto terbaru; A recent photograph; c. Usia; Age; d. Kewarganegaraan; Nationality; e. Riwayat pendidikan dan/atau sertifikasi; Educational and/or certification history; f. Riwayat jabatan, meliputi informasi: Position history, including information on: i. Dasar hukum pengangkatan sebagai anggota Dewan Komisaris; The legal basis for appointment as a member of the Board of Commissioners of the Issuer or Public Company concerned; ii. Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan; The legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned; iii. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member, and other positions inside and outside the Issuer or Public Company. If a member of the Board of Commissioners does not have concurrent positions, then this is disclosed; and iv. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Period of work experience both inside and outside the Issuer or Public Company. g. Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; Affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including the names of affiliated parties. If the member has no affiliation relationship, the Issuer or Public Company shall disclose this matter; and h. Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan Statement of independence of independent commissioners in the event that the independent commissioner has served for more than 2 (two) terms; and i. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut; Changes in the composition of the members of the Board of Commissioners and the reasons for the changes. If there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;	133-138
	11. Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya; In the event of changes in the composition of the Board of Directors and/or the Board of Commissioners' members that occurred after the fiscal year ends until the deadline for submission of the Annual Report, the composition to be included in the Annual Report is the latest and the previous composition of the Board of Directors and/or the Board of Commissioners' members;	132
	12. Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Disclosure of information can be presented in tabular form.	176-178

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13.	Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: Shareholders names and ownership percentage at the beginning and end of the fiscal year, which consists of information regarding: a. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; Shareholders who own 5% (five percent) or more shares of the Issuer or Public Company; b. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan Members of the Board of Directors and members of the Board of Commissioners who own shares in the Issuer or Public Company. If all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and c. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; Community shareholder group, namely the group of shareholders whom each own less than 5% (five percent) of the shares of the Issuer or Public Company; Informasi di atas dapat disajikan dalam bentuk tabel. The above information can be presented in tabular form.	243-245
14.	Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Percentage of Indirect Shareholding in the Issuer or Public Company by Members of the Board of Directors and the Board of Commissioners at the Beginning and End of the Fiscal Year, Including Information on Shareholders Registered in the Shareholder Register for the Benefit of the Indirect Shareholding of Members of the Board of Directors and the Board of Commissioners; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut. If all members of the Board of Directors and/or Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.	247-248
15.	Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: The number of shareholders and the percentage of ownership at the fiscal year-end based on the classification of: a. Kepemilikan institusi lokal; Local institutions ownership; b. Kepemilikan institusi asing; Foreign institutional ownership; c. Kepemilikan individu lokal; dan Local individual ownership; and d. Kepemilikan individu asing; Foreign individual ownership;	245
16.	Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan; Information regarding the major and controlling shareholders of the Issuer or Public Company, either directly or indirectly, to the individual owners, presented in the form of schematics or charts;	248
17.	Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; The name of the subsidiary, associate, joint venture company where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of the subsidiary, associated company, joint venture company; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut. For a subsidiary, information about the address of the subsidiary is added.	249-251
18.	Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada); A chronological listing of shares, number of shares, nominal value, and the offer price from the start of recording until the end of the fiscal year and the name of the Stock Exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock, stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and subtractions (if any);	284

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	19. Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18, yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada); Other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);	285-294
	20. Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: Information on the use of the services of a public accountant (AP) and a public accounting firm (KAP) and their networks/associations/allies include: a. Nama dan alamat; Name and address; b. Periode penugasan; Assignment period; c. Informasi jasa audit dan/atau non audit yang diberikan; Information on audit and/or non-audit services provided; d. Biaya jasa (*fee*) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan Audit and/or non-audit fee for each assignment given during the fiscal year; and e. Dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan If AP and KAP and their networks/associations/allies, which are appointed do not provide non-audit services, then the information is disclosed; and Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel. Disclosure of information on the use of AP and KAP services and their networks/associations/allies can be presented in tabular form.	295-296
	21. Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP. Name and address of capital market supporting institutions and/or professions other than AP and KAP.	295-297
F.	**Analisis dan Pembahasan Manajemen** Management Discussion and Analysis	**300-418**
	Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat: Management Discussion and Analysis shall include analysis and discussion of the financial statements and other important information with an emphasis on material changes that occurred during the fiscal year, to at least have: 1. Tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: A review of operations per operating segment based on the Issuer or Public Company's type of industry, to name a few: a. Produksi, yang meliputi proses, kapasitas, dan perkembangannya; Production, including the process, capacity, and its development; b. Pendapatan/penjualan; dan Revenue/sales; and c. Profitabilitas; Profitability;	310-342
	2. Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: Comprehensive financial performance including a comparison of financial performance in the last 2 (two) years, an explanation of the cause of any changes and the impact of such changes, to name a few: a. Aset lancar, aset tidak lancar, dan total aset; Current assets, non-current assets, and total assets; b. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; Short-term liabilities, long-term liabilities, and total liabilities; c. Ekuitas; Equity; d. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan Revenue/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and e. Arus kas; Cash flow;	343-379
	3. Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan; Ability to pay the debt by presenting the relevant ratios;	380-382
	4. Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan; The collectibility level of the Issuer's or Public Company's receivables by presenting the relevant ratio calculations;	382

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5.	Struktur modal (*capital structure*) dan kebijakan manajemen atas struktur modal (*capital structure*) tersebut disertai dasar penentuan kebijakan dimaksud; Capital structure and management policies on capital structure accompanied by the basis for determining the policy;	382-383
6.	Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat: Discussion on material commitments for capital investments with explanations, to name a few: a. Tujuan dari ikatan tersebut; The purpose of such commitments; b. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut; Sources of funds to meet such commitments; c. Mata uang yang menjadi denominasi; dan Currency-denominated; and d. Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait; Planned measures by the Issuer or Public Company to cover the risks of foreign currency positions;	384
7.	Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: Discussion regarding capital goods investments realized in the last fiscal year, to name a few: a. Jenis investasi barang modal; Type of capital goods investments; b. Tujuan investasi barang modal; dan Capital goods investment objectives; and c. Nilai investasi barang modal yang dikeluarkan; Value of capital goods investments realized;	384
8.	Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada); Material information and facts occurring after the date of the auditor's report (if any);	386-387
9.	Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya; Business prospects of the Issuer or Public Company based on the condition of the industry, the general economy, and the international markets supporting quantitative data from trusted data sources;	388-389
10.	Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: Comparison between the targets/projections at the beginning of the year with the results achieved (realized), including: a. Pendapatan/penjualan; Revenue/sales; b. Laba (rugi); Profit (loss); c. Struktur modal (*capital structure*); atau Capital structure; or d. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; Other matters that are considered important for the Issuer or Public Company;	385-386
11.	Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: Targets/projections to be achieved by the Issuer or Public Company for 1 (one) year ahead, including: a. Pendapatan/penjualan; Revenues/sales; b. Laba (rugi); Profit (loss) c. Struktur modal (*capital structure*); Capital structure; d. Kebijakan dividen; atau Dividend policy; or e. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; Other matters that are considered important for the Issuer or Public Company;	385-386
12.	Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar; The Issuer or Public Company's marketing of goods and/or services, at least including the marketing strategy and market share;	390-391

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	13. Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit: Description of dividends for the last 2 (two) fiscal years, at least: a. Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih; Dividend policy, which includes information on the percentage of dividends distributed to net income; b. Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; Date of payment of cash dividends and/or date of distribution of non-cash dividends; c. Jumlah dividen per saham (kas dan/atau non kas); dan The amount of dividends per share (cash and/or non-cash); and d. Jumlah dividen per tahun yang dibayar; The amount of dividends paid annually; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut. Disclosure of information can be presented in tabular form. If the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.	392-393
	14. Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan: Realization of the use of proceeds from the public offering, provided that: a. Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan If, during the fiscal year, the Issuer must submit a report on the realization of the use of funds, then the realization of the cumulative use of the proceeds from the public offering shall be disclosed until the end of the fiscal year; and b. Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut; If there is a change in the use of funds as regulated in the Financial Services Authority Regulation regarding the report on the realization of the use of the proceeds from the public offering, the Issuer shall explain the change;	395-397

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	15. Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat: Material information (if any), among others regarding investment, expansion, divestment, business merger/consolidation, acquisition, debt/capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions, which occurred during the fiscal year, at least containing: a. Tanggal, nilai, dan objek transaksi; The date, value, and object of the transaction; b. Nama pihak yang melakukan transaksi; The name of the party conducting the transaction; c. Sifat hubungan afiliasi (jika ada); The nature of the affiliation relationship (if any); d. Penjelasan mengenai kewajaran transaksi; Explanation of the fairness of the transaction; e. Pemenuhan ketentuan terkait; dan Compliance with related provisions; and f. Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi: If there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information: i. Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*); dan A statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out following generally accepted business practices, among others, by complying with the arms-length principle; and ii. Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*); The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out following generally accepted business practices, among others, by complying with the arms-length principle; g. Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; For affiliated or material transactions, which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated or material transactions are business activities carried out to generate operating income. and run regularly, repeatedly, and/or continuously; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. If the affiliated or material transactions have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added. h. Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; For disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added; i. Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut; If there is no affiliated transaction and/or conflict of interest transaction; then this matter shall be disclosed;	398-410
	16. Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan Changes in regulations and legislation that significantly impact the Issuer or Public Company and the impact on the financial statements (if any); and	412-415
	17. Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada). Changes in accounting policies, reasons, and impact on the financial statements (if any);	416

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G.	**Tata Kelola Emiten atau Perusahaan Publik** Corporate Governance of Issuer or Public Company	
	Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: The governance of the Issuer or Public Company shall, at the minimum, contain a brief description of: 1. RUPS, paling sedikit memuat: GMS, at the minimum, contains:	
	a. Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year include:	513-519 529-532 532-538
	i. Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan The GMS' resolutions in the fiscal year and 1 (one) year before the fiscal year are realized in the fiscal year; and	513-519 529-532 532-538
	ii. Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan; Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that has not been realized and the reasons for not realizing them;	513-519 529-532 532-538
	b. Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut; If the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;	511, 526
	2. Direksi, paling sedikit memuat: The Board of Directors, at the minimum, contains:	567-588
	a. Tugas dan tanggung jawab masing-masing anggota Direksi; Duties and responsibilities of each member of the Board of Directors; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. The duties and responsibilities of each member of the Board of Directors are described and can be presented in tabular form.	571-572
	b. Pernyataan bahwa Direksi memiliki pedoman atau piagam (*charter*) Direksi; A statement that the Board of Directors has guidelines or charter for the Board of Directors;	567
	c. Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Policies and implementation of the Board of Directors' meeting frequency, Board of Directors' meeting with the Board of Commissioners, and the Board of Directors member's attendance level in the meeting including attendance at the GMS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. Information on the Board of Directors member's level of attendance at the meeting of the Board of Directors, the meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in tabular form.	594, 597, 510, 525, 597, 598
	d. Pelatihan dan/atau peningkatan kompetensi anggota Direksi: Training and/or competency improvement of the Board of Directors members:	581-582
	i. Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan Training and/or improving the competence of members of the Board of Directors policy, including an orientation program for newly appointed members of the Board of Directors (if any); and	581-582
	ii. Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); Training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);	181-185, 582
	e. Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: The Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain: i. Prosedur penilaian kinerja; dan Performance appraisal procedures; and ii. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan The criteria used, such as performance achievements during the fiscal year, competence and attendance at meetings; and	586-587

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	f. Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut. If the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.	-
3.	Dewan Komisaris, paling sedikit memuat: The Board of Commissioners, at the minimum, contains:	539-566
	a. Tugas dan tanggung jawab Dewan Komisaris; Duties and responsibilities of the Board of Commissioners;	544-546
	b. Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris; A statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners;	539
	c. Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Policies and implementation of the Board of Commissioners meeting frequency, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in such meetings including attendance at the GMS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. Information on the Board of Commissioners members' attendance level at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in tabular form.	510, 525, 592-593, 597-598
	d. Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: Training and/or competency improvement of members of the Board of Commissioners:	179-180, 557
	i. Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan Policy on training and/or improving the Board of Commissioners members' competence, including orientation programs for newly appointed members of the Board of Commissioners (if any); and	556-557
	ii. Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada); Training and/or competency improvement attended by members of the Board of Commissioners in the fiscal year (if any);	179-180, 557
	e. Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at the minimum containing:	561, 589-590, 590-591
	i. Prosedur pelaksanaan penilaian kinerja; Procedures for implementing performance appraisals;	589, 591
	ii. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan The criteria used such as performance achievements during the fiscal year, competence and attendance at meetings; and	589-590, 591
	iii. Pihak yang melakukan penilaian; dan The party conducting the assessment; and	589 591
	f. Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: The Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:	562
	i. Prosedur penilaian kinerja; dan Performance appraisal procedures; and	562
	ii. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; The criteria used such as performance achievements during the fiscal year, competence, and attendance at meetings;	562
4.	Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:	599-603
	a. Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan Nomination procedure, including a brief description of the policies and members nomination process of the Board of Directors and/or the Board of Commissioners; and	599
	b. Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:	599-603

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	i. Prosedur penetapan remunerasi Direksi dan Dewan Komisaris; Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	599-600
	ii. Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus, and others; and	600-601
	iii. Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel. The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in tabular form.	602-603
5.	Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: The Sharia Supervisory Board, the Issuer or Public Company that runs the business activities based on sharia principles as stated in the articles of association shall, at the minimum, include: a. Nama; Names; b. Dasar hukum pengangkatan dewan pengawas syariah; The legal basis for the appointment of the sharia supervisory board; c. Periode penugasan dewan pengawas syariah; The period of assignment of the sharia supervisory board; d. Tugas dan tanggung jawab dewan pengawas syariah; dan Duties and responsibilities of the sharia supervisory board; and e. Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik; Frequency and mode of administration advice and suggestions as well as monitoring compliance with sharia principles in the Capital Market of the Issuer or Public Company;	-
6.	Komite audit, paling sedikit memuat: The Audit Committee, including, at the minimum:	614-632
	a. Nama dan jabatannya dalam keanggotaan komite; Names and positions of the committee members;	146-148, 617
	b. Usia; Age;	146-148
	c. Kewarganegaraan; Nationality;	146-148
	d. Riwayat pendidikan; Education history;	146-148
	e. Riwayat jabatan, meliputi informasi: Position history, including:	146-148
	i. Dasar hukum penunjukan sebagai anggota komite; Legal basis for appointment as a committee member;	146-148
	ii. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan Concurrent positions as members of the Board of Commissioners, members of the Board of Directors and/or members of committees as well as other positions (if any); and	146-148
	iii. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; Work experience both inside and outside the Issuer or Public Company;	146-148
	f. Periode dan masa jabatan anggota komite audit; Period and tenure of Audit Committee members;	146-148, 616
	g. Pernyataan independensi komite audit; Statement of Audit Committee independence;	617-618
	h. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); Training and/or competency improvement that has been followed in the fiscal year (if any);	185-186, 621
	i. Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan Policy and implementation of Audit Committee meeting frequency and level of attendance of Audit Committee members at the meetings;	621-622
	j. Pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (*charter*) komite audit; Implementation of Audit Committee activities in the fiscal year in the Audit Committee guidelines or charter;	621-626
7.	Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: The nomination and remuneration committee or function of the Issuer or Public Company, at the minimum, containing:	633-645

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	a. Nama dan jabatannya dalam keanggotaan komite; Names and positions of the committee members;	149-151, 636
	b. Usia; Age;	149-151
	c. Kewarganegaraan; Nationality;	149-151
	d. Riwayat pendidikan; Education history;	149-151
	e. Riwayat jabatan, meliputi informasi: Position history, including:	149-151
	i. Dasar hukum penunjukan sebagai anggota komite; Legal basis for appointment as a committee member;	149-151
	ii. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan Concurrent positions as members of the Board of Commissioners, members of the Board of Directors and/or members of committees as well as other positions (if any); and	149-151
	iii. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; Work experience both inside and outside the Issuer or Public Company;	149-151
	f. Periode dan masa jabatan anggota komite; Period and tenure of committee members;	149-151, 635
	g. Pernyataan independensi komite; Statement of committee independence;	636-637
	h. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); Training and/or competency improvement that has been followed in the fiscal year (if any);	187, 640
	i. Uraian tugas dan tanggung jawab; Description of duties and responsibilities;	638-639
	j. Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*); Statement that it has established committee guidelines or charter;	634
	k. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut; Policy and implementation of committee meeting frequency and level of attendance of committee members at the meetings;	641-643
	l. Uraian singkat pelaksanaan kegiatan pada tahun buku; dan A brief description of the committee's activities in the fiscal year;	640-641
	m. Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan: If no nomination and remuneration committee is formed, the Issuer or Public Company is to disclose the information as referred to in letter i) to letter l) and disclose:	-
	i. Alasan tidak dibentuknya komite; dan Reasons for not forming the committee; and	-
	ii. Pihak yang melaksanakan fungsi nominasi dan remunerasi; The party carrying out the nomination and remuneration function;	-
8.	Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: Other committees owned by Issuers or Public Companies to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and responsibilities of the Board of Commissioners, at the minimum, containing:	646-659, 659-666, 670-678, 678-682, 683-689
	a. Nama dan jabatannya dalam keanggotaan komite; Name and position in committee membership;	152-154, 649, 155-163, 661-662, 139-145, 165-175, 674-675, 139-145, 165-175, 680-681, 139-145, 165-175, 686
	b. Usia; Age;	152-154, 155-163

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	c. Kewarganegaraan; Nationality;	152-154, 155-163
	d. Riwayat pendidikan; Educational history;	152-154, 155-163
	e. Riwayat jabatan, meliputi informasi: Position history, including information on:	152-154, 155-163
	i. Dasar hukum penunjukan sebagai anggota komite; Legal basis for appointment as a committee member;	152-154, 155-163
	ii. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	152-154, 155-163
	iii. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; Work experience and period both inside and outside the Issuer or Public Company;	152-154, 155-163
	f. Periode dan masa jabatan anggota komite; The period and term of office of the committee members;	152-154, 648, 660 675, 680-681, 686
	g. Pernyataan independensi komite; Statement of committee independence;	649-651, 662-663, 677, 682, 686
	h. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan Training and/or competency improvement that has been followed in the fiscal year (if any); and	187, 653, 188-199, 664, 200-208, 676, 208-224, 682, 181-249, 686
	Uraian tugas dan tanggung jawab; i. Description of duties and responsibilities;	651-653, 663, 671-674, 679-680, 684-686
	Pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite; j. A statement that the committee has had guidelines or charters;	647, 660
	k. Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan Policies and implementation of the frequency of committee meetings and the level of attendance of committee members in those meetings; and	654-655, 664-665, 677, 681-682, 688
	l. Uraian singkat pelaksanaan kegiatan komite pada tahun buku; A brief description of the committee's activities for the fiscal year;	654-657, 664, 677 681, 686-688
9.	Sekretaris perusahaan, paling sedikit memuat: Corporate Secretary, including, at the minimum:	689-698
	a. Nama; Name;	165, 690
	b. Domisili; Domicile;	165
	c. Riwayat jabatan, meliputi: Position history, including:	165
	i. Dasar hukum penunjukan sebagai sekretaris perusahaan; dan Legal basis for appointment as Corporate Secretary; and	165
	ii. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; Work experience both inside and outside the Issuer or Public Company;	165
	d. Riwayat pendidikan; Education history;	165
	e. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan Training and/or competence improvement followed during the fiscal year; and	207-208, 696

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	f. Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku; A brief description of the Corporate Secretary activities in the fiscal year;	693-696
10.	Unit audit internal, paling sedikit memuat: Internal Audit Unit, including, at the minimum:	
	a. Nama kepala unit audit internal; Name of the Internal Audit Unit head;	698-709
	b. Riwayat jabatan, meliputi: Position history, including:	165
	i. Dasar hukum penunjukan sebagai kepala unit audit internal; dan The legal basis for the appointment as Internal Audit Unit head; and	165
	ii. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; Work experience with its period both inside and outside of the Issuer or Public Company;	165
	c. Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); Professional internal audit qualifications or certifications (if any);	704
	d. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; Training and/or competency improvement to be followed during the fiscal year;	205, 225, 705
	e. Struktur dan kedudukan unit audit internal; Structure and positions within the Internal Audit Unit;	704
	f. Uraian tugas dan tanggung jawab; Duties and responsibilities description;	699-701
	g. Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) unit audit internal; dan Statement that it has established Internal Audit Unit guidelines or charter; and	698-699
	h. Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit; A brief description of the implementation of the internal audit unit's duties for the fiscal year, including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;	706-707
11.	Uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: Description of the internal control system applied by the Issuer or Public Company, at the minimum, including:	751-753
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Referensi Kriteria *Annual Report Award* (ARA)

Annual Report Award (ARA) Criteria References

Kriteria Annual Report Award (ARA) Tahun 2024

Criteria for the 2024 Annual Report Award (ARA)

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B.C.9	Apakah ada bukti bahwa Perusahaan tidak mematuhi aturan dan peraturan pencatatan apa pun selama setahun terakhir selain dari aturan pengungkapan? (P.E.1.1) Is there any evidence that the Company has not complied with any listing rules and regulations during the past year other than disclosure rules? (PE.1.1)	738
Pertanyaan Bonus Terkait Tema *Annual Report Award* 2025		
1.	Jelaskan bagaimana governansi Perusahaan memastikan bahwa prinsip integritas dan keberlanjutan terintegrasi secara substantif dalam perumusan strategi jangka panjang, sehingga memperkuat ketahanan usaha dan kemampuan Perusahaan dalam menciptakan nilai berkelanjutan di tengah dinamika lingkungan bisnis yang terus berubah. Explain how the Company's governance ensures that the principles of integrity and sustainability are substantively integrated into the formulation of long-term strategy, thereby strengthening the Company's business resilience and its ability to create sustainable value amidst the ever-changing dynamics of the business environment.	57 80
	Penjelasan: Perseroan secara substantif mengintegrasikan prinsip integritas dan keberlanjutan ke dalam strategi korporasi melalui *Road Map* ESG 2025–2029 dan Pilar Keberlanjutan. Governansi Perusahaan memastikan hal ini melalui visi baru "Inovasi menuju peningkatan nilai yang berkelanjutan" yang dituangkan dalam Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029. Strategi ini mencakup transformasi menjadi *Integrated Mobility Company* yang berfokus pada pengembangan infrastruktur berkelanjutan, termasuk *green toll road*, guna memperkuat ketahanan usaha di tengah dinamika industri Explanation: The Company has substantively integrated the principles of integrity and sustainability into its corporate strategy through the 2025–2029 ESG Roadmap and the Sustainability Pillars. Corporate Governance ensures this through the new vision 'Innovation towards sustainable value creation', as set out in the Company's Long-Term Plan (RJPP) 2025–2029. This strategy encompasses the transformation into an Integrated Mobility Company focused on the development of sustainable infrastructure, including green toll roads, to strengthen business resilience amidst industry dynamics	
2.	Uraikan bagaimana peran governansi perusahaan mendorong pembentukan nilai integritas dan keberlanjutan yang tercermin dalam budaya perusahaan, serta bagaimana nilai dan budaya tersebut diimplementasikan secara konsisten dalam proses bisnis dan kegiatan operasional di seluruh lini organisasi. Explain how corporate governance plays a role in fostering the values of integrity and sustainability, as reflected in the corporate culture, and how these values and culture are consistently implemented in business processes and operational activities across the organisation.	17 80
	Penjelasan: Governansi perusahaan mendorong nilai integritas melalui penerapan tata nilai AKHLAK sebagai landasan perilaku seluruh karyawan. Untuk mempercepat transformasi, pimpinan meluncurkan budaya kerja JSMR MOVE (*Modern, Optimistic, Valuable, Excellent*) yang bertujuan memperkuat *operational excellence* dan menjaga kepercayaan publik. Nilai-nilai ini diimplementasikan secara konsisten melalui berbagai *governance soft structure* seperti *Code of Conduct* (CoC), Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001, dan kebijakan *Anti-Fraud* yang berlaku mengikat di seluruh lini organisasi. Explanation: Corporate governance promotes integrity by implementing the AKHLAK values as the foundation for all employees' conduct. To accelerate this transformation, management has launched the JSMR MOVE (Modern, Optimistic, Valuable, Excellent) work culture, which aims to strengthen operational excellence and maintain public trust. These values are consistently implemented through various soft governance structures such as the Code of Conduct (CoC), the ISO 37001 Anti-Bribery Management System (ABMS), and binding anti-fraud policies across all levels of the organisation.	
3.	Jelaskan bagaimana pimpinan perusahaan memastikan bahwa Perusahaan memiliki pemahaman yang memadai serta kesiapan yang komprehensif—termasuk pada aspek prosedur dan sistem informasi—untuk memenuhi kewajiban pengungkapan keberlanjutan sesuai dengan Standar Pengungkapan Keberlanjutan (SPK 1 dan SPK 2), serta bagaimana kesiapan tersebut telah terinternalisasi dalam proses pelaporan berdasarkan empat pilar utama: *Governance, Strategy, Risk Management*, dan *Metrics & Targets*. Explain how the company's management ensures that the Company has an adequate understanding and comprehensive readiness—including in terms of procedures and information systems—to meet its sustainability disclosure obligations in accordance with the Sustainability Disclosure Standards (SPK 1 and SPK 2), and how this preparedness has been integrated into the reporting process based on the four key pillars: Governance, Strategy, Risk Management, and Metrics & Targets.	3 676-677

Nomor Number	Pertanyaan ARA ARA Question	Halaman Page
	Penjelasan: Pimpinan memastikan kesiapan komprehensif melalui program pelatihan dan sertifikasi teknis, seperti *Certified Sustainability Reporting Specialist* dan *Certificate in Climate Finance* (CertCF) untuk membekali personel dengan pemahaman standar pelaporan terbaru. Perseroan membentuk Komite Sustainability (evolusi dari Komite TJSL) untuk memperkuat tata kelola keberlanjutan dan mengeksekusi *Road Map* ESG. Kesiapan ini terinternalisasi dalam empat pilar: • *Governance*: Struktur Komite Sustainability yang bertanggung jawab langsung kepada Direksi. • *Strategy*: Penajaman strategi untuk mencakup seluruh aspek ESG dan risiko iklim. • *Risk Management*: Integrasi risiko keberlanjutan dan iklim ke dalam manajemen risiko korporasi. • *Metrics & Targets*: Penetapan target dekarbonisasi nasional dan inisiatif berkelanjutan yang terukur. Explanation: Management ensures comprehensive readiness through training programmes and technical certifications, such as the Certified Sustainability Reporting Specialist and the Certificate in Climate Finance (CertCF), to equip staff with an understanding of the latest reporting standards. The Company has established a Sustainability Committee (an evolution of the TJSL Committee) to strengthen sustainability governance and execute the ESG Roadmap. This readiness is embedded within four pillars: • Governance: A Sustainability Committee structure reporting directly to the Board of Directors. • Strategy: Sharpening the strategy to cover all aspects of ESG and climate risk. • Risk Management: Integration of sustainability and climate risks into corporate risk management. • Metrics & Targets: Setting national decarbonisation targets and measurable sustainable initiatives.	
4.	Jelaskan bagaimana pimpinan Perusahaan memastikan keandalan, konsistensi, dan kredibilitas pelaporan keuangan, laporan tahunan, serta pengungkapan keberlanjutan melalui sistem pengendalian internal, mekanisme assurance, dan pengawasan yang efektif, sehingga mendukung pelaporan yang berintegritas, transparan, dan akuntabel serta memperkuat kepercayaan pemangku kepentingan dalam penciptaan nilai jangka panjang. Explain how the Company's management ensures the reliability, consistency and credibility of financial reporting, annual reports and sustainability disclosures through effective internal control systems, assurance mechanisms and oversight, thereby supporting reporting that is integrity-driven, transparent and accountable, and strengthening stakeholder confidence in the creation of long-term value.	732 722 60 616 611 537 540
	Penjelasan: Jasa Marga menerapkan praktik governansi yang terintegrasi dengan manajemen risiko dan sistem manajemen kepatuhan yang efektif. Pimpinan Perseroan juga menjamin kredibilitas pelaporan melalui sistem pengawasan yang berlapis: Explanation: Jasa Marga implements governance practices that are integrated with effective risk management and compliance management systems. The Company's management also ensures the credibility of its reporting through a multi-layered oversight system:	
	• Sistem Pengendalian Internal: Penerapan *Internal Control over Financial Reporting* (ICoFR) dan Sistem Pengendalian Internal Pemerintah (SPIP) untuk menjamin keandalan data. Internal Control System: Implementation of Internal Control over Financial Reporting (ICoFR) and the Government Internal Control System (SPIP) to ensure data reliability.	732 722

Nomor Number	**Pertanyaan ARA** ARA Question	**Halaman** Page
	• Mekanisme *Assurance*: Laporan Keuangan diaudit oleh Kantor Akuntan Publik (KAP) dengan opini Wajar Tanpa Pengecualian. Selain itu, terdapat pengungkapan bahwa Laporan Keberlanjutan telah diverifikasi secara eksternal (*externally assured*). Assurance Mechanism: The Financial Statements are audited by a Public Accounting Firm (PAF) and issued with an unqualified opinion. In addition, it is disclosed that the Sustainability Report has been externally verified (externally assured).	60 616
	• Pengawasan Efektif: Peran aktif Dewan Komisaris dan Komite Audit dalam memantau kepatuhan serta penandatanganan Surat Pernyataan Tanggung Jawab oleh seluruh jajaran Direksi dan Dewan Komisaris atas kebenaran isi laporan tahunan. Effective Oversight: The active role of the Board of Commissioners and the Audit Committee in monitoring compliance, as well as the signing of a Statement of Responsibility by all members of the Board of Directors and the Board of Commissioners regarding the accuracy of the annual report.	611 537 540

09 Laporan Keuangan Konsolidasian

Consolidated Financial Statement

Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk 31 Desember 2025 telah dirilis tanggal 3 Maret 2026, sesuai dengan Penyampaian Perseroan ke Otoritas Jasa Keuangan, Bursa Efek Indonesia dan *website* Perseroan.

The Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk as of 31 December 2025 were released on 3 March 2026, in accordance with the Company's submission to the Financial Services Authority, the Indonesia Stock Exchange, and the Company's official website.



PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAK

Laporan Keuangan Konsolidasian
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024

PT JASA MARGA (PERSERO) Tbk
AND SUBSIDIARIES

Consolidated Financial Statements
For the Years Ended
December 31, 2025 and 2024

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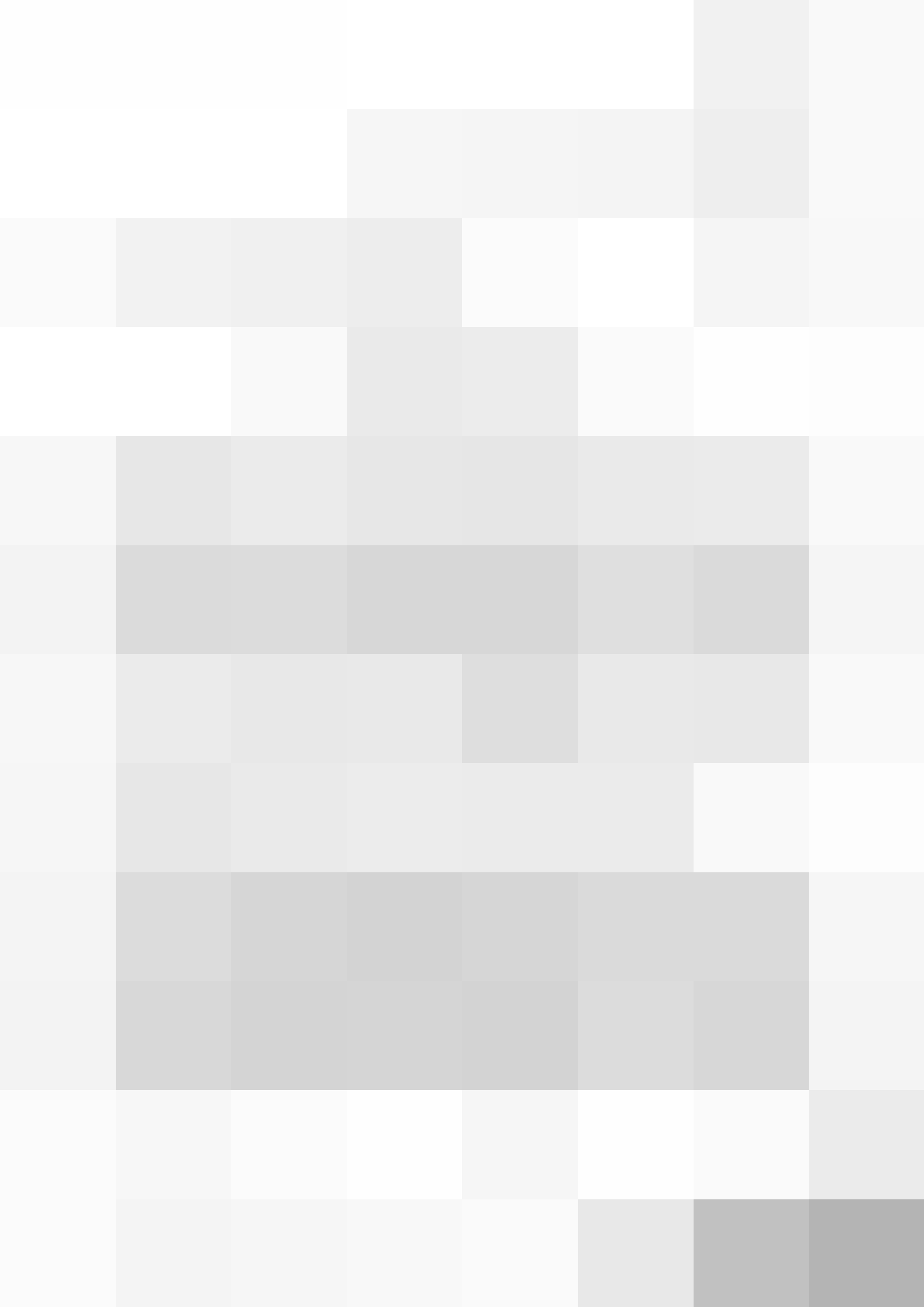
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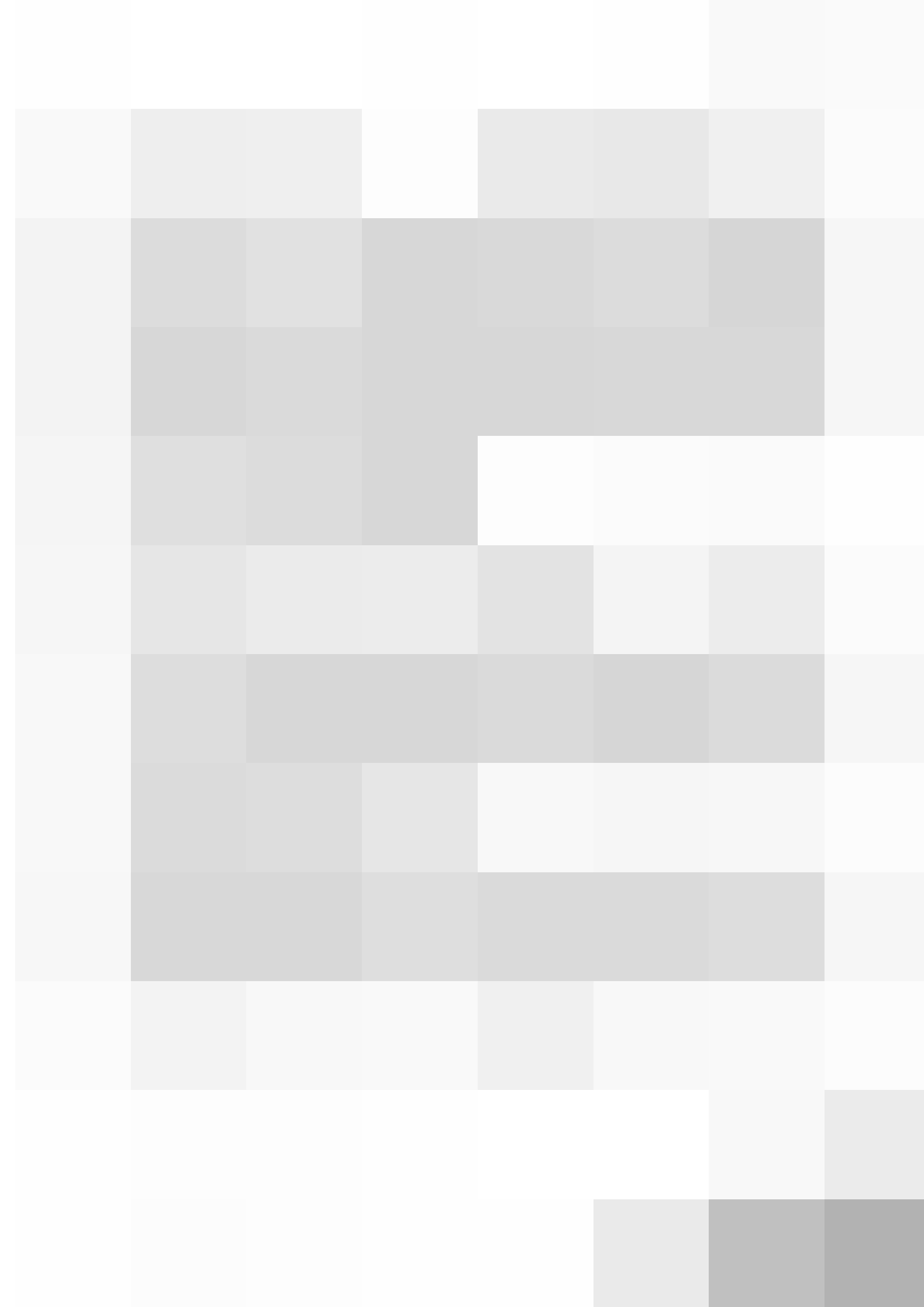
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PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT JASA MARGA (PERSERO) Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
December 31, 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	*2025*	*2024 *)*	*2023 *)*	
ASET					***ASSETS***
ASET LANCAR					***CURRENT ASSETS***
Kas dan setara kas	2.e, 2.f 2.q, 2.u, 4, 43, 47.a	6.750.913	5.123.252	4.696.437	*Cash and cash equivalents*
Investasi jangka pendek	2.f, 2.q, 5, 47.a, 47.e	24.458	22.791	1.360.795	*Short-term investments*
Piutang lain-lain	2.f, 2.q, 6,39, 40, 47.a				*Other receivables*
Pihak berelasi	43, 47.a	542.175	350.154	344.225	*Related parties*
Pihak ketiga	47.a	856.065	820.213	953.954	*Third parties*
Persediaan	2.g, 7	167.233	147.978	119.490	*Inventories*
Biaya dibayar di muka dan uang muka	8	107.197	109.588	99.312	*Prepaid expenses and advances*
Pajak dibayar di muka	2.o, 18.a	302.283	135.854	134.956	*Prepaid taxes*
Dana dibatasi penggunaannya	2.e, 2.f, 2.q, 9, 43, 47.a	518.346	487.735	558.326	*Restricted funds*
TOTAL ASET LANCAR		**9.268.670**	**7.197.565**	**8.267.495**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR					***NON-CURRENT ASSETS***
Piutang lain-lain - pihak berelasi	2.d, 2.f 2.q, 6, 43, 47.a	341.071	312.946	275.000	*Other receivables - related parties*
Dana dibatasi penggunaannya	2.e, 2.f, 2.q, 9, 43, 47.a	401.671	232.738	292.783	*Restricted funds*
Aset pajak tangguhan	2.o, 18.c	74.200	67.529	62.878	*Deferred tax assets*
Investasi pada entitas asosiasi dan ventura bersama - neto	2.h, 10	5.923.773	5.608.831	5.201.567	*Investment in associates and joint ventures - net*
Aset tetap - neto	2.i, 2.n, 3, 11	643.799	508.170	478.377	*Fixed asset - net*
Properti investasi - neto	2.j, 3.a, 12	1.012.267	979.181	751.557	*Investment properties - net*
Aset takberwujud - neto					*Intangible assets - net*
Hak pengusahaan jalan tol	2.l, 3.b, 13	140.973.316	132.004.237	117.260.627	*Toll road concession rights*
Lainnya	2.k, 14	89.027	88.278	109.574	*Others*
Goodwill	2.d, 2.m, 15	41.849	41.849	41.849	*Goodwill*
Aset keuangan lainnya - neto	2.q, 16, 47.a, 47.e	246.587	259.846	246.677	*Other financial assets - net*
Aset tidak lancar lainnya - neto	2.n, 17	979.055	1.415.350	1.720.475	*Other non-current assets - net*
Aset derivatif	2.q, 2.r	-	-	23.142	*Derivative assets*
TOTAL ASET TIDAK LANCAR		**150.726.615**	**141.518.955**	**126.464.506**	***TOTAL NON-CURRENT ASSETS***
TOTAL ASET		**159.995.285**	**148.716.520**	**134.732.001**	***TOTAL ASSETS***

*) Disajikan kembali, lihat Catatan 51
*) Direklasifikasi, lihat Catatan 52

**) Restated, see Note 51*
**) Reclassified, see Note 52*

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes from an integral part of these consolidated financial statements taken as a whole.

	Catatan/ Notes	*2025*	*2024 *)*	*2023 *)*	
LIABILITAS DAN EKUITAS					***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK					***CURRENT LIABILITIES***
Utang usaha	2.f, 2.q, 19, 43, 47.c	71.936	151.278	256.768	*Accounts payable*
Utang kontraktor	2.f, 2.q, 20, 43, 47.c	402.940	494.361	560.316	*Contractors payable*
Utang pajak	2.o, 18.b	419.456	1.807.837	372.957	*Taxes payable*
Beban akrual	2.q, 22, 43, 47.c	9.367.488	11.403.302	9.973.402	*Accrued expenses*
Utang bank	2.f, 2.q, 23, 43	57.559	630.868	4.530.690	*Bank loans*
Utang lembaga keuangan bukan bank	2.f, 2.q, 24, 43, 47.c	-	-	908.102	*Non-bank financial institutions loan*
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun:					*Current maturities of long-term liabilities:*
Utang bank	2.f, 2.q, 23, 43, 47.c	3.622.723	4.882.857	5.072.042	*Bank loans*
Utang lembaga keuangan bukan bank	2.f, 2.q, 24, 43, 47.c	-	-	200.000	*Non-bank financial institutions loan*
Utang obligasi	2.q, 25, 47.c	-	286.000	-	*Bonds payable*
Liabilitas pembebasan tanah	2.f, 2.q, 26, 47.c	-	-	1.298.845	*Land acquisition liabilities*
Liabilitas sewa	2.n, 3.b, 27, 47.c	87.593	64.199	75.364	*Lease liabilities*
Provisi pelapisan jalan tol	2.l, 2.w, 3.b, 28	716.991	728.154	541.854	*Provision for overlay*
Pendapatan diterima dimuka	29	130.663	104.112	46.724	*Unearned revenue*
Liabilitas imbalan kerja	2.p, 30	53.761	45.228	1.794	*Employee benefits liability*
Liabilitas keuangan jangka pendek lainnya	2.f, 2.q, 21, 43, 47.c	1.064.745	968.023	956.199	*Other short-term financial liabilities*
TOTAL LIABILITAS JANGKA PENDEK		**15.995.855**	**21.566.219**	**24.795.057**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG					***NON-CURRENT LIABILITIES***
Liabilitas pajak tangguhan	2.o, 18.c	5.607.408	5.229.244	5.714.154	*Deferred tax liabilities*
Utang kontraktor jangka panjang	2.f, 2.q, 20, 43, 47.c	1.375.330	967.428	681.879	*Long-term contractors payable*
Beban akrual jangka panjang	2.f, 2.q, 22, 43, 47.c	712.202	700.629	715.029	*Long-term accrued expenses*
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun:					*Long-term liabilities - net of current maturities:*
Utang bank	2.f, 2.q, 23, 43	68.800.868	57.178.416	59.419.323	*Bank loans*
Utang lembaga keuangan bukan bank	2.f, 2.q, 24, 43, 47.c, 47.e	-	272.000	-	*Non-bank financial institutions loan*
Utang obligasi	2.q, 25, 47.c	2.536.062	1.538.161	897.353	*Bonds payable*
Liabilitas pembebasan tanah	2.f, 2.q, 26, 43, 47.c	108.292	109.008	251.067	*Land acquisition liabilities*
Liabilitas sewa	2.n, 3.b, 27, 47.c	101.997	59.819	57.385	*Lease liabilities*
Provisi pelapisan jalan tol	2.l, 2.w, 3.b, 28	670.741	683.207	731.649	*Provision for overlay*
Pendapatan diterima dimuka	29	66.326	70.594	73.683	*Unearned revenue*
Liabilitas imbalan kerja jangka panjang	2.p, 30	1.346.780	1.261.969	1.316.108	*Long-term employee benefits liabilities*
Liabilitas derivatif	2.q, 2.r	-	-	67.171	*Derivative liabilities*
Liabilitas jangka panjang lainnya	2.q	311.707	246.585	284.309	*Other long term liabilities*
TOTAL LIABILITAS JANGKA PANJANG		**81.637.713**	**68.317.060**	**70.209.110**	***TOTAL NON-CURRENT LIABILITIES***
TOTAL LIABILITAS		**97.633.568**	**89.883.279**	**95.004.167**	***TOTAL LIABILITIES***

*) Disajikan kembali, lihat Catatan 51
*) Direklasifikasi, lihat Catatan 52

**) Restated, see Note 51*
**) Reclassified, see Note 52*

	Catatan/ Notes	*2025*	*2024 *)*	*2023 *)*	
EKUITAS					***EQUITY***
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk					***Equity Attributable to Owners of the Parent Entity***
Modal saham - nilai nominal Rp500 (rupiah penuh) per saham					*Capital stock - Rp500 par value (full amount) per share*
Modal dasar 19.040.000.000 saham					*Authorized - 19,040,000,000 shares*
Modal ditempatkan dan disetor penuh - 1 saham seri A Dwiwarna dan 7.257.871.199 saham seri B	31	3.628.936	3.628.936	3.628.936	*Issued and fully paid - 1 series A Dwiwarna share and 7,257,871,199 series B shares*
Tambahan modal disetor - neto	32	3.997.085	3.997.085	3.997.085	*Additional paid in capital - net*
Selisih atas transaksi entitas non-pengendali		1.955.333	1.955.333	(58.004)	*Difference from non-controlling interest transaction*
Saldo laba					*Retained earnings*
Telah ditentukan penggunaannya		8.971.304	8.971.304	8.971.304	*Appropriated*
Belum ditentukan penggunaannya		20.481.497	17.955.853	13.697.655	*Unappropriated*
Penghasilan komprehensif lain:					*Other comprehensive income:*
Kerugian yang belum direalisasi dari aset keuangan pada nilai wajar		(1.352.992)	(1.344.089)	(1.166.806)	*Unrealized loss on financial assets at fair value*
Pengukuran nilai wajar derivatif lindung nilai arus kas		-	-	(50.677)	*Measurement of fair value derivative for cashflow hedge*
Pengukuran kembali liabilitas imbalan kerja jangka panjang	2.p	(1.325.549)	(1.130.887)	(1.134.999)	*Remeasurements of long-term employee benefits liability*
Diatribusikan kepada					***Net Equity Attributable to***
Pemilik Entitas Induk		36.355.614	34.033.535	27.884.494	***Owners of the Parent Entity***
Kepentingan Non-Pengendali	34.a	26.006.103	24.799.706	11.843.340	***Non-Controlling Interests***
TOTAL EKUITAS		**62.361.717**	**58.833.241**	**39.727.834**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**159.995.285**	**148.716.520**	**134.732.001**	***TOTAL LIABILITIES AND EQUITY***

*) Disajikan kembali, lihat Catatan 51
*) Direklasifikasi, lihat Catatan 52

**) Restated, see Note 51*
**) Reclassified, see Note 52*

PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT JASA MARGA (PERSERO) Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended December 31, 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024 *)	
PENDAPATAN				***REVENUES***
Pendapatan tol	2.t, 35	18,153,333	17,222,334	*Toll operating revenues*
Pendapatan usaha lainnya	2.t, 35	1,657,891	1,511,810	*Other operating revenues*
Pendapatan konstruksi	2.t,3.a, 36	10,079,023	13,021,772	*Construction revenue*
Total		29,890,247	31,755,916	*Total*
BEBAN POKOK PENDAPATAN				***COST OF REVENUES***
Beban tol dan usaha lainnya	2.t, 12, 13, 14, 37	(8,082,117)	(7,495,137)	*Toll and other operating expenses*
Beban konstruksi	2.t, 36	(10,021,420)	(12,949,812)	*Construction expense*
Total		(18,103,537)	(20,444,949)	
LABA BRUTO		**11,786,710**	**11,310,967**	***GROSS PROFIT***
Penghasilan keuangan	2.t, 39	296,641	267,647	*Finance income*
Penghasilan lain-lain	2.t, 40	250,941	260,947	*Other income*
Beban umum dan administrasi	2.t, 11, 14, 22, 38	(2,482,336)	(2,334,415)	*General and administrative expenses*
Beban lain-lain	2.r, 2.t, 40	(152,155)	(168,286)	*Other expenses*
Beban pajak atas penghasilan keuangan	2.o, 39	(53,343)	(47,759)	*Tax expense of finance income*
Kerugian dari nilai wajar investasi jangka pendek	1.g	-	(144,002)	*Loss on fair value of short-term investments*
Keuntungan dari Nilai Wajar Kombinasi Bisnis Bertahap	1.g	-	186,407	*Gain from Fair Value of Stepwise Business Combination*
Keuntungan dari pembelian dengan diskon	1.g	-	176,271	*Gain on bargain purchase*
LABA USAHA		**9,646,458**	**9,507,777**	***PROFIT FROM OPERATIONS***
Biaya keuangan	2.q, 2.r, 41	(3,603,869)	(4,026,337)	*Finance costs - net*
Bagian atas laba neto entitas asosiasi dan dan ventura bersama	2.h, 10	311,233	281,845	*Share in net gain of associates and joint ventures*
LABA SEBELUM PAJAK PENGHASILAN		**6,353,822**	**5,763,285**	***PROFIT BEFORE INCOME TAX***
BEBAN (MANFAAT) PAJAK PENGHASILAN				***INCOME (BENEFIT) TAX EXPENSE***
Kini	2.o, 18.c	(1,135,987)	(962,010)	*Current*
Tangguhan	2.o, 18.c	(410,831)	804,360	*Deferred*
TOTAL BEBAN (MANFAAT) PAJAK PENGHASILAN		**(1,546,818)**	**(157,650)**	***TOTAL INCOME (BENEFIT) TAX EXPENSE***
LABA TAHUN BERJALAN		**4,807,004**	**5,605,635**	***PROFIT FOR THE YEAR***
BEBAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE EXPENSE***
Pos-pos yang tidak akan direklasifikasi ke laba rugi tahun berikutnya				***Items that will not be reclassified to profit or loss in subsequent year***
Pengukuran kembali liabilitas imbalan kerja jangka panjang		(228,871)	5,010	*Remeasurements of long-term employee benefits liability*
Keuntungan (rugi) yang belum direalisasi dari aset keuangan lainnya pada nilai wajar	16	(15,644)	1,436	*Unrealized gain (loss) on other financial assets measured at fair value*
Bagian atas laba (rugi) komprehensif lain atas asosiasi dan ventura bersama		(161)	(649)	*Share in other comprehensive gain (loss) of associates and joint ventures*
Pajak penghasilan terkait	18.c	39,856	42,867	*Related tax*
Subtotal pos-pos yang tidak akan direklasifikasi ke laba rugi tahun berikutnya	2.p, 30	(204,820)	48,664	*Subtotal Item that will not be reclassified to profit and loss in subsequent year*
Pos-pos yang akan direklasifikasi ke laba rugi tahun berikutnya				***Item that will be reclassified to profit and loss in subsequent year***
Keuntungan yang belum direalisasi investasi jangka pendek pada nilai wajar	5	1,405	(383,555)	*Unrealized gain on short term investment measured at fair value*
Penyesuaian reklasifikasi atas Investasi jangka pendek diukur nilai wajar	1.g	-	144,002	*Reclassification adjustment on short term investment measured at fair value*
Pengukuran nilai wajar derivatif lindung nilai arus kas	2.q, 2.r, 3.b	-	53,555	*Measurement of fair value derivative for cashflow hedge*
Pajak penghasilan terkait	18.c	(518)	(38)	*Related tax*
Subtotal pos-pos yang akan direklasifikasi ke laba rugi tahun berikutnya		887	(186,036)	*Subtotal Item that will be reclassified to profit and loss in subsequent year*
BEBAN KOMPREHENSIF LAIN TAHUN BERJALAN		**(203,933)**	**(137,372)**	***OTHER COMPREHENSIVE EXPENSE FOR THE YEAR***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**4,603,071**	**5,468,263**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
Laba tahun berjalan yang dapat diatribusikan kepada:				***Profit for the year attributable to:***
Pemilik entitas induk		3,659,535	4,533,007	*Owners of the parent entity*
Kepentingan non-pengendali		1,147,469	1,072,628	*Non-controlling interest*
TOTAL		**4,807,004**	**5,605,635**	***TOTAL***
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				***Total comprehensive income for the year attributable to:***
Pemilik entitas induk		3,455,970	4,414,990	*Owners of the parent entity*
Kepentingan non-pengendali	34.b	1,147,101	1,053,273	*Non-controlling interest*
TOTAL		**4,603,071**	**5,468,263**	***TOTAL***
LABA PER SAHAM (RUPIAH PENUH)	2.s, 42	**504**	**625**	***EARNINGS PER SHARE (FULL RUPIAH)***

*) Disajikan kembali, lihat Catatan 51
*) Direklasifikasi, lihat Catatan 52

*) *Restated, see Note 51*
*) *Reclassified, see Note 52*

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes from an integral part of these consolidated financial statements taken as a whole.

PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAK

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT JASA MARGA (PERSERO) Tbk
AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
December 31, 2025 and 2024
(Expressed in millions of Rupiah unless otherwise stated)

	Catatan/ *Notes*	Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Attributable to Owners of the Parent Entity*												
								Penghasilan (Beban) Komprehensif Lain/ *Other Comprehensive Income (Loss)*						
		Modal Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Share Capital*	Tambahan Modal Disetor - neto/ *Additional Paid in Capital - net*	Selisih Atas Transaksi Entitas Non-Pengendali/ *Difference from Non-Controlling Interest Transaction*	Saldo Laba/ *Retained Earnings*			Keuntungan (Kerugian) yang Belum Direalisasi dari Aset Keuangan pada Nilai Wajar/ *Unrealized Gain (Loss) on Financial Assets at Fair Value*	Pengukuran Kembali Liabilitas Imbalan Kerja Jangka Panjang/ *Remeasurements of Long-term Employee Benefits Liability*	Pengukuran Nilai Wajar Derivatif Lindung Nilai Arus Kas/ *Measurement of Fair Value of Derivative for Cashflow Hedge*	Total Penghasilan (Beban) Komprehensif Lain/ *Total Other Comprehensive Income (Loss)*	Total Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ *Total Equity Atributable to Owners of the Parent Entity*	Kepentingan Non-Pengendali/ *Non-Controlling Interests*	Total Ekuitas/ *Total Equity*	
					Telah Ditentukan Penggunaannya/ *Appropriated*	Belum Ditentukan Penggunaannya/ *Unappropriated*	Total/ *Total*							
Saldo tanggal 1 Januari 2024 (sebelum disajikan kembali)		**3.628.936**	**3.997.085**	**(51.064)**	**8.971.304**	**13.697.655**	**22.668.959**	**(1.166.806)**	**(1.134.999)**	**(50.677)**	**(2.352.482)**	**27.891.434**	**11.019.769**	**38.911.203**	***Balance as of January 1, 2024 (before restated)***
Dampak dari Bisnis Kombinasi entitas Sepengendali		-	-	(6.940)	-	-	-	-	-	-	-	(6.940)	823.571	816.631	*Impact on common control business combination*
Saldo tanggal 1 Januari 2024 (disajikan kembali)		**3.628.936**	**3.997.085**	**(58.004)**	**8.971.304**	**13.697.655**	**22.668.959**	**(1.166.806)**	**(1.134.999)**	**(50.677)**	**(2.352.482)**	**27.884.494**	**11.843.340**	**39.727.834**	***Balance as of January 1, 2024 (restated)***
Pembagian dividen	33	-	-	-	-	(274.809)	(274.809)	-	-	-	-	(274.809)	(150.196)	(425.005)	*Distribution of dividend*
Laba (rugi) tahun berjalan	42	-	-	-	-	4.533.007	4.533.007	-	-	-	-	4.533.007	1.072.628	5.605.635	*Profit (loss) for the year*
Setoran modal dari entitas non-pengendali kepada entitas anak		-	-	-	-	-	-	-	-	-	-	-	3.149.486	3.149.486	*Capital contribution from non-controlling interest in subsidiaries*
Akuisisi saham entitas sepengendali	1.f, 50	-	-	-	-	-	-	-	-	-	-	-	(9.659)	(9.659)	*Acquisition of shares of controlling entities*
Pelepasan saham anak perusahaan		-	-	-	-	-	-	-	-	-	-	-	6.200.042	6.200.042	*Disposal of Subsidiary Entities Shares*
Selisih nilai transaksi non-pengendali	34	-	-	2.013.337	-	-	-	-	-	-	-	2.013.337	2.724.515	4.737.852	*Difference in value of transaction with non-controlling interest*
Penghasilan komprehensif lain:															*Other comprehensive income:*
Pengukuran kembali liabilitas imbalan kerja jangka panjang		-	-	-	-	-	-	-	4.338	-	4.338	4.338	671	5.009	*Remeasurements of long-term employee benefits liability*
Efek Pajak Terkait		-	-	-	-	-	-	-	358	-	358	358	1	359	*Related Tax*
Bagian atas laba (rugi) komprehensif lain atas asosiasi dan ventura bersama - Pengukuran kembali liabilitas imbalan kerja jangka panjang		-	-	-	-	-	-	-	(584)	-	(584)	(584)	(65)	(649)	*Share in other comprehensive gain (loss) associates and joint ventures - Remeasurements of long-term employee benefits liability*
Keuntungan (kerugian) yang belum direalisasi dari aset keuangan pada nilai wajar		-	-	-	-	-	-	(214.572)	-	-	(214.572)	(214.572)	(23.544)	(238.116)	*Unrealized gain (loss) on financial assets at fair value*
Efek Pajak Terkait		-	-	-	-	-	-	37.289	-	-	37.289	37.289	5.181	42.470	*Related Tax*
Pengukuran nilai wajar derivatif lindung nilai arus kas		-	-	-	-	-	-	-	-	55.154	55.154	55.154	(1.599)	53.555	*Measurement of fair value derivative for cashflow hedge*
Penghentian pengakuan instrumen derivatif		-	-	-	-	-	-	-	-	(4.477)	(4.477)	(4.477)	(11.095)	(15.572)	*measurement of fair value Derecognition of Derivative*
Saldo tanggal 31 Desember 2024		**3.628.936**	**3.997.085**	**1.955.333**	**8.971.304**	**17.955.853**	**26.927.157**	**(1.344.089)**	**(1.130.887)**	**-**	**(2.474.976)**	**34.033.535**	**24.799.706**	**58.833.241**	***Balance as of December 31, 2024***
Saldo tanggal 31 Desember 2024		**3.628.936**	**3.997.085**	**1.955.333**	**8.971.304**	**17.955.853**	**26.927.157**	**(1.344.089)**	**(1.130.887)**	**-**	**(2.474.976)**	**34.033.535**	**24.799.706**	**58.833.241**	***Balance as of December 31, 2024***
Pembagian dividen	33	-	-	-	-	(1.133.891)	**(1.133.891)**	-	-	-	-	(1.133.891)	(813.196)	(1.947.087)	*Distribution of dividend*
Laba (rugi) tahun berjalan	42	-	-	-	-	3.659.535	**3.659.535**	-	-	-	-	3.659.535	1.147.469	4.807.004	*Profit (loss) for the year*
Setoran modal dari entitas non-pengendali kepada entitas anak		-	-	-	-	-	-	-	-	-	-	-	872.492	872.492	*Capital contribution from non-controlling interest in subsidiaries*
Penghasilan komprehensif lain:															*Other comprehensive income:*
Pengukuran kembali liabilitas imbalan kerja jangka panjang		-	-	-	-	-	-	-	(228.539)	-	(228.539)	(228.539)	(332)	(228.871)	*Remeasurements of long-term employee benefits liability*
Efek Pajak Terkait		-	-	-	-	-	-	-	33.877	-	33.877	33.877	9	33.886	*Related Tax*
Bagian atas laba (rugi) komprehensif lain atas asosiasi dan ventura bersama - Pengukuran kembali liabilitas imbalan kerja jangka panjang		-	-	-	-	-	-	-	-	-	-	-	(161)	(161)	*Share in other comprehensive gain (loss) associates and joint ventures - Remeasurements of long-term employee benefits liability*
Keuntungan (kerugian) yang belum direalisasi dari aset keuangan pada nilai wajar		-	-	-	-	-	-	(14.355)	-	-	(14.355)	(14.355)	116	(14.239)	*Unrealized gain (loss) on financial assets at fair value*
Efek Pajak Terkait		-	-	-	-	-	-	5.452	-	-	5.452	5.452	-	5.452	*Related Tax*
Saldo tanggal 31 Desember 2025		**3.628.936**	**3.997.085**	**1.955.333**	**8.971.304**	**20.481.497**	**29.452.801**	**(1.352.992)**	**(1.325.549)**	**-**	**(2.678.541)**	**36.355.614**	**26.006.103**	**62.361.717**	***Balance as of December 31, 2025***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes from an integral part of these consolidated financial statements taken as a whole.

PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT JASA MARGA (PERSERO) Tbk
AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASHFLOWS
December 31, 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	2025	2024 *)	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pendapatan tol	6, 29, 35, 45.a	18.076.300	17.242.263	*Cash receipts from toll revenues*
Penerimaan kas dari pendapatan lainnya	35	1.796.367	1.633.593	*Cash receipts from other revenues*
Pembayaran kepada pemasok	8,17,18,19, 20, 37, 38	(4.860.128)	(4.626.176)	*Cash paid to suppliers*
Pembayaran kepada karyawan	18,30,37, 38	(2.602.998)	(2.503.349)	*Cash paid to employees*
Pembayaran biaya pelapisan ulang	29,38	(855.787)	(786.313)	*Payment of overlay*
Kas Neto Diperoleh dari Operasi		**11.553.754**	**10.960.018**	***Net Cash Generated from Operations***
Pembayaran pajak penghasilan	18, 37, 38	(2.535.745)	(1.252.856)	*Payment of income taxes*
Penerimaan bunga	39	215.173	219.888	*Receipts from interest income*
Pembayaran bunga	22, 41	(3.571.954)	(4.023.507)	*Payment of interests*
Kas Bersih yang Diperoleh dari Aktivitas Operasi		**5.661.228**	**5.903.543**	***Net Cash Provided by Operating Activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Dampak kombinasi bisnis	1.g	-	50.011	*Impact of business combination*
Penambahan hak pengusahaan jalan tol	13	(12.942.058)	(12.577.424)	*Acquisitions of toll road concession rights*
Penambahan aset takberwujud lainnya	14	(21.219)	(14.044)	*Acquisitions of other intangible assets*
Pengembalian kelebihan pembayaran Hak pengusahaan jalan tol	6, 13	16.720	-	*Return of overpayment of toll road concession rights*
(Penurunan) Penambahan piutang talangan tanah kepada Pemerintah - neto	6	13.822	39.479	*(Decrease) Addition of land bridging fund to the Government - net*
Pencairan (penempatan) dana dibatasi penggunaannya - neto	9	(199.544)	130.635	*Disbursement (additional) of restricted fund - net*
Penambahan investasi asosiasi dan ventura bersama	10	(10.793)	(4.394)	*Addition of investment in associates and joint ventures*
Pengembalian uang muka setoran modal investasi asosiasi dan ventura bersama	17.c	35.126	-	*Return of advance payments for investment in associates and joint ventures*
Penambahan aset tetap	11	(123.924)	(124.970)	*Acquisitions of fixed assets*
Penerimaan atas penjualan aset tetap	11	447	-	*Proceeds from disposal of fixed assets*
Perolehan properti investasi	12	(56.938)	(262.942)	*Acquisitions of property investment*
Penambahan uang muka setoran modal aset keuangan	17	-	(2.457)	*Addition of advance payments for capital investment in financial assets*
Penerimaan dividen atas investasi asosiasi dan ventura bersama	10	48.520	5.406	*Receipt of dividends on investment in associates and joint ventures - net*
Penerimaan dividen atas aset keuangan	39	15.648	14.690	*Receipt of dividends on financial assets*
Penambahan aset tidak lancar lainnya	17	-	(402)	*Acquisitions of other non-current assets*
Pelepasan investasi jangka pendek	5	6.384	-	*Disposal of short-term investment*
Penambahan investasi jangka pendek	5	(6.384)	(654.772)	*Addition of short-term investment*
Kas Neto yang Digunakan untuk Aktivitas Investasi		**(13.224.193)**	**(13.401.184)**	***Net Cash Used in Investing Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan utang bank	23	25.856.200	18.590.268	*Proceeds from bank loans*
Penerimaan utang lembaga keuangan bukan bank	24	78.000	1.821.085	*Proceeds from non-bank financial institution loan*
Penerimaan utang Obligasi	25	1.000.000	932.350	*Proceeds from bonds*
Penerimaan dari pelepasan saham PT Jasamarga Transjawa Tol	34	-	12.825.000	*Proceeds from divestment of shares PT Jasamarga Transjawa Tol*
Penerimaan dari penerbitan saham di PT Transjawa Tol oleh pihak non-pengendali	34	-	2.500.000	*Proceeds from issuance of shares in PT Jasamarga Transjawa Tol by non-controlling interests*
Penerimaan dari penerbitan saham di entitas anak oleh pihak non-pengendali		872.492	657.011	*Proceeds from issuance of shares in a subsidiaries by non-controlling interests*
Pembayaran utang bank	23	(16.092.653)	(25.344.309)	*Payments of bank loans*
Pembayaran utang lembaga keuangan bukan bank	24	(350.000)	(2.657.187)	*Payments of non-bank financial institution loan*
Pembayaran utang obligasi	25	(286.000)	-	*Payment of bonds*
Pembayaran liabilitas pembebasan tanah	26	(716)	(898.942)	*Payment of land acquisition liabilities*
Pembayaran liabilitas sewa	27	(114.610)	(75.815)	*Payment of lease liability*
Pembayaran dividen kas kepada pemegang saham perusahaan	33	(1.133.891)	(274.809)	*Payment of dividends to the company's shareholders*
Pembayaran dividen kas kepada pemegang saham nonpengendali entitas anak		(638.196)	(150.196)	*Payment of dividends to the non-controlling shareholders of a subsidiary*
Kas Neto yang Diperoleh dari Aktivitas Pendanaan		**9.190.626**	**7.924.456**	***Net Cash Provided by Financing Activities***
KENAIKAN NETO KAS DAN SETARA KAS		**1.627.661**	**426.815**	***NET INCREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	4	**5.123.252**	**4.696.437**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	4	**6.750.913**	**5.123.252**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

*) Disajikan kembali, lihat Catatan 51

*) *Restated, see Note 51*

Informasi Tambahan Terkait Arus Kas Disajikan pada Catatan 48

Additional Information Related to Cash Flows is Presented in Note 48

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes from an integral part of these consolidated financial statements taken as a whole

1. UMUM

a. Pendirian Perusahaan

PT Jasa Marga (Persero) Tbk ("Perusahaan") dibentuk berdasarkan Peraturan Pemerintah Republik Indonesia ("Pemerintah") No. 4 Tahun 1978 tentang Penyertaan Modal Negara Republik Indonesia mengenai pendirian Perusahaan Perseroan (Persero) di bidang pengelolaan, pemeliharaan dan pengadaan jaringan jalan tol, serta ketentuan-ketentuan pengusahaannya (Lembaran Negara Republik Indonesia No. 4 Tahun 1978 *juncto* Surat Keputusan Menteri Keuangan Republik Indonesia No. 90/KMK.06/1978 tentang Penetapan Modal Perusahaan, tanggal 27 Februari 1978). Perusahaan didirikan berdasarkan Akta Notaris Kartini Mulyadi, S.H., No. 1 tanggal 1 Maret 1978. Akta pendirian disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. Y.A.5/130/1 tanggal 22 Februari 1982 dan didaftarkan di Kantor Pengadilan Negeri Jakarta No. 766 dan 767, tanggal 2 Maret 1982 serta diumumkan dalam Lembaran Berita Negara Republik Indonesia No. 73 tanggal 10 September 1982, tambahan No. 1138.

Anggaran dasar Perusahaan telah beberapa kali mengalami perubahan dengan perubahan terakhir diaktakan dalam Akta Notaris No. 47 tanggal 24 Desember 2025 dari Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. dan surat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.09-0032694 tanggal 21 Januari 2026 mengenai perubahan Direksi dan Komisaris, Dewan Komisaris dan Direksi diungkapkan pada Catatan 1.d.

Sesuai dengan Pasal 3 anggaran dasar Perusahaan, maksud dan tujuan usaha Perusahaan adalah turut serta melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang pengusahaan jalan tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip perusahaan terbatas.

1. GENERAL

a. The Company's Establishment

PT Jasa Marga (Persero) Tbk (the "Company") was established under the Government Regulation of the Republic of Indonesia (the "Government") No. 4 Year 1978 regarding the State Capital Investment for the establishment of a State-Owned Company (Persero) in the area of management, maintenance and development of toll roads, and the detailed management regulations (State Gazette No. 4 Year 1978 in conjunction with the Decree of the Ministry of Finance of the Republic of Indonesia No. 90/KMK.06/1978 regarding the Determination of the Share Capital of the Company dated February 27, 1978). The Company was established based on Notarial Deed No. 1 dated March 1, 1978 of Kartini Mulyadi, S.H., The Deed of Establishment was authorized by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. Y.A.5/130/1 dated February 22, 1982 and was filed in Jakarta High Court No. 766 and 767 on March 2, 1982 and was published in the State Gazette No. 73 dated September 10, 1982, addition No. 1138.

The Company's articles of association has been amended several times, the last amendment of which was under notarized under Notarial Deed No. 47 dated December 24, 2025 from Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. and a letter of endorsement from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.09-0032694 dated January 21, 2026 regarding the change in Directors and Commissioners, Boards of Commissioners and Directors are disclosed in the Note 1.d.

According to Article 3 of the Company's articles of association, its scope of business is mainly to engage in performing and assisting the Government's programs and policies in economy sector and generally in national development, especially in development of toll roads and all their supporting facilities while complying to the principles of limited liability company.

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Untuk mencapai maksud dan tujuan tersebut, Perusahaan melaksanakan kegiatan usaha sebagai berikut:

(i) Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau pemeliharaan jalan tol;
(ii) Mengusahakan lahan di ruang milik jalan tol (Rumijatol) dan lahan yang berbatasan dengan Rumijatol untuk tempat istirahat kendaraan dan pelayanan berikut dengan fasilitas-fasilitasnya dan usaha lainnya, baik diusahakan sendiri maupun bekerja sama dengan pihak lain; dan
(iii) Menjalankan kegiatan dan usaha lain dalam rangka pemanfaatan dan pengembangan sumber daya yang dimiliki Perusahaan, baik secara langsung maupun melalui penyertaan, dengan memperhatikan peraturan perundang-undangan.

Perusahaan memulai kegiatan usaha komersial pada tahun 1978.

Perusahaan menjalankan kegiatan operasionalnya berdasarkan UU No. 38 Tahun 2004 tentang Jalan dan PP No. 15 Tahun 2005 tentang Jalan Tol. Wewenang penyelenggaraan jalan tol berada pada Pemerintah. Sebagian wewenang Pemerintah dalam penyelenggaraan jalan tol dilaksanakan oleh Badan Pengatur Jalan Tol (BPJT). Pengusahaan jalan tol dilakukan oleh badan usaha milik negara dan/atau badan usaha milik daerah dan/atau badan usaha milik swasta. Pengusahaan jalan tol yang diberikan oleh Pemerintah kepada badan usaha dilakukan melalui pelelangan secara transparan dan terbuka. Kantor pusat Perusahaan berkedudukan di Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550. Perusahaan mengoperasikan 9 ruas jalan tol yang dikelola oleh dua regional dengan rincian sebagai berikut:

1. GENERAL (continued)

a. The Company's Establishment (continued)

To achieve these objectives, the Company performs the following activities:

(i) Performs technical planning for construction, operation and/or maintenance of toll road;
(ii) Organizes the land in toll road area (Rumijatol) and the land along the Rumijatol designated for vehicle rest area and service including the facilities and other businesses operating there either separately or in cooperation with other parties; and
(iii) Performs other activities and business in order to utilize and develop the Company's resources, either directly or through investments, subject to laws and regulations.

The Company started its commercial operations in 1978.

The Company runs its operations based on Law No. 38 Year 2004 about the Road and PP No. 15 Year 2005 regarding Toll road management authority of the Government. Certain Government authority in the administration of toll roads are implemented by the Indonesia Toll Road Authority (BPJT). Toll road concession are granted to state-owned enterprises and/or regional owned enterprises and/or private companies. Concession are granted by the Government to the business entities through transparent and open tender. The Company's head office is located at Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550. The Company operates 9 toll roads, which are managed by its two regions, with details as follows:

Regional/ *Regional*	Ruas Jalan Tol/ *Toll Road Sections*	Panjang Jalan/ *Length* (KM)	Mulai Konsesi (Tahun)/ *Start of Consession (Year)*	Periode Masa Konsesi (Tahun)/ *Concession Period (Year)*
Regional Jasamarga Metropolitan Tollroad (RJMT)	Jakarta - Bogor - Ciawi	59	2005	40
	Jakarta - Tangerang	33	2005	40
	Prof. Dr. Ir. Sedyatmo	14	2005	40
	Cawang - Tomang - Pluit	24	2005	40
	Cikampek - Padalarang	59	2005	40
	Padalarang - Cileunyi	64	2005	40
	Ruas Lingkar Luar Jakarta (JORR Seksi Non S)	36	2005	40
	Ulujami Pondok Aren	14	2005	40
Regional Jasamarga Nusantara Tollroad	Belawan - Medan - Tanjung Morawa	43	2005	40

1. UMUM (lanjutan)

b. Penawaran Umum Perusahaan

Pada tanggal 1 November 2007, Perusahaan memperoleh pernyataan efektif dari Badan Pengawas Pasar Modal - Lembaga Keuangan (Bapepam - LK), selanjutnya menjadi Otoritas Jasa Keuangan Indonesia, melalui Surat No. S-5526/BL/2007 untuk melakukan penawaran umum perdana saham (IPO) sebanyak 2.040.000.000 saham atas nama Seri B dengan nilai nominal Rp500 (Rupiah penuh) dengan harga penawaran sebesar Rp1.700 (Rupiah penuh) per saham melalui pasar modal dan dicatatkan pada Bursa Efek Jakarta dan Surabaya (selanjutnya digabung menjadi Bursa Efek Indonesia).

Sejak penawaran umum perdana sampai dengan akhir tahun pelaporan, Perusahaan telah melakukan aksi korporasi sebagai berikut:

1. Pembelian kembali saham Perusahaan pada 24 Oktober 2008 sampai dengan 12 Januari 2009 dilakukan mengingat kondisi pasar saham saat itu berpotensi krisis dimana Indeks Harga Saham Gabungan (IHSG) Bursa Efek Indonesia (BEI) menurun cukup signifikan sehingga memberikan peluang pada Perusahaan untuk membeli kembali sahamnya dengan memperhatikan kemampuan Perusahaan dan ketentuan yang berlaku. Perusahaan dalam hal ini dibantu oleh PT Bahana Securities sebagai Perusahaan Wakil Perantara Perdagangan Efek. Dana yang dikeluarkan Perusahaan untuk membeli kembali 24.523.500 lembar saham (*Treasury Stock*) sejumlah Rp21.837.

2. Sesuai dengan Poin 4D Peraturan Bapepam-LK No. KEP-105/BL/2010, Peraturan XI.B2 perihal Pembelian Kembali Saham yang dikeluarkan oleh Emiten atau Perusahaan Publik, maka *treasury stock* tersebut telah memasuki periode wajib menjual (sudah dikuasai Perusahaan selama 3 tahun) dan wajib untuk dijual kembali. Perusahaan dalam penjualan kembali saham *Treasury* dibantu oleh PT Danareksa Sekuritas. Masa penjualan berlangsung dari tanggal 5 April 2012 sampai dengan tanggal 25 Juni 2012.

1. GENERAL (continued)

b. The Company's Initial Public Offering

On November 1, 2007, the Company received from the Chairman of the Capital Market Supervisory Agency and Financial Institutions (Bapepam - LK), currently known as the Indonesian Financial Services Authority, in its notice letter No. S-5526/BL/2007, which stated the effectivity to conduct an Initial Public Offering (IPO) of 2,040,000,000 Series B shares with par value of Rp500 (full Rupiah) of the Company at an offering price per share of Rp1,700 (full Rupiah) through capital market and registered both in the Jakarta and Surabaya Stock Exchanges (subsequently combined as the Indonesia Stock Exchange).

Since its initial public offering until end of reporting year, the Company has made the following corporate actions:

1. Buy back of the Company's shares on October 24, 2008 until January 12, 2009 was done considering the condition of the stock market, indication of potential crisis where the Composite Stock Price Index (CSPI) in Indonesia Stock Exchange (IDX) significantly decreased, therefore providing an opportunity for the Company to buy back its shares subject to the ability of the Company and applicable regulations. In this case, the Company was aided by PT Bahana Securities as its Corporate Broker Securities Trading. Funds issued by the Company to buy back 24,523,500 shares (Treasury Stock) amounted to Rp21,837.

2. Based on Point 4D of Bapepam-LK Regulation No. KEP-105/BL/2010, XI.B2 Regulations regarding Buy Back Shares issued by the Issuer or Public Company, therefore, the Company has reached the maximum period of holding its treasury stock (already held by the Company for 3 years) and it was mandatory for resale. The Company was assisted by PT Danareksa Sekuritas in the resale of treasury shares. Sales period lasted from April 5, 2012 to June 25, 2012.

1. UMUM (lanjutan) / *1. GENERAL (continued)*

b. Penawaran Umum Perusahaan (lanjutan) / *b. The Company's Initial Public Offering (continued)*

3. Sesuai dengan berita acara rapat Perseroan yang dimuat dalam Akta Notaris No. 139 tanggal 29 Agustus 2016, pemegang saham menyepakati peningkatan modal ditempatkan dan disetor Perseroan melalui Penawaran Umum Terbatas I dengan penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD). Aksi korporasi Perusahaan telah disetujui oleh Otoritas Jasa Keuangan dalam surat No. S-337/D.01/2016 tanggal 18 November 2016, sehingga jumlah saham Perusahaan meningkat dari 6.800.000.000 menjadi 7.257.871.200 lembar saham. Perubahan jumlah saham Perusahaan tersebut tertuang dalam Akta Notaris No. 39 tanggal 20 Desember 2016.

   Dana yang diperoleh Perusahaan akan digunakan untuk mendanai pembangunan jalan tol, khususnya tiga ruas jalan tol baru yang akan dibangun, yaitu:
   a. Sekitar 50% untuk ruas Semarang - Batang sepanjang 75km;
   b. Sekitar 30% untuk ruas Pandaan - Malang sepanjang 37,6km; dan
   c. Sekitar 20% untuk ruas Jakarta - Cikampek II Elevated sepanjang 36,4km.

3. In accordance to minutes of meeting contained in Notarial Deed No. 139 dated August 29, 2016, shareholders of the Company agreed the increase of the Company's issued and fully paid capital through Rights Issue. The corporate action were authorized by the Financial Services Authorization on its letter No. S-337/D.01/2016 dated November 18, 2016, consequently the Company's share increased from 6,800,000,000 to 7,257,871,200 shares. The changes were stated on Notarial Deed No. 39 dated December 20, 2016.

Funds generated by the Company will be used for the funding of toll road construction, particularly for three new toll roads to be build, as follows:
a. Approximately 50% for Semarang - Batang toll road round 75km;
b. Approximately 30% for Pandaan - Malang toll road round 37.6km; and
c. Approximately 20% for Jakarta - Cikampek II Elevated round 36.4km.

c. Penawaran Umum Obligasi dan Surat Berharga Komersial Perusahaan / *c. The Company's Public Bonds and Commercial Paper Offering*

Pada tanggal 31 Desember 2025 dan 31 Desember 2024, Perusahaan memiliki jumlah utang obligasi yang belum jatuh tempo adalah sebesar Rp2.546.000 dengan rinciannya sebagai berikut:

As of December 31, 2025 and December 31, 2024, the Company had a total amount of outstanding bonds amounted to Rp2,546,000 as follows:

Obligasi & Surat berharga/ *Bonds & Commercial Paper*	2025	2024	Tenor (Tahun/ *Years*)	Tanggal Penerbitan/ *Issuance Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Status
Obligasi Berkelanjutan II PT Jasa Marga 2020/ *Shelf Registration Bond II PT Jasa Marga 2020*						
- Seri B/ *Series B*	-	286.000	5	8 September 2020/ *September 8, 2020*	8 September 2025/ *September 8, 2025*	Lunas/ *Paid*
- Seri C/ *Series C*	90.050	90.050	7	8 September 2020/ *September 8, 2020*	8 September 2027/ *September 8, 2027*	Belum Lunas/ *Not Yet Paid*
- Seri D/ *Series D*	523.600	523.600	10	8 September 2020/ *September 8, 2020*	8 September 2030/ *September 8, 2030*	Belum Lunas/ *Not Yet Paid*
Obligasi Berkelanjutan III Tahap I PT Jasa Marga 2024/ *Shelf Registration Bond III Phase I PT Jasa Marga 2024*						
- Seri A/ *Series A*	90.155	90.155	3	5 Juli 2024/ *July 5, 2024*	5 Juli 2027/ *July 5, 2027*	Belum Lunas/ *Not Yet Paid*
- Seri B/ *Series B*	241.055	241.055	5	5 Juli 2024/ *July 5, 2024*	5 Juli 2029/ *July 5, 2029*	Belum Lunas/ *Not Yet Paid*
- Seri C/ *Series C*	601.140	601.140	10	5 Juli 2024/ *July 5, 2024*	5 Juli 2034/ *July 5, 2034*	Belum Lunas/ *Not Yet Paid*

1. UMUM (lanjutan) / *1. GENERAL (continued)*

c. Penawaran Umum Obligasi dan Surat Berharga Komersial Perusahaan (lanjutan) / *c. The Company's Public Bonds and Commercial Paper Offering (continued)*

Obligasi & Surat berharga/ *Bonds & Commercial Paper*	2025	2024	Tenor (Tahun/ *Years*)	Tanggal Penerbitan/ *Issuance Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Status
Obligasi Berkelanjutan III Tahap II PT Jasa Marga 2024/ *Shelf Registration Bond III Phase II PT Jasa Marga 2024*						
- Seri A/ *Series A*	120.000	120.000	3	4 September 2025/ September *4, 2025*	4 September 2028/ *September 4, 2028*	Belum Lunas/ *Not Yet Paid*
- Seri B/ *Series B*	100.000	100.000	5	4 September 2025/ September *4, 2025*	4 September 2030/ September *4, 2030*	Belum Lunas/ *Not Yet Paid*
- Seri C/ *Series C*	780.000	780.000	10	4 September 2025/ September *4, 2025*	4 September 2035/ September *4, 2035*	Belum Lunas/ *Not Yet Paid*
Total	**2.546.000**	**2.832.000**				

d. Dewan Komisaris dan Direksi, Komite Audit serta Karyawan / *d. Boards of Commissioners and Directors, Audit Committee and Employees*

Susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut**:**

The composition of the Company's Boards of Commissioners and Directors was as follows:

	2025	2024
Dewan Komisaris/*Board of Commissioners*		
Komisaris Utama/ *President Commissioner*	Juri Ardiantoro	Mohammad Zainal Fatah
Komisaris/ *Commissioner*	Syamsul Bachri Yusuf	M. Roskanedi
Komisaris/ *Commissioner*	Asrorun Ni'am Sholeh	Raja Erizman
Komisaris Independen/ *Independent Commissioner*	Nachrowi Ramli	Chandra Wijaya
Komisaris Independen/ *Independent Commissioner*	Tedi Kurniawan	Seppalga Ahmad
Komisaris Independen/ *Independent Commissioner*	Rudi Antariksawan	Marsetio
Komisaris Independen/ *Independent Commissioner*	-	Abdul Rachman
Direksi/*Directors*		
Direktur Utama/ *President Director*	Rivan Achmad Purwantono	Subakti Syukur
Direktur Keuangan dan Manajemen Risiko/ *Finance and Risk Management Director*	Pramitha Wulanjani	Pramitha Wulanjani
Direktur Pengembangan Usaha/ *Business Development Director*	Ari Respati	Mohamad Agus Setiawan
Direktur Bisnis/ *Business Director*	Reza Febriano	Reza Febriano
Direktur Operasi/ *Operations Director*	Fitri Wiyanti	Fitri Wiyanti
Direktur Layanan/ *Services Director*	Yaya Ruhiya	-
Direktur Human Capital &Transformasi/ *Director of Human Capital & Transformation*	Yoga Tri Anggoro	Bagus Cahya Arinta B.

Susunan komite audit adalah sebagai berikut:

The compositions of the audit committee are as follows:

	2025	2024
Komite Audit/ *Audit Committee*		
Ketua/ *Chairman*	Seppalga Ahmad *	Chandra Wijaya
Anggota/ *Members*	Rudi Antariksawan	Seppalga Ahmad
Anggota/ *Members*	Siti Purnama Rizki	Siti Purnama Rizki
Anggota/ *Members*	Fibria Indriati Dwi Liestiawati	-

*) Catatan 53 / *Note 53*

1. UMUM (lanjutan) / *1. GENERAL (continued)*

d. Dewan Komisaris dan Direksi, Komite Audit serta Karyawan (lanjutan) / *d. Boards of Commissioners and Directors, Audit Committee and Employees (continued)*

Susunan Sekretaris Perusahaan dan Ketua Internal Audit adalah sebagai berikut:

The compositions of the Corporate Secretary and Head of the Internal Audit are as follows:

	2025	2024
Sekretaris Perusahaan/ *Corporate Secretary*	Ari Wibowo	Mohamad Agus Setiawan
Ketua Internal Audit/ *Head of the Internal Audit*	Agung Laksana Pranata	Agung Laksana Pranata

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan dan entitas anak (selanjutnya secara bersama-sama disebut "Kelompok Usaha") memiliki 7.833 dan 7.919 karyawan.

As of December 31, 2025 and 2024, the Company and the subsidiaries (collectively referred to hereinafter as "the Group") had 7,833 and 7,919 employees, respectively.

e. Entitas Anak yang Dikonsolidasikan / *e. Consolidated Subsidiaries*

Entitas anak yang dimiliki Perusahaan, secara langsung, adalah sebagai berikut:

The Company's subsidiaries, directly owned, are as follows:

No.	Entitas anak/ *Subsidiaries*	Aktivitas utama/ *Principal activity*	Domisili/ *Domicile*	Persentase kepemilikan/ *Percentage of ownership (%)* 2025	Persentase kepemilikan/ *Percentage of ownership (%)* 2024	*Tahun operasi komersial/ Start of commercial operations*	Periode masa konsesi (Tahun)/ *Concession period (Year)*	Total aset sebelum eliminasi (dalam jutaan rupiah)/ *Total assets before elimination (in millions of rupiah)* 2025	Total aset sebelum eliminasi (dalam jutaan rupiah)/ *Total assets before elimination (in millions of rupiah)* 2024
1.	PT Jalantol Lingkarluar Jakarta (JLJ), berdiri tanggal 22 Desember 2000/ *established on December 22, 2000*	Telah dilikuidasi/ *liquidated*	Bekasi	-	99,99	1 Oktober 2001/ *October 1, 2001*	-	-	19.235
2.	PT Marga Sarana Jabar (MSJ), berdiri tanggal 11 Mei 2007/ *established on May 11, 2007*	Pengusahaan ruas jalan tol Bogor Outer Ring Road/ *Bogor Outer Ring Road toll road concession holder*	Bogor	55,00	55,00	23 November 2009/ *November 23, 2009*	50	3.130.571	3.338.289
3.	PT Marga Trans Nusantara (MTN), berdiri tanggal 14 Mei 2008/ *established on May 14, 2008*	Pengusahaan ruas jalan tol Kunciran - Serpong/ *Kunciran - Serpong toll road concession holder*	Tangerang Selatan	60,00	60,00	20 Desember 2019/ *December 20, 2019*	35	3.781.236	3.857.433
4	PT Jasamarga Kunciran Cengkareng (JKC), berdiri tanggal 14 Mei 2008/ *established on May 14, 2008*	Pengusahaan ruas jalan tol Kunciran - Cengkareng/ *Kunciran - Cengkareng toll road concession holder*	Tangerang	88,67	88,67	11 November 2021/ *November 11, 2021*	35	4.963.862	5.074.118
5	PT Jasamarga Tollroad Maintenance (JMTM), berdiri tanggal 26 Agustus 1988/ *established on August 26, 1988*	Pengusahaan jasa konstruksi dan Pemeliharaan jalan tol, jasa sewa peralatan tol, serta jasa sewa kendaraan/ *Services in toll road construction and maintenance, toll road equipments rental, and vehicles rental*	Jakarta	99,82	99,82	10 Februari 1989/ *February 10, 1989*	-	2.853.051	2.336.183
6	PT Jasamarga Bali Tol (JBT), berdiri tanggal 22 Agustus 2011/ *established on August 22, 2011*	Pengusahaan ruas jalan tol Nusa Dua - Tanjung Benoa/ *Nusa Dua - Tanjung Benoa toll road concession holder*	Bali	64,44	64,44	1 Oktober 2013/ *October 1, 2013*	45	1.890.367	1.893.221
7	PT Jasamarga Related Business (JMRB), berdiri tanggal 15 Januari 2013/ *established on January 15, 2013*	Pengembangan bisnis properti/ *Business development in property*	Jakarta	99,94	99,94	15 Januari 2013/ *January 15, 2013*	-	2.448.153	2.411.059

1. UMUM (lanjutan) / *1. GENERAL (continued)*

e. Entitas Anak yang Dikonsolidasikan (lanjutan) / *e. Consolidated Subsidiaries (continued)*

No.	Entitas anak/ *Subsidiaries*	Aktivitas utama/ *Principal activity*	Domisili/ *Domicile*	Persentase kepemilikan/ *Percentage of ownership (%)* 2025	Persentase kepemilikan/ *Percentage of ownership (%)* 2024	*Tahun operasi komersial/ Start of commercial operations*	Periode masa konsesi (Tahun)/ *Concession period (Year)*	Total aset sebelum eliminasi (dalam jutaan rupiah)/ *Total assets before elimination (in millions of rupiah)* 2025	Total aset sebelum eliminasi (dalam jutaan rupiah)/ *Total assets before elimination (in millions of rupiah)* 2024
8	PT Jasamarga Kualanamu Tol (JMKT), berdiri tanggal 25 November 2014/ *established on November 25, 2014*	Pengusahaan ruas jalan tol Medan-Kualanamu-Tebing tinggi/ *Medan-Kualanamu-Tebing tinggi toll road concession holder*	Deli Serdang	55,00	55,00	13 Oktober 2017/ *October 13, 2017*	40	4.061.404	4.085.376
9	PT Cinere Serpong Jaya (CSJ), berdiri tanggal 10 Juli 2008/ *established on July 10, 2008*	Pengusahaan ruas jalan tol Serpong - Cinere/ *Serpong - Cinere toll road concession holder*	Tangerang Selatan	55,00	55,00	2 Juni 2021/ *June 2, 2021*	35	3.452.664	3.410.460
10	PT Jasamarga Tollroad Operator (JMTO), berdiri tanggal 21 Agustus 2015/ *established on August 21, 2015*	Jasa pengoperasian jalan tol/ *Toll road operation services*	Jakarta	99,98	99,98	31 Desember 2015/ *December 31, 2015*	-	1.715.639	1.497.552
11	PT Jasamarga Manado Bitung (JMB), berdiri tanggal 6 Juni 2016/ *established on June 6, 2016*	Pengusahaan ruas jalan tol Manado - Bitung/ *Manado - Bitung toll road concession holder*	Manado	64,97	64,97	30 Oktober 2020/ *October 30, 2020*	40	4.331.791	4.439.742
12	PT Jasamarga Balikpapan Samarinda (JBS), berdiri tanggal 6 Juni 2016/ *established on June 6, 2016*	Pengusahaan ruas jalan tol Balikpapan – Samarinda/ *Balikpapan – Samarinda toll road concession holder*	Balikpapan	67,39	67,39	14 Juni 2020/ *June 14, 2020*	50	9.540.429	9.613.550
13	PT Jasamarga Transjawa Tol (JTT), berdiri tanggal 2 Juni 2017/ *established on June 2, 2017*	Pengusahaan ruas jalan tol Trans Jawa/ *Trans Jawa toll road concession holder*	Jakarta	65,00	65,00	2 Juni 2017/ *June 2, 2017*	-	62.852.657	62.613.044
14	PT Jasamarga Japek Selatan (JJS), berdiri tanggal 29 Desember 2017/ *established on December 29, 2017*	Pengusahaan ruas jalan tol Jakarta - Cikampek II Sisi Selatan/ *Jakarta - Cikampek II South Side toll road concession holder*	Jakarta	92,33	90,97	Tahap konstruksi/ *Under construction*	35	14.718.850	11.861.448
15	PT Jasamarga Probolinggo Banyuwangi (JPB), berdiri tanggal 29 Desember 2017/ *established on December 29, 2017*	Pengusahaan ruas jalan tol Probolinggo - Banyuwangi/ *Probolinggo - Banyuwangi toll road concession holder*	Probolinggo	98,47	97,70	Tahap konstruksi/ *Under construction*	50	9.168.074	6.416.386
16	PT Jasamarga Jogja Bawen (JJB), berdiri tanggal 11 November 2020/ *established on November 11, 2020*	Pengusahaan ruas jalan tol Yogyakarta - Bawen/ *Yogyakarta - Bawen toll road concession holder*	Yogyakarta	73,18	74,09	Tahap konstruksi/ *Under construction*	40	8.235.231	5.386.707
17	PT Jasamarga Akses Patimban (JAP), berdiri tanggal 16 Januari 2023/ *established on January 16, 2023*	Pengusahaan ruas jalan tol Akses Patimban/ *Akses-Patimban toll road concession holder*	Subang	66,22	62,04	Tahap pengembangan/ *Under development*	50	2.006.740	1.764.844
18	PT Jasamarga Jogja Solo (JMJ), berdiri tanggal 9 September 2020/ *established on September 9, 2020*	Pengusahaan ruas jalan tol Solo-Yogyakarta-NYIA Kulonprogo/ *Solo-Yogyakarta-NYIA Kulonprogo toll road concession holder*	Sleman	52,82	52,82	18 Oktober 2024/ *October 18, 2024*	40	11.978.018	9.446.367

1. UMUM (lanjutan) / *1. GENERAL (continued)*

e. Entitas Anak yang Dikonsolidasikan (lanjutan) / *e. Consolidated Subsidiaries (continued)*

Entitas anak yang dimiliki Perusahaan secara tidak langsung melalui JMRB dan JTT adalah sebagai berikut:

The Company's subsidiaries which indirectly owned through JMRB and JTT are as follows:

No.	Entitas anak/ *Subsidiaries*	Aktivitas utama/ *Principal activity*	Domisili/ *Domicile*	Persentase kepemilikan/ *Percentage of ownership* (%)		*Tahun operasi komersial/ Start of commercial operations*	Periode masa konsesi (Tahun)/ *Concession period (Year)*	Total aset sebelum eliminasi (dalam jutaan rupiah)/ *Total assets before elimination (in million rupiah)*	
				2025	2024			2025	2024
1	PT Asiana Jakarta Properti (AJP), berdiri tanggal 19 September 2012/ *established on September 19, 2012*	Pembangunan properti yaitu perumahan, gedung perkantoran, dan apartemen/ *Construction of property including residential, office building and apartment*	Jakarta	99,48	99,48	19 September 2012/ *September 19, 2012*	-	709.902	709.502
2	PT Jasamarga Restarea Batang (JRB), berdiri tanggal 8 Januari 2019/ *established on January 8, 2019*	Pengelolaan tempat peristirahatan dan pelayanan/ *Rest area management*	Jakarta	89,08	89,08	1 Maret 2019/ *March 1, 2019*	-	102.321	104.773
3	PT Jasamarga Surabaya Mojokerto (JSM), berdiri tanggal 19 Agustus 1994/ *established on August 19, 1994*	Pengusahaan ruas jalan tol Surabaya - Mojokerto/ *Surabaya - Mojokerto toll road concession holder*	Sidoarjo	55,51	55,51	26 Agustus 2011/ *August 26, 2011*	42	4.731.631	4.764.635
4	PT Jasamarga Gempol Pasuruan (JGP), berdiri tanggal 28 Juni 2010/ *established on June 28, 2010*	Pengusahaan ruas jalan tol Gempol - Pasuruan / *Gempol - Pasuruan toll road concession holder*	Pasuruan	99,35	99,35	3 Agustus 2017/ *August 3, 2017*	50	3.550.373	3.555.642
5	PT Jasamarga Solo Ngawi (JSN), berdiri tanggal 24 Maret 2009/ *established on March 24, 2009*	Pengusahaan ruas jalan tol Solo - Ngawi/ *Solo - Ngawi toll road concession holder*	Solo	59,53	59,53	26 Juni 2018/ *June 26, 2018*	50	9.791.313	9.832.963
6	PT Jasamarga Ngawi Kertosono Kediri (JNK), berdiri tanggal 24 Maret 2009/ *established on March 24, 2009*	Pengusahaan ruas jalan tol Ngawi - Kertosono/ *Ngawi - Kertosono toll road concession holder*	Madiun	59,60	59,60	1 Mei 2018/ *May 1, 2018*	50	4.674.560	4.705.555
7	PT Jasamarga Semarang Batang (JSB), berdiri tanggal 21 April 2016/ *established on April 21, 2016*	Pengusahaan ruas jalan tol Semarang - Batang/ *Semarang - Batang toll road concession holder*	Semarang	59,80	59,80	12 November 2018/ *November 12, 2018*	50	12.492.605	12.462.165
8	PT Lintas Marga Jawa (LMJ), berdiri tanggal 26 Februari 2018/ *established on February 26, 2018*	Sebagai *special purpose company* terkait pengelolaan saham JSN, JNK, JSB/ *As a special purpose company related to the management of JSB, JSN, JNK Shares*	Jakarta	99,99	99,99	26 Februari 2018/ *February 26, 2018*	-	2.490.084	2.454.605
9	PT Trans Optima Luhur (TOL), berdiri tanggal 25 Maret 2019/ established on March 25, 2019	Sebagai special purpose company terkait pengelolaan saham JPT/ As a special purpose company related to the management of JPT Shares	Jakarta	99,99	99,99	25 Maret 2019/ *March 25, 2019*	-	1.529.237	1.207.397
10	PT Jasamarga Pandaan Tol (JPT), berdiri tanggal 25 September 1996/ *established on September 25, 1996*	Pengusahaan ruas jalan tol Gempol - Pandaan / Gempol - Pandaan toll road concession holder	Pandaan	93,79	93,79	12 Juni 2015/ *June 12, 2015*	37	1.288.861	1.284.792

1. UMUM (lanjutan)

1. GENERAL (continued)

f. Perubahan Kepemilikan Entitas Anak selama Tahun Berjalan

f. Changes in Ownership in Subsidiaries during The Year

PT Jalantol Lingkarluar Jakarta (JLJ)

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Luar Biasa yang dimuat dalam Akta No. 11 tanggal 8 Mei 2024, oleh Notaris Siti Nur Isminingsih, S.H., M.Kn., di Bekasi, telah diputuskan untuk persetujuan pembubaran PT Jalantol Lingkarluar Jakarta (JLJ) serta penunjukan Likuidator terkait pembubaran JLJ dan Kantor Konsultan Hukum AYMP Law Firm.

Berdasarkan Akta Notaris No.10 tanggal 26 Februari 2025 dari Notaris Siti Nur Isminingsih, S.H., M.Kn., di Bekasi, Perihal Penerimaan dan Persetujuan Laporan Pertanggungjawaban Likuidator dan Penerimaan Para Pemegang Saham atas Rencana Pembagian Sisa Harta Kekayaan Perseroan, JLJ membagikan hasil likuidasi kepada Perusahaan sebesar Rp19.250 yang dicatat sebagai Penghasilan lain-lain.

Per 31 Desember 2025, proses pembubaran, likuidasi, dan juga penyelesaian harta kekayaan JLJ telah selesai dilakukan oleh Likuidator.

PT Jalantol Lingkarluar Jakarta (JLJ)

Based on the Minutes of the Extraordinary General Meeting of Shareholders contained in Deed No. 11 dated May 8, 2024, by Notary Siti Nur Isminingsih, S.H., M.Kn., in Bekasi, it has been decided to approve the dissolution of PT Jalantol Lingkarluar Jakarta (JLJ) and the appointment of a Liquidator related to the dissolution of JLJ and the Legal Consultant Office AYMP Law Firm.

Based on Notarial Deed No. 10 dated February 26, 2025 from Notary Siti Nur Isminingsih, S.H., M.Kn., in Bekasi, Regarding the receipt and approval of the Liquidator's Accountability Report and the Shareholders' Acceptance of the Company's Remaining Asset Distribution Plan, JLJ distributed the liquidation proceeds to the Company amounting to Rp19,250 which was recorded as Other Income.

As of December 31, 2025, the process of dissolution, liquidation, and settlement of JLJ's assets has been completed by the Liquidator.

PT Jasamarga Jogja Bawen (JJB)

Berdasarkan Akta Notaris No. 33 tanggal 24 September 2025 dari Ir. Nanette Cahyanie Handari Adi Warsito, SH. dan surat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0239107 Tahun 2025 tanggal 29 September 2025, para pemegang saham menyetujui untuk mengesahkan peningkatan modal ditempatkan dan disetor sebesar Rp164.103 atau sebanyak 164.103 lembar saham secara tunai oleh Perusahaan dan sebesar Rp40.199 atau sebanyak 40.199 lembar saham secara tunai oleh PT Adhi Karya (Persero) Tbk sehingga kepemilikan saham pada JJB menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 732.172 lembar saham atau setara dengan Rp732.172 yang mewakili 73,18% dari total seluruh saham yang telah diterbitkan di JJB;

2. PT Adhi Karya (Persero) Tbk sebagai pemilik atas 179.352 lembar saham atau setara dengan Rp179.352 yang mewakili 17,93% dari total seluruh saham yang telah diterbitkan di JJB;

PT Jasamarga Jogja Bawen (JJB)

Based on Notary Deed No. 33 dated September 24, 2025, from Ir. Nanette Cahyanie Handari Adi Warsito, SH, and the approval letter from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0239107 Year 2025 dated September 29, 2025, the shareholders agreed to ratify the increase in issued and paid-up capital amounting to Rp164,103, or 164,103 shares in cash by the Company, and Rp40,199, or 40,199 shares in cash by PT Adhi Karya (Persero) Tbk, so that the share ownership in JJB becomes as follows:

1. *The Company as the owner of 732,172 shares or equivalent to Rp732,172 which represents 73.18% of the total shares that have been issued in JJB;*

2. *PT Adhi Karya (Persero) Tbk as the owner of 179,352 shares or equivalent to Rp179,352 which represents 17.93% of the total shares that have been issued in JJB;*

1. UMUM (lanjutan)

f. Perubahan Kepemilikan Entitas Anak selama Tahun Berjalan (lanjutan)

PT Jasamarga Jogja Bawen (JJB) (lanjutan)

3. PT Pembangunan Perumahan (Persero) Tbk sebagai pemilik atas 44.418 lembar saham atau setara dengan Rp44.418 yang mewakili 4,44% dari total seluruh saham yang telah diterbitkan di JJB;
4. PT Waskita Karya (Persero) Tbk sebagai pemilik atas 35.659 lembar saham atau setara dengan Rp35.659 yang mewakili 3,56% dari total seluruh saham yang telah diterbitkan di JJB; dan
5. PT Brantas Abipraya (Persero) sebagai pemilik atas 8.882 lembar saham atau setara dengan Rp8.882 yang mewakili 0,89% dari total seluruh saham yang diterbitkan di JJB.

Struktur permodalan JJB saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp1.700.000.
3. Modal ditempatkan sebesar Rp1.000.483.

PT Jasamarga Japek Selatan (JJS)

Berdasarkan Akta Notaris No. 05 tanggal 19 Agustus 2025 dari Notaris Rina Utami Djauhari, S.H., dan surat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0220074 Tahun 2025 tanggal 20 Agustus 2025, para pemegang saham menyetujui untuk meningkatkan modal ditempatkan dan disetor sebesar Rp165.489 atau sebanyak 165.489 lembar saham secara tunai oleh Perusahaan dan menyetujui bahwa PT Wiranusantara Bumi tidak melakukan penyetoran bagian saham. Sehingga kepemilikan saham pada JJS menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 3.107.706 lembar saham atau setara dengan Rp3.107.706 yang mewakili 92,33% dari total seluruh saham yang telah diterbitkan; dan
2. PT Wiranusantara Bumi sebagai pemilik atas 257.993 lembar saham atau setara dengan Rp257.993 yang mewakili 7,67% dari total seluruh saham yang telah diterbitkan.

1. GENERAL (continued)

f. Changes in Ownership in Subsidiaries during The Year (continued)

PT Jasamarga Jogja Bawen (JJB) (continued)

3. PT Pembangunan Perumahan (Persero) Tbk as the owner of 44,418 shares or equivalent to Rp44,418 which represents 4.44% of the total shares that have been issued in JJB;
4. PT Waskita Karya (Persero) Tbk as the owner of 35,659 shares or equivalent to Rp35,659 which represents 3.56% of the total shares that have been issued in JJB; and
5. PT Brantas Abipraya (Persero) as the owner of 8,882 shares or equivalent to Rp8,882 which represents 0.89% of the total shares issued in JJB.

The current capital structure of JJB is as follows:

1. The par value per share Rp1,000,000 (Full Rupiah).
2. Authorized capital of Rp1,700,000.
3. Issued capital of Rp1,000,483.

PT Jasamarga Japek Selatan (JJS)

Based on Notary Deed No. 05 dated August 19, 2025 from Notary Rina Utami Djauhari, S.H., and a letter of approval from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0220074 Year 2025 dated August 20, 2025, the shareholders agreed to increase the issued and paid-up capital of Rp165,489 or as many as 165,489 shares in cash by the Company and agreed that PT Wiranusantara Bumi did not deposit any shares. So that the share ownership in JJS is as follows:

1. The Company as the owner of 3,107,706 shares or equivalent to Rp3,107,706 which represents 92.33% of the total shares that have been issued; and
2. PT Wiranusantara Bumi as the owner of 257,993 shares or equivalent to Rp257,993 which represents 7.67% of the total shares that have been issued.

1. UMUM (lanjutan)

f. Perubahan Kepemilikan Entitas Anak selama Tahun Berjalan (lanjutan)

PT Jasamarga Japek Selatan (JJS) (lanjutan)

Struktur permodalan JJS saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp4.400.000.
3. Modal ditempatkan sebesar Rp3.365.699.

PT Jasamarga Probolinggo Banyuwangi (JPB)

Berdasarkan Akta No. 02 tanggal 30 April 2025, Akta No. 03 tanggal 04 September 2025, dan Akta No. 03 tanggal 13 November 2025, para pemegang saham menyetujui dan mengesahkan peningkatan modal ditempatkan dan disetor JPB selama periode berjalan, dari sebelumnya sebesar Rp1.840.649 menjadi Rp2.771.767. Sehingga kepemilikan saham pada JPB menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 2.729.379 lembar saham atau setara dengan Rp2.729.379 yang mewakili 98,47% dari total seluruh saham yang telah diterbitkan;

2. PT Brantas Abipraya (Persero) sebagai pemilik atas 42.188 lembar saham atau setara dengan Rp42.188 yang mewakili 1,52% dari total seluruh saham yang telah diterbitkan; dan

3. PT Waskita Toll Road sebagai pemilik atas 200 lembar saham atau setara dengan Rp200 yang mewakili 0,01% dari total seluruh saham yang telah diterbitkan.

Struktur permodalan JPB saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp3.251.041.
3. Modal ditempatkan sebesar Rp2.771.767.

1. GENERAL (continued)

f. Changes in Ownership in Subsidiaries during The Year (continued)

PT Jasamarga Japek Selatan (JJS) (continued)

The current capital structure of JJS is as follows:

1. *The par value per share Rp1,000,000 (Full Rupiah).*
2. *Authorized capital of Rp4,400,000.*
3. *Issued capital of Rp3,365,699.*

PT Jasamarga Probolinggo Banyuwangi (JPB)

Based on Deed No. 02 dated April 30, 2025, Deed No. 03 dated September 4, 2025, and Deed No. 03 dated November 13, 2025, the shareholders approved and ratified the increase in JPB's issued and fully paid share capital during the current period from Rp1,840,649 to Rp2,771,767. So that the share ownership in JPB is as follows:

1. *The Company as the owner of 2,729,379 shares or equivalent to Rp2,729,379 which represents 98.47% of the total shares that have been issued;*

2. *PT Brantas Abipraya (Persero) as the owner of 42,188 shares or equivalent to Rp42,188 which represents 1.52% of the total shares that have been issued; and*

3. *PT Waskita Toll Road as the owner of 200 shares or equivalent to Rp200 which represents 0.01% of the total shares that have been issued.*

The current capital structure of JPB is as follows:

1. *The par value per share Rp1,000,000 (Full Rupiah).*
2. *Authorized capital of Rp3,251,041.*
3. *Issued capital of Rp2,771,767.*

1. UMUM (lanjutan)

f. Perubahan Kepemilikan Entitas Anak selama Tahun Berjalan (lanjutan)

PT Jasamarga Akses Patimban (JAP)

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa PT JAP No. 01 tanggal 1 September 2025, dari Notaris Rina Utami Djauhari, S.H., dan surat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.09-0332693 Tahun 2025 tanggal 2 September 2025, para pemegang saham menyetujui peningkatan modal ditempatkan dan disetor penuh sebesar Rp515.800 atau 515.800 saham yang terdiri dari Rp348.663 atau 348.663 saham secara tunai oleh Perusahaan, Rp119.100 atau 119.100 saham secara tunai oleh PT Nusa Raya Cipta Tbk, Rp38.037 atau 38.037 saham secara tunai oleh PT Adhi Karya (Persero) Tbk, dan Rp10.000 atau 10.000 saham secara tunai oleh PT PP (Persero) Tbk, sehingga kepemilikan saham di JAP menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 453.930 lembar saham atau setara dengan Rp453.930 yang mewakili 66,22% dari total seluruh saham yang telah diterbitkan; dan
2. PT Nusa Raya Cipta Tbk sebagai pemilik atas 156.421 lembar saham atau setara dengan Rp156.421 yang mewakili 22,82% dari total seluruh saham yang telah diterbitkan; dan
3. PT Adhi Karya (Persero) Tbk sebagai pemilik atas 49.521 lembar saham atau setara dengan Rp49.521 yang mewakili 7,22% dari total seluruh saham yang telah diterbitkan; dan
4. PT Pembangunan Perumahan (Persero) Tbk sebagai pemilik atas 20.705 lembar saham atau setara dengan Rp20.705 yang mewakili 3,02% dari total seluruh saham yang telah diterbitkan; dan
5. PT Subang Sejahtera sebagai pemilik atas 3.400 lembar saham atau setara dengan Rp3.400 yang mewakili 0,50% dari total seluruh saham yang telah diterbitkan; dan
6. PT Wijaya Karya (Persero) Tbk sebagai pemilik atas 1.500 lembar saham atau setara dengan Rp1.500 yang mewakili 0,22% dari total seluruh saham yang telah diterbitkan.

1. GENERAL (continued)

f. Changes in Ownership in Subsidiaries during The Year (continued)

PT Jasamarga Akses Patimban (JAP)

Based on the Deed of Statement of Resolution of the Extraordinary General Meeting of Shareholders of PT JAP No. 01 dated September 1, 2025, from Notary Rina Utami Djauhari, S.H., and the approval letter from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.09-0332693 Year 2025 dated September 2, 2025, the shareholders agreed to increase the issued and fully paid-up capital by Rp515,800 or 515,800 shares which consist of Rp348,663 or 348,663 shares in cash by the Company, Rp119,100 or 119,100 shares in cash by PT Nusa Raya Cipta Tbk, Rp38,037 or 38,037 shares in cash by PT Adhi Karya (Persero) Tbk, and Rp10,000 or 10,000 shares in cash by PT PP (Persero) Tbk, so that share ownership in JAP becomes as follows:

1. *The Company as the owner of 453,930 shares or equivalent to Rp453,930 which represents 66.22% of the total shares that have been issued; and*
2. *PT Nusa Raya Cipta Tbk as the owner of 156,421 shares, equivalent to Rp156,421, representing 22.82% of the total issued shares; and*
3. *PT Adhi Karya (Persero) Tbk as the owner of 49,521 shares or equivalent to Rp49,521 representing 7.22% of the total issued shares; and*
4. *PT Pembangunan Perumahan (Persero) Tbk as the owner of 20,705 shares or equivalent to Rp20,705 representing 3.02% of the total issued shares; and*
5. *PT Subang Sejahtera as the owner of 3,400 shares or equivalent to Rp3,400, representing 0.50% of the total issued shares; and*
6. *PT Wijaya Karya (Persero) Tbk as the owner of 1,500 shares or equivalent to Rp1,500 representing 0.22% of the total issued shares.*

1. UMUM (lanjutan)

f. Perubahan Kepemilikan Entitas Anak selama Tahun Berjalan (lanjutan)

PT Jasamarga Akses Patimban (JAP) (lanjutan)

Struktur permodalan JAP saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp1.131.000.
3. Modal ditempatkan sebesar Rp685.477.

PT Jasamarga Jogja Solo (JMJ)

Pada 23 Juli 2025, terdapat amandemen perjanjian pemegang saham (SHA) sehingga dilakukan adendum akta JMJ (Catatan 3). Berdasarkan Akta No. 28 tanggal 02 Agustus 2025 dan Akta No. 05 tanggal 19 Desember 2025, para pemegang saham menyetujui dan mengesahkan peningkatan modal ditempatkan dan disetor JMJ selama periode berjalan, dari sebelumnya sebesar Rp2.860.537 menjadi Rp3.634.537.

Peningkatan modal tersebut tidak mengakibatkan perubahan persentase kepemilikan saham para pemegang saham (Catatan 51). Dengan demikian, komposisi kepemilikan saham JMJ tetap sebagai berikut:

1. Perusahaan memiliki 1.919.729 lembar saham atau setara dengan Rp1.919.729, yang mewakili 52,82% dari total saham yang telah ditempatkan dan disetor penuh di JMJ; dan

2. PT Adhi Karya (Persero) Tbk memiliki 1.714.808 lembar saham atau setara dengan Rp1.714.808, yang mewakili 47,18% dari total saham yang telah ditempatkan dan disetor penuh di JMJ.

Struktur permodalan JMJ saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp5.000.000.
3. Modal ditempatkan sebesar Rp3.634.537.

1. GENERAL (continued)

f. Changes in Ownership in Subsidiaries during The Year (continued)

PT Jasamarga Akses Patimban (JAP) (continued)

The current capital structure of JAP is as follows:

1. *The par value per share Rp1,000,000 (Full Rupiah).*
2. *Authorized capital of Rp1,131,000.*
3. *Issued capital of Rp685,477.*

PT Jasamarga Jogja Solo (JMJ)

On July 23, 2025, there was an amendment to the shareholder's agreement (SHA) (Note 3), resulting in an addendum to the JMJ deed. Based on Deed No. 28 dated August 2, 2025 and Deed No. 05 dated December 19, 2025, the shareholders approved and ratified the increase in JMJ's issued and fully paid share capital during the current period from Rp2,860,537 to Rp3,634,537.

The increase in capital does not result in any change in the percentage of share ownership of the shareholders (Note 51). Accordingly, the composition of JMJ's shareholding remains as follows:

1. *The company has 1,919,729 shares, equivalent to IDR 1,919,729, representing 52.82% of the total shares issued and fully paid in JMJ; and*

2. *PT Adhi Karya (Persero) Tbk holds 1,714,808 shares, equivalent to Rp1,714,808, representing 47.18% of the total shares that have been issued and fully paid at JMJ.*

The current capital structure of JMJ is as follows:

1. *The par value per share Rp1,000,000 (Full Rupiah).*
2. *Authorized capital of Rp5,000,000.*
3. *Issued capital of Rp3,634,537.*

1. UMUM (lanjutan)

1. GENERAL (continued)

g. Kombinasi Bisnis

Pada tanggal 2 Desember 2024, PT Jasamarga Transjawa Tol menerima pengalihan hak kepemilikan atas seluruh saham milik Dana Investasi Infrastruktur Toll Road Mandiri-001 pada PT Trans Optima Luhur sebanyak 121.799.999 lembar saham. Pengalihan ini merupakan bagian dari pembubaran dan likuidasi Dana Investasi Infrastruktur Toll Road Mandiri-001.

Kegiatan utama PT Trans Optima Luhur adalah sebagai Perusahaan induk atas investasi saham pada Perusahaan yang bergerak dalam pengusahaan jalan tol yaitu PT Jasamarga Pandaan Tol dan PT Trans Marga Jateng, dengan persentase kepemilikan 53,81% dan 8,00%.

Setelah pengalihan ini, PT Jasamarga Transjawa Tol memperoleh pengendalian langsung dan tidak langsung atas PT Trans Optima Luhur dan PT Jasamarga Pandaan Tol dengan persentase kepemilikan pada masing-masing sebesar 99,99% dan 93,79%.

Sebelum pengendalian diperoleh, PT Jasamarga Transjawa Tol memiliki kepemilikan langsung atas PT Jasamarga Pandaan Tol yang mana investasi ini diperhitungkan dengan menggunakan metode ekuitas (Catatan 10).

Sebagai bagian dari akuntansi kombinasi bisnis, Perusahaan mengukur kembali kepemilikan sebelumnya pada nilai wajar untuk menentukan nilai *goodwill*. Pengukuran kembali dihitung oleh KJPP Suwendho Rinaldy & Rekan, penilai independen Ocky Rinaldi, MAPPI (Cert), dalam laporannya No:

a. 00079/2.0059-02/BS/05/0242/1/II/2025 atas penilaian saham JPT;

b. 00080/2.0059-02/BS/05/0242/1/II/2025 atas penilaian saham TOL;

dengan tanggal penilaian 30 November 2024 dan laporan penilaian 20 Februari 2025.

g. Business Combination

On December 2, 2024, PT Jasamarga Transjawa Tol received the transfer of ownership rights over all shares owned by the Toll Road Mandiri-001 Infrastructure Investment Fund in PT Trans Optima Luhur amounting to 121,799,999 shares. This transfer is part of the dissolution and liquidation of the Toll Road Mandiri-001 Infrastructure Investment Fund.

The main activity of PT Trans Optima Luhur is as a parent company for equity investments in companies engaged in toll road management, namely PT Jasamarga Pandaan Toll and PT Trans Marga Jateng, with an ownership percentage of 53.81% and 8.00%.

After this transfer, PT Jasamarga Transjawa Tol obtained direct and indirect control over PT Trans Optima Luhur and PT Jasamarga Pandaan Tol with ownership percentages of 99.99% and 93.79%, respectively.

Before control is obtained, PT Jasamarga Transjawa Tol has direct ownership of PT Jasamarga Pandaan Tol, which those investment is accounted for using the equity method (Note 10).

As part of business combination accounting, the Company remeasures its prior holdings at fair value to determine the value of goodwill. The remeasurement was calculated by KJPP Suwendho Rinaldy & Partners, independent appraiser Ocky Rinaldi, MAPPI (Cert), in his report No:

a. 00079/2.0059-02/BS/05/0242/1/II/2025 regarding the valuation of JPT shares;

b. 00080/2.0059-02/BS/05/0242/1/II/2025 regarding the valuation of TOL shares;

with a valuation date of November 30, 2024 and a valuation report of February 20, 2025.

1. UMUM (lanjutan) / *1. GENERAL (continued)*

g. Kombinasi Bisnis (lanjutan) / *g. Business Combination (continued)*

Keuntungan dari pengukuran kembali nilai wajar kepemilikan sebagai entitas asosiasi oleh PT Jasamarga Transjawa Tol yang diakui dalam laba rugi adalah sebagai berikut:

The gain from remeasurement of fair value revaluation of ownership as an associated by PT Jasamarga Transjawa Tol which are recognized in profit or loss are as follows:

	1 Desember 2024/ *December 1, 2024*	
Nilai wajar atas entitas Asosiasi yang sebelumnya dimiliki	674.225	*Fair value of the ownership interest on investment in Associates that previously held*
Nilai tercatat investasi asosiasi (Catatan 10)	(487.818)	*Carrying amount of investment in associates (Note 10)*
Keuntungan	**186.407**	***Gain***

Kerugian dari pengukuran kembali nilai wajar kepemilikan dari investasi jangka pendek oleh PT Jasamarga Transjawa Tol yang diakui dalam laba rugi adalah sebagai berikut:

The losses from remeasurement of fair value of ownership of short-term investments by PT Jasamarga Transjawa Tol which are recognized in profit or loss are as follows:

	1 Desember 2024/ *December 1, 2024*	
Nilai wajar atas investasi jangka pendek	1,609,222	*Fair value of short-term investment*
Nilai tercatat investasi jangka pendek	(1,753,224)	*Carrying amount of short-term investment*
Kerugian	**(144,002)**	***Loss***

Keuntungan atau kerugian kumulatif dari investasi jangka pendek yang diakui sebagai penghasilan komprehensif lainnya direklasifikasi ke laba rugi.

Cumulative gains or losses from short-term investments recognized as other comprehensive income are reclassified to profit or loss.

Pada saat tanggal akuisisi, nilai wajar aset bersih atas entitas yang diakuisisi adalah sebagai berikut:

As at the acquisition date, the fair value of net assets acquired of entities is as follows:

	1 Desember 2024/ *December 1, 2024*	
Kas setara kas	50.011	*Cash and cash equivalents*
Aset lancar	614	*Current assets*
Aset tetap (Catatan 11)	864	*Fixed assets (Note 11)*
Aset takberwujud - neto		*Intangible assets - net*
Hak pengusahaan Jalan Tol (Catatan 13)	2.640.059	*Toll Road Concession Rights (Note 13)*
Lainnya (Catatan 14)	245	*Others (Note 14)*
Investasi Entitas Asosiasi dan Ventura Bersama (Catatan 10)	624.172	*Investment in Association and Joint Venture (Note 10)*
Liabilitas jangka pendek	(12.909)	*Current liabilities*
Liabilitas pajak tangguhan (Catatan 18.c)	(357.627)	*Deferred tax liabilities (Note 18.c)*
Liabilitas jangka panjang	(447.513)	*Non-current liabilities*
Nilai wajar aset bersih	**2.497.916**	***Fair value of net assets***

Keuntungan dari pembelian dengan diskon atas akuisisi ditentukan sebagai berikut:

Gain from bargain purchase is determine as follow:

1. UMUM (lanjutan) / *1. GENERAL (continued)*

g. Kombinasi Bisnis (lanjutan) / *g. Business Combination (continued)*

	1 Desember 2024/ *December 1, 2024*	
Nilai wajar atas entitas ventura bersama yang sebelumnya dimiliki	674.225	*Fair value of the ownership interest on investment in joint venture that previously held*
Nilai wajar atas investasi jangka pendek	1.531.469	*Fair value of short-term investment*
Nilai wajar atas kepentingan non-pengendali	115.951	*Fair value of non-controlling interest*
Total	**2.321.645**	***Total***
Dikurangi :		*Less:*
Nilai wajar aset bersih	2.497.916	*Fair value of net assets*
Keuntungan pembelian dengan diskon	**(176.271)**	***Gain on bargain purchase***

Nilai wajar dari kepentingan non-pengendali (KNP) diestimasikan dari nilai wajar saham yang dihitung oleh KJPP Suwendho Rinaldy & Rekan, penilai independen Ocky Rinaldi, MAPPI (Cert) yang terdaftar di OJK, dalam laporannya No:

1. 00079/2.0059-02/BS/05/0242/1/II/2025 atas penilaian saham JPT;
2. 00080/2.0059-02/BS/05/0242/1/II/2025 atas penilaian saham TOL;

dengan tanggal penilaian 30 November 2024 dan laporan penilaian 20 Februari 2025.

The fair value of the non-controlling interest (NCI) is estimated from fair value of shares calculated by KJPP Suwendho Rinaldy & Partners, independent appraiser Ocky Rinaldi, MAPPI (Cert), in his report No:

a. *00079/2.0059-02/BS/05/0242/1/II/2025 regarding the valuation of JPT shares;*
b. *00080/2.0059-02/BS/05/0242/1/II/2025 regarding the valuation of TOL shares;*

with a valuation date of November 30, 2024 and a valuation report of February 20, 2025.

Nilai wajar dari aset bersih diestimasikan dari nilai wajar aset takberwujud hak pengusahaan jalan tol dan kontribusi aset yang dihitung oleh KJPP Suwendho Rinaldy & Rekan, penilai independen Ocky Rinaldi, MAPPI (Cert), dalam laporannya No:

a. 00077/2.0059-02/PI/05/0242/1/II/202 atas penilaian aset hak pengusahaan jalan tol JPT
b. 00079/2.0059-02/BS/05/0242/1/II/2025 atas penilaian kontribusi aset JPT

dengan tanggal penilaian 30 November 2024 dan laporan penilaian 20 Februari 2025.

The fair value of net assets is estimated from fair value of toll road concession rights and assets contribution calculated by KJPP Suwendho Rinaldy & Partners, independent appraiser Ocky Rinaldi, MAPPI (Cert), in his report No:

a. *00077/2.0059-02/PI/05/0242/1/II/2025 regarding the valuation of JPT toll road concession rights*
b. *00079/2.0059-02/BS/05/0242/1/II/2025 regarding the valuation of JPT contribution assets*

with a valuation date of November 30, 2024 and a valuation report of February 20, 2025.

Pendapatan PT Trans Optima Luhur dan PT Jasamarga Pandaan Tol untuk tahun 2024 yang termasuk dalam laporan laba rugi sejak tanggal akuisisi sebesar Rp19.427.

The revenue of PT Trans Optima Luhur and PT Jasamarga Pandaan Tol for the year 2024 included in the income statement since the acquisition date amounts to Rp19,427.

Kontribusi laba dari PT Trans Optima Luhur dan PT Jasamarga Pandaan Tol untuk tahun 2024 yang termasuk dalam laporan laba rugi sejak tanggal akuisisi sebesar Rp9.559.

Profit contribution from PT Trans Optima Luhur and PT Jasamarga Pandaan Tol for the year 2024, included in the income statement since the acquisition date, amounted to Rp9,559.

1. UMUM (lanjutan)

g. Kombinasi Bisnis (lanjutan)

Jumlah arus kas yang diperoleh berupa jumlah kas dan setara kas pada tanggal akuisisi dari PT Trans Optima Luhur dan PT Jasamarga Pandaan Tol sebesar Rp58.585. Tidak terdapat arus kas keluar berupa imbalan yang dialihkan dalam proses kombinasi bisnis.

Jumlah arus kas yang diperoleh berupa jumlah kas dan setara kas pada tanggal akuisisi dari PT Lintas Marga Jawa, PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi dan PT Jasamarga Ngawi Kertosono Kediri sebesar Rp366.494. Tidak terdapat arus kas keluar berupa imbalan yang dialihkan dalam proses kombinasi bisnis.

1. GENERAL (continued)

g. Business Combination (continued)

The total cash flow obtained in the form of cash and cash equivalents on the acquisition date from PT Trans Optima Luhur and PT Jasamarga Pandaan Toll amounts to Rp58.585. There are no cash outflows in the form of compensation transferred in business combination process.

The amount of cash flow obtained in the form of cash and cash equivalents at the date of acquisition from PT Lintas Marga Jawa, PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi and PT Jasamarga Ngawi Kertosono Kediri amounted to Rp366,494. There is no cash outflow in the form of consideration transferred in the business combination process.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Pernyataan Kepatuhan

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan Indonesia ("SAK"), yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK"), serta peraturan Pasar Modal yang berlaku antara lain Peraturan Otoritas Jasa Keuangan/Badan Pengawas Pasar Modal dan Lembaga Keuangan (OJK/Bapepam-LK) No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik, sepanjang tidak bertentangan dengan suatu PSAK atau ISAK.

b. Dasar Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

2. MATERIAL ACCOUNTING POLICIES INFORMATION

a. Statement of Compliance

The consolidated financial statements have been prepared and presented in accordance with the Financial Accounting Standards Indonesian ("SAK"), which includes Statement of Financial Accounting Standards ("PSAK") and the Interpretation of Financial Accounting Standards ("ISAK") issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants ("DSAK"), as well as the applicable Capital Market regulations including Financial Services Authority/ Capital Market Supervisory Agency (OJK/Bapepam-LK) Regulation No. VIII.G.7 concerning the Presentation and Disclosure of Financial Statements of Issuers or Public Companies, to the extent these (it) do (does) not conflict with a PSAK or ISAK.

b. Basis of Preparation of The Consolidated Financial Statements

The consolidated financial statements are prepared and presented based on the going concern assumption and on an accrual basis, except for the consolidated statement of cash flows. The measurement basis in preparing these consolidated financial statements is the historical cost concept, except for certain accounts that are measured on different bases as described in the accounting policies for each respective account. Historical cost is generally based on the fair value of the consideration given in acquiring the assets.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Dasar Penyusunan Laporan Keuangan Konsolidasian (lanjutan)

Selain laporan arus kas konsolidasian, laporan keuangan konsolidasian disusun berdasarkan dasar akrual, dengan menggunakan konsep biaya historis, kecuali untuk beberapa akun tertentu disajikan berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas konsolidasian disusun menggunakan metode langsung, dengan menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan dalam aktivitas operasi, investasi, dan pendanaan.

Mata uang pelaporan yang digunakan dalam penyusunan laporan keuangan konsolidasian adalah Rupiah yang merupakan mata uang fungsional Kelompok Usaha.

Kebijakan akuntansi telah diterapkan secara konsisten diantara laporan keuangan konsolidasian yang berakhir 31 Desember 2025 dan 2024.

c. Pernyataan dan Interpretasi Standar Akuntansi Baru dan Revisi yang Berlaku Efektif pada Tahun Berjalan

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 117 “Kontrak Asuransi";
- Amendemen PSAK 117: “Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 109 – Informasi Komparatif”; dan
- Amendemen PSAK 221: “Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran”.

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

- PSAK 103 “Kombinasi Bisnis”;
- PSAK 105 “Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan”;
- PSAK107 “Instrumen Keuangan: Pengungkapan”;
- PSAK109 “Instrumen Keuangan”;
- PSAK 115 “Pendapatan dari Kontrak dengan Pelanggan”;

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Basis of Preparation of The Consolidated Financial Statements (continued)

Other than the consolidated statement of cash flows, the consolidated financial statements have been prepared on the accrual basis, using the historical cost, basis of accounting, except for certain accounts which are stated on the bases described in the related accounting policies for those accounts.

The consolidated statement of cash flows, which has been prepared using direct method, presents cash receipts and disbursements of cash and cash equivalents classified into operating, investing, and financing activities.

The reporting currency used in the consolidated financial statements is the Indonesian Rupiah, which is also the functional currency of the Group.

The accounting policies applied are consistent between the consolidated financial statements years ended December 31, 2025 and 2024.

c. New and Revised Statements and Interpretation of Financial Accounting Standards Effective in the Current Year

New Standard and amendment to standards which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- *PSAK 117 "Insurance Contract";*
- *Amendments of PSAK 117 “Insurance Contracts on Initial Application of PSAK 117 and PSAK 109 – Comparative Information” ; and*
- *Amendments of PSAK 221 “Foreign Exchange Rate regarding Lack of Exchangeability”.*

Several PSAKs were also amended which were consequential amendments due to the enactment of PSAK 117: Insurance Contracts, as follows:

- *PSAK 103 “Business Combinations”;*
- *PSAK 105 “Non-Current Assets Held for Sale and Discontinued Operations”;*
- *PSAK 107 “Financial Instruments: Disclosures”;*
- *PSAK 109 “Financial Instruments”;*
- *PSAK 115 “Income from Contracts with Customers”;*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Pernyataan dan Interpretasi Standar Akuntansi Baru dan Revisi yang Berlaku Efektif pada Tahun Berjalan (lanjutan)

- PSAK 201 “Penyajian Laporan Keuangan”;
- PSAK 207 “Laporan Arus Kas”;
- PSAK 216 “Aset Tetap”;
- PSAK 219 “Imbalan Kerja”;
- PSAK 228 “Investasi pada Entitas Asosiasi dan Ventura Bersama”;
- PSAK 232 “Instrumen Keuangan Penyajian”;
- PSAK 236 “Penurunan Nilai Aset”;
- PSAK 237 “Provisi, Liabilitas Kontijensi dan Aset Kontijensi”;
- PSAK 238 “Aset Takberwujud”; dan
- PSAK 240 “Properti Investasi”.

Implementasi amendemen standar tersebut tidak memiliki dampak yang material terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

d. Prinsip-Prinsip Konsolidasian

Laporan keuangan konsolidasian meliputi laporan keuangan Kelompok Usaha seperti yang disebutkan pada Catatan 1.e, dimana Perusahaan memiliki pengendalian atas entitas tersebut.

Laporan keuangan entitas anak disiapkan untuk tahun pelaporan yang sama dengan Perusahaan dan menggunakan kebijakan akuntansi yang konsisten.

Pengendalian diperoleh ketika Kelompok Usaha terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk memengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*.

Secara spesifik, Kelompok Usaha mengendalikan *investee* jika dan hanya jika Kelompok Usaha memiliki seluruh hal berikut ini:

a. Kekuasaan atas *investee* (misalnya, adanya hak yang memberi kemampuan kini untuk mengarahkan aktivitas relevan *investee*);
b. Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan investee; dan
c. Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk memengaruhi jumlah imbal hasil investor.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. New and Revised Statements and Interpretation of Financial Accounting Standards Effective in the Current Year (continued)

- *PSAK 201 “Presentation of Financial Statements”;*
- *PSAK 207 “Statement of Cash Flows”;*
- *PSAK 216 “Fixed Assets”;*
- *PSAK 219 “Employee Benefits”;*
- *PSAK 228 “Investment in Associated Entities and Joint Ventures”;*
- *PSAK 232 “Financial Instruments: Presentation”;*
- *PSAK 236 “Impairment of Asset";*
- *PSAK 237 “Provisions, Contingent Liabilities and Contingent Assets”;*
- *PSAK 238 “Intangible Assets”; and*
- *PSAK 240 “Investment Property”.*

The implementation of the above amendment to standards had no material on the amounts reported for the current period or prior financial year.

d. Principles of Consolidation

The consolidated financial statements include the accounts of the Group as disclosed in Note 1.e, in which the Company has control over those entities.

The financial statements of the subsidiaries are prepared for the same reporting year as that of the Company and using consistent accounting policies.

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Specifically, the Group controls an investee if and only if the Group owns all of the following:

a. Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
b. Exposure, or rights, to variable returns from its involvement with the investee; and
c. The ability to use its power over the investee to affect its returns.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Prinsip-Prinsip Konsolidasian (lanjutan)

Ketika Kelompok Usaha memiliki kurang dari hak suara mayoritas, Kelompok Usaha mempertimbangkan semua fakta dan keadaan yang relevan dalam menilai apakah memiliki kekuasaan atas *investee*, termasuk:

a. Pengaturan kontraktual dengan pemilik hak suara yang lain;
b. Hak yang timbul dari pengaturan kontraktual lain; dan
c. Hak suara dan hak suara potensial Kelompok Usaha.

Kelompok Usaha menilai kembali apakah investor mengendalikan *investee* jika fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga elemen pengendalian. Konsolidasi atas entitas anak dimulai ketika Kelompok Usaha memiliki pengendalian atas anak perusahaan dan berhenti ketika Kelompok Usaha kehilangan pengendalian atas entitas anak.

Aset, liabilitas, pendapatan dan beban atas anak perusahaan yang diakuisisi atau dilepas selama periode termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dari tanggal Kelompok Usaha memperoleh pengendalian sampai dengan tanggal Kelompok Usaha menghentikan pengendalian atas entitas anak.

Laba rugi dan setiap komponen atas penghasilan komprehensif lain diatribusikan pada pemegang saham entitas induk Kelompok Usaha dan pada Kepentingan Non-Pengendali (KNP), walaupun hasil di KNP mempunyai saldo defisit. Bila diperlukan, penyesuaian dilakukan pada laporan keuangan anak perusahaan agar kebijakan akuntansinya sesuai kebijakan akuntansi Kelompok Usaha.

Seluruh akun dan transaksi antar perusahaan yang material, termasuk keuntungan atau kerugian yang belum direalisasi, jika ada, dieliminasi untuk mencerminkan posisi keuangan dan hasil operasi Kelompok Usaha sebagai satu kesatuan usaha.

Perubahan kepemilikan di entitas anak, tanpa kehilangan pengendalian, dihitung sebagai transaksi ekuitas. Jika Kelompok Usaha kehilangan pengendalian atas entitas anak, maka:

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Principles of Consolidation (continued)

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

a. The contractual arrangement with the other vote holders of the investee;
b. Rights arising from other contractual arrangement; and
c. The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary.

Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the period are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Group and to the Non-Controlling Interests ("NCI"), even if this results in the NCI having a deficit balance. When needed, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All material intercompany accounts and transactions, including unrealized gains or losses, if any, are eliminated to reflect the financial position and the results of operations of the Group as one business entity.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, then:

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Prinsip-Prinsip Konsolidasian (lanjutan)

a. Menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas Entitas Anak;
b. Menghentikan pengakuan jumlah tercatat setiap KNP;
c. Menghentikan pengakuan akumulasi selisih penjabaran, yang dicatat di ekuitas, bila ada;
d. Mengakui nilai wajar pembayaran yang diterima;
e. Mengakui setiap sisa investasi pada nilai wajarnya;
f. Mengakui setiap perbedaan yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi; dan
g. Mereklasifikasi ke laba rugi proporsi keuntungan dan kerugian yang sebelumnya diakui dalam penghasilan komprehensif lainnya ke laporan laba rugi dan penghasilan komprehensif lain atau mengalihkan secara langsung ke defisit atau saldo laba.

Kombinasi Bisnis dan *Goodwill*

KNP mencerminkan bagian atas laba atau rugi dan aset neto dari entitas anak yang tidak dapat diatribusikan secara langsung maupun tidak langsung pada entitas induk, yang masing-masing disajikan dalam laporan laba rugi komprehensif konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik entitas induk.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas (dalam hal ini transaksi dengan pemilik dalam kapasitasnya sebagai pemilik).

Kombinasi bisnis, jika ada, dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, Kelompok Usaha memilih apakah mengukur KNP pada entitas yang diakuisisi baik pada nilai wajar ataupun pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan termasuk beban administrasi.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Principles of Consolidation (continued)

a. Derecognizes the assets (including goodwill) and liabilities of the Subsidiary;
b. Derecognizes the carrying amount of any NCI;
c. Derecognizes the cumulative translation differences recorded in equity, if any;
d. Recognizes the fair value of the consideration received;
e. Recognizes the fair value of any investment retained;
f. Recognizes any surplus or deficit in profit or loss; and
g. Reclassifies the parent's share of components previously recognized in other comprehensive income to the statement of profit or loss and other comprehensive income or deficit or retained earnings, as appropriate.

Business Combinations and Goodwill

NCI represent the portion of the profit or loss and net assets of the subsidiaries not attributable to the parent entity, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the owners of the parent entity.

A change in a parent's ownership interest in a subsidiary that does not result in a loss of control is accounted for as an equity transaction (i.e., a transaction with owners in their capacity as owners).

Business combinations, if any, are accounted for using the acquisition method. The cost of an acquisition is measured at the aggregate value of the consideration transferred, measured at fair value on acquisition date and the amount of any NCI in the acquiree. For each business combination, the Group elects whether it measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are directly expensed and included in administrative expenses.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Prinsip-Prinsip Konsolidasian (lanjutan)

Kombinasi Bisnis dan *Goodwill* (lanjutan)

Kelompok Usaha menentukan apakah suatu transaksi merupakan kombinasi bisnis bahwa aset yang diperoleh dan liabilitas yang diambil alih merupakan suatu bisnis. Jika aset yang diperoleh bukan suatu bisnis, maka Kelompok Usaha mencatat transaksi atau peristiwa lain tersebut sebagai akuisisi aset.

Ketika melakukan akuisisi atas sebuah bisnis, Kelompok Usaha mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi.

Pada tanggal akuisisi, *goodwill* awalnya diukur pada harga perolehan yang merupakan selisih nilai lebih agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas jumlah neto teridentifikasi dari aset yang diperoleh dan liabilitas yang diakui.

Jika imbalan tersebut kurang dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen menilai kembali identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diasumsikan.

Kombinasi Bisnis Entitas Sepengendali

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepemilikan dimana aset dan liabilitas yang diperoleh dari kombinasi bisnis dicatat oleh pengakuisisi pada jumlah tercatatnya.

Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat disajikan sebagai bagian dari "tambahan modal disetor" dan tidak direklasifikasi ke laba rugi ketika hilang sepengendalian.

Metode penyatuan kepemilikan diterapkan seolah-olah entitas telah bergabung sejak periode dimana entitas yang bergabung berada dalam sepengendalian.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Principles of Consolidation (continued)

Business Combinations and Goodwill (continued)

The Group determines whether a transaction is a business combination that the assets acquired and liabilities assumed constitute a business. If the assets acquired are not a business, the Group accounts for the transaction or other event as an asset acquisition.

When the Group acquires a business, it classifies and determines the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as of the acquisition date.

At the acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities recognized.

If this consideration is lower than the fair value of the acquired subsidiary's net assets, the difference is recognized in consolidated statement of profit or loss and other comprehensive income as gain on bargain purchase after previously assessing the identification and fair value measurement of the acquired assets and the assumed liabilities.

Business Combination under Common Control

Business combination of entities under common control that qualifies as a business is accounted for under pooling-of-interest method where assets and liabilities acquired in the business combination are recorded by the acquirer at their book values.

The difference between the transfer price and the book value is presented as an item of "additional paid-in capital" and is not recycled to profit or loss when control is lost.

The pooling-of-interest method is applied as if the entities had been combined from the period when the merging entities were placed under common control.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Prinsip-Prinsip Konsolidasian (lanjutan)

Kombinasi Bisnis Entitas Sepengendali (lanjutan)

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap Unit Penghasil Kas (UPK) dari Kelompok Usaha yang diharapkan akan memberikan manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK.

e. Kas dan Setara Kas

Deposito berjangka dengan jangka waktu sembilan bulan atau kurang sejak tanggal penempatan tidak dibatasi penggunaannya diklasifikasikan sebagai “Setara Kas”.

Bank dan deposito berjangka yang dibatasi penggunaannya untuk digunakan sebagai jaminan tidak diklasifikasikan sebagai bagian dari “Kas dan setara kas” melainkan disajikan pada akun “Dana dibatasi penggunaannya” dan sebagai bagian dari “Aset Lancar” dan “Aset Tidak Lancar”.

f. Transaksi dengan Pihak-Pihak Berelasi

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 224, “Pengungkapan Pihak-pihak Berelasi”.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam Catatan 43 atas laporan keuangan konsolidasian.

g. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan dan nilai realisasi neto. Biaya perolehan ditentukan dengan menggunakan metode rata-rata.

Biaya perolehan tanah yang sedang dikembangkan meliputi biaya perolehan tanah untuk pengembangan, biaya pengembangan langsung dan tidak langsung yang berkaitan dengan kegiatan pengembangan *real estate* serta biaya-biaya pinjaman, jika ada. Pada saat dijual, semua biaya dialokasikan secara proporsional berdasarkan luas masing-masing.

Biaya pengembangan tanah, termasuk tanah yang digunakan sebagai jalan dan prasarana atau area yang tidak dapat dijual lainnya, dialokasikan kepada luas area yang dijual.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Principles of Consolidation (continued)

Business Combination under Common Control (continued)

After initial recognition, goodwill is measured at cost less than any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group’s Cash-Generating Units (CGU) that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGU.

e. Cash and Cash Equivalents

Time deposits with maturities of nine months or less at the time of placement, which are not restricted, are classified as “Cash Equivalents”.

Restricted cash in banks and time deposits used for collateral are not classified as part of "Cash and cash equivalents" but presented in "Restricted funds" account as part of “Current Asset” and "Non-current Asset".

f. Transactions with Related Parties

The Group has transactions with certain parties which have related party relationships as defined under PSAK 224, “Related Party Disclosures”.

All material transactions and balances with related parties are disclosed in Note 43 to the consolidated financial statements.

g. Inventories

Inventories are stated at the lower of cost or net realisable value. Cost is determined using the average method.

The cost of land under development consists of the cost of land for development, direct and indirect development costs related to real estate development activities and borrowing costs, if any. At the time of sale, total project costs are allocated proportionately based on their respective areas.

The cost of land development, including land which is used for roads and infrastructure or other unsaleable areas, is allocated to the saleable area.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Persediaan (lanjutan)

Biaya perolehan bangunan dalam penyelesaian dipindahkan ke rumah, ruko dan apartemen (*strata title*) tersedia untuk dijual pada saat pembangunan telah selesai.

Properti yang diperoleh atau dalam penyelesaian untuk dijual dalam kegiatan usaha normal, yang tidak untuk disewakan atau untuk mendapatkan kenaikan nilai, dicatat sebagai persediaan.

Komisi yang tidak dapat dikembalikan yang dibayarkan kepada agen penjualan atas penjualan unit *real estate* dibebankan pada saat terutang.

Nilai realisasi neto adalah taksiran harga penjualan dalam kegiatan usaha normal yang didasarkan pada harga pasar pada tanggal pelaporan dan didiskontokan untuk nilai waktu uang, jika material, dikurangi taksiran biaya penyelesaian dan taksiran biaya untuk melaksanakan penjualan.

Penurunan nilai persediaan ditetapkan setiap tanggal pelaporan untuk mengurangi nilai tercatat persediaan ke nilai realisasi neto dan penurunannya diakui sebagai rugi pada laporan laba rugi dan pendapatan komprehensif lain konsolidasian tahun yang bersangkutan.

h. Investasi pada Entitas Asosiasi dan Ventura Bersama

Investasi Kelompok Usaha pada entitas asosiasi dan ventura bersama diukur dengan menggunakan metode ekuitas. Entitas asosiasi adalah suatu entitas dimana Kelompok Usaha mempunyai pengaruh signifikan. Kelompok Usaha telah menilai sifat dari pengaturan bersama dan menentukan pengaturan bersama tersebut sebagai ventura bersama.

Sesuai dengan metode ekuitas, nilai perolehan investasi ditambah atau dikurang dengan bagian Kelompok Usaha atas laba atau rugi neto, dan penerimaan dividen dari entitas asosiasi dan ventura bersama sejak perolehan.

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian mencerminkan bagian atas hasil operasi dari entitas asosiasi dan ventura bersama. Bila terdapat perubahan yang diakui langsung pada ekuitas dari entitas asosiasi dan ventura bersama, Kelompok Usaha mengakui bagiannya atas perubahan tersebut dan mengungkapkan hal ini, jika dapat diterapkan, dalam laporan perubahan ekuitas konsolidasian.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Inventories (continued)

The cost of buildings under construction is transferred to houses, shop houses and apartments (strata title) available for sale when the construction is substantially completed.

Properties acquired or being constructed for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, are classified as inventories.

Non-refundable commissions paid to sales or marketing agents on the sale of real estate units are expensed when incurred.

Net realizable value is the estimated selling price in the ordinary course of business, based on market prices at the reporting date and discounted for the time value of money if material, less estimated costs to complete and estimated costs to sell.

Inventory write-downs are assessed at each reporting date and recognized as losses in the consolidated statement of profit or loss and other comprehensive income to the extent that the carrying amount exceeds net realizable value.

h. Investments in Associates and Joint Venture

The Group's investments in its associates and joint venture are accounted for using the equity method. An associate is an entity in which the Group has significant influence. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures.

Under the equity method, the cost of investment is increased or decreased by the Group's share in net earnings or losses of, and dividends received from, the associate and joint venture since the date of acquisition.

The consolidated statement of profit or loss and other comprehensive income reflects the share of the results of operations of the associates and joint venture. Where there has been a change recognized directly in the equity of the associates and joint venture, the Group recognizes its share of any such changes and discloses this, when applicable, in the consolidated statement of changes in equity.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Investasi pada Entitas Asosiasi dan Ventura Bersama (lanjutan)

Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Kelompok Usaha dengan entitas asosiasi dan ventura bersama dieliminasi pada jumlah sesuai dengan kepentingan Kelompok Usaha dalam entitas asosiasi dan ventura bersama.

Kelompok Usaha menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang objektif yang mengindikasikan bahwa investasi dalam entitas asosiasi dan ventura bersama mengalami penurunan nilai. Kelompok Usaha menentukan apakah perlu untuk mengakui rugi penurunan nilai atas investasi Kelompok Usaha dalam entitas asosiasi dan ventura bersama.

Apabila terdapat bukti objektif penurunan nilai, Kelompok Usaha menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan ventura bersama dan nilai tercatatnya, dan mengakui penurunan nilai tersebut dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Entitas menghentikan penggunaan metode ekuitas sejak tanggal ketika investasinya berhenti menjadi investasi pada entitas asosiasi atau ventura bersama sebagai berikut:

a. Jika investasi menjadi entitas anak, maka entitas mencatat investasinya sesuai dengan PSAK 103: Kombinasi Bisnis dan PSAK 110: Laporan Keuangan Konsolidasian;

b. Jika sisa kepentingan dalam entitas asosiasi atau ventura bersama merupakan aset keuangan, maka entitas mengukur sisa kepentingan tersebut pada nilai wajar. Nilai wajar dari sisa kepentingan dianggap sebagai nilai wajar pada saat pengakuan awal sebagai aset keuangan sesuai dengan PSAK 109: Instrumen Keuangan. Entitas mengakui dalam laba rugi selisih antara:

   i. nilai wajar sisa kepentingan dan hasil dari pelepasan sebagian kepentingan pada entitas asosiasi atau ventura bersama; dan
   ii. jumlah tercatat investasi pada tanggal penggunaan metode ekuitas dihentikan.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Investments in Associates and Joint Venture (continued)

Unrealized gains and losses resulting from transactions between the Group and the associates and joint venture are eliminated to the extent of the Group's interest in the associates and joint venture.

The Group determines at each reporting date whether there is any objective evidence that its investments in the associates and joint venture are impaired. The Group determines whether it is necessary to recognize an impairment loss on the Group's investments in its associates and joint venture.

If there is objective evidence of impairment, the Group calculates the amount of impairment as the difference between the recoverable amount of investments in associates and their carrying value, and recognizes the impairment in the consolidated statement of profit or loss and other comprehensive income.

An entity shall discontinue the use of the equity method from the date when its investment ceases to be an investment in an associate or a joint venture as follows:

a. If the investment becomes a subsidiary, the entity shall account for the investment in accordance with PSAK 103: Business Combinations and PSAK 110: Consolidated Financial Statements;

b. If the remaining interest in an associate or joint venture is a financial asset, the entity measures that remaining interest at fair value. The fair value of the remaining interest is considered the fair value at initial recognition as a financial asset in accordance with PSAK 109: Financial Instruments. The entity recognizes in profit or loss the difference between:

   i. the fair value of any retained interest and the proceeds from the partial disposal of the interest in the associate or joint venture; and
   ii. the carrying amount of the investment at the date the equity method was discontinued.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Investasi pada Entitas Asosiasi dan Ventura Bersama (lanjutan)

c. Ketika entitas menghentikan penggunaan metode ekuitas, entitas mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan investasi tersebut menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika *investee* telah melepaskan secara langsung aset dan liabilitas terkait.

i. Aset Tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diperlukan agar aset siap digunakan sesuai intensi manajemen.

Aset dalam pembangunan dinyatakan sebesar biaya perolehan dan dipindahkan ke aset tetap pada saat selesai dan siap digunakan.

Setelah pengakuan awal, aset tetap dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Penyusutan dihitung dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis aset, sebagai berikut:

	Tahun/ Years	
Gedung Kantor dan Bangunan Lain	20	*Office and Other Buildings*
Peralatan Operasi dan Kantor	3 - 5	*Operational and Office Equipment*
Kendaraan Bermotor	3 - 5	*Vehicles*

Tanah dinyatakan berdasarkan harga perolehan dan tidak disusutkan. Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan aset tanah.

Tanah dinyatakan berdasarkan harga perolehan dan tidak disusutkan. Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan aset tanah.

Biaya pengurusan perpanjangan atau pembaharuan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomis tanah, mana yang lebih pendek.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Investments in Associates and Joint Venture (continued)

c. When an entity discontinues the use of the equity method, the entity shall account for all amounts previously recognized in other comprehensive income in relation to that investment on the same basis as would be required if the investee had directly disposed of the related assets and liabilities.

i. Fixed Assets

Fixed assets are initially recognized as the cost of acquisition which includes their acquisition price and any costs attributable directly to bring the asset to the necessary condition and location in order for the asset to be ready for use as per management's intentions.

Assets in construction are expressed at the cost of acquisition and transferred to fixed assets at the time of completion and ready for use.

After initial recognition, fixed assets are carried at their cost, less any accumulated depreciation, and any accumulated impairment losses.

Depreciation is calculated using the straight-line method over the estimated useful lives of the assets, as follows:

Land is stated at cost and not depreciated. Costs associated with the acquisition of legal rights of land when the land was first acquired are recognized as part of the cost of land.

Land is stated at cost and not depreciated. Costs associated with the acquisition of legal rights of land when the land was first acquired are recognized as part of the cost of land.

Costs associated with the extension or renewal of legal right of land are recognized as intangible asset which is amortized over the legal life of the land right or economic life of the land, whichever is shorter.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Aset Tetap (lanjutan)

Aset dalam penyelesaian merupakan proyek dalam pelaksanaan disajikan sebagai bagian dari aset tetap dinyatakan sebesar biaya perolehan. Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat aset tersebut selesai dikerjakan dan siap digunakan.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai selisih antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) dikreditkan atau dibebankan pada operasi tahun berjalan saat aset tersebut dihentikan pengakuannya.

Nilai residu, masa manfaat dan metode penyusutan dan amortisasi aset tetap ditelaah dan disesuaikan secara prospektif, apabila diperlukan, pada setiap akhir tahun buku.

j. Properti Investasi

Properti investasi Kelompok Usaha terdiri dari tanah, bangunan dan prasarana yang dikuasai Kelompok Usaha untuk menghasilkan sewa atau kenaikan nilai atau keduanya, dan tidak digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha sehari-hari.

Properti investasi dinyatakan sebesar biaya perolehan termasuk biaya transaksi dikurangi akumulasi penyusutan dan penurunan nilai, jika ada, kecuali tanah yang tidak disusutkan. Total tercatat termasuk bagian biaya penggantian dari properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi, dan tidak termasuk biaya harian penggunaan properti investasi.

Penyusutan bangunan dan prasarana dihitung dengan menggunakan metode garis lurus atas taksiran masa manfaat ekonomis berkisar 10 (sepuluh) tahun sampai 30 (tiga puluh) tahun.

Properti investasi Kelompok Usaha terdiri dari tanah, bangunan dan prasarana yang dikuasai Kelompok Usaha untuk menghasilkan sewa atau kenaikan nilai atau keduanya, dan tidak digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha sehari-hari.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

i. Fixed Assets (continued)

Construction in progress are stated at cost and presented as part of fixed assets. The accumulated costs are reclassified to the appropriate fixed assets account when the construction is completed and the constructed asset is ready for its intended use.

An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is credited or charged to current operations in the year the asset is derecognized.

The fixed assets residual values, useful lives and methods of depreciation and amortization are reviewed and adjusted prospectively, if appropriate, at each financial year end.

j. Investment Properties

Investment properties of the Group consist of land, building and infrastructures held by the Group to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

Investment properties are stated at cost including transaction cost less accumulated depreciation and impairment loss, if any, except for land which is not depreciated. Carrying total cost includes the cost of replacing part of the investment properties, if the recognition criteria are met, and excludes the daily expenses on their usage.

Depreciation of buildings and infrastructures is computed using the straight-line method over their estimated useful lives ranging from 10 (ten) years to 30 (thirty) years.

Investment properties of the Group consist of land, building and infrastructures held by the Group to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Properti Investasi (lanjutan)

Properti investasi dinyatakan sebesar biaya perolehan termasuk biaya transaksi dikurangi akumulasi penyusutan dan penurunan nilai, jika ada, kecuali tanah yang tidak disusutkan. Total tercatat termasuk bagian biaya penggantian dari properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi, dan tidak termasuk biaya harian penggunaan properti investasi.

Penyusutan bangunan dan prasarana dihitung dengan menggunakan metode garis lurus atas taksiran masa manfaat ekonomis berkisar 10 (sepuluh) tahun sampai 30 (tiga puluh) tahun.

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laporan laba rugi dan pendapatan komprehensif lain konsolidasian dalam periode terjadinya penghentian atau pelepasan tersebut.

Pengalihan ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Pengalihan dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan untuk dijual.

Untuk pengalihan dari properti investasi ke properti yang digunakan sendiri, Kelompok Usaha menggunakan metode biaya pada tanggal perubahan penggunaan.

Jika properti yang digunakan Kelompok Usaha menjadi properti investasi, Kelompok Usaha mencatat properti investasi tersebut sesuai kebijakan aset tetap sampai dengan saat tanggal terakhir perubahan penggunaannya.

Pada tanggal 31 Desember 2025 dan 2024, properti investasi tidak diasuransikan dan tidak ada biaya pinjaman yang dikapitalisasi.

Berdasarkan evaluasi manajemen, tidak terdapat peristiwa atau perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi pada tanggal 31 Desember 2025 dan 2024.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Investment Properties (continued)

Investment properties are stated at cost including transaction cost less accumulated depreciation and impairment loss, if any, except for land which is not depreciated. Carrying total cost includes the cost of replacing part of the investment properties, if the recognition criteria are met, and excludes the daily expenses on their usage.

Depreciation of buildings and infrastructures is computed using the straight-line method over their estimated useful lives ranging from 10 (ten) years to 30 (thirty) years.

An investment property should be derecognized upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses arising from the retirement or disposal of an investment property is credited or charged to the consolidated statement of profit or loss and other comprehensive income in the period the asset is derecognized or disposed.

The transfer to investment property is carried out if, and only if, there is a change in use indicated by the termination of use by the owner, the commencement of operational leasing to another party, or the completion of construction or development. The transfer from investment property is carried out if, and only if, there is a change in use indicated by the commencement of use by the owner or the commencement of development for sale.

For a transfer from investment properties to owner-occupied property, the Group uses the cost method at the date of change in use.

If the property occupied by the Group becomes an investment property, the Group records the investment property in accordance with the fixed assets policies up to the date of change in use.

As of December 31, 2025 and 2024, investment properties are not insured and there is no capitalized borrowing costs.

Based on the assessment of the management, there are no events or changes in circumstances that indicate an impairment in the value of investment properties as of December 31, 2025 and 2024.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset Takberwujud Lain

Perangkat lunak

Perangkat lunak dicatat sebagai aset takberwujud lain. Aset takberwujud diukur sebesar nilai perolehan pada pengakuan awal. Nilai perolehan aset takberwujud yang diperoleh dari kombinasi bisnis pada awalnya diakui sesuai nilai wajar pada tanggal akuisisi. Setelah pengakuan awal, aset takberwujud dicatat pada nilai perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Umur manfaat aset takberwujud adalah 3 tahun.

Aset konsesi pra-konstruksi

Aset Konsesi yang belum memasuki masa konstruksi dicatat sebagai aset takberwujud lain. Aset tersebut direklasifikasi sebagai aset hak pengusahaan jalan tol ketika sudah memasuki masa konstruksi.

l. Perjanjian Konsesi Jasa

Kelompok Usaha telah menerapkan ISAK 112, "Perjanjian Konsesi Jasa" dan ISAK 229, "Perjanjian Konsesi Jasa: Pengungkapan" sehubungan dengan hak konsesi.

ISAK 112 mengatur prinsip umum dalam pengakuan dan pengukuran hak dan kewajiban terkait dengan perjanjian konsesi jasa. ISAK 112 mengatur bahwa infrastruktur tidak diakui sebagai aset tetap operator (pihak penerima konsesi jasa) karena perjanjian jasa kontraktual tidak memberikan hak kepada operator untuk mengendalikan penggunaan infrastruktur jasa publik. Operator memiliki akses untuk mengoperasikan infrastruktur dalam menyediakan jasa publik untuk kepentingan pemberi konsesi sesuai dengan persyaratan yang ditentukan dalam kontrak.

ISAK 229 memberikan panduan spesifik mengenai pengungkapan yang diperlukan atas perjanjian konsesi jasa.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Other Intangible Assets

Software

Software recorded as other intangible assets. Intangible assets are measured on initial recognition at cost. The cost of intangible assets acquired from business combinations is initially recognized at fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and if any, accumulated impairment loss. The useful life of intangible assets are 3 years.

Pre-construction concession assets

Concession assets that have not yet entered the construction period are recorded as other intangible assets. These assets are reclassified as toll road concession rights assets when they enter the construction period.

l. Service Concession Arrangement

The Group has adopted ISAK 112, "Service Concession Arrangement" and ISAK 229, "Service Concession Arrangement: Disclosure" related to the concession rights.

ISAK 112 determines the general principles in the recognition and measurement of liabilities and rights related to service concession arrangement. ISAK 112 regulates that an operator (concession right beneficiary) does not recognize any infrastructure assets because the contractual service arrangement does not convey the right to control the use of the public service infrastructure to the operator. The operator has access to operate the infrastructure to provide the public service on behalf of the grantor in accordance with the terms specified in the contract.

ISAK 229 provides specific guidance for the required disclosures regarding the service concession arrangement.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Perjanjian Konsesi Jasa (lanjutan)

Kelompok Usaha membukukan perjanjian konsesi jasa sebagai model aset takberwujud karena memiliki hak (lisensi) untuk membebankan pengguna jasa publik. Pada saat pengakuan awal, aset konsesi dicatat pada nilai wajar dari imbalan yang diterima atau akan diterima. Aset konsesi ini adalah aset hak pengelolaan jalan tol yang akan diamortisasi selama sisa masa hak konsesi sejak tanggal pengoperasian ruas jalan tol. Selama masa konstruksi, akumulasi biaya perolehan dan konstruksi jalan tol diakui sebagai aset konsesi dalam penyelesaian. Amortisasi mulai dibebankan pada saat aset konsesi tersebut siap digunakan.

Aset konsesi dihentikan pengakuannya pada saat berakhirnya masa konsesi. Tidak akan ada keuntungan atau kerugian saat penghentian pengakuan karena aset konsesi diharapkan telah diamortisasi secara penuh, akan diserahkan kepada Badan Pengatur Jalan Tol ("BPJT") tanpa syarat.

Aset konsesi yang diberikan kepada Kelompok Usaha dapat dialihkan dengan persetujuan Pemerintah/BPJT. Aset konsesi ini akan diserahkan ke Pemerintah/BPJT pada saat akhir masa konsesi dan pada saat itu, seluruh akun yang berhubungan dengan aset konsesi akan dihentikan pengakuannya.

Selama periode hak pengusahaan jalan tol, aset hak pengusahaan jalan tol dapat dikeluarkan dari laporan posisi keuangan konsolidasian Kelompok Usaha jika jalan tol diserahkan (dikuasakan) kepada pihak lain atau Pemerintah/BPJT mengubah status jalan tol menjadi jalan non tol atau tidak ada manfaat ekonomi yang dapat diharapkan dari penggunaannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan aset konsesi diakui sebagai keuntungan atau kerugian dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Selain itu, Kelompok Usaha mengakui dan mengukur pendapatan konstruksi sesuai dengan PSAK 115 "Pendapatan Dari Kontrak Dengan Pelanggan". Ketika Kelompok Usaha menyediakan jasa konstruksi atau peningkatan kemampuan, imbalan yang diterima atau akan diterima Kelompok Usaha diakui nilai wajar.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

I. Service Concession Arrangement (continued)

The Group accounts for its service concession arrangement under the intangible asset model as it receives the right (license) to charge users of public service. At initial recognition, concession assets are recorded at the fair value of the benefit received or to be received. These concession assets are toll road concession rights which are amortized over the remaining concession period from the date of operation of the toll road. During the construction period, the accumulated toll road construction cost is recognized as concession assets in progress. The amortization of the cost starts when the concession assets are ready to be operated.

The concession assets are derecognized at the end of the concession period. There will be no gain or loss upon derecognition as the concession assets which are expected to be fully amortized by then, will be handed over to the Indonesia Toll Road Authority ("BPJT") for no consideration.

Concession asset granted to the Group are transferrable with approval from the Government/BPJT. These concession assets will be transferred to the Government/BPJT at the end of the concession period and at such time, all accounts related to the concession assets will be discontinued.

During the toll road concession rights period, the concession rights assets may be derecognized from the consolidated statement of financial position of the Group if the toll road is transferred to another party or the Government/BPJT has changed the status of the toll road to non-toll road or if there is no economic benefit expected from usage of the toll road. Gain or loss from discontinuance or disposal of concession assets is recognized in the consolidated statement of profit or loss and other comprehensive income.

In addition, the Group recognizes and measures construction revenue in accordance with PSAK 115 "Revenue from contracts with customers". When the Group provides construction services or upgrades services, the consideration received or to be received by the Group is recognized at its fair value.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Perjanjian Konsesi Jasa (lanjutan)

Kelompok Usaha mengakui biaya jasa konstruksi dan peningkatan kemampuan aset konsesi sebagai aset takberwujud dimana Kelompok Usaha menerima hak (lisensi) untuk membebankan pengguna jasa publik. Suatu hak untuk membebankan pengguna jasa publik bukan merupakan hak tanpa syarat untuk menerima kas karena jumlahnya bergantung pada sejauh mana publik menggunakan jasa. Selama periode konstruksi, Kelompok Usaha mencatat aset takberwujud dan mengakui pendapatan dan biaya konstruksi sesuai kontraknya. Biaya konstruksi merupakan nilai dari jumlah perolehan kontrak konstruksi.

Aset konsesi diamortisasi selama masa konsesi dengan menggunakan metode sebagai berikut:

- Aset hak pengusahaan jalan tol untuk jalan dan jembatan tol diamortisasi dengan menggunakan metode unit pemakaian berdasarkan volume lalu lintas; dan
- Aset hak pengusahaan jalan tol selain jalan dan jembatan tol diamortisasi dengan menggunakan metode garis lurus.

Aset kerja sama operasi

Jalan tol yang pembangunannya didanai oleh investor tanpa kuasa penyelenggaraan dengan pola bagi pendapatan atau bagi hasil tol untuk masa tertentu, selama pengoperasiannya dikendalikan oleh Perusahaan, dicatat sebagai jalan tol kerja sama operasi dan liabilitas (jangka panjang) kerja sama operasi pada saat jalan tol selesai dibangun dan diserahkan oleh investor kepada Perusahaan untuk operasi.

Provisi pelapisan jalan tol

Dalam pengoperasian jalan tol, Kelompok Usaha mempunyai kewajiban untuk menjaga kualitas sesuai dengan SPM (Standar Pelayanan Minimal) yang ditetapkan oleh Kementerian Pekerjaan Umum Republik Indonesia, yaitu antara lain dengan melakukan pelapisan ulang jalan tol secara berkala. Biaya pelapisan ini akan dicadangkan secara berkala berdasarkan estimasi penggunaan jalan tol pelanggan. Provisi pelapisan ulang jalan tol diukur dengan nilai kini atas estimasi manajemen terhadap pengeluaran yang diperlukan untuk menyelesaikan liabilitas kini.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Service Concession Arrangement (continued)

The Group recognizes construction services and increased capacity of concession asset as intangible assets which the Group receives the rights (license) to charge users of public services. A right to charge users of public services is not an unconditional right to receive cash because the amounts depend on the extent of public using the service. During the construction period, the Group records intangible assets, and recognizes revenues and costs of construction in accordance with the contract. Construction cost is the value of the amount of acquisition of a construction contract.

The concession assets are amortized over the concession period using the following method:

- *Toll road concession rights for toll roads and toll bridges are amortized using unit of usage method based on traffic volume; and*
- *Toll road concession rights aside from toll roads and toll bridges are amortized using straight-line method.*

Joint operation assets

The construction of toll road is funded by investors without operation rights under revenue or profit-sharing scheme for certain period of time, while the operation is controlled by the Company and is recorded as joint operation toll road and joint operation liabilities (long-term) when the construction is completed and transferred by the investor to the Company for operation.

Provision for overlay

In operating toll roads, the Group is required to maintain quality in accordance with the SPM (Minimal Service Standards) established by the Ministry of Public Works of the Republic of Indonesia, i.e., by performing overlay regularly. The cost of overlay is periodically provided for based on estimated utilization of toll road by customers. Provision for overlay is measured by the present value of management's estimate on required expenditure to complete the current liabilities.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Perjanjian Konsesi Jasa (lanjutan)

Biaya pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan, atau pembuatan aset yang membutuhkan waktu yang cukup lama untuk persiapan digunakan sesuai tujuannya atau dijual dikapitalisasi sebagai bagian dari biaya aset. Semua biaya pinjaman lainnya diakui sebagai beban pada periode terjadi. Biaya pinjaman terdiri dari biaya bunga dan biaya lain yang ditanggung oleh Kelompok Usaha sehubungan dengan peminjaman dana.

Biaya bunga dan biaya pinjaman lainnya, seperti diskonto baik yang secara langsung ataupun tidak langsung digunakan untuk mendanai proses pembangunan aset kualifikasian *(qualifying assets)*, dikapitalisasi sampai saat proses pembangunannya selesai. Untuk pinjaman yang dapat dihubungkan secara langsung dengan suatu aset tertentu, jumlah yang dapat dikapitalisasi adalah sebesar biaya pinjaman yang terjadi dalam periode berjalan, dikurangi penghasilan investasi sementara dari pinjaman tersebut.

Kapitalisasi biaya pinjaman dimulai pada saat aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan sesuai dengan maksudnya dan pengeluaran untuk aset kualifikasian dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian sesuai penggunaannya selesai secara substansial.

m. Penurunan Nilai Aset Non-Keuangan

Pada setiap akhir tahun pelaporan, Kelompok Usaha menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi, maka Kelompok Usaha membuat estimasi jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas (UPK) dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan nilainya menjadi sebesar nilai terpulihkannya.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Service Concession Arrangement (continued)

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying assets, are capitalized up to the date when the construction is completed. For borrowings directly attributable to a qualifying asset, the amount allowed to be capitalized is determined as the actual borrowing costs incurred during the year, less any investment income earned from the temporary investment of such borrowings.

Capitalization of borrowing costs commences when the activities to prepare the qualifying asset for its intended use are in progress and the expenditures for the qualifying asset and the borrowing costs have been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use are substantially completed.

m. Impairment of Non-Financial Assets

At the end of each reporting year, the Group assesses whether there are indications of an asset declining in value. If there is such an indication, the Group shall make a formal estimate of the recovered amount of the asset.

An asset's recoverable amount is the higher of the assets or its Cash-Generating Unit's (CGU's) fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. If the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Penurunan Nilai Aset Non-Keuangan (lanjutan)

Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "rugi penurunan nilai", jika ada.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, transaksi pasar terkini dijadikan sebagai acuan, jika tersedia. Jika tidak terdapat transaksi tersebut, digunakan model penilaian yang sesuai untuk menentukan nilai wajar aset.

Kerugian penurunan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

Penilaian dilakukan pada akhir pelaporan tahunan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* mungkin tidak ada lagi atau mungkin telah terbalik. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset tersebut. Kerugian penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

Apabila terdapat pembalikan penurunan nilai, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat yang telah disesuaikan, penyusutan bersih, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di tahun mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Impairment of Non-Financial Assets (continued)

Impairment losses of continuing operations are recognized in the consolidated statement of profit or loss and other comprehensive income as "impairment losses", if any.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs to sell, recent market transactions are considered, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the asset.

Impairment losses, if any, are recognized in the consolidated statement of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired asset.

An assessment is made at each annual reporting year as to whether there is any indication that previously recognized impairment losses recognized for an asset other than goodwill may no longer exist or may have been reversed. If such an indication exists, the recoverable amount is estimated. A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

If there is reversal of impairment, the carrying amount of the asset is increased to its recoverable amount. However, the reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceeds the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Reversal of an impairment loss is recognized in the consolidated statement of profit or loss and other comprehensive income. After such a reversal, the depreciation charge on the said asset is adjusted in future years to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Penurunan Nilai Aset Non-Keuangan (lanjutan)

Goodwill diuji untuk penurunan nilai setiap tahun dan ketika terdapat suatu indikasi bahwa nilai tercatatnya mungkin mengalami penurunan nilai. Penurunan nilai bagi *goodwill* ditetapkan dengan menentukan jumlah tiap UPK (atau kelompok UPK) terkait dari *goodwill*. Jika jumlah terpulihkan UPK kurang dari jumlah tercatatnya, rugi penurunan nilai diakui. Rugi penurunan nilai terkait *goodwill* tidak dapat dibalik pada periode-periode berikutnya.

n. Sewa

Kelompok usaha sebagai *lessee*

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Kelompok Usaha harus menilai apakah:

- Kelompok Usaha memiliki hak untuk mendapatkan secara subtansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan

- Kelompok Usaha memiliki hak untuk mengarahkan penggunaan aset identifikasian. Kelompok Usaha memiliki hak ini ketika Kelompok Usaha memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dengan:

  1. Kelompok Usaha memiliki hak untuk mengoperasikan aset; atau
  2. Kelompok Usaha telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal insepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Kelompok Usaha mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat komponen non sewa.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Impairment of Non-Financial Assets (continued)

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGU) to which the goodwill relates. Where the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods.

n. Leases

The group as lessee

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- *The Group has the right to obtain substantially all the economic benefits from the use of the asset throughout the period of use; and*

- *The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:*

  1. *The Group has the right to operate the asset; or*
  2. *The Group has designed assets by pre-stipulating how and for what purpose they will be used during the period of use.*

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Sewa (lanjutan)

Pada tanggal permulaan sewa, Kelompok Usaha mengakui aset hak guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Kelompok Usaha menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa. Liabilitas sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "liabilitas sewa".

Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

Kelompok Usaha menyajikan aset hak guna sebagai bagian dari "aset tetap" dan "liabilitas sewa" di dalam laporan posisi keuangan.

Kelompok Usaha menyusutkan aset hak guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak guna atau akhir masa sewa.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Leases (continued)

The Group recognizes the right of use assets and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using an incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability from fixed payments.

Each lease payment is allocated between finance cost and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance cost, are included in "lease liabilities".

The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right of use assets as part of "fixed assets" and "lease liabilities" in the statement of financial position.

The Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Sewa (lanjutan)

Sewa jangka pendek

Kelompok Usaha memutuskan untuk tidak mengakui aset hak guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang. Kelompok Usaha mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

o. Perpajakan

Pajak penghasilan badan

Beban pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak kini dan pajak tangguhan diakui dalam laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihannya diakui sebagai aset. Liabilitas (aset) pajak kini untuk periode berjalan dan periode sebelumnya diukur sebesar jumlah yang diperkirakan akan dibayar kepada otoritas perpajakan, yang dihitung menggunakan tarif pajak (dan undang-undang pajak) yang telah berlaku atau telah berlaku pada akhir periode pelaporan.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Seluruh perbedaan temporer kena pajak diakui sebagai liabilitas pajak tangguhan, kecuali perbedaan temporer kena pajak yang berasal dari:

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Leases (continued)

Short-term leases

The Group has elected not to recognize right of use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognizes the leases payments associated with these leases as an expense on a straight-line basis over the lease term.

o. Taxation

Corporate income tax

Tax expense is the aggregate amount of current tax and deferred tax which calculated in determining profit or loss in the period. Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax for current and prior periods shall, to the extent unpaid, be recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognised as an asset. Current tax liabilities (assets) for the current and prior periods shall be measured at the amount expected to be paid to (recovered from) the taxation authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Benefits related to tax losses that can be withdrawn to recover current tax of prior periods is recognized as an asset. Deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax liability shall be recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Perpajakan (lanjutan)

Pajak penghasilan badan (lanjutan)

a) Pengakuan awal *goodwill*; atau
b) Pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak memengaruhi laba akuntansi atau laba kena pajak (rugi pajak); dan
c) Pada saat transaksi tidak menimbulkan perbedaan temporer kena pajak dan perbedaan temporer dapat dikurangkan dalam jumlah yang sama.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak memengaruhi laba akuntansi atau laba kena pajak (rugi pajak), dan pada saat transaksi tidak menimbulkan perbedaan temporer kena pajak dan perbedaan temporer dapat dikurangkan dalam jumlah yang sama.

Atau dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Perusahaan memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Taxation (continued)

Corporate income tax (continued)

a) The initial recognition of goodwill; or
b) The initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss); and
c) At the time of the transaction does not give rise to equal taxable and deduction temporary difference.

A deferred tax asset shall be recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit (tax loss), and at the time the transaction does not give rise to taxable temporary differences and the temporary differences can be deducted in the same amount.

Or from temporary differences that can be deducted on investments in subsidiaries, deferred tax assets are only recognized when it is probable that the temporary differences will not reverse in the near future and taxable income can be offset by those temporary differences.

Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Perpajakan (lanjutan)

Pajak penghasilan badan (lanjutan)

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Kelompok Usaha mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut. Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

Kelompok Usaha melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:

a) Kelompok Usaha memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
b) Aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:

   i. Entitas kena pajak yang sama; atau
   ii. Entitas kena pajak yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan dimana jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

Aset pajak kini dan liabilitas pajak kini disajikan jika, dan hanya jika, Kelompok Usaha:
1) Memiliki hak yang berkekuatan hukum untuk menghapus dalam jumlah yang diakui; dan
2) Bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Pajak penghasilan final

Penghasilan dari penjualan rumah (subsidi dan non subsidi) dan penghasilan dari sewa gedung merupakan subjek pajak final masing-masing sebesar 1%, 2,5%, dan 10%. Pajak penghasilan final dihitung pada jumlah total tagihan untuk nilai kontrak yang dikumpulkan selama setahun.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Taxation (continued)

Corporate income tax (continued)

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period. The Group shall reduce the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilised. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

The Group offsets deferred tax assets and deferred tax liabilities if, and only if:

a) The Group has rights that can be enforced by law to offsets current tax assets against current tax liabilities; and

b) The deferred tax assets and deferred tax liabilities related to income taxes levied by the same taxation authority on:

   i. The same taxable entity; or
   ii. Different taxable entities which intend to recover current tax assets and liabilities with a net basis, or realize the asset and settle the liabilities simultaneously, in each future period in which significant amounts of the assets or deferred tax liabilities are expected to be completed or restored.

The offset current tax assets and current tax liabilities if, and only if, the Group:
1) Owned legally enforceable right to set-off the recognized amounts; and

2) Intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously.

Final income tax

Income from sale of real property (subsidy and non-subsidy) and income from rental building is subject to final tax rates of 1%, 2.5%, and 10%, respectively. The final income tax is calculated on the total amount of billings for the contract value which is collected during the year.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Perpajakan (lanjutan)

Pajak penghasilan final (lanjutan)

Perbedaan nilai tercatat aset atau liabilitas yang berhubungan dengan pajak penghasilan final dengan dasar pengenaan pajaknya tidak diakui sebagai aset atau liabilitas pajak tangguhan.

Beban pajak sehubungan dengan penghasilan yang dikenakan pajak penghasilan final diakui secara proporsional dengan jumlah pendapatan yang diakui pada tahun berjalan untuk tujuan akuntansi.

Selisih antara jumlah pajak penghasilan final yang telah dibayar dengan jumlah yang dibebankan sebagai beban pajak penghasilan final pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian diakui sebagai pajak dibayar di muka atau utang pajak.

Pajak pertambahan nilai (PPN)

Pendapatan, beban dan aset diakui setelah dikurangi dengan jumlah PPN kecuali:

- Ketika PPN yang terjadi sehubungan dengan pembelian aset atau jasa tidak dapat diklaim kepada kantor pajak, dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai beban.
- Piutang dan utang yang disajikan termasuk PPN.

p. Imbalan Kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui ketika pekerja telah memberikan jasanya dalam suatu periode akuntansi, sebesar jumlah tidak terdiskonto dari imbalan kerja jangka pendek yang diharapkan akan dibayar sebagai imbalan atas jasa tersebut. Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Program pascakerja

Kewajiban program imbalan pasti yang diakui di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal laporan posisi keuangan konsolidasian dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected-Unit-Credit*.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Taxation (continued)

Final income tax (continued)

The differences between the carrying amounts of existing assets or liabilities related to the final income tax and their respective tax bases are not recognized as deferred tax assets or liabilities.

Tax expense related to income subject to final income tax is recognized in proportional to total income recognized during the current year for accounting purposes.

The difference between the final income tax paid and the amount charged as final income tax expense in the consolidated statement of profit or loss and other comprehensive income is recognized as prepaid tax or tax payable.

Value-added tax (VAT)

Revenues, expenses and assets are recognized net of the amount of VAT, except:

- *Where the VAT incurred on a purchase of assets or services is not recoverable from the tax office, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable.*
- *Receivables and payables that are stated with the amount of VAT included.*

p. Employee Benefits

Short-term employee benefits

The company recognizes short-term employee benefit liabilities when services are rendered by employees and the benefits for those services are expected to be settled within twelve months after the services are provided. Short-term employee benefits include such as wages, salaries, bonus, and incentive.

Post-employment benefits

The defined benefit obligation recognized in the consolidated statement of financial position represents the present value of the defined benefit obligation at the reporting date, less the fair value of plan assets. The defined benefit obligation is calculated annually by an independent actuary using the Projected Unit Credit method.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Imbalan Kerja (lanjutan)

Program pascakerja (lanjutan)

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa depan dengan menggunakan tingkat suku bunga obligasi perusahaan berkualitas tinggi dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan, dan waktu jatuh temponya kurang lebih sama dengan kewajiban bersangkutan.

Keuntungan atau kerugian aktuaria dari penyesuaian dan perubahan asumsi aktuaria langsung diakui seluruhnya melalui penghasilan komprehensif lainnya. Akumulasi keuntungan dan kerugian aktuarial disajikan di ekuitas.

Imbalan pascakerja yang diberikan oleh Kelompok Usaha terdiri dari pensiun, kesehatan pensiunan, purna karya, dan pascakerja lainnya.

Imbalan kerja jangka panjang lainnya

Imbalan kerja jangka panjang lainnya dihitung dengan menggunakan metodologi yang sama dengan yang digunakan dalam perhitungan imbalan pascakerja program imbalan pasti, yaitu dengan menggunakan metode *Projected Unit Credit* dan didiskontokan ke nilai kini, kecuali untuk pengukuran kembali yang diakui pada laba rugi.

Kompensasi kepada pekerja berdasarkan Perjanjian Kerja Waktu Tertentu (”PKWT”)

Perusahaan mencatat penyisihan untuk kompensasi yang akan dibayarkan kepada karyawan saat selesainya jangka waktu perjanjian berdasarkan Perjanjian Kerja Waktu Tertentu (PKWT) sesuai dengan Peraturan Pemerintah No. 35/2021.

q. Instrumen Keuangan

1. Aset Keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan kenaikan nilai aset keuangan dari satu entitas dan liabilitas keuangan atau instrumen ekuitas dari entitas lainnya.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Employee Benefits (continued)

Post-employment benefits (continued)

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefit will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are directly recognized in other comprehensive income. Accumulated actuarial gains and losses are reported in equity.

Post-employment benefits provided by the Business Group consist of pensions, retiree health benefits, severance pay, and other post-employment benefits.

Other long-term employee benefits

Other long-term employee benefits is calculated using the same methodology as used in calculating post-employment benefits for defined benefit plans, which is using the Projected Unit Credit method and discounted to their present value, except for remeasurements which are recognised in profit or loss.

Compensation for employees under Fixed Term Employment Agreement (“PKWT”)

The Company recognizes a provision for compensation to be paid to employees under Fixed Term Employment Agreement (PKWT) at the end of the agreement period in accordance with Government Regulation No. 35/2021.

q. Financial Instruments

1. Financial Assets

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Instrumen Keuangan (lanjutan)

1. Aset Keuangan (lanjutan)

Pengakuan awal

Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual - apakah semata dari pembayaran pokok dan bunga.

Aset keuangan diklasifikasikan, pada pengakuan awal, yang selanjutnya diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain (OCI), dan nilai wajar melalui laba rugi.

Kelompok Usaha menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak bisa melakukan perubahan setelah penerapan awal tersebut.

Semua aset keuangan pada awalnya diakui sebesar nilai wajarnya ditambah dengan biaya-biaya transaksi, kecuali aset keuangan dicatat pada nilai wajar melalui laba rugi.

Pada tanggal 31 Desember 2025 dan 2024, aset keuangan Kelompok Usaha mencakup kas dan setara kas, investasi jangka pendek, piutang lain - lain, dana yang dibatasi penggunaannya, dan aset keuangan lainnya neto.

Aset keuangan diklasifikasikan sebagai aset lancar, jika jatuh tempo dalam waktu 12 bulan, jika tidak maka aset keuangan ini diklasifikasikan sebagai aset tidak lancar.

Pengukuran setelah pengakuan awal

Pengukuran aset keuangan setelah pengakuan awal tergantung pada klasifikasinya sebagai berikut:

(i) Aset keuangan yang diukur dengan biaya diamortisasi

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Financial Instruments (continued)

1. Financial Assets (continued)

Initial recognition

Classification and measurement of financial assets are based on business model and contractual cash flows - whether from sole payment of principal and interest.

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The Group determines the classification of its financial assets at initial recognition and cannot change the classification already made at initial adoption.

All financial assets are initially recognized at their fair value plus transaction costs, unless financial assets are recorded at fair value through profit or loss.

As of December 31, 2025 and 2024, the Group's financial assets include cash and cash equivalents, short-term investments, other receivables, restricted funds, and other financial assets - net.

Financial assets in this category are classified as current assets if expected to be settled within 12 months, otherwise they are classified as non-current.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

(i) Financial assets at amortized cost

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Instrumen Keuangan (lanjutan)

1. Aset Keuangan (lanjutan)

Pengukuran setelah pengakuan awal (lanjutan)

Aset keuangan yang diukur dengan biaya diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif (*Effective Interest Rate*) ("EIR"), setelah dikurangi dengan penurunan nilai.

Biaya perolehan yang diamortisasi dihitung dengan memperhitungkan diskonto atau premi atas biaya akuisisi atau biaya yang merupakan bagian integral dari EIR tersebut. Amortisasi EIR dicatat dalam laporan laba rugi konsolidasian. Kerugian yang timbul dari penurunan nilai juga diakui pada laba rugi.

Aset keuangan yang diukur dengan biaya diamortisasi Kelompok Usaha terdiri dari kas dan setara kas, piutang lain - lain, dan dana yang dibatasi penggunaannya pada laporan posisi keuangan konsolidasian.

(ii) Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI)

Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain selanjutnya disajikan dalam laporan posisi keuangan konsolidasian sebesar nilai wajar, dengan perubahan nilai wajar yang diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui di laba rugi.

Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Financial Instruments (continued)

1. Financial Assets (continued)

Subsequent measurement (continued)

Financial assets at amortized cost are subsequently measured using the Effective Interest Rate ("EIR") method, less impairment.

Amortized cost is calculated by taking into account any discount or premium on acquisition fees or costs that are an integral part of the EIR. The EIR amortization is included in the consolidated profit or loss. The losses arising from impairment are also recognized in profit or loss.

The Group's financial assets that measured at amortized cost consist of cash and cash equivalents, other receivables and restricted funds in the consolidated statement of financial position.

(ii) Financial assets at fair value through other comprehensive income (FVTOCI)

Financial assets at fair value through other comprehensive income are subsequently carried in the consolidated statement of financial position at fair value, with changes in fair value recognized in the other comprehensive income, except for impairment gains and losses, and a portion of foreign exchange gains and losses, are recognized in profit or loss.

When the asset is derecognized or reclassified, changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit and loss as a reclassification adjustment.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Instrumen Keuangan (lanjutan)

1. Aset Keuangan (lanjutan)

Pengukuran setelah pengakuan awal (lanjutan)

Kelompok Usaha dapat membuat pilihan yang tidak dapat dibatalkan pada saat pengakuan awal untuk menyajikan perubahan nilai wajar dalam Penghasilan Komprehensif Lain (OCI).

Kelompok Usaha memiliki investasi dalam instrumen ekuitas, mencakup investasi jangka pendek dan aset keuangan lainnya neto, yang diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

(iii) Aset keuangan yang diukur pada nilai wajar melalui laba rugi ("FVTPL")

Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur FVTOCI.

Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL.

Namun demikian, Kelompok Usaha dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk diperjualbelikan dalam waktu dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba, tidak melalui laba rugi.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Financial Instruments (continued)

1. Financial Assets (continued)

Subsequent measurement (continued)

The Group may make an irrevocable election at initial recognition to present changes in fair value in Other Comprehensive Income (OCI).

The Group has investments in equity instruments, includes short-term investments and other financial assets - net, which are classified as financial asset at fair value through other comprehensive income.

(iii) Financial assets measured at fair value through profit or loss ("FVTPL")

Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

After initial recognition, financial assets measured on FVTPL are measured at their fair value. Gains or losses arising from changes in the fair value of financial assets are recognized in profit and loss.

Financial assets in the form of derivatives and investments in equity instruments do not meet the criteria to be measured at amortized cost of acquisition or the criteria to be measured at FVTOCI, so they are measured at FVTPL.

Nonetheless, the Group may irrevocably designate an investment in an equity instrument which is not held for trading in any time soon as FVTOCI. This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Instrumen Keuangan (lanjutan)

1. Aset Keuangan (lanjutan)

Penghentian pengakuan

Aset keuangan (atau mana yang berlaku, bagian dari aset keuangan atau bagian dari kelompok aset keuangan sejenis) dihentikan pengakuannya pada saat: (1) hak untuk menerima arus kas yang berasal dari aset tersebut telah berakhir; atau (2) Kelompok Usaha telah mentransfer hak mereka untuk menerima arus kas yang berasal dari aset atau berkewajiban untuk membayar arus kas yang diterima secara penuh tanpa penundaan yang material kepada pihak ketiga dalam perjanjian *"pass-through"* dan salah satu diantara (a) Kelompok Usaha telah mentransfer secara substansial seluruh risiko dan manfaat dari aset, atau (b) Kelompok Usaha tidak mentransfer atau mempertahankan secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer kendali atas aset tersebut.

Penurunan nilai

Pada setiap tahun pelaporan, Kelompok Usaha menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Kelompok Usaha menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian.

Dalam melakukan penilaian, Kelompok Usaha membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

Kelompok Usaha menerapkan metode sederhana untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang lain - lain.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Financial Instruments (continued)

1. Financial Assets (continued)

Derecognition

A financial asset (or where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized when: (1) the rights to receive cash flows from the asset have expired; or (2) the Group has transferred the rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement, and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Impairment

At each reporting date, the Group assess whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group use the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of Expected Credit Losses.

To make that assessment, the Group compare the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, that is indicative of significant increases in credit risk since initial recognition.

The Group applied a simplified approach to measure such Expected Credit Loss (ECL) for other receivables.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Instrumen Keuangan (lanjutan)

2. Liabilitas Keuangan

Liabilitas keuangan dalam lingkup PSAK 109 diklasifikasikan sebagai berikut:
1. Liabilitas keuangan yang diukur dengan biaya diamortisasi; dan
2. Liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi.

Kelompok Usaha menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

Pengakuan awal

Pada saat pengakuan awal, liabilitas keuangan diukur pada nilai wajar dan, dalam hal liabilitas keuangan yang diukur dengan biaya diamortisasi, dikurangi dengan biaya transaksi yang dapat diatribusikan secara langsung.

Pada tanggal 31 Desember 2025, liabilitas keuangan Kelompok Usaha mencakup utang usaha, utang kontraktor, liabilitas keuangan jangka pendek lainnya, beban akrual, utang lembaga keuangan bukan bank, utang bank, utang obligasi, liabilitas pembebasan tanah, liabilitas derivatif dan liabilitas jangka panjang lainnya yang dikategorikan sebagai liabilitas keuangan yang diukur dengan biaya diamortisasi. Liabilitas keuangan diklasifikasikan sebagai liabilitas jangka panjang jika jatuh tempo melebihi 12 bulan dan sebagai liabilitas jangka pendek jika jatuh tempo yang tersisa kurang dari 12 bulan.

Pengukuran setelah pengakuan awal

Setelah pengakuan awal, liabilitas keuangan yang diukur dengan biaya diamortisasi yang dikenakan bunga selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Keuntungan atau kerugian diakui dalam laba rugi pada saat liabilitas tersebut dihentikan pengakuannya melalui proses amortisasi.

Entitas mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi. Saat pengakuan awal entitas dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Financial Instruments (continued)

2. Financial Liabilities

Financial liabilities within the scope of PSAK 109 are classified as follows:

1. *Financial liabilities at amortized cost; and*
2. *Financial liabilities measured at fair value through profit or loss (FVTPL).*

The Group determines the classification of its financial liabilities at initial recognition.

Initial recognition

At initial recognition, financial liabilities are recognized at fair value and, in the case of financial liabilities at amortized cost, less directly attributable transaction costs.

As of December 31, 2025, the Group's financial liabilities include trade payables, contractors payable, other short-term financial liabilities, accrued expenses, non-bank financial institutions loan, bank loans, bonds payable, land acquisition liabilities and other long-term liabilities, which are classified as financial liabilities at amortized cost. Financial liabilities are classified as non-current liabilities when the remaining maturity is more than 12 months and as current liabilities when the remaining maturity is less than 12 months.

Subsequent measurement

After initial recognition, interest - bearing financial liabilities at amortized cost are subsequently measured at amortized cost using the effective interest rate method. Gains or losses are recognized in profit or loss when the liabilities are derecognized as well as through the amortization process.

Entities classify all financial liabilities so that after initial recognition financial liabilities are measured at amortized cost of acquisition. Upon initial recognition, an entity may make an irrevocable determination to measure financial liabilities at fair value through profit and loss.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Instrumen Keuangan (lanjutan)

2. Liabilitas Keuangan (lanjutan)

Penghentian pengakuan

Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut dihentikan atau dibatalkan atau kedaluwarsa.

Ketika liabilitas keuangan awal digantikan dengan liabilitas keuangan lain dari pemberi pinjaman yang sama dengan persyaratan yang berbeda secara substansial, atau modifikasi secara substansial atas persyaratan liabilitas keuangan yang saat ini ada, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan diakui dalam laba rugi.

3. Saling Hapus dari Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan nilai netonya dilaporkan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan terdapat maksud untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara bersamaan.

4. Nilai Wajar Instrumen Keuangan

Nilai wajar instrumen keuangan yang diperdagangkan secara aktif di pasar keuangan yang terorganisasi ditentukan dengan mengacu pada kuotasi harga penawaran atau harga yang diminta pada penutupan bisnis pada akhir tahun pelaporan. Untuk instrumen keuangan yang tidak memiliki pasar aktif, nilai wajar ditentukan menggunakan teknik penilaian.

Teknik penilaian tersebut mencakup penggunaan transaksi pasar yang wajar antara pihak-pihak yang mengerti dan berkeinginan (*arm's length market transactions*), referensi atas nilai wajar terkini dari instrumen lain yang secara substansial sama, analisa arus kas yang didiskontokan, atau model penilaian lain.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Financial Instruments (continued)

2. Financial Liabilities (continued)

Derecognition

A financial liability is derecognized when it is discharged or cancelled or has expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing financial liability are substantially modified, such an exchange or modification is treated as a derecognition of the original financial liability and the recognition of a new financial liability, and the difference in the respective carrying amounts is recognized in profit or loss.

3. Offsetting of Financial Instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

4. Fair Value of Financial Instruments

The fair value of financial instruments that are actively traded in organized financial markets is determined by reference to quoted market bid or ask prices at the close of business at the end of the reporting year. For financial instruments where there is no active market, fair value is determined using valuation techniques.

Such valuation techniques include the use of arm's length market transactions, references to the current fair value of substantially the same instruments, discounted cash flow analysis, or other valuation models.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Instrumen Keuangan Derivatif dan Aktivitas Lindung Nilai

Derivatif pada awalnya diakui sebesar nilai wajar pada tanggal kontrak derivatif dilakukan dan selanjutnya diukur kembali sebesar nilai wajarnya. Metode pengakuan keuntungan atau kerugian yang timbul tergantung pada apakah derivatif tersebut ditetapkan sebagai instrumen lindung nilai, dan jika demikian, sifat pos yang dilindung nilai. Kelompok Usaha menetapkan derivatif tertentu sebagai:

i. Lindung nilai atas nilai wajar aset atau liabilitas yang diakui atau terhadap komitmen pasti yang belum diakui (lindung nilai atas nilai wajar); atau
ii. Lindung nilai atas risiko tertentu yang terkait dengan aset atau liabilitas yang diakui atau terhadap transaksi yang diperkirakan kemungkinan besar akan terjadi (lindung nilai arus kas).

Pada awal terjadinya transaksi, Kelompok Usaha mendokumentasikan hubungan antara instrumen lindung nilai dan pos yang dilindung nilai, serta tujuan manajemen risiko dan strategi pelaksanaan berbagai transaksi lindung nilai. Kelompok Usaha juga mendokumentasikan penilaiannya, pada awal lindung nilai dan pada setiap akhir tahun, apakah derivatif yang digunakan dalam transaksi lindung nilai memiliki efektivitas yang tinggi dalam saling hapus perubahan nilai wajar atau arus kas pos yang dilindung nilai.

Nilai wajar penuh derivatif lindung nilai diklasifikasikan sebagai aset tidak lancar atau liabilitas jangka panjang ketika sisa jatuh tempo pos yang dilindung nilai lebih dari 12 bulan, dan sebagai aset lancar atau liabilitas jangka pendek ketika sisa jatuh tempo pos yang dilindung nilai kurang dari 12 bulan. Derivatif yang diperdagangkan diklasifikasikan sebagai aset lancar atau liabilitas jangka pendek.

Bagian efektif dari perubahan nilai wajar derivatif yang ditetapkan dan memenuhi kriteria sebagai lindung nilai arus kas diakui pada penghasilan komprehensif lainnya. Keuntungan atau kerugian dari bagian yang tidak efektif diakui segera di dalam laba rugi sebagai “penghasilan/ beban lain-lain”.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Derivative Financial Instruments and Hedging Activities

Derivatives are initially recognized at fair value on the date the derivative contract is entered into and subsequently remeasured at fair value. The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group defines certain derivatives as:

i. Hedging the fair value of recognized assets or liabilities or of unrecognized firm commitments (fair value hedges); or
ii. Hedging of certain risks associated with a recognized asset or liability or of a transaction that is expected to be probable (cash flow hedge).

In the beginning of transaction, the Group documents the relationship between the hedging instrument and the item being hedged, as well as its risk management objectives and strategy for executing various hedging transactions. The Group also documents its assessment, at the inception of the hedge and at the end of each year, whether the derivative used in the hedging transaction is highly effective in offsetting changes in fair value or cash flows of the hedged item.

The full fair value of hedging derivatives is classified as non-current assets or long-term liabilities when the remaining maturity of the hedged item is more than 12 months, and as current assets or short-term liabilities when the remaining maturity of the hedged item is less than 12 months. Derivatives traded are classified as current assets or current liabilities.

The effective portion of changes in the fair value of derivatives that are designated and meet the criteria as cash flow hedges are recognized in other comprehensive income. Gains or losses from the ineffective portion are recognized immediately in profit or loss as “other income/ expenses”.

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Instrumen Keuangan Derivatif dan Aktivitas Lindung Nilai (lanjutan)

Jumlah yang terakumulasi pada ekuitas direklasifikasikan ke dalam laba rugi di dalam periode ketika pos dilindung nilai memengaruhi laba rugi (misalnya, ketika perkiraan penjualan yang menjadi pos yang dilindung nilai terjadi). Keuntungan atau kerugian yang berhubungan dengan bagian efektif *swap* tingkat bunga sebagai instrumen lindung nilai pinjaman bersuku bunga variabel diakui dalam laba rugi sebagai "biaya keuangan".

Ketika instrumen lindung nilai kedaluwarsa atau dijual, atau ketika lindung nilai tidak lagi memenuhi kriteria akuntansi lindung nilai, keuntungan atau kerugian kumulatif yang ada di dalam ekuitas akan tetap berada di dalam ekuitas dan diakui ketika transaksi yang diperkirakan akhirnya diakui pada laba rugi. Ketika transaksi yang diperkirakan tidak lagi diharapkan akan terjadi, keuntungan atau kerugian kumulatif yang dilaporkan di ekuitas segera dipindahkan ke laba rugi sebagai "penghasilan/ beban lain-lain".

Perubahan nilai wajar dari derivatif yang tidak ditetapkan, atau tidak memenuhi kriteria untuk, akuntansi lindung nilai diakui secara langsung dalam laba rugi.

s. Laba per Saham

Laba per saham dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang jumlah saham yang beredar dan disetor penuh selama tahun bersangkutan.

Perusahaan tidak mempunyai efek saham biasa yang berpotensi bersifat dilutif pada tanggal 31 Desember 2025 dan 2024.

t. Pengakuan Pendapatan dan Beban

Kelompok Usaha menerapkan PSAK 115, yang mensyaratkan pengakuan pendapatan harus memenuhi 5 langkah analisa sebagai berikut:

1. Identifikasi kontrak dengan pelanggan;
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Derivative Financial Instruments and Hedging Activities (continued)

Amounts accumulated in equity are reclassified to profit or loss in the period when the hedged item affects profit or loss (for example, when an expected sale of the hedged item occurs). Gains or losses relating to the effective portion of interest rate swaps as hedging instruments on variable interest rate loans are recognized in profit or loss as "finance costs".

When the hedging instrument expires or is sold, or when the hedge no longer meets the criteria for hedge accounting, the cumulative gain or loss held in equity will remain in equity and is recognized when the expected transaction is eventually recognized in profit or loss. When a forecasted transaction is no longer expected to occur, the cumulative gain or loss reported in equity is immediately transferred to profit or loss as "other income/ expenses".

Changes in the fair value of derivatives that are not designated, or do not meet the criteria for, hedge accounting are recognized directly in profit or loss.

s. Earnings per Share

Earnings per share amount is computed by dividing the profit for the year attributable to the owners of the parent entity by the weighted average number of outstanding issued and fully paid shares during the year.

The Company has no outstanding dilutive potential ordinary shares as of December 31, 2025 and 2024.

t. Revenue and Expense Recognition

The Group applies PSAK 115, which requires revenue recognition to fulfill 5 steps of assessment as follows:

1. *Identify contracts with a customer;*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Pengakuan Pendapatan dan Beban (lanjutan)

3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan;
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak; dan
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut) pada suatu waktu tertentu atau sepanjang waktu.

Harga transaksi merupakan angka yang ditagihkan kepada pelanggan setelah mengeluarkan Pajak Pertambahan Nilai. Kriteria spesifik berikut ini juga harus dipenuhi sebelum pendapatan diakui.

Pendapatan tol

Pendapatan dari hasil pengoperasian jalan tol Kelompok Usaha diakui pada suatu waktu tertentu saat penjualan karcis tol. Imbalan kas yang diterima sehubungan dengan pengalihan hak atas pendapatan tol masa datang dicatat sebagai pendapatan tangguhan dan diakui sebagai pendapatan pada suatu periode waktu berdasarkan aktual jumlah *traffic* selama masa jangka waktu pengalihan hak atas pendapatan tol tersebut.

Pendapatan sewa

Pendapatan dari sewa iklan, lahan, dan tempat peristirahatan diklasifikasikan sebagai sewa operasi dan diakui pada suatu periode waktu dengan menggunakan metode garis lurus selama masa sewa. Sewa diterima di muka disajikan sebagai “Pendapatan diterima di muka”.

Pendapatan jasa pengoperasian

Pendapatan jasa pengoperasian diakui pada suatu periode waktu dengan menggunakan metode garis lurus selama masa jasa. Pendapatan jasa diterima di muka disajikan sebagai “Pendapatan diterima di muka”.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

t. Revenue and Expense Recognition (continued)

3. Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer;
4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract; and
5. Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services) at certain time or all the time.

The transaction price is based on the amount billed to customer excluding Value-Added Taxes. The following specific recognition criteria must also be met before revenue is recognized.

Toll revenues

The Group’s revenues from toll road operations are recognized at certain time upon the sale of toll tickets. Cash consideration received in connection with the transfer of the rights on future toll revenue are recorded as deferred revenue and recognized as revenue over time based on actual traffic volume over the term of transfer of the rights on future toll revenues.

Rental income

Revenue from advertisement, space, and rest area rental are classified as operating lease and recognized over time on a straight-line basis over the lease term. Rent revenue received in advance are presented as "Unearned revenue".

Toll road operating service

Revenue toll road operating service is recognized over time on a straight-line basis over the service term. Service revenue received in advance are presented as "Unearned revenue".

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Pengakuan Pendapatan dan Beban (lanjutan)

Pendapatan penjualan properti

JMRB (entitas anak) mengakui pendapatan dari penjualan real estat pada suatu titik waktu setelah penyelesaian akta jual beli.

Pendapatan konstruksi dan beban konstruksi

Kelompok Usaha mengakui pendapatan konstruksi pada suatu periode waktu menggunakan metode *output* berdasarkan laporan bulanan atas kemajuan penyelesaian pembangunan aset yang diterima dari pihak eksternal yang telah ditunjuk untuk membangun aset tersebut.

Beban

Beban diakui pada saat terjadinya atau sesuai dengan masa manfaatnya.

Beban pokok penjualan tanah

Beban pokok penjualan tanah ditentukan berdasarkan nilai perolehan tanah ditambah pengeluaran-pengeluaran lain untuk pengembangan tanah. Beban pokok penjualan rumah tinggal meliputi seluruh beban pembangunan untuk menyelesaikan pekerjaan.

u. Transaksi dan Saldo dalam Mata Uang Asing

Transaksi dalam mata uang asing dicatat dalam mata uang rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan.

Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk periode yang bersangkutan. Laba atau rugi kurs yang timbul dikreditkan atau dibebankan pada operasi periode berjalan.

Kurs yang digunakan adalah sebagai berikut:

	2025	2024
1 Dolar Amerika Serikat	16.782	16.162

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

t. Revenue and Expense Recognition (continued)

Revenue from sale of property

JMRB (a subsidiary) recognizes revenue from real estate sales at a point in time after the completion of the sale and purchase deed.

Construction revenue and construction cost

The Group recognizes construction revenues over time by using the output method based on the monthly report over the completed construction progress from the external party that was appointed for the assets' construction.

Expenses

Expenses are recognized when incurred or according to the useful life.

Cost of land sold

Cost of land sold is determined based on acquisition cost of the land plus other estimated expenditures for its improvement and development. The cost of residential house sold covers all construction expenses to complete the work.

u. Foreign Currency Transactions and Balances

Transactions involving foreign currencies are translated to rupiah at the rates of exchange prevailing at the time the transactions are made.

At consolidated statement of financial position date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average of the selling and buying rates of exchange prevailing at the last banking transaction day of the period, as published by Bank Indonesia. The resulting gains or losses are credited or charged to operations of the current period.

The exchange rates used are as follows:

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Segmen Operasi

Segmen adalah komponen dari Kelompok Usaha yang dapat dibedakan yang terlibat dalam penyediaan produk-produk tertentu (segmen usaha), atau dalam menyediakan produk dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan manfaat yang berbeda dari segmen lainnya.

Jumlah setiap unsur segmen yang dilaporkan merupakan ukuran yang dilaporkan kepada pengambil keputusan operasional untuk tujuan pengambilan keputusan untuk mengalokasikan sumber daya kepada segmen dan menilai kinerjanya.

Pendapatan, beban, hasil usaha, aset dan liabilitas segmen termasuk item-item yang dapat diatribusikan secara langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang memadai untuk segmen tersebut. Segmen ditentukan sebelum saldo dan transaksi antar Kelompok Usaha dieliminasi sebagai bagian dari proses konsolidasi.

w. Provisi

Provisi diakui jika Kelompok Usaha memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu dimana ada kemungkinan besar bahwa untuk penyelesaian kewajiban tersebut diperlukan arus keluar sumber daya yang mengandung manfaat ekonomi dan jumlah kewajiban tersebut dapat diestimasi secara andal.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik saat ini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi tersebut dibatalkan.

x. Kontinjensi

Liabilitas kontinjensi diungkapkan, kecuali jika arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil. Aset kontinjensi tidak diakui dalam laporan keuangan konsolidasian, tetapi diungkapkan jika terdapat kemungkinan besar *(probable)* arus masuk manfaat ekonomi.

2. MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

v. Operating Segment

A segment is a distinguishable component of the Group that is engaged in providing certain products (business segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The amount of each segment item reported is the measure reported to the chief operating decision-maker for the purposes of making decisions about allocating resources to the segment and assessing its performance.

Segment revenue, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment. They are determined before intragroup balances and intra-group transactions are eliminated.

w. Provisions

A provision is recognized when the Group has a present obligation (legal or constructive) as a result of a past event, where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

All provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligations, the provisions are reversed.

x. Contingencies

Contingent liabilities are disclosed, unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed when an inflow of economic benefits is probable.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN

Penyusunan laporan keuangan konsolidasian Kelompok Usaha mensyaratkan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang memengaruhi jumlah yang dilaporkan atas pendapatan, beban, aset dan liabilitas, serta pengungkapan laporan keuangan konsolidasian. Namun, ketidakpastian atas asumsi dan estimasi ini dapat menyebabkan hasil yang memerlukan penyesuaian material atas nilai tercatat aset dan liabilitas pada masa mendatang.

a. Pertimbangan

Dalam proses penerapan kebijakan akuntansi Kelompok Usaha, manajemen telah membuat pertimbangan-pertimbangan berikut ini, yang terpisah dari estimasi dan asumsi, yang memiliki pengaruh paling signifikan terhadap jumlah yang dicatat dalam laporan keuangan konsolidasian:

- Pengelompokan aset keuangan dan liabilitas keuangan

  Kelompok Usaha menetapkan pengelompokan aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan pertimbangan bila definisi yang ditetapkan dalam liabilitas keuangan sesuai dengan yang ditetapkan dalam PSAK 109. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi seperti yang diungkapkan pada Catatan 2q.

- Perjanjian konsesi jasa

  ISAK 112 menjelaskan pendekatan untuk membukukan perjanjian konsesi jasa akibat dari penyediaan jasa kepada publik. ISAK 112 mengatur bahwa operator (pihak penerima konsesi jasa) tidak membukukan infrastruktur sebagai aset tetap, namun diakui sebagai aset keuangan dan/atau aset takberwujud.

  Kelompok Usaha mengadakan Perjanjian Pengusahaan Jalan Tol (PPJT) dengan BPJT memberikan hak, kewajiban dan keistimewaan kepada Kelompok Usaha termasuk kewenangan dalam pendanaan, desain, konstruksi, operasi, dan pemeliharaan jalan tol (Catatan 2.l).

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure to the consolidated financial statements. However, uncertainty about these assumptions and estimates could result in outcomes that may require a material adjustment to the carrying amounts of the assets or liabilities in future periods.

a. Judgments

In the process of applying the Group's accounting policies, management has made the following judgments, apart from those including estimations and assumptions, which have the most significant effect on the amounts recognized in the consolidated financial statements:

- *Classification of financial assets and financial liabilities*

  The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition financial liabilities based on PSAK 109. Accordingly, the financial assets and financial liabilities are accounted for in accordance with accounting policies disclosed in Note 2q.

- *Service concession arrangement*

  ISAK 112 outlines an approach to account for service concession arrangement arising from entities providing public services. It provides that the operator (concession right beneficiary) should not account for the infrastructure as fixed assets, but should recognize a financial asset and/or an intangible asset.

  The Group entered into Perjanjian Pengusahaan Jalan Tol (PPJT) with BPJT granted the Group the rights, obligations and privileges including the authority to finance, design, construction, operate, and maintain the toll roads (Note 2.l).

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

a. Pertimbangan (lanjutan)

a. Judgments (continued)

- Perjanjian konsesi jasa (lanjutan)

Pada akhir masa konsesi jasa, Kelompok Usaha harus menyerahkan jalan tol kepada BPJT tanpa biaya, dalam keadaan beroperasional dan kondisi yang baik, termasuk setiap dan semua tanah yang diperlukan, pekerjaan, fasilitas jalan, dan peralatan tol yang secara langsung berkaitan dan berhubungan dengan pengoperasian fasilitas jalan tol.

Kelompok Usaha berpendapat bahwa PPJT memenuhi kriteria sebagai model aset takberwujud, dimana aset konsesi diakui sebagai aset takberwujud sesuai dengan PSAK 238, "Aset Takberwujud".

Kelompok Usaha diharuskan oleh ISAK 112 untuk menyajikan unsur pendapatan yang merefleksikan pendapatan dari jasa konstruksi atas aset konsesi atau peningkatan kemampuan aset konsesi yang dilakukan selama periode berjalan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, Kelompok Usaha mengakui pendapatan dari jasa konstruksi atas aset konsesi masing-masing sebesar Rp10.079.023 dan Rp13.021.772 (Catatan 36).

Kelompok Usaha mengakui pendapatan konstruksi aset konsesi dan biaya konstruksi atas aset konsesi sesuai dengan PSAK 115. Kelompok Usaha mengukur pendapatan konstruksi atas aset konsesi pada nilai wajar atas imbalan yang diterima atau akan diterima dan menambahkan margin, berdasarkan estimasi terbaik manajemen yang dihitung dengan model tertentu, pada saat penentuan tarif awal jalan tol sebelum jalan tol dioperasikan.

- *Service concession arrangement (continued)*

Upon expiry of the service concession period, the Group shall handover the toll roads to the BPJT without cost, fully operational and in good working condition, including any and all existing land, works, toll road facilities, and equipment found therein directly related to, and in connection with, the operation of the toll road facilities.

The Group has made judgment that the PPJT met the criteria under the intangible asset model, wherein the concession asset is recognized as an intangible asset in accordance with PSAK 238, "Intangible Assets".

The Group is required by ISAK 112 to present income elements that reflect revenue from construction services on concession assets or enhancements to concession asset capabilities carried out during the current period in the consolidated statement of profit or loss and other comprehensive income. For the years ended December 31, 2025, and 2024, the Group recognized revenue from construction services on concession assets of Rp10,079,023 and Rp13,021,772 respectively (Note 36).

The Group recognizes construction revenue of concession asset and construction costs of concession asset in accordance with PSAK 115. The Group measures construction revenue at the fair value of the consideration received or to be received and will add the margin, based on management estimation calculated in certain model, in determining the initial toll road tariff before the toll road is operated.

- Pengklasifikasian properti

Kelompok Usaha menentukan apakah sebuah properti yang diperoleh diklasifikasikan sebagai properti investasi atau persediaan properti:

- *Classification of property*

The Group determines whether an acquired property is classified as investment property or property inventory:

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

a. Pertimbangan (lanjutan)

- Pengklasifikasian properti (lanjutan)

  - Properti investasi terdiri dari tanah dan bangunan (terutama kantor dan properti ritel) yang tidak bertujuan untuk digunakan oleh atau dalam kegiatan operasi Kelompok Usaha, tidak juga untuk dijual dalam kegiatan bisnis, tetapi digunakan untuk memperoleh pendapatan sewa dan peningkatan nilai.
  - Persediaan properti terdiri dari properti yang bertujuan untuk dijual dalam kegiatan bisnis. Secara khusus, berkaitan dengan properti hunian yang dikembangkan oleh Kelompok Usaha dan digunakan untuk dijual sebelum atau pada saat penyelesaian konstruksi.

- Pengendalian atas entitas anak

  Dalam membuat pertimbangannya, direksi mempertimbangkan ukuran absolut kepemilikan Kelompok Usaha pada Entitas Anak dan ukuran relatif dan penyebaran kepemilikan saham yang dimiliki oleh pemegang saham lainnya. Setelah penilaian, Direksi menyimpulkan bahwa Kelompok Usaha memiliki hak suara yang cukup dominan untuk mengarahkan kegiatan yang relevan dari Entitas Anak dan karenanya Kelompok Usaha memiliki pengendalian atas Entitas Anak.

  Direksi Perusahaan menilai apakah Kelompok Usaha memiliki pengendalian atas Entitas Anak berdasarkan kemampuan Kelompok Usaha untuk mengarahkan kegiatan yang relevan dari Entitas Anak secara sepihak.

  Pada tahun 2025, pertimbangan signifikan diperlukan untuk menilai kapan Kelompok Usaha memperoleh pengendalian, termasuk dalam mengidentifikasi aktivitas relevan dari *investee* serta menentukan apakah keputusan terkait aktivitas tersebut memerlukan persetujuan bulat (*unanimous consent*). Kelompok Usaha menyimpulkan bahwa, untuk pengaturan bersama, aktivitas relevan adalah aktivitas yang berkaitan dengan keputusan keuangan, operasional, dan permodalan dari pengaturan tersebut.

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

a. Judgments (continued)

- *Classification of property (continued)*

  - *Investment property consists of land and buildings (principally offices and retail property) which are not occupied substantially for use by, or in the operations of the Group, nor for sale in the ordinary course of business, but are held primarily to earn rental income and capital appreciation.*
  - *Property inventory consists of property that is held for sale in the ordinary course of business. In particular, it pertains to the residential property that the Group develops and intends to sell on or before the completion of construction.*

- *Control over subsidiaries*

  In making their judgment, the directors considered the Group's absolute size of holding in the subsidiary and the relative size of and dispersion of the shareholdings owned by the other shareholders. After assessment, the Directors concluded that the Group has a sufficiently dominant voting interest to direct the relevant activities of the subsidiary and therefore the Group has control over the subsidiaries.

  The directors of the Company's assessed whether or not the Group has control over a subsidiary based on whether the Group has the practical ability to direct the relevant activities of the subsidiaries unilaterally.

  In 2025, significant judgment was required to assess when the Group obtained control, including evaluating the relevant activities of the investee and determining whether decisions related to those activities require unanimous consent. The Group concluded that, for joint arrangements, the relevant activities are those that pertain to the financial, operating, and capital decisions of the arrangement.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

a. Pertimbangan (lanjutan)

- Pengendalian atas entitas anak (lanjutan)

Berdasarkan Akta Notaris No. 02 tanggal 28 Agustus 2025 yang dibuat di hadapan Ni Nyoman Rai Sumawati, S.H., M.Kn., serta surat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0232354 Tahun 2025 tanggal 1 September 2025, para pemegang saham telah menyetujui:

1. Peningkatan modal ditempatkan dan disetor sebesar Rp211.000 atau sebanyak 211.000 lembar saham yang disetor secara tunai oleh Perusahaan dan PT Adhi Karya (Persero) Tbk dengan rincian sebagai berikut:
   a. Setoran modal oleh Perusahaan yang telah dilakukan secara penuh sebesar Rp111.448;
   b. Setoran modal oleh PT Adhi Karya (Persero) Tbk. yang telah dilakukan secara bertahap dengan total sebesar Rp99.552;
2. Perubahan anggaran dasar;
3. Pemberian kuasa dengan hak substitusi kepada Direksi Perusahaan.

Berdasarkan kajian terhadap Akta tersebut, serta dengan mengacu pada PSAK 110, "Laporan Keuangan Konsolidasian", Kelompok Usaha mengidentifikasi adanya hak substantif dan klausul-klausul yang berkaitan dengan aktivitas relevan. Berdasarkan hak-hak tersebut, Perusahaan memiliki:

(i) kekuasaan atas aktivitas relevan JMJ;
(ii) eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan JMJ; dan
(iii) kemampuan untuk menggunakan kekuasaannya guna mempengaruhi imbal hasil tersebut.

Dengan demikian, Perusahaan menyimpulkan telah memperoleh pengendalian atas JMJ. Oleh karena itu, pada tanggal 1 September 2025, Kelompok Usaha mengkonsolidasikan JMJ sebagai entitas anak dalam laporan keuangan konsolidasian (Catatan 1.f dan 51).

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

a. Judgments (continued)

- *Control over subsidiaries (continued)*

Based on Notarial Deed No. 02 dated August 28, 2025, made before Ni Nyoman Rai Sumawati, S.H., M.Kn., as well as the approval letter from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0232354 Year 2025 dated September 1, 2025, the shareholders have approved:

1. *The increase in issued and paid-up capital amounted to Rp211,000, or 211,000 shares, paid in cash by the Company and PT Adhi Karya (Persero) Tbk with the details as follows:*
   a. *The capital contribution made by the Company, which has been fully paid in the amount of Rp111,448.*
   b. *The capital contribution made by PT Adhi Karya (Persero) Tbk., which has been carried out in stages, with a total amount of Rp99,552;*
2. *Amendments to the articles of association;*
3. *Granting power of attorney with substitution rights to the Company's Board of Directors.*

Based on the review of the aforementioned Deed, and with reference to PSAK 110, "Consolidated Financial Statements," the Group identified certain substantive rights and clauses relating to relevant activities. As a result of these rights, the Company has:

(i) power over JMJ's relevant activities;
(ii) exposure, or rights, to variable returns from its involvement with JMJ; and
(iii) the ability to use its power to affect those returns. Accordingly, the Company concluded that it obtained control over JMJ.

Therefore, the Company concluded that it has obtained control over JMJ. Therefore, as of September 1, 2025, the Group consolidates JMJ as a subsidiary in the consolidated financial statements (Notes 1.f and 51).

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama ketidakpastian estimasi lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk periode berikutnya diungkapkan dalam paragraf berikut. Kelompok Usaha mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi diluar kendali Kelompok Usaha. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

- Nilai wajar instrumen keuangan

  Kelompok Usaha mencatat aset dan liabilitas keuangan tertentu pada nilai wajar, yang mengharuskan penggunaan estimasi akuntansi. Sementara komponen signifikan atas pengukuran nilai wajar ditentukan menggunakan bukti objektif yang dapat diverifikasi, nilai perubahan nilai wajar dapat berbeda bila Kelompok Usaha menggunakan metodologi penilaian yang berbeda. Perubahan nilai wajar aset dan liabilitas keuangan tersebut dapat memengaruhi secara langsung laba atau rugi Kelompok Usaha.

- Penyusutan aset tetap dan properti investasi

  Biaya perolehan aset tetap dan properti investasi disusutkan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap dan properti investasi antara 3 sampai dengan 30 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Kelompok Usaha menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi. Penjelasan lebih rinci diungkapkan dalam Catatan 11 dan 12.

- Amortisasi hak pengusahaan jalan tol

  Kelompok Usaha melakukan amortisasi hak pengusahaan jalan tol - jalan dan jembatan selama masa konsesi dengan menggunakan metode pola konsumsi jalan tol yang diakibatkan oleh lalu lintas selama masa konsesi.

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation of uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed in the following paragraphs. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes will be reflected in the assumptions when they occur.

- *Fair value of financial instruments*

  The Group recorded certain assets and financial liabilities at fair value, which requires the use of accounting estimates. While significant components of fair value measurement were determined using verifiable objective evidence, the amount of change in value reasonably may be different when the Group uses different valuation methodologies. Changes in fair value of financial assets and liabilities can indirectly affect profit or loss of the Group.

- *Depreciation of fixed assets and investment properties*

  The costs of fixed assets and investment properties are depreciated using the straight-line method over their estimated economic useful lives. Management estimates the useful lives of fixed assets and investment properties to be between 3 to 30 years. This is the range of common life expectancies applied in the industry in which the Group conducts its business. Changes in the level of usage and technological developments could impact the economic useful lives and residual values of assets and, therefore, future depreciation charges may be revised. Further details are disclosed in Notes 11 and 12.

- *Amortization of toll road concession right*

  The Group decided to amortize toll road concession rights - road and bridge using the toll road consumption pattern method derived from traffic over the concession period.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

Nilai tercatat neto atas hak pengusahaan jalan tol Kelompok Usaha pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar Rp140.973.316 dan Rp132.004.237.

- Estimasi volume lalu lintas

  Volume lalu lintas diproyeksikan berdasarkan jumlah kendaraan dan disesuaikan dengan perbandingan terhadap volume lalu lintas aktual. Namun seiring berjalannya waktu, volume lalu lintas aktual dapat berbeda dengan estimasi, bergantung pada perubahan faktor eksternal yang dapat memengaruhi tarif tol dan volume lalu lintas.

  Manajemen melakukan penilaian secara periodik terhadap total proyeksi volume lalu lintas. Kelompok Usaha akan menunjuk suatu konsultan lalu lintas profesional independen untuk melakukan studi lalu lintas profesional independen dan membuat penyesuaian yang tepat apabila terdapat perbedaan material antara proyeksi volume lalu lintas dan volume lalu lintas aktual.

- Provisi pelapisan jalan tol

  Provisi pelapisan ini akan dicadangkan secara berkala berdasarkan estimasi seiring dengan penggunaan jalan tol. Provisi diukur dengan nilai kini atas estimasi manajemen terhadap pengeluaran yang diperlukan untuk menyelesaikan liabilitas kini pada tanggal pelaporan.

- Imbalan kerja

  Penentuan kewajiban Kelompok Usaha untuk menyediakan imbalan kerja bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung nilai-nilai tersebut.

  Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian.

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and Assumptions (continued)

The net carrying value of toll road concession rights of the Group as of December 31, 2025 and 2024 amounting to Rp140,973,316 and Rp132,004,237, respectively.

- *Estimation of traffic volume*

  Traffic volume is projected based on the number of vehicles and adjusted for comparison to actual traffic volume. However, over time, actual traffic volume may differ from these estimates, depending on changes in external factors that may affect toll rates and traffic volume.

  The Management perform periodic assessment on the total projected traffic volume. The Group will appoint an independent professional traffic consultant to perform independent professional traffic studies and make an appropriate adjustment if there is a material difference between projected and actual traffic volume.

- *Provision for overlay*

  Provision for overlay will be recorded periodically based on the estimated utilization of toll road by customers. This provision is measured using the present value of management's estimate of the expenditures required to settle present obligation at the reporting date.

- *Employment benefits*

  Determination of the Group's obligations for providing employment benefits is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts.

  Those assumptions include, among others, discount rate, future annual salary increase, annual employee turnover rate, disability rate, retirement age and mortality rate.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

- Imbalan kerja (lanjutan)

  Hasil aktual yang berbeda dari asumsi yang ditetapkan oleh Kelompok Usaha langsung diakui dalam laba atau rugi pada saat terjadinya. Sementara Kelompok Usaha berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan atas asumsi yang ditetapkan Kelompok Usaha dapat memengaruhi secara material atas estimasi liabilitas imbalan kerja dan beban imbalan kerja neto.

  Nilai tercatat atas estimasi liabilitas imbalan kerja jangka panjang pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp1.346.780 dan Rp1.261.969.

- Pajak penghasilan

  Pertimbangan signifikan dilakukan dalam menentukan liabilitas atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Kelompok Usaha mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Rincian atas sifat dan nilai tercatat pajak penghasilan diungkapkan pada Catatan 18.

  Peraturan Menteri Keuangan No. 72 Tahun 2023 (PMK-72) tentang Penyusutan Harta Berwujud dan/atau Amortisasi Harta Takberwujud telah berlaku pada 13 Juli 2023. PMK-72 menetapkan bahwa Perusahaan dapat memilih untuk menyusutkan/mengamortisasi sesuai masa manfaat yang sebenarnya berdasarkan pembukuan Perusahaan untuk bangunan permanen dan harta tak berwujud yang memiliki masa manfaat lebih dari 20 tahun.

- Aset pajak tangguhan

  Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga semua bagian dari aset pajak tangguhan dapat dimanfaatkan.

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and Assumptions (continued)

- *Employment benefits (continued)*

  Actual results that differ from the assumptions set forth by the Group are recognized immediately in profit or loss as incurred. While the Group believes that its assumptions are reasonable and appropriate, significant differences in actual results or significant changes in assumptions used can materially affect the estimated liability for employee benefits and employee benefits expense.

  The amount of the estimated long term employee benefits liability as of December 31, 2025 and 2024 amounted to Rp1,346,780 and Rp1,261,969, respectively.

- *Income tax*

  Significant considerations are made in determining corporate income tax liability. There are certain transactions and computations for which the ultimate tax determination is uncertain during the normal course of business. The Group recognizes the income tax liability based on estimates of whether there will be an additional income tax. Details of the nature and amount of recorded income tax are disclosed in Note 18.

  Minister of Finance Regulation No. 72 of 2023 (PMK-72) concerning Depreciation of Tangible Assets and/or Amortization of Intangible Assets has effectively applied on 13 July 2023. PMK-72 stipulates that the Company can choose to depreciate/amortize according to the actual useful life based on the Company's bookkeeping for permanent buildings and intangible assets that have a useful life of more than 20 years.

- *Deferred tax assets*

  Deferred tax assets are recognized for all deductible temporary differences, to the extent that taxable income will be available so that all of part of the deferred tax assets can be utilized.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN (lanjutan)

b. Estimasi dan Asumsi (lanjutan)

- Aset pajak tangguhan (lanjutan)

  Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak masa yang akan datang serta strategi perencanaan pajak masa depan.

- Sewa

  Kelompok Usaha mempunyai beberapa perjanjian sewa dimana Kelompok Usaha bertindak sebagai penyewa untuk beberapa aset tertentu.

  Penentuan apakah suatu perjanjian mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk mendapatkan secara subtansial seluruh manfaat ekonomi dari penggunaan aset identifikasian dan hak untuk mengarahkan penggunaan aset identifikasian, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

  Selain itu, dalam pengukuran awal liabilitas sewa juga mengharuskan penggunaan suku bunga. Karena Kelompok Usaha tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Kelompok Usaha sebagai tingkat diskonto.

  Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental yang banyak diantaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir.

  Dalam menentukan jangka waktu sewa, Kelompok Usaha juga mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan. Opsi perpanjangan hanya termasuk dalam jangka waktu sewa jika cukup pasti akan di perpanjang.

  Nilai tercatat atas liabilitas sewa pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp189.590 dan Rp124.018.

3. MANAGEMENT'S USE OF JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

b. Estimates and Assumptions (continued)

- *Deferred tax assets (continued)*

  Significant estimates by management are required in determining the total deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable income together with future tax planning strategies.

- *Leases*

  The Group has various lease agreements where the Group acts as a lessee in respect of certain assets.

  Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to obtain substantially all the economic benefits from use of the asset throughout the period of use and right to direct the use of the asset, even if the right is not explicitly specified in the arrangement.

  In addition, the initial measurement of lease liabilities also requires the use of interest rates. Since the Group could not readily determine the implicit rate, management use the Group's incremental borrowing rate as a discount rate.

  There are a number factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates.

  In determining the lease term, the Group also considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

  The amount of the lease liabilities as of December 31, 2025 and 2024 amounted to Rp185,590 and Rp124,018, respectively.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

Akun ini terdiri dari: / *This account consists of:*

	2025	2024	
Kas			***Cash***
Kas Kecil	4.215	3.625	*Petty Cash*
Kas Proyek	5.376	3.982	*Cash for Project*
Total Kas	**9.591**	**7.607**	***Total Cash***
Bank			***Cash in Banks***
Rupiah			*Rupiah*
Pihak Berelasi (Catatan 43)	2.457.684	1.382.165	*Related Parties (Note 43)*
Pihak Ketiga:			*Third Parties:*
PT Bank Central Asia Tbk	93.905	93.506	*PT Bank Central Asia Tbk*
PT Bank Maybank Indonesia Tbk	21.704	3.110	*PT Bank Maybank Indonesia Tbk*
PT Bank Permata Tbk	5.544	7.887	*PT Bank Permata Tbk*
PT Bank Danamon Indonesia Tbk	5.042	8.107	*PT Bank Danamon Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	4.130	26.222	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank CIMB Niaga Tbk	3.519	2.043	*PT Bank CIMB Niaga Tbk*
PT Bank DKI	2.253	11.362	*PT Bank DKI*
PT Bank Shinhan Indonesia	1.650	948	*PT Bank Shinhan Indonesia*
PT Bank Pembangunan Daerah Sumatera Utara	1.228	878	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Danamon Syariah	1.114	1.092	*PT Bank Danamon Syariah*
PT Bank Pan Indonesia Tbk	780	3.223	*PT Bank Pan Indonesia Tbk*
PT Bank Muamalat Indonesia Tbk	452	568	*PT Bank Muamalat Indonesia Tbk*
PT Bank Permata Syariah Tbk	240	240	*PT Bank Permata Syariah Tbk*
PT Bank Ina Perdana Tbk	69	-	*PT Bank Ina Perdana Tbk*
PT Bank Mega Tbk	53	-	*PT Bank Mega Tbk*
PT Bank Victoria International Tbk	26	13.744	*PT Bank Victoria International Tbk*
PT Bank KB Bukopin Tbk	6	27	*PT Bank KB Bukopin Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	3	4	*PT Bank Pembangunan Daerah Jawa Tengah*
Subtotal	**2.599.402**	**1.555.126**	***Subtotal***
Dolar Amerika Serikat			*United States Dollar*
Pihak Berelasi (Catatan 43)	-	251	*Related Party (Note 43)*
Subtotal	**-**	**251**	***Subtotal***
Total Bank	**2.599.402**	**1.555.377**	***Total Cash in Banks***
Deposito Berjangka			***Time Deposits***
Rupiah			*Rupiah*
Pihak Berelasi (Catatan 43)	2.880.830	2.923.056	*Related Parties (Note 43)*
Pihak Ketiga:			*Third Parties:*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	600.000	100.000	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Mayapada Internasional Tbk	185.000	110.000	*PT Bank Mayapada Internasional Tbk*
PT Bank Muamalat Indonesia Tbk	140.000	60.000	*PT Bank Muamalat Indonesia Tbk*
PT Bank Jabar Banten Syariah	110.000	70.000	*PT Bank Jabar Banten Syariah*
PT Bank Pan Indonesia Tbk	42.630	25.725	*PT Bank Pan Indonesia Tbk*
PT Bank Pembangunan Daerah Sumatera Utara	39.000	39.000	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Capital Indonesia Tbk	30.000	110.056	*PT Bank Capital Indonesia Tbk*
PT Bank Pembangunan Daerah Banten Tbk	29.000	-	*PT Bank Pembangunan Daerah Banten Tbk*
PT Maybank Indonesia Tbk	25.000	30.552	*PT Maybank Indonesia Tbk*
PT Bank Aladin Syariah	20.000	-	*PT Bank Aladin Syariah*
PT Bank Hibank Indonesia	15.000	-	*PT Bank Hibank Indonesia*
PT Bank Mega Tbk	7.000	-	*PT Bank Mega Tbk*
PT Bank Nano Syariah	-	35.000	*PT Bank Nano Syariah*
PT Bank Danamon Indonesia Tbk	-	30.106	*PT Bank Danamon Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	-	5.900	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	-	2.000	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Permata Tbk	-	1.095	*PT Bank Permata Tbk*
Subtotal	**4.123.460**	**3.542.490**	***Subtotal***
Dolar Amerika Serikat			*United States Dollar*
Pihak Berelasi (Catatan 43)	18.460	17.778	*Related Party (Note 43)*
Total Deposito Berjangka	**4.141.920**	**3.560.268**	***Total Time Deposits***
Total Kas dan Setara Kas	**6.750.913**	**5.123.252**	***Total Cash and Cash Equivalents***

4. KAS DAN SETARA KAS (lanjutan) / *4. CASH AND CASH EQUIVALENTS (continued)*

Kisaran suku bunga tahunan deposito berjangka adalah sebagai berikut:

Ranges of annual interest rates on time deposits are as follows:

	2025	2024	
Rupiah	2,25% - 7,50%	2,5% - 7,80%	*Rupiah*
Dolar Amerika Serikat	4,00%	4,50%	*United States dollar*
Jatuh Tempo	Kurang dari 3 bulan/ *Less than 3 months*	Kurang dari 3 bulan/ *Less than 3 months*	*Maturity Period*

5. INVESTASI JANGKA PENDEK / *5. SHORT-TERM INVESTMENTS*

Akun ini terdiri dari:

This account consist of:

	2025	2024	
Efek yang Diukur pada Nilai Wajar melalui Penghasilan Komprehensif Lain			*Marketable Securities Measured at Fair Value through Other Comprehensive Income*
Reksa Dana Mandiri Investasi			*Mutual Fund Mandiri*
Dana Obligasi Seri II	4.530	4.530	*Investment - Bond II Series*
STAR-MMKU	3.192	-	*STAR-MMKU*
Reksadana BRI Seruni Pasar Uang	3.192	-	*Reksadana BRI Seruni Pasar Uang*
Reksadana BRI Seruni Pasar Uang Syariah	2.682	2.682	*Reksadana BRI Seruni Pasar Uang Syariah*
STAR-SMM	2.396	2.396	*STAR-SMM*
Reksadana Insight Money Syariah	-	3.577	*Insight Money Sharia Mutual Fund*
Reksadana Insight Money	-	2.544	*Insight Money Mutual Fund*
BRI MELATI	-	1	*BRI MELATI*
Kenaikan Nilai Aset Neto	8.466	7.061	*Increase in Net Assets Value*
Total	**24.458**	**22.791**	***Total***

Mutasi nilai aset bersih adalah sebagai berikut:

Movement in net assets value are as follows:

	2025	2024	
Saldo Awal	7.061	246.614	*Beginning Balance*
Kenaikan (Penurunan) Nilai Aset Neto	1.405	(383.555)	*Increase (Decrease) in Net Assets Value*
Penyesuaian Reklasifikasi	-	144.002	*Adjustment of Reclassification*
Saldo Akhir	**8.466**	**7.061**	***Ending Balance***

6. PIUTANG LAIN-LAIN / *6. OTHER RECEIVABLES*

Akun ini merupakan piutang dari pelanggan terkait dengan penerimaan pendapatan tol, pendapatan usaha lain, pinjaman pemegang saham, dividen, pinjaman karyawan dan bunga deposito. Rincian piutang lain-lain adalah sebagai berikut:

This account represents receivable from customers related to toll income, other business income, shareholder loans, dividends, employee loans and deposit interest. The details of other receivables are as follows:

6. PIUTANG LAIN-LAIN (lanjutan) / *6. OTHER RECEIVABLES (continued)*

Piutang Lain-Lain Jangka Pendek / *Short-Term Other Receivables*

	2025	2024	
Piutang Lain-lain - Lancar			*Other Receivables - Current*
Pendapatan Tol			*Toll Income*
Pihak Berelasi (Catatan 43)	103.429	28.575	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
PT Bank Central Asia Tbk	19.892	17.705	*PT Bank Central Asia Tbk*
Pinjaman Pemegang Saham			*Shareholder Loans*
Pihak Berelasi (Catatan 43)	151.733	146.076	*Related Parties (Note 43)*
Pinjaman Karyawan			*Employee Loans*
Pihak Ketiga			*Third Parties*
Pegawai	848	2.382	*Employees*
Pendapatan Lain			*Other Income*
Pihak Berelasi (Catatan 43)	287.013	175.503	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
Kementerian Pekerjaan Umum dan Perumahan Rakyat	494.062	507.884	*Kementerian Pekerjaan Umum dan Perumahan Rakyat*
PT Marga Maju Mapan	128.693	47.609	*PT Marga Maju Mapan*
Tenan Tempat Istirahat dan Pelayanan	88.524	80.593	*Tenant for Rest and Services Area*
PT Metropolitan City Center	12.740	8.379	*PT Metropolitan City Center*
PT Astra Tol Nusantara	12.607	26.187	*PT Astra Tol Nusantara*
PT Multi Karya Cemerlang	9.766	785	*PT Multi Karya Cemerlang*
PT Patria Putra	9.758	8.220	*PT Patria Putra*
PT Nancy Wijaya	9.500	9.500	*PT Nancy Wijaya*
PT Kereta Cepat Indonesia China	9.067	2.728	*PT Kereta Cepat Indonesia China*
PT Lanais	8.370	6.486	*PT Lanais*
PT Toll Square Jakarta	7.950	6.800	*PT Toll Square Jakarta*
PT Maligi Permata Industrial Estate	7.947	15.227	*PT Maligi Permata Industrial Estate*
PT Tirtobumi Adyatunggal	7.807	4.769	*PT Tirtobumi Adyatunggal*
PT Japek Tol Nusantara	7.750	-	*PT Japek Tol Nusantara*
PT Marga Bhakti Sari Sejahtera	6.699	3.600	*PT Marga Bhakti Sari Sejahtera*
PT Samudra Adidaya Sentosa	6.192	4.034	*PT Samudra Adidaya Sentosa*
PT Tirta Fresindo Jaya	6.053	-	*PT Tirta Fresindo Jaya*
PT Paramount Enterprise International	5.848	-	*PT Paramount Enterprise International*
PT Acset Indonusa	5.447	-	*PT Acset Indonusa*
PT Modern Widya Technical	4.815	1.285	*PT Modern Widya Technical*
KSO Waskita - Acset	4.766	4.766	*KSO Waskita - Acset*
PT Roadmixindo Raya Persada	3.350	3.369	*PT Roadmixindo Raya Persada*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	4.361	3.080	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bintaro Serpong Damai	4.120	22.744	*PT Bintaro Serpong Damai*
PT Anugrah Bhakti Sentosa	4.035	3.023	*PT Anugrah Bhakti Sentosa*
PT Simaka	3.574	35.599	*PT Simaka*
PT Trans Bumi Serbaraja	3.449	6.066	*PT Trans Bumi Serbaraja*
PT Akses Pelabuhan Indonesia	3.058	-	*PT Akses Pelabuhan Indonesia*
PT Pratama Barokah	2.816	-	*PT Pratama Barokah*
PT Prasarana Danoes Cemerlang	2.794	-	*PT Prasarana Danoes Cemerlang*
PT Sasco Global Indonesia	2.569	-	*PT Sasco Global Indonesia*
PT Berdikari Cita Sejahtera	2.104	1.417	*PT Berdikari Cita Sejahtera*
CV Akur Mandiri Sukses	2.103	-	*CV Akur Mandiri Sukses*
Lain-lain (di bawah Rp2.000)	77.002	96.515	*Others (below Rp2,000)*
Subtotal	**1.532.611**	**1.280.906**	***Subtotal***
Cadangan Kerugian Penurunan Nilai	(134.371)	(110.539)	*Allowance for Impairment Losses*
Total	**1.398.240**	**1.170.367**	***Total***

	2025	2024	
Pihak Berelasi (Catatan 43)	542.175	350.154	*Related Parties (Note 43)*
Pihak Ketiga	990.436	930.752	*Third Parties*
Cadangan Kerugian Penurunan Nilai	(134.371)	(110.539)	*Allowance for Impairment Losses*
Subtotal	**856.065**	**820.213**	***Subtotal***
Total	**1.398.240**	**1.170.367**	***Total***

6. PIUTANG LAIN-LAIN (lanjutan) / *6. OTHER RECEIVABLES (continued)*

Piutang Lain-Lain Jangka Panjang / *Long-Term Other Receivables*

	2025	2024	
Piutang Lain-lain Jangka Panjang			*Long-term Other Receivables*
Pinjaman Pemegang Saham			*Shareholder Loans*
Pihak Berelasi (Catatan 43)	341.071	312.946	*Related Parties (Note 43)*
Total	**341.071**	**312.946**	***Total***

Cadangan Kerugian Penurunan Nilai / *Allowance for Impairment Losses*

Kelompok Usaha menerapkan simplifikasi kerugian ekspektasian sepanjang umurnya untuk seluruh piutang lain-lain. Untuk mengukur kerugian kredit ekspektasian, piutang lain-lain telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

The Group applies simplified lifetime expected credit loss for all other receivables. To measure the expected credit losses, other receivables have been grouped based on similar credit risk characteristics and the days past due.

Mutasi penyisihan kerugian penurunan nilai adalah sebagai berikut:

The movement of the allowance for impairment losses account are as follows:

	2025	2024	
Saldo awal tahun	110.539	116.249	*Beginning balance year*
Penambahan (Catatan 40)	33.054	10.994	*Addition (Note 40)*
Pemulihan (Catatan 39)	(780)	(1.922)	*Recovery (Note 39)*
Penghapusan Piutang	(8.442)	(14.782)	*Write-off of Receivables*
Saldo akhir tahun	**134.371**	**110.539**	***Ending balance year***

Berdasarkan hasil penelaahan terhadap keadaan akun piutang lain-lain pada akhir tahun, manajemen berkeyakinan bahwa penyisihan tersebut cukup untuk menutup kerugian yang mungkin terjadi atas ketidaktertagihan piutang lain-lain pada tanggal 31 Desember 2025 dan 2024.

Based on a review of the condition of other receivables at the end of year, management believes that the allowance for impairment losses on other receivables is sufficient to cover possible losses that may arise from uncollected other receivables as of December 31, 2025 and 2024.

7. PERSEDIAAN / *7. INVENTORIES*

Akun ini merupakan persediaan yang dimiliki oleh JMRB dan JMTM, entitas anak, meliputi persediaan properti dan persediaan manufaktur dengan rincian sebagai berikut:

This account represents inventories owned by JMRB and JMTM, subsidiaries, which consists of property inventory and manufacturing inventory with details as follows:

	2025	2024	
Persediaan Properti			***Property Inventory***
Tanah siap guna	137.250	118.889	*Land ready for use*
Rumah tersedia untuk dijual	17.208	16.297	*House available for sale*
Subtotal	154.458	135.186	*Subtotal*
Persediaan Lain-lain			***Other Inventory***
Persediaan BBM SPBU	6.407	6.712	*Fuel Supplies*
Persediaan Retail	260	361	*Retail Supplies*
Subtotal	6.667	7.073	*Subtotal*
Persediaan Manufaktur			***Manufacturing Inventory***
Material Manufaktur	6.108	5.719	*Manufacturing Materials*
Total	**167.233**	**147.978**	***Total***

Tanah siap guna adalah unit kavling berupa tanah yang diperuntukkan untuk dijual atau dibangun perumahan yang terletak di Perumahan Ambawani dan Perumahan Royal Pandaan.

Ready-to-use land is a plot of land intended for sale or the construction of housing located in Ambawani Housing and Royal Pandaan Housing.

7. PERSEDIAAN (lanjutan) / *7. INVENTORIES (continued)*

Rumah tersedia untuk dijual adalah unit rumah yang telah dibangun dan sampai dengan akhir periode buku belum serah terima kunci yang terletak di Perumahan Green Residence Sidoarjo, Perumahan Spring Residence Sidoarjo, dan Perumahan Royal Pandaan.

House available for sale are housing units that have been built and until the year end period the keys have not been handed over located in Green Residence Sidoarjo Housing, Spring Residence Sidoarjo Housing, and Royal Pandaan Housing.

Beban persediaan yang diakui pada laba rugi untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar Rp625.747 dan Rp613.623.

Cost from sales Inventory recognized in profit or loss for years ended December 31, 2025 and 2024 are amounting to Rp625,747 and Rp613,623.

Berdasarkan hasil penelaahan atas kondisi fisik dan nilai realisasi neto persediaan, manajemen berpendapat bahwa nilai neto persediaan tersebut diatas direalisasikan sepenuhnya, sehingga tidak diperlukan penyisihan penurunan nilai persediaan pada tanggal 31 Desember 2025 dan 2024.

Based on the review of the physical condition and net realizable value of inventories, management consider that above net inventories can be fully realized, so there is no provision for inventory impairment required on December 31, 2025 and 2024.

8. BIAYA DIBAYAR DIMUKA DAN UANG MUKA / *8. PREPAID EXPENSES AND ADVANCES*

Akun ini terdiri dari: / *This account consists of:*

	2025	2024	
Uang muka pekerjaan	64.510	60.566	*Work advances*
Biaya dibayar dimuka	28.665	32.061	*Prepaid expenses*
Uang muka operasional	14.022	16.961	*Operational advances*
Total	**107.197**	**109.588**	***Total***

9. DANA DIBATASI PENGGUNAANNYA / *9. RESTRICTED FUNDS*

Akun ini terdiri dari: / *This account consists of:*

	2025	2024	
Lancar			***Current***
Bank			***Bank***
Rekening Pembebasan Tanah			*Land Aquisition Account*
Pihak Berelasi (Catatan 43)	8.399	14.070	*Related Parties (Note 43)*
Subtotal	8.399	14.070	*Subtotal*
Jaminan Sindikasi Bank			*Syndicated Bank Guarantee*
Pihak Berelasi (Catatan 43)	180.391	195.957	*Related Parties (Note 43)*
Pihak Ketiga:			*Third Parties:*
PT Bank Muamalat Indonesia Tbk	20.000	-	*PT Bank Muamalat Indonesia Tbk*
PT Bank Central Asia Tbk	10.706	24.744	*PT Bank Central Asia Tbk*
Subtotal	211.097	220.701	*Subtotal*
Jaminan Pelaksanaan			*Performance Bond*
Pihak Berelasi (Catatan 43)	33.518	44.821	*Related Parties (Note 43)*
Pihak Ketiga:			*Third Party:*
PT Bank Central Asia Tbk	22.696	-	*PT Bank Central Asia Tbk*
Subtotal	56.214	44.821	*Subtotal*
Rekening Amanat Pendapatan Tol			*Toll Collection Escrow Account*
Pihak Berelasi (Catatan 43)	196.260	159.719	*Related Parties (Note 43)*
Pihak Ketiga:			*Third Parties:*
PT Bank Central Asia Tbk	38.913	41.345	*PT Bank Central Asia Tbk*
PT Bank DKI	118	120	*PT Bank DKI*
Subtotal	235.291	201.184	*Subtotal*
Subtotal Bank	511.001	480.776	*Subtotal Bank*
Deposito			***Deposits***
Jaminan Pemeliharaan			*Maintenance Bond*
Pihak Berelasi (Catatan 43)	7.345	5.231	*Related Parties (Note 43)*
Jaminan Pembebasan Tanah			*Land Aquisition Account*
Pihak Ketiga:			*Third Parties:*
PT Bank Panin Dubai Syariah	-	1.728	*PT Bank Panin Dubai Syariah*
Subtotal Deposito	7.345	6.959	*Deposits Subtotal*
Total Lancar	**518.346**	**487.735**	***Total Current***

9. DANA DIBATASI PENGGUNAANNYA (lanjutan) / 9. RESTRICTED FUNDS (continued)

	2025	2024	
Tidak Lancar			***Non-Current***
Bank			***Bank***
Jaminan Pembebasan Tanah			*Land Aquisition Account*
Pihak Berelasi (Catatan 43)	24.067	20.041	*Related Party (Note 43)*
Jaminan Sindikasi Bank			*Syndicated Bank Guarantee*
Pihak Berelasi (Catatan 43)	296.111	102.843	*Related Parties (Note 43)*
Pihak Ketiga :			*Third Parties:*
PT Bank Central Asia Tbk	59.720	81.668	*PT Bank Central Asia Tbk*
PT Bank Danamon Indonesia Tbk	6.835	6.552	*PT Bank Danamon Indonesia Tbk*
PT Bank CIMB Niaga Tbk	6.489	5.713	*PT Bank CIMB Niaga Tbk*
PT Bank Pembangunan Daerah Sumatera Utara	3.218	2.622	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank DKI	-	535	*PT Bank DKI*
Subtotal	372.373	199.933	*Subtotal*
Subtotal Bank	396.440	219.974	*Subtotal Bank*
Deposito			***Deposits***
Jaminan Pelaksanaan			*Performance Bond*
Pihak Berelasi (Catatan 43)	-	7.345	*Related Party (Note 43)*
Jaminan Pemeliharaan			*Maintenance Bond*
Pihak Berelasi (Catatan 43)	5.231	-	*Related Party (Note 43)*
Jaminan Sindikasi Bank			*Syndicated Bank Guarantee*
Pihak Berelasi (Catatan 43)	-	5.419	*Related Parties (Note 43)*
Subtotal Deposito	5.231	12.764	*Deposits Subtotal*
Total Tidak Lancar	**401.671**	**232.738**	***Total Non-Current***
Total	**920.017**	**720.473**	***Total***

	2025	2024	
Rupiah	2,25%	2,25%	*Rupiah*
Jatuh Tempo Lancar	Kurang dari 1 tahun/*Less than 1 year*		*Current Maturity Period*
Jatuh Tempo Tidak Lancar	Lebih dari 1 tahun/*More than 1 year*		*Non-Current Maturity Period*

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA / 10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE

Rincian investasi pada entitas asosiasi dan ventura bersama adalah sebagai berikut:

The details of the investments in associates and joint venture are as follows:

Entitas Asosiasi dan Ventura Bersama/ *Associates and Joint Venture*	Status	Persentase Kepemilikan (%)/ *Percentage Ownership (%)*	Nilai Tercatat Penyertaan Awal Tahun/ *Carrying Value at Beginning of the Year*	2025 Perubahan Selama Setahun / *Changes in a Year*: Penambahan (Pengurangan) Penyertaan/ *Additions (Deduction) of Investment*	Bagian Laba (Rugi) Bersih/ *Portion in Net Profit (Loss)*	Penerimaan Dividen/ *Dividend Received*	Bagian Penghasilan Komprehensif Lain/ *Portion in Other Comprehensive Income*	Nilai Tercatat Penyertaan Akhir Tahun/ *Carrying Value at the End of Year*
Perusahaan/ *The Company*								
Entitas Asosiasi/ *Associates*								
PT Trans Lingkar Kita Jaya (TLKJ)	Operasi/ *Operate*	21,24	272.753	-	69.744	(42.480)	(83)	299.934
PT Citra Bhakti Margatama Persada (CBMP)	Pengakhiran PKP/ *Termination of Concession*	34,83	56.787	-	-	-	-	56.787
PT Citra Ganesha Marga Nusantara (CGMN)	Pengakhiran PKP/ *Termination of Concession*	30,00	16.914	-	-	-	-	16.914
PT Bukaka Marga Utama (BMU)	Pengakhiran PKP/ *Termination of Concession*	20,00	9.436	-	-	-	-	9.436
PT Jasamarga Gedebage Cilacap (JGC)	Pengakhiran PKP/ *Termination of Concession*	51,54	15.324	-	-	-	-	15.324
PT Bogor Serpong Infra Selaras (BSIS)	Pengembangan/ *Development*	26,00	4.394	52.390	(936)	-	-	55.848
Ventura Bersama/ *Joint Venture*								
PT Marga Lingkar Jakarta (MLJ)	Operasi/ *Operate*	51,00	989.802	-	36.912	(6.040)	(24)	1.020.650
Penyertaan tidak langsung melalui JTT/ *Indirect investment through JTT*								
Ventura Bersama/ *Joint Venture*								
PT Jasamarga Jalanlayang Cikampek (JJC)	Operasi/ *Operate*	40,00	1.582.160	-	(62.888)	-	(15)	1.519.257
PT Trans Marga Jateng (TMJ)	Operasi/ *Operate*	58,91	1.735.439	-	298.050	-	(39)	2.033.450
PT Jasamarga Pandaan Malang (JPM)	Operasi/ *Operate*	51,00	1.024.283	-	(29.649)	-	-	994.634
			5.707.292	52.390	311.233	(48.520)	(161)	6.022.234
Dikurangi/ *Deducted*								
Penurunan Nilai Penyertaan pada: *Impairment of Investment in:*								
CBMP			(56.787)	-	-	-	-	(56.787)
CGMN			(16.914)	-	-	-	-	(16.914)
BMU			(9.436)	-	-	-	-	(9.436)
JGC			(15.324)	-	-	-	-	(15.324)
			(98.461)	-	-	-	-	(98.461)
Total			**5.608.831**					**5.923.773**

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

Entitas Asosiasi dan Ventura Bersama/ *Associates and Joint Venture*	Status	Persentase Kepemilikan (%)/ *Percentage Ownership (%)*	2024 Nilai Tercatat Penyertaan Awal Tahun/ *Carrying Value at Beginning of the Year*	Perubahan Selama Setahun / *Changes in a Year* Penambahan (Pengurangan) Penyertaan/ *Additions (Deduction) of Investment*	Bagian Laba (Rugi) Bersih/ *Portion in Net Profit (Loss)*	Penerimaan Dividen/ *Dividend Received*	Bagian Penghasilan Komprehensif Lain/ *Portion in Other Comprehensive Income*	Nilai Tercatat Penyertaan Akhir Tahun/ *Carrying Value the End of Year*
Perusahaan/ *The Company*								
Entitas Asosiasi/ *Associates*								
PT Trans Lingkar Kita Jaya (TLKJ)	Operasi/ *Operate*	21,24	211.271	-	61.482	-	-	272.753
PT Citra Bhakti Margatama Persada (CBMP)	Pengakhiran PKP/ *Termination of Concession*	34,83	56.787	-	-	-	-	56.787
PT Citra Ganesha Marga Nusantara (CGMN)	Pengakhiran PKP/ *Termination of Concession*	30,00	16.914	-	-	-	-	16.914
PT Bukaka Marga Utama (BMU)	Pengakhiran PKP/ *Termination of Concession*	20,00	9.436	-	-	-	-	9.436
PT Jasamarga Gedebage Cilacap (JGC)	Pengakhiran PKP/ *Termination of Concession*	51,54	1.981	13.343	-	-	-	15.324
PT Bogor Serpong Infra Selaras (BSIS)	*Concession* Pengembangan/ *Development*	26,00	-	4.394	-	-	-	4.394
Ventura Bersama/ *Joint Venture*								
PT Marga Lingkar Jakarta (MLJ)	Operasi/ *Operate*	51,00	960.939	-	34.853	(5.406)	(584)	989.802
Penyertaan tidak langsung melalui JTT/ *Indirect investment through JTT*								
Ventura Bersama/ *Joint Venture*								
PT Jasamarga Pandaan Tol (JPT)	Operasi/ *Operate*		445.602	(487.818)	42.216	-	-	-
PT Jasamarga Jalanlayang Cikampek (JJC)	Operasi/ *Operate*	40,00	1.669.543	-	(87.384)	-	1	1.582.160
PT Trans Marga Jateng (TMJ)	Operasi/ *Operate*	58,91	847.279	624.172	264.056	-	(68)	1.735.439
PT Jasamarga Pandaan Malang (JPM)	Operasi/ *Operate*	51,00	1.057.657	-	(33.378)	-	4	1.024.283
Penyertaan tidak langsung melalui JMRB/ *Indirect investment through JMRB*								
PT PP Sinergi Banjaratma (PPSB)	Operasi / *Operate*	6,21	9.276	(9.276)	-	-	-	-
			5.286.685	144.815	281.845	(5.406)	(647)	5.707.292
Dikurangi/ *Deducted*								
Penurunan Nilai Penyertaan pada / *Impairment of Investment in:*								
CBMP			(56.787)	-	-	-	-	(56.787)
CGMN			(16.914)	-	-	-	-	(16.914)
BMU			(9.436)	-	-	-	-	(9.436)
JGC			(1.981)	(13.343)	-	-	-	(15.324)
			(85.118)	(13.343)	-	-	-	(98.461)
Total			**5.201.567**					**5.608.831**

Informasi tambahan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 sehubungan dengan investasi pada entitas asosiasi dan ventura bersama adalah sebagai berikut:

Additional information for the years ended December 31, 2025 and 2024 related to investment in associates and joint venture are as follows:

Entitas Asosiasi dan Ventura Bersama/ *Associates and Joint Ventures*	Total Aset/ *Total Asset*	Total Liabilitas/ *Total Liabilities*	Total Pendapatan/ *Total Revenues*	Laba (Rugi) Neto/ *Net Income (Loss)*
2025				
PT Jasamarga Jalanlayang Cikampek (JJC)	14.707.990	10.942.739	1.134.710	(157.522)
PT Trans Marga Jateng (TMJ)	6.497.582	3.699.249	1.120.595	532.257
PT Jasamarga Pandaan Malang (JPM)	4.626.370	3.900.288	386.994	(59.204)
PT Trans Lingkar Kita Jaya (TLKJ)	4.380.228	3.217.263	853.900	328.360
PT Marga Lingkar Jakarta (MLJ)	1.718.195	909.291	351.847	72.299
PT Bogor Serpong Infra Selaras (BSIS)	224.373	10.476	-	(3.596)
PT Jasamarga Gedebage Cilacap (JGC)	2.766	51	-	(1.098)
2024				
PT Jasamarga Jalanlayang Cikampek (JJC)	15.060.423	11.137.612	1.091.494	(218.111)
PT Trans Marga Jateng (TMJ)	6.472.755	4.206.612	1.097.812	565.628
PT Jasamarga Pandaan Malang (JPM)	4.706.987	3.921.701	373.015	(66.514)
PT Trans Lingkar Kita Jaya (TLKJ)	4.395.314	3.300.660	761.003	303.774
PT Marga Lingkar Jakarta (MLJ)	1.639.713	891.217	349.197	68.261
PT Jasamarga Gedebage Cilacap (JGC)	49.800	53	-	(772)

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Trans Lingkar Kita Jaya (TLKJ)

TLKJ didirikan berdasarkan Akta Notaris No. 18 tanggal 19 Januari 2006, Agus Madjid, S.H., dalam rangka pengusahaan ruas tol Cinere-Jagorawi. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. C-03269.HT.01.01 tanggal 7 Februari 2006.

Berdasarkan Akta No. 18 tanggal 6 Agustus 2012 dari Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH., Perusahaan memiliki 110.448 lembar saham yang setara dengan 21,24% kepemilikan.

Berdasarkan Akta No. 14 tanggal 30 Oktober 2019 dari Notaris Doddy Radjasa Waluyo, SH., Perusahaan memiliki 152.928 lembar saham yang setara dengan 21,24% kepemilikan.

Berdasarkan Akta Notaris No. 27 tanggal 17 November 2023, Doddy Radjasa, S.H., Perusahaan menambah setoran modal sebesar Rp78.592 atau sebanyak 78.592 lembar saham. Akta Perubahan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0151632 Tahun 2023 tanggal 6 Desember 2023.

Pada tanggal 31 Desember 2025, Perusahaan memiliki 231.520 saham yang merupakan 21,24% dari total kepemilikan. Pada tahun 2025, Perusahaan menerima dividen dari TLKJ sebesar Rp42.480.

PT Trans Lingkar Kita Jaya (TLKJ)

TLKJ was established based on Notarial Deed No. 18 dated January 19, 2006, Agus Madjid, S.H., aimed to develop Cinere-Jagorawi toll road. The Deed of Establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia through Decision Letter No. C-03269.HT.01.01 dated February 7, 2006.

Based on Deed no. 18 dated August 6 2012 from Notary Ir. Nanette Cahyanie Handari Adi Warsito, SH., The company owns 110,448 shares which is equivalent to 21.24% ownership.

Based on Deed no. 14 dated 30 October 2019 from Notary Doddy Radjasa Waluyo, SH., the Company owns 152,928 shares which is equivalent to 21.24% ownership.

Based on Notarial Deed No. 27 dated November 17, 2023, Doddy Radjasa, S.H., The Company increased its capital contributions amounting to Rp78,592 or 78,592 shares. The Deed of Amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03-0151632 Year 2023 dated December 6, 2023.

As of December 31, 2025, the Company owned 231,520 shares which represent 21.24% of the total ownership. In 2025, the Company received dividends from TLKJ of Rp42,480.

PT Trans Marga Jateng (TMJ)

PT Trans Marga Jateng (TMJ) didirikan pada tanggal 7 Juli 2007 untuk menyelenggarakan Jalan Tol Semarang - Solo berdasarkan Akta Notaris No. 27 tanggal 7 Juli 2007 yang dibuat di hadapan Notaris Prof. Dr. Liliana Tedjosaputro, S.H., M.H., notaris di Jakarta. Anggaran Dasar telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia No. C-03976.HT.01.01-TH.2007 tanggal 22 November 2007 dan diumumkan dalam Lembaran Berita Negara Republik Indonesia No. 914 Tambahan Berita Negara No. 8 tanggal 25 Januari 2008.

Berdasarkan Akta Notaris Leolin Jayayanti, S.H., No. 71 tanggal 17 Mei 2017 mengenai Perubahan dan Pernyataan Kembali Perjanjian Usaha Patungan, para pemegang saham PT Trans Marga Jateng (TMJ) telah sepakat bahwa pengendalian TMJ dilakukan secara bersama oleh Perusahaan dan PT Astratel Nusantara. Hal ini mengakibatkan sejak tanggal 17 Mei 2017, Perusahaan tidak melakukan konsolidasi atas laporan keuangan TMJ.

PT Trans Marga Jateng (TMJ)

PT Trans Marga Jateng (TMJ) was established on July 7, 2007 to operate the Semarang-Solo Toll Road based on Notarial Deed No. 27 dated July 7, 2007 made before the Notary Prof. Dr. Liliana Tedjosaputro, S.H., M.H., Notary in Jakarta. The Articles of Association have been approved by the Minister of Law and Human Rights No. C-03976.HT.01.01-TH.2007 dated November 22, 2007 and announced in the State Gazette of the Republic of Indonesia No. 914 Supplement State Gazette No. 8 dated January 25, 2008.

Based on the Notarial Deed of Leolin Jayayanti, S.H., No. 71 dated May 17, 2017 concerning Amendments and Restatement Joint Venture Agreement, PT Trans Marga Jateng (TMJ) shareholders have agreed that TMJ's control is carried out jointly by the Company and PT Astratel Nusantara. This has resulted since May 17, 2017, the Company has not consolidated the TMJ's financial statements.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Trans Marga Jateng (TMJ) (lanjutan)

Berdasarkan Akta No. 280 Notaris Jimmy Tanal, S.H., M.Kn., tanggal 30 Desember 2019, Perusahaan melakukan penjualan saham kepada PT Trans Optima Luhur (TOL) sebanyak 18.990.410 lembar saham atau setara dengan Rp189.990 dengan harga jual sebesar Rp427.284. Dengan demikian, kepemilikan Perusahaan pada TMJ menjadi sebesar 50,91%.

Berdasarkan Akta Pengalihan Saham No. 04 tanggal 02 Desember 2024 oleh Notaris Mudita Chitta Odang, S.H., M.kn, JTT menerima pengalihan saham TMJ dari TOL yang mewakili 8,00% kepemilikan saham sebagai dampak dari pembubaran DINFRA. Atas transaksi tersebut Perusahaan melalui JTT memiliki saham TMJ secara langsung dan tidak langsung sebesar 58,91%. JTT dan PT Astratel Nusantara masih melakukan pengendalian bersama atas TMJ, sehingga investasi pada TMJ diakui sebagai investasi pada ventura bersama.

Pada tanggal 31 Desember 2025, Perusahaan telah memiliki penyertaan saham secara tidak langsung pada TMJ melalui JTT sebesar 58,91%.

PT Trans Marga Jateng (TMJ) (continued)

Based on Notarial Deed No. 280 of Notary Jimmy Tanal, S.H., M.Kn., dated December 30, 2019, the Company sold 18,990,410 shares or equivalent to Rp189,990 to PT Trans Optima Luhur (TOL) with sales price of Rp427,284. Therefore, the Company's ownership in TMJ was 50.91%.

Based on Deed of Share Transfer No. 04 dated 02 December 2024 by Notary Mudita Chitta Odang, S.H., M.kn, JTT received the shares of TMJ from TOL which represents 8.00% of shares ownership as a result of the dissolution of DINFRA. Due to this transaction, the Company through JTT owns TMJ's shares directly and indirectly amounting to 58,91%. JTT and PT Astratel Nusantara still exercise joint control over TMJ, resulting investment in TMJ recognized as investment in joint venture.

As of December 31, 2025, the Company had an indirect equity participation in TMJ through JTT of 58.91%.

PT Citra Bhakti Margatama Persada (CBMP)

CBMP didirikan berdasarkan Akta Notaris No. 50, tanggal 11 Desember 1995, Siti Pertiwi Henny Singgih, S.H. Penyertaan pada CBMP dilakukan sehubungan dengan penyelenggaraan proyek jalan tol JORR Seksi E2 - E3 - N (Cikunir - Cakung - Cilincing - Tanjung Priok) untuk jangka waktu 33 tahun dan akan berakhir pada tahun 2028, Perusahaan memiliki 56.787.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp56.787 yang merupakan 34,83% dari total kepemilikan.

Pembangunan jalan tol oleh CBMP dibiayai dari fasilitas pinjaman sindikasi bank. Krisis ekonomi telah menyebabkan ketidakpastian terhadap kemampuan CBMP dalam menyelesaikan kewajibannya pada saat jatuh tempo dan dalam merealisasikan fasilitas pinjaman untuk pembiayaan jalan tol tahap konstruksi. Restrukturisasi yang dilakukan terhadap sebagian dari kreditur CBMP telah mengakibatkan penghentian pelaksanaan pembangunan jalan tol.

Adanya surat Perusahaan kepada CBMP No. AA.02.1009 tanggal 25 Juli 2000 mengenai pengakhiran Perjanjian Kerja Sama Pengusahaan (PKP) No. 96 tanggal 16 Desember 1995 mengakibatkan penyertaan Perusahaan pada CBMP tidak memiliki nilai ekonomis, Perusahaan mengakui kerugian penurunan nilai penyertaan saham pada CBMP tahun 2000 sebesar Rp56.787.

PT Citra Bhakti Margatama Persada (CBMP)

CBMP was established based on the Notarial Deed No. 50, dated December 11, 1995, Siti Pertiwi Henny Singgih, S.H. The investment in CBMP was made in relation to the construction and operation of JORR toll road Section E2 - E3 - N (Cikunir - Cakung - Cilincing - Tanjung Priok) for period of 33 years and will be ending in 2028. The Company owns 56,787,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp56,787 representing 34.83% of the total ownership.

Toll road construction by CBMP was financed by loan facilities from a syndicated bank loan. The economic crisis created an uncertainty about the ability of CBMP to settle its liabilities at the maturity date and in using its loan facilities to finance the toll road construction progress. A restructuring conducted by certain of CBMP's creditors resulted to the stoppage of toll road construction.

The Company issued Letter No. AA.02.1009, dated July 25, 2000, to CBMP regarding the termination of the Concession Agreement No. 96, dated December 16, 1995. As a consequence of this termination, the Company's investment in CBMP has no economic value, The Company has recognized loss on impairment of the investment shares of CBMP in 2000 amounting to Rp56,787.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Citra Ganesha Marga Nusantara (CGMN)

CGMN didirikan berdasarkan Akta Notaris No. 300, tanggal 22 Desember 1993, Siti Pertiwi Henny Singgih, S.H., dalam Akta No. 67 tanggal 7 Juli 1994 dari Notaris Sri Laksmi Damayanti, S.H. Penyertaan pada CGMN dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Cikampek - Padalarang. Perusahaan memiliki 5.310 saham dengan nilai nominal Rp1.841 (Rupiah penuh) per lembar saham atau setara dengan Rp9.775 yang merupakan 30,00% dari total kepemilikan.

Berdasarkan surat Menteri Pekerjaan Umum Republik Indonesia No. KU.201-Mn/68 tanggal 4 Maret 1996 dan surat Menteri Keuangan Republik Indonesia No. 1562/A/52/0496 tanggal 18 April 1996, Perusahaan memperoleh pengalihan *Intellectual Property Rights* (IPR) dalam bentuk rancangan proyek jalan tol Cikampek - Padalarang sebesar £4.700.000 (nilai penuh) atau setara dengan Rp16.914 sebagai Tambahan Modal Disetor Pemerintah pada Perusahaan.

Selanjutnya, Perusahaan mengalihkan IPR tersebut kepada CGMN sebagai penyertaan saham Perusahaan di CGMN. Berdasarkan perjanjian usaha patungan antara Perusahaan dengan CGMN, IPR tersebut dinilai setara dengan US$8.530. Berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa CGMN tanggal 10 Juli 1998 mengenai Peningkatan Modal Disetor, kepemilikan saham pada CGMN sejumlah 8.530 lembar saham dengan nilai nominal US$8.530.000 (nilai penuh) atau setara dengan Rp16.914.

Berdasarkan surat Perusahaan kepada CGMN No. AA.HK01.1273 tanggal 25 Juli 2001 mengenai pengakhiran PKP No. 297 sebagai tindak lanjut dari Surat Keputusan Menteri Pemukiman dan Prasarana Wilayah Republik Indonesia (Menkimpraswil) No. 417 tanggal 18 Juli 2001 mengenai pencabutan Keputusan Menteri Pekerjaan Umum Republik Indonesia No. 321/KPTS/1994, tanggal 24 Oktober 1994 mengenai Pemberian Izin Kerja Sama Penyelenggaraan Jalan Tol Cikampek - Padalarang kepada Perusahaan dalam bentuk usaha patungan dengan CGMN mengakibatkan penyertaan Perusahaan pada CGMN tidak memiliki nilai ekonomis. Perusahaan mengakui kerugian penurunan nilai penyertaan saham pada CGMN sebagai beban tahun 2001 sebesar Rp16.914.

PT Citra Ganesha Marga Nusantara (CGMN)

CGMN was established based on the Notarial Deed No. 300, dated December 22, 1993, Siti Pertiwi Henny Singgih, S.H., in conjunction with the Deed No. 67 dated July 7, 1994 of Notary Sri Laksmi Damayanti, S.H. The investment in CGMN was made in relation to the construction and operation of the Cikampek - Padalarang toll road project. The Company owned 5,310 shares at par value of Rp1,841 (full Rupiah) per share or equivalent to Rp9,775 representing 30.00% of the total ownership.

Based on the letter from the Minister of Public Works of the Republic of Indonesia No. KU.201-Mn/68 dated March 4, 1996, and the letter from the Minister of Finance of the Republic of Indonesia No. 1562/A/52/0496 dated April 18, 1996, the Company acquired the transfer of Intellectual Property Rights (IPR) in the form of the Cikampek - Padalarang toll road project design amounting to £4,700,000 (full value) or equivalent to Rp16,914 as Additional Paid-in Capital from the Government to the Company.

The Company then transferred the IPR to CGMN as an investment by the Company to CGMN. Based on the joint venture agreement between the Company and CGMN, the IPR was valued at US$8,530. According to the decision during the Extraordinary General Meeting of Shareholders held by CGMN on July 10, 1998 regarding the increase in paid up capital, the Company owns 8,530 shares at par value of US$8,530,000 (full amount) or equal to Rp16,914.

Based on the Company's Letter No. AA.HK01.1273 to CGMN regarding termination of the Concession Agreement No. 297 dated July 25, 2001 as a follow up from the Decree of the Minister of Settlement and Regional Infrastructure of the Republic of Indonesia No. 417 dated July 18, 2001 regarding cancellation of the Decree of the Minister of Public Works of the Republic of Indonesia No. 321/KPTS/1994 dated October 24,1994 regarding the Granting of license to Concession Agreement to the Company to operate the Cikampek - Padalarang toll road in the form of a joint venture with CGMN. Due to such termination, the investment in CGMN has no economic value. The Company recognized loss on the impairment of this investment in shares of CGMN in 2001 amounting to Rp16,914.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Bukaka Marga Utama (BMU)

BMU didirikan berdasarkan Akta Notaris No. 5 tanggal 17 Februari 1997, Sri Rahayu Sedyono, S.H. Penyertaan pada BMU dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Ciawi-Sukabumi. Perusahaan memiliki 4.000 lembar saham dengan nilai nominal Rp2.359.000 (Rupiah penuh) per lembar saham atau setara dengan Rp9.436 yang merupakan 20,00% dari total kepemilikan.

Pemegang saham mayoritas BMU tidak dapat memberi kepastian atas pembangunan ruas jalan tol yang telah disetujui sesuai dengan PKP. Perusahaan mengakui kerugian penurunan nilai atas penyertaan saham pada BMU sebagai beban tahun 2005 sebesar Rp9.436.

Selanjutnya, Perusahaan mengalihkan IPR tersebut kepada CGMN sebagai penyertaan saham Perusahaan di CGMN. Berdasarkan perjanjian usaha patungan antara Perusahaan dengan CGMN, IPR tersebut dinilai setara dengan US$8.530.

Berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa CGMN tanggal 10 Juli 1998 mengenai Peningkatan Modal Disetor, kepemilikan saham pada CGMN sejumlah 8.530 lembar saham dengan nilai nominal US$8.530.000 (nilai penuh) atau setara dengan Rp16.914.

PT Bukaka Marga Utama (BMU)

BMU was established based on Notarial Deed No. 5 dated February 17, 1997 Sri Rahayu Sedyono, S.H. The investment in BMU was made in relation to the construction and operation of the Ciawi-Sukabumi toll road project. The Company owns 4,000 shares at par value Rp2,359,000 (full Rupiah) per share or equivalent to Rp9,436 which represent 20.00% of the total ownership.

The majority shareholders of BMU could not give assurance regarding the toll road development as agreed under the Concession Agreement. The Company recognized loss on impairment related to this investment in 2005 amounting to Rp9,436.

The Company then transferred the IPR to CGMN as an investment by the Company to CGMN. Based on the joint venture agreement between the Company and CGMN, the IPR was valued at US$8,530.

According to the decision during the Extraordinary General Meeting of Shareholders held by CGMN on July 10, 1998 regarding the increase in paid up capital, the Company owns 8,530 shares at par value of US$8,530,000 (full amount) or equal to Rp16,914.

PT PP Sinergi Banjaratma (PPSB)

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Luar Biasa No. 5 tanggal 29 Agustus 2023, oleh Notaris Ni Nyoman Rai Sumawati, S.H.,M.Kn, dan Akta Perubahan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0057474.AHA.01.02 Tahun 2023 tanggal 22 September 2023. Para pemegang saham menyetujui peningkatan modal ditempatkan dan disetor PPSB. Perusahaan tidak menambah modal sehingga persentase kepemilikan Perusahaan terhadap PPSB terdilusi dari 20,00% menjadi 6,21%. Akibat dari penurunan kepemilikan, Perusahaan mereklasifikasikan investasi pada PPSB sebagai aset keuangan (Catatan 16).

PT PP Sinergi Banjaratma (PPSB)

Based on the Extraordinary General Meeting of Shareholders Minutes No 5 dated August 29, 2023, by Notary Ni Nyoman Rai Sumawati, SH, MKn, and the Amendment Deed approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No AHU-0057474.AHA.01.02 Year 2023 dated September 22, 2023, the shareholders have agreed to increase the issued and paid-up capital of PPSB. The Company does not inject additional capital, resulting in the dilution of the Company's ownership percentage in PPSB from 20.00% to 6.21%. As a consequence of the decrease in ownership, the Company reclassifies its investment in PPSB as a financial aset (Note 16).

PT Marga Lingkar Jakarta (MLJ)

MLJ didirikan berdasarkan Akta No. 26 tanggal 24 Agustus 2009 yang dibuat di hadapan Edi Priyono, S.H., notaris di Jakarta. Anggaran Dasar Perusahaan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-45700.AH.01.01 Tahun 2009 tanggal 15 September 2009.

PT Marga Lingkar Jakarta (MLJ)

MLJ was established based on Deed No. 26 dated August 24, 2009 made before Edi Priyono, S.H., notary in Jakarta. The Company's Articles of Association have been ratified by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-45700. AH.01.01 Year 2009 dated September 15, 2009.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Marga Lingkar Jakarta (MLJ) (lanjutan)

Berdasarkan Akta No. 3 dari Notaris Tatyana Indrati Hasjim, S.H., di Jakarta mengenai penambahan jumlah modal ditempatkan dan disetor pada PT MLJ, Perusahaan memiliki 267.167.550 lembar saham atau setara dengan 65,00% kepemilikan saham dan PT Jakarta Marga Jaya memiliki 143.859.450 lembar saham atau setara dengan 35,00% kepemilikan saham diterbitkan oleh MLJ.

Pada 28 Juni 2021, Perusahaan melakukan divestasi kepemilikan saham MLJ. Berdasarkan Akta Notaris No. 11 tanggal 28 Juni 2021, Perusahaan mengurangi kepemilikan saham yang diterbitkan MLJ menjadi 334.420.770 lembar saham yang mewakili 51,00% dari total saham yang telah diterbitkan.

Berdasarkan akta, MLJ dikendalikan secara bersama antara Perusahaan dan JMJ yang menyebabkan Perusahaan kehilangan kendali atas MLJ sehingga sejak 28 Juni 2021 Perusahaan tidak lagi mengkonsolidasikan laporan keuangan MLJ ke laporan keuangan konsolidasian Perusahaan dan mencatat investasi di MLJ sebagai investasi pada ventura bersama. Pada tahun 2025, Perusahaan menerima dividen dari MLJ sebesar Rp6.040.

PT Marga Lingkar Jakarta (MLJ) (continued)

Based on Deed No. 3 from Notary Tatyana Indrati Hasjim, S.H., in Jakarta regarding the issued and paid-up capital in PT MLJ, the Company has 267,167,550 shares or equivalent to 65.00% share ownership and PT Jakarta Marga Jaya has 143,859,450 shares or equivalent to 35.00% share ownership issued by MLJ.

On June 28, 2021, the Company divested its share ownership in MLJ. Based on Notarial Deed No. 11 dated June 28, 2021, the Company reduced its shareholding issued by MLJ to 334,420,770 shares representing 51.00% of the total issued shares in MLJ.

Based on the deed, MLJ is jointly controlled between the Company and JMJ which causes the Company to lose control of MLJ so that since June 28, 2021 the Company no longer consolidates MLJ's financial statements into the Company's consolidated financial statements and records the investment in MLJ as an investment in a joint venture. In 2025, the Company received dividends from MLJ of Rp6,040.

PT Jasamarga Pandaan Malang (JPM)

JPM didirikan pada tanggal 6 Juni 2016 berdasarkan Akta Notaris Ni Nyoman Rai Sumawati, S.H., No. 09. Anggaran dasar telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, sebagaimana dari surat Keputusan tertanggal 8 Juni 2016 No. AHU-0027731.AH.01.01 Tahun 2016.

Berdasarkan Akta No. 4 tanggal 16 Maret 2020 dari Notaris Dra. Ec. Inggriati Djojoseputro, S.H., di Surabaya mengenai penambahan jumlah modal ditempatkan dan disetor pada JPM, Perusahaan memiliki 1.066.788 lembar saham atau setara dengan 60,00% kepemilikan saham, PT Pembangunan Perumahan (Persero) Tbk memiliki 622.293 lembar saham atau setara dengan 35,00% kepemilikan saham, dan PT Sarana Multi Infrastruktur (Persero) memiliki 88.899 lembar saham atau setara dengan 5,00% kepemilikan saham yang diterbitkan oleh JPM.

Pada tanggal 30 Desember 2021, Perusahaan melakukan divestasi kepemilikan saham pada JPM. Berdasarkan Akta Notaris No. 16 tanggal 30 Desember 2021, Perusahaan mengurangi kepemilikan saham yang diterbitkan oleh JPM menjadi 906.770 lembar saham yang mewakili 51,00% dari total seluruh saham yang telah diterbitkan di JPM.

PT Jasamarga Pandaan Malang (JPM)

JPM was established on June 6, 2016 based on Notarial Deed Ni Nyoman Rai Sumawati, S.H., No. 09. The articles of association have obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia, as from the Decree dated June 8, 2016 No. AHU-0027731.AH.01.01 Year 2016.

Based on Deed No. 4 dated March 16, 2020 from Notary Dra. Ec. Inggriati Djojoseputro, S.H., in Surabaya regarding the addition of the issued and paid-up capital in JPM, the Company has 1,066,788 shares or equivalent to 60.00% share ownership, PT Pembangunan Perumahan (Persero) Tbk has 622,293 shares or equivalent to 35.00% share ownership, and PT Sarana Multi Infrastruktur (Persero) has 88,899 shares or equivalent to 5.00% share ownership issued by JPM.

On December 30, 2021, the Company divested its share ownership in JPM. Based on Notarial Deed No. 16 dated December 30, 2021, the Company reduced its shareholding issued by JPM to 906,770 shares representing 51.00% of the total issued shares in JPM.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Jasamarga Pandaan Malang (JPM) (lanjutan)

Berdasarkan akta tersebut, JPM dikendalikan secara bersama antara Perusahaan dan PT Astra Tol Nusantara yang menyebabkan Perusahaan kehilangan kendali atas JPM sehingga sejak tanggal 30 Desember 2021, Perusahaan tidak lagi mengkonsolidasikan laporan keuangan JPM ke dalam laporan keuangan konsolidasian Perusahaan dan mencatat investasi di JPM sebagai investasi pada ventura bersama.

Berdasarkan Akta Pemisahan Divisi Regional Jasamarga Transjawa Tollroad oleh Perusahaan kepada JTT tanggal 1 Juli 2022 oleh Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Perusahaan telah melakukan pemisahan usaha dengan mengalihkan seluruh kepemilikan Perusahaan pada JPM sebesar 51,00% kepemilikan saham kepada JTT. JPM dikendalikan secara bersama antara JTT dan PT Astra Tol Nusantara.

PT Jasamarga Pandaan Malang (JPM) (continued)

Based on this deed, JPM is jointly controlled between the Company and PT Astra Tol Nusantara which causes the Company to lose control of JPM so that since December 30, 2021, the Company no longer consolidates JPM's financial statements into the Company's consolidated financial statements and records the investment in JPM as an investment in a joint venture.

Based on the Deed of Separation of the Jasamarga Transjawa Tollroad Regional Division by the Company to JTT dated July 1, 2022 by Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., the Company has carried out a business separation by transferring all the Company's ownership in JPM of 51.00% share ownership to JTT. JPM is jointly controlled between JTT and PT Astra Tol Nusantara.

PT Jasamarga Gedebage Cilacap (JGC)

JGC didirikan berdasarkan Akta Notaris No. 08 tanggal 28 Januari 2022 dibuat oleh Ni Nyoman Rai Sumawati, S.H., M.Kn., dan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan AHU-007369.AH.01.01 Tahun 2022 tanggal 29 Januari 2022, dalam rangka melaksanakan pengusahaan ruas jalan tol Gedebage-Tasikmalaya-Cilacap.

Berdasarkan surat BPJT No. BM.08-P/69.2 tanggal 14 Februari 2022, menyatakan bahwa JGC melakukan cidera janji dengan gagal menyerahkan jaminan pelaksanaan sesuai yang dipersyaratkan dalam PPJT. Setelah tenggat waktu masa perbaikan cidera janji telah terlewati, JGC tetap tidak sanggup untuk menyediakan jaminan pelaksanaan. Atas dasar hal tersebut, Perusahaan berkeyakinan bahwa JGC tidak memiliki nilai ekonomis.

Perusahaan memiliki 19.811 lembar saham dengan nilai nominal Rp100.000 (Rupiah penuh) per lembar saham atau setara dengan Rp1.981 yang merupakan 32,50% dari total kepemilikan. Perusahaan mengakui kerugian penurunan nilai penyertaan saham pada JGC sebagai beban akhir tahun 2022 sebesar Rp1.981.

PT Jasamarga Gedebage Cilacap (JGC)

JGC was established based on Notarial Deed No. 08 dated January 28, 2022 of Ni Nyoman Rai Sumawati, S.H., M.Kn., and authorized by The Ministry of Law and Human Rights in its Decision Letter No. AHU-007369.AH.01.01 Year 2022 dated January 29, 2022, aimed to develop the concession of the Gedebage-Tasikmalaya-Cilacap toll road section.

Based on the letter No. BM.08-P/69.2 dated February 14, 2022 by BPJT, JGC committed default by failing to submit the implementation guarantee as required in the PPJT. After the deadline for the default period has passed, JGC remains unable to provide guarantees of implementation. Therefore, the Company considers that JGC has no economic value.

The Company owns 19,811 shares at par value of Rp100,000 (full Rupiah) per share or equivalent to Rp1,981 which represent 32.50% of the total ownership. The company acknowledged the loss of impairment of shares in JGC as an expense at the end of 2022 of Rp1,981.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Jasamarga Gedebage Cilacap (JGC) (lanjutan)

Berdasarkan Akta Notaris No. 05 tanggal 18 September 2024 dibuat oleh Rina Utami Djauhari S.H. dan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan AHU-AH.01.03-0194587 Tahun 2024 tanggal 24 September 2024 para pemegang saham menyetujui penambahan setoran modal inbreng biaya prakarsa dimana Perusahaan menyetor 133.434 lembar sehingga porsi kepemilikan Perusahaan atas JGC meningkat menjadi 51,54%. Perusahaan tidak memiliki pengendalian utuh terhadap JGC sehingga tidak dikonsolidasikan. Atas biaya prakarsa yang dijadikan inbreng setoran modal JGC, Perusahaan sudah mengakui kerugian penurunan nilai.

Berdasarkan Rapat Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) pada tanggal 14 Maret 2025 dan Berita Acara No 02 tanggal 14 Maret 2025, para pemegang saham setuju untuk membagikan sisa uang muka setoran modal sebesar Rp35.126 (Catatan 17 dan 39).

PT Jasamarga Gedebage Cilacap (JGC) (continued)

Based on Notarial Deed No. 05 dated September 18, 2024, made by Rina Utami Djauhari S.H. and ratified by the Minister of Law and Human Rights of the Republic of Indonesia with Decree AHU-AH.01.03-0194587 Year 2024 dated September 24, 2024, the shareholders agreed to the additional contribution of capital in the form of initiative costs, where the Company contributed 133,434 shares, therefore increasing the Company's ownership portion in JGC to 51.54%. The Company does not have full control over JGC, hence it is not consolidated. Regarding the initiative costs that were contributed as capital contributions to JGC, the Company has recognized an impairment loss.

Based on the Extraordinary General Meeting of Shareholders (EGMS) on March 14, 2025, and the Minutes No. 02 dated March 14, 2025, the shareholders agreed to distribute the remaining capital deposit advance of Rp35,126 (Notes 17 and 39).

PT Jasamarga Jalanlayang Cikampek (JJC)

JJC didirikan pada tanggal 24 November 2016 berdasarkan Akta No. 13 dibuat di hadapan Notaris Ni Nyoman Rai Sumawati, S.H., M.Kn., di Jakarta. Anggaran Dasar telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, sebagaimana dari Surat Keputusan tanggal 28 November 2016 No. AHU-0052873.AH.01.01 Tahun 2016.

Berdasarkan Akta No. 5 tanggal 31 Desember 2021 dari Notaris Mira Aranti Ciptadi, S.H., M.Kn., di Karawang mengenai penambahan jumlah modal ditempatkan dan disetor pada JJC, Perusahaan memiliki 4.531.556 lembar saham atau setara dengan 80,00% kepemilikan saham, dan PT Ranggi Sugironperkasa memiliki 1.132.889 lembar saham atau setara dengan 20,00% kepemilikan saham yang diterbitkan oleh JJC.

Berdasarkan Akta No. 1 tanggal 1 Juli 2022 dari Notaris Mudita Chitta Odang, S.H., M.Kn., terkait pengalihan saham dalam JJC yang dimiliki oleh Perusahaan kepada JTT sebesar 2.265.778 lembar saham atau setara dengan 40,00% kepemilikan saham yang diterbitkan oleh JJC.

PT Jasamarga Jalanlayang Cikampek (JJC)

JJC was established on November 24, 2016 based on Deed No. 13 made before Notary Ni Nyoman Rai Sumawati, S.H., M.Kn., in Jakarta. The Articles of Association have obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia, as from the Decree dated November 28, 2016 No. AHU-0052873. AH.01.01 Year 2016.

Based on Deed No. 5 dated December 31, 2021 from Notary Mira Aranti Ciptadi, S.H., M.Kn., in Karawang regarding the addition of the issued and paid-up capital in JJC, the Company has 4,531,556 shares or equivalent to 80.00% share ownership, and PT Ranggi Sugironperkasa has 1,132,889 shares or equivalent to 20.00% share ownership issued by JJC.

Based on Deed No. 1 dated July 1, 2022 from Notary Mudita Chitta Odang, S.H., M.Kn., regarding the transfer of shares JJC owned by the Company to JTT in the amount of 2,265,778 shares or equivalent to 40.00% share ownership issued by JJC.

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE (continued)

PT Jasamarga Jalanlayang Cikampek (JJC) (lanjutan)

Pada tanggal 10 Oktober 2022, Perusahaan melakukan divestasi kepemilikan saham pada JJC. Berdasarkan Akta Notaris No. 2 tanggal 10 Oktober 2022, Perusahaan melakukan penjualan atas seluruh kepemilikan 2.265.778 lembar saham atau setara dengan 40,00% kepemilikan saham yang diterbitkan oleh JJC. Perusahaan tidak lagi mengkonsolidasikan laporan keuangan JJC ke laporan keuangan konsolidasian Perusahaan.

PT Jasamarga Jalanlayang Cikampek (JJC) (continued)

On October 10, 2022, the Company divested its share ownership in JJC. Based on Notarial Deed No. 2 dated October 10, 2022, the Company sold its entire ownership of 2,265,778 shares or equivalent to 40.00% share ownership issued by JJC. The Company no longer consolidates JJC's financial statements into the Company's consolidated financial statements.

PT Bogor Serpong Infra Selaras (BSIS)

BSIS didirikan berdasarkan Akta Notaris No. 5 tanggal 11 September 2024 dari Notaris Ni Nyoman Rai Sumawati, S.H., M.Kn., yang disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0072016.AH.01.01 Tahun 2024 tanggal 13 September 2024. Perusahaan berhak atas 4.394 lembar saham atau sebesar Rp4.394. Komposisi pemegang saham BSIS adalah Perusahaan sebesar 26,00%, PT Persada Utama Infra sebesar 52,00%, PT Adhi Karya (Persero) Tbk sebesar 12,00% dan PT Hutama Karya Infrastruktur sebesar 10,00%.

PT Bogor Serpong Infra Selaras (BSIS)

BSIS was established based on Notarial Deed No. 5 dated September 11, 2024 from Notary Ni Nyoman Rai Sumawati, S.H., M.Kn., which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-0072016.AH.01.01 Year 2024 dated September 13, 2024. The Company is entitled to 4,394 shares or equivalent to Rp4,394. The composition of BSIS shareholders is the Company at 26.00%, PT Persada Utama Infra at 52.00%, PT Adhi Karya (Persero) Tbk at 12.00%, and PT Hutama Karya Infrastruktur at 10.00%.

Berdasarkan Akta No. 04 tanggal 22 September 2025 yang dibuat di hadapan Notaris Ni Nyoman Rai Sumawati S.H., M.Kn., yang telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.11-0225128 Tahun 2025 tanggal 25 September 2025 terdapat peningkatan modal saham sebesar Rp201.500 yang diambil bagian oleh Perusahaan sebesar Rp52.390, dimana setoran tunai sebesar Rp10.793 dan inbreng biaya prakarsa sebesar Rp41.597 (Catatan 17 dan 48). Atas transaksi tersebut tidak terdapat perubahan persentase kepemilikan di BSIS.

Based on Deed No. 04 dated September 22, 2025, made before Notary Ni Nyoman Rai Sumawati S.H., M.Kn., which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.11-0225128 Year 2025 on September 25, 2025, there is an increase in share capital of Rp201,500, of which the Company has taken a portion of Rp52,390, where a cash deposit of Rp10,793 and a initiative cost contribution of Rp41,597 (Notes 17 and 48). There was no change in the ownership percentage in BSIS as a result of this transaction.

11. ASET TETAP / *11. FIXED ASSETS*

Rincian aset tetap adalah sebagai berikut: / *The details of fixed assets are as follows:*

	2025						
	Saldo Awal/ *Beginning Balance*	*Addition of Business Combination*	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan							***Acquisition Cost***
Aset Tetap Pemilikan Langsung							*Direct Acquisition Assets*
Hak atas Tanah	59,076	-	-	-	-	59,076	*Land Rights*
Gedung Kantor dan Bangunan Lain	191,207	-	25,510	-	11,365	228,082	*Office and Other Buildings*
Peralatan Operasi dan Kantor	729,681	-	85,880	(9,450)	8,898	815,009	*Operational and Office Equipment*
Kendaraan Bermotor	88,234	-	1,607	-	-	89,841	*Vehicles*
Sub Total	1,068,198	-	112,997	(9,450)	20,263	1,192,008	*Sub Total*
Aset Tetap dalam Konstruksi	25,630	-	22,434	-	(19,208)	28,856	*Construction in Progress*
Aset Hak Guna							*Right of Use Assets*
Kendaraan Bermotor	334,538	-	154,071	(85,771)	596	403,434	*Vehicles*
Gedung Kantor dan Bangunan Lain	37,131	-	10,486	-	-	47,617	*Office and Other Buildings*
Peralatan Operasi dan Kantor	13,697	-	4,780	-	(596)	17,881	*Operational and Office Equipment*
Sub Total	385,366	-	169,337	(85,771)	-	468,932	*Sub Total*
Total Harga Perolehan	1,479,194	-	304,768	(95,221)	1,055	1,689,796	*Total Acquisition Cost*
Akumulasi Penyusutan							***Accumulated Depreciation***
Aset Tetap Pemilikan Langsung							*Direct Acquisition Assets*
Gedung Kantor dan Bangunan Lain	50,531	-	10,623	-	-	61,154	*Office and Other Buildings*
Peralatan Operasi dan Kantor	574,207	-	54,745	(9,450)	27	619,529	*Operational and Office Equipment*
Kendaraan Bermotor	84,453	-	2,100	-	-	86,553	*Vehicles*
Sub Total	709,191	-	67,468	(9,450)	27	767,236	*Sub Total*
Aset Hak Guna							*Right of Use Assets*
Kendaraan Bermotor	220,210	-	93,726	(85,771)	-	228,165	*Vehicles*
Gedung Kantor dan Bangunan Lain	35,401	-	8,715	-	-	44,116	*Office and Other Buildings*
Peralatan Operasi dan Kantor	6,222	-	258	-	-	6,480	*Operational and Office Equipment*
Sub Total	261,833	-	102,699	(85,771)	-	278,761	*Sub Total*
Total Akumulasi Penyusutan	971,024	-	170,167	(95,221)	27	1,045,997	*Total Accumulated Depreciations*
Nilai Tercatat	**508,170**					**643,799**	***Carrying Amount***

	2024						
	Saldo Awal/ *Beginning Balance*	*Addition of Business Combination*	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan							***Acquisition Cost***
Aset Tetap Pemilikan Langsung							*Direct Acquisition Assets*
Hak atas Tanah	46,156	-	12,920	-	-	59,076	*Land Rights*
Gedung Kantor dan Bangunan Lain	171,102	2,566	15,544	(1,057)	3,052	191,207	*Office and Other Buildings*
Peralatan Operasi dan Kantor	629,864	2,595	84,440	-	12,782	729,681	*Operational and Office Equipment*
Kendaraan Bermotor	87,938	206	90	-	-	88,234	*Vehicles*
Sub Total	935,060	5,367	112,994	(1,057)	15,834	1,068,198	*Sub Total*
Aset Tetap dalam Konstruksi	21,437	-	15,068	-	(10,875)	25,630	*Construction in Progress*
Aset Hak Guna							*Right-of-Use Assets*
Kendaraan Bermotor	288,664	4,394	42,402	(29,748)	28,826	334,538	*Vehicles*
Gedung Kantor dan Bangunan Lain	34,558	-	3,152	(579)	-	37,131	*Office and Other Buildings*
Peralatan Operasi dan Kantor	50,137	-	8,906	(16,520)	(28,826)	13,697	*Operational and Office Equipment*
Sub Total	373,359	4,394	54,460	(46,847)	-	385,366	*Sub Total*
Total Harga Perolehan	1,329,856	9,761	182,522	(47,904)	4,959	1,479,194	*Total Acquisition Cost*
Akumulasi Penyusutan							***Accumulated Depreciation***
Aset Tetap Pemilikan Langsung							*Direct Acquisition Assets*
Gedung Kantor dan Bangunan Lain	38,834	2,517	10,232	(1,052)	-	50,531	*Office and Other Buildings*
Peralatan Operasi dan Kantor	517,506	1,877	54,824	-	-	574,207	*Operational and Office Equipment*
Kendaraan Bermotor	82,337	206	1,910	-	-	84,453	*Vehicles*
Sub Total	638,677	4,600	66,966	(1,052)	-	709,191	*Sub Total*
Aset Hak Guna							*Right of Use Assets*
Kendaraan Bermotor	162,078	4,297	82,782	(29,748)	801	220,210	*Vehicles*
Gedung Kantor dan Bangunan Lain	30,275	-	5,705	(579)	-	35,401	*Office and Other Buildings*
Peralatan Operasi dan Kantor	20,449	-	3,094	(16,520)	(801)	6,222	*Operational and Office Equipment*
Sub Total	212,802	4,297	91,581	(46,847)	-	261,833	*Sub Total*
Total Akumulasi Penyusutan	851,479	8,897	158,547	(47,899)	-	971,024	*Total Accumulated Depreciations*
Nilai Tercatat	**478,377**					**508,170**	***Carrying Amount***

Beban penyusutan aset tetap dialokasikan sebagai berikut: / *Depreciation of fixed assets are allocated as follows:*

	2025	2024	
Beban tol dan usaha lainnya (Catatan 37)	84.130	81.293	*Toll and other operating expenses (Note 37)*
Beban umum dan administrasi (Catatan 38)	86.037	77.254	*General and administrative expenses (Note 38)*
Total	**170.167**	**158.547**	***Total***

11. ASET TETAP (lanjutan)

Kelompok Usaha telah mengasuransikan aset tetapnya dan beberapa aset tertentu pada aset hak pengusahaan jalan tol terhadap risiko kebakaran dan risiko lainnya kepada pihak berelasi: PT Asuransi Jasa Indonesia (Persero), PT Asuransi Jasindo Syariah, PT Jasa Raharja Putra, PT BRI Asuransi Indonesia, PT Asuransi Kredit Indonesia dan pihak ketiga: PT Asuransi Harta Aman Pratama Tbk dan PT Asuransi Bumiputera Muda dengan total nilai pertanggungan sebesar Rp9.723.765 pada tanggal 31 Desember 2025 dan Rp12.397.961 pada 31 Desember 2024. Manajemen Kelompok Usaha berpendapat bahwa nilai pertanggungannya cukup untuk menutup kemungkinan kerugian atas risiko tersebut.

Nilai perolehan aset tetap yang sudah disusutkan penuh namun masih digunakan adalah Rp372.324 pada tanggal 31 Desember 2025 dan Rp371.180 pada 31 Desember 2024.

Manajemen Kelompok Usaha berkeyakinan bahwa, tidak ada kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap pada tanggal 31 Desember 2025 dan 2024.

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat aset yang dibatasi hak miliknya akibat utang.

Aset tetap dalam konstruksi adalah peralatan tol yang masih progres implementasi, dan pekerjaan tambah lingkup dan renovasi dari aset Gedung dan bangunan milik Perusahaan, JMRB, JMTM, JMTO, dan CSJ.

Persentase penyelesaian aset tetap dalam konstruksi per tanggal 31 Desember 2025 antara lain Perusahaan 83%, JMRB 94% dan JMTM 75%, JMTO 80% dan CSJ 95%. Tidak terdapat hambatan dalam penyelesaian aset tetap dalam konstruksi tersebut.

Persentase penyelesaian aset tetap dalam konstruksi per tanggal 31 Desember 2024 antara lain Perusahaan 91%, JMRB 90% dan JMTM 70%. Tidak terdapat hambatan dalam penyelesaian aset tetap dalam konstruksi tersebut.

Jumlah nilai kontraktual dalam perolehan aset tetap dalam konstruksi pada 31 Desember 2025 dan 2024 masing-masing sebesar Rp81.620 dan Rp26.238.

11. FIXED ASSETS (continued)

The Group has insured its fixed assets and certain specific assets related to the toll road property rights against fire risks and other risks with related parties: PT Asuransi Jasa Indonesia (Persero), PT Asuransi Jasindo Syariah, PT Jasa Raharja Putra, PT BRI Asuransi Indonesia, PT Asuransi Kredit Indonesia, and third parties: PT Asuransi Harta Aman Pratama Tbk and PT Asuransi Bumiputera Muda, with a total insured value of Rp9,723,765 as of December 31, 2025, and Rp12,397,961 as of December 31, 2024. The management of the Group believes that the insured amount is sufficient to cover potential losses from such risks.

The acquisition value of fixed assets that have been fully depreciated but are still in use is Rp372,324 as of December 31, 2025, and Rp371,180 as of December 31, 2024.

The Group's Management believe that, there are no events or changes in circumstances that indicate any impairment in the value of fixed assets as of December 31, 2025 and 2024, respectively.

As of December 31, 2025 and 2024, there were no assets subject to ownership restrictions due to debt.

Construction in progress are toll road equipment that is still progress of implementation, and increase the scope and renovation of building and building assets own by the Company, JMRB, JMTM, JMTO, and CSJ.

Percentage completion of the construction in progress as of December 31, 2025 includes the Company 83%, JMRB 94%, JMTM 75%, JMTO 80% and CSJ 95%. There are no obstacles in the settlement of construction in progress.

Percentage completion of the construction in progress as of December 31, 2024 includes the Company 91%, JMRB 90% and JMTM 70%. There are no obstacles in the settlement of construction in progress.

The contractual value amount in fixed asset acquisitions in construction as of December 31, 2025 and 2024 amounting to Rp81,620 and Rp26,238, respectively.

11. ASET TETAP (lanjutan) / *11. FIXED ASSETS (continued)*

	2025		
	Akumulasi Saldo/ ***Accumulated Balance***	**Estimasi Tahun Penyelesaian/** ***Estimated Year of Completion***	
Aset tetap dalam konstruksi			***Construction in Progress***
Peralatan Operasi dan Kantor	12.817	2026	*Office and Other Buildings*
Gedung Kantor dan Bangunan Lain	16.039	2026-2027	*Operational and Office Equipment*
Total	**28.856**		***Total***

	2024		
	Akumulasi Saldo/ ***Accumulated Balance***	**Estimasi Tahun Penyelesaian/** ***Estimated Year of Completion***	
Aset tetap dalam konstruksi			***Construction in Progress***
Peralatan Operasi dan Kantor	12.057	2025	*Office and Other Buildings*
Gedung Kantor dan Bangunan Lain	13.573	2025-2026	*Operational and Office Equipment*
Total	**25.630**		***Total***

Pada 2025, Perusahaan melakukan pengurangan atas aset hak guna kendaraan bermotor yang telah habis masa kontraknya.

In 2025, the Company reduce right of use assets motor vehicle that have expired their contracts.

Rincian keuntungan atas penjualan aset tetap adalah sebagai berikut:

Details of gain on sale of fixed asset are as follows:

	2025	**2024**	
Nilai Perolehan	9.450	-	*Acquisition Cost*
Akumulasi Depresiasi	(9.450)	-	*Accumulated Depreciation*
Nilai Tercatat	-	-	*Carrying Amount*
Nilai Jual Aset Tetap	447	-	*Fixed Asset Sales Value*
Laba Penjualan Aset Tetap	**447**	**-**	***Gain on Sale of Fixed Asset***

Reklasifikasi aset tetap dialokasikan sebagai berikut:

Reclassification of fixed assets is allocated as follows:

	2025			
Harga Perolehan	**Sebelum/** ***Before***	**Reklasifikasi/** ***Reclassification***	**Sesudah/** ***After***	***Acquisition Cost***
Aset tetap	1.688.741	1.055	1.689.796	*Fixed asset*
Aset takberwujud				*Intangible assets*
Hak pengusahaan jalan tol	164.176.370	(1.055)	164.175.315	*Toll road concession rights*
Subtotal	**165.865.111**	**-**	**165.865.111**	***Subtotal***
Akumulasi Penyusutan				***Accumulated Depreciation***
Aset tetap	-	27	27	*Fixed asset*
Aset takberwujud				*Intangible assets*
Hak pengusahaan jalan tol	-	(27)	(27)	*Toll road concession rights*
Subtotal	**-**	**-**	**-**	***Subtotal***
Total	**165.865.111**	**-**	**165.865.111**	***Total***

	2024			
Harga Perolehan	**Sebelum/** ***Before***	**Reklasifikasi/** ***Reclassification***	**Sesudah/** ***After***	***Acquisition Cost***
Aset tetap	1.474.235	4.959	1.479.194	*Fixed asset*
Aset takberwujud				*Intangible assets*
Lainnya	501.471	(4.959)	496.512	*Others*
Total	**1.975.706**	**-**	**1.975.706**	***Total***

12. PROPERTI INVESTASI / *12. INVESTMENT PROPERTIES*

Akun ini merupakan properti investasi yang dimiliki oleh JMRB, entitas anak.

This account represents investment properties owned by JMRB, a subsidiary.

	2025				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan					***At cost***
Properti Investasi	1.121.368	56.938	-	1.178.306	*Investment properties*
Akumulasi Penyusutan					***Accumulated depreciation***
Properti Investasi	142.187	23.852	-	166.039	*Investment properties*
Nilai Tercatat	**979.181**			**1.012.267**	***Carrying Amount***

	2024				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan					***At cost***
Properti Investasi	858.426	262.942	-	1.121.368	*Investment properties*
Akumulasi Penyusutan					***Accumulated depreciation***
Properti Investasi	106.869	35.318	-	142.187	*Investment properties*
Nilai Tercatat	**751.557**			**979.181**	***Carrying Amount***

Properti investasi terutama merupakan investasi pada bangunan tempat peristirahatan dan pelayanan, dan properti di Klungkung dan Manado. Properti investasi tersebut disewakan ke pihak ketiga.

Investment properties represent investment in rest area building, and properties in Klungkung and Manado. These investment properties are rented to third parties.

Nilai wajar dari Properti Investasi dihitung oleh KJPP Suwendho Rinaldy & Rekan, penilai independen Ocky Rinaldi, MAPPI (Cert), dalam laporannya No :

a. 00065/2.0059-02/PI/03/0242/1/II/2025 atas Tamansari Lagoon Apartement Condohotel di Manado dengan nilai wajar sebesar Rp19.016.
b. 00066/2.0059-02/PI/03/0242/1/II/2025 atas penilaian atas Wyndham Tamansari Jivva Resort di Klungkung dengan nilai wajar sebesar Rp97.563.

The fair value of the Investment Properties calculated by KJPP Suwendho Rinaldy & Partners, independent appraiser Ocky Rinaldi, MAPPI (Cert), in report No :

a. 00065/2.0059-02/PI/03/0242/1/II/2025 for Tamansari Lagoon Apartment Condohotel in Manado with the fair value amounted to Rp19,016.
b. 00066/2.0059-02/PI/03/0242/1/II/2025 for the valuation of the Wyndham Tamansari Jivva Resort in Klungkung with the fair value amounted to Rp97,563.

dengan tanggal penilaian 31 Desember 2024 dan tanggal laporan penilaian 14 Februari 2025.

with a valuation date of December 31, 2024 and a valuation report date of February 14, 2025.

Penyusutan sebesar Rp23.852 dan Rp35.318 masing-masing untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 dibebankan pada akun beban tol dan usaha lainnya (Catatan 37).

Depreciation amounting to Rp23,852 dan Rp35,318, respectively for the years ended December 31, 2025 and 2024 was charged to toll and other operating expenses (Note 37).

Pendapatan sewa dan pendapatan properti investasi yang diakui pada laba rugi untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar Rp333.929 dan Rp228.849 (Catatan 35).

Revenues from rental and investment properties recognized in profit or loss for the years ended December 31, 2025 and 2024 are amounting to Rp333,929 dan Rp228,849 (Note 35), respectively.

Beban sewa lahan dan properti yang diakui pada laba rugi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar Rp52.549 dan Rp178.613.

Cost from properties and land rental recognized in profit or loss for the years ended December 31, 2025 and 2024 are amounting to Rp52,549 and Rp178,613, respectively.

Pada tanggal 31 Desember 2025 dan 2024, properti investasi tidak diasuransikan dan tidak ada biaya pinjaman yang dikapitalisasi.

As of December 31, 2025 and 2024, investment properties are not insured and there is no capitalized borrowing costs.

12. PROPERTI INVESTASI (lanjutan) / *12. INVESTMENT PROPERTIES (continued)*

Berdasarkan evaluasi manajemen, tidak terdapat peristiwa atau perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi tanggal 31 Desember 2025 dan 2024.

Based on the assessment of the management, there are no events or changes in circumstances that indicate an impairment in the value of investment properties as of December 31, 2025 and 2024.

13. HAK PENGUSAHAAN JALAN TOL / *13. TOLL ROAD CONCESSION RIGHTS*

Rincian hak pengusahaan jalan tol adalah sebagai berikut:

The detail of toll road concession rights are as follows:

	2025						
	Saldo Awal/ *Beginning Balance*	Penambahan dari Efek Kombinasi Bisnis/*Addition of Business Combination*	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Hak Pengusahaan Jalan Tol							*Toll Road Concession Right*
Biaya Perolehan	128.517.716	-	1.487.375	(221.745)	2.682.060	132.465.406	*Acquisition Cost*
Aset HPJT Dalam Konstruksi	23.714.909	-	10.697.921	(19.806)	(2.683.115)	31.709.909	*Construction in Progress*
Sub total	152.232.625	-	12.185.296	(241.551)	(1.055)	164.175.315	*Sub total*
Akumulasi Amortisasi	20.228.388	-	2.984.771	(11.133)	(27)	23.201.999	*Accumulated Amortization*
Nilai Tercatat	**132.004.237**					**140.973.316**	***Carrying Amount***

	2024						
	Saldo Awal/ *Beginning Balance*	Penambahan dari Efek Kombinasi Bisnis/*Addition of Business Combination*	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Hak Pengusahaan Jalan Tol							*Toll Road Concession Right*
Biaya Perolehan	118.105.671	2.815.133	1.373.991	(541.960)	6.764.881	128.517.716	*Acquisition Cost*
Aset HPJT Dalam Konstruksi	16.619.657	-	13.860.133	-	(6.764.881)	23.714.909	*Construction in Progress*
Sub total	134.725.328	2.815.133	15.234.124	(541.960)	-	152.232.625	*Sub total*
Akumulasi Amortisasi	17.464.701	175.074	2.588.613	-	-	20.228.388	*Accumulated Amortization*
Nilai Tercatat	**117.260.627**					**132.004.237**	***Carrying Amount***

Jumlah beban amortisasi HPJT yang diakui pada tahun 2025 dan 2024 masing-masing sebesar Rp2.973.638 dan Rp2.588.613 (Catatan 37), dimana beban amortasi tahun 2025 berasal dari penambahan beban amortisasi tahun berjalan sebesar Rp2.984.771 dan memperhitungkan pengurangan akumulasi amortisasi dampak pengurangan HPJT sebesar Rp11.133.

The amount of HPJT amortization expense recognized in 2025 and 2024 amounted to Rp2,973,638 and Rp2,588,613, respectively (Note 37), where the 2025 amortization expense originated from additional of current year amortization expense of Rp2,984,771 and take into account the deduction accumulated amortization of the impact of the deduction of HPJT amounting to Rp11,133.

Aset hak pengusahaan jalan tol merupakan hak konsesi dari Pemerintah Republik Indonesia berupa pengusahaan jalan tol yang diberikan kepada Kelompok Usaha.

Toll road concession are rights are granted by the Government of Indonesia in the form of toll road concessions to the Group.

Selama tahun 2025 dan 2024, biaya pinjaman yang dikapitalisasi ke dalam hak pengusahaan jalan tol - aset konsesi dalam penyelesaian adalah masing-masing Rp1.146.863 dan Rp401.326.

During 2025 and 2024, borrowing cost capitalized to toll road concession rights - concession assets in progress is amounting to Rp1,146,863 and Rp401,326, respectively.

Beberapa hak pengusahaan jalan tol pada entitas anak terikat sebagai jaminan bank, dimana terdapat kuasa bank untuk menarik hak pengusahaan dan menunjuk pihak ketiga sebagai operator jalan tol untuk melaksanakan PPJT terkait (Catatan 23).

Toll road concession rights in subsidiaries are bound as collateral to the bank, in which there is power for the bank to withdraw the right to operate and appoint a third party as the toll road operator to implement the related PPJT (Note 23).

Berdasarkan Keputusan Menteri Pekerjaan Umum No. 3070/KPTS/M/2024 tentang Perubahan Atas Keputusan Menteri Pekerjaan Umum Dan Perumahan Rakyat No. 822 /KPTS/M/2021 tentang Penyelesaian Permasalahan Layanan Dana Bergulir Badan - Layanan Umum Bidang Pendanaan Sekretariat Badan Pengatur Jalan Tol Menteri Pekerjaan Umum bahwa kelebihan pembayaran nilai tambah yang dibayarkan oleh BUJT yang diantaranya ditetapkan sebagai bagian dari investasi (Catatan 44.b) sebesar Rp541.960 atas JKC, MTN, dan JSM masing-masing sebesar Rp303.803, Rp192.353 dan Rp45.804.

Based on of Public Works issued Ministerial Decree No. 3070/KPTS/M/2024 concerning Amendments to Ministerial Decree No. 822/KPTS/M/2021 on the Resolution of Issues Related to the Revolving Fund Services of the Public Service Agency under the Funding Sector of the Toll Road Regulatory that the overpayment of added value paid by BUJT which among others is determined as part of the investment (Note 44.b), JKC and MTN, subsidiaries, to derecognize excess value-added BLU amounted to Rp541,960 for JKC, MTN, and JSM, Rp303,803, Rp192,353, and Rp45,804.

13. HAK PENGUSAHAAN JALAN TOL (lanjutan) / *13. TOLL ROAD CONCESSION RIGHTS (continued)*

Pada tahun 2025, Kelompok Usaha melakukan pengurangan berupa pengurangan aset HPJT dalam konstruksi sebesar Rp19.806 sehubungan dengan pembebanan *upfront fee* pinjaman bank JAP yang sebelumnya dikapitalisasi. Selanjutnya, Grup juga melakukan pengurangan biaya perolehan HPJT sebesar Rp221.745 sehubungan dengan kelebihan pembayaran kepada kontraktor.

In 2025, the Group recorded an deduction in the form of a reduction of construction in progress amounting to Rp19,806 in connection with the expensing of the upfront fee on the JAP's bank loan, which had previously been capitalized. In addition, the Group also recorded a reduction in the acquisition cost of HPJT amounting to Rp221,745 in relation to an overpayment to the contractor.

14. ASET TAKBERWUJUD LAINNYA / *14. OTHER INTANGIBLE ASSETS*

Rincian aset takberwujud lainnya adalah sebagai berikut:

Details of other intangible assets are as follows:

	2025					
	Saldo Awal/ *Beginning Balance*	Penambahan dari Kombinasi Bisnis/ *Addition of Business Combination*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan						***Acquisition Cost***
Perangkat Lunak	496.512	-	27.836	-	524.348	*Software*
Akumulasi Amortisasi						***Accumulated Amotization***
Perangkat Lunak	408.234	-	27.087	-	435.321	*Software*
Nilai Tercatat	**88.278**				**89.027**	***Carrying Amount***

	2024					
	Saldo Awal/ *Beginning Balance*	Penambahan dari Kombinasi Bisnis/ *Addition of Business Combination*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan						***Acquisition Cost***
Perangkat Lunak	485.324	2.103	14.044	(4.959)	496.512	*Software*
Akumulasi Amortisasi						***Accumulated Amotization***
Perangkat Lunak	375.750	1.858	30.626	-	408.234	*Software*
Nilai Tercatat	**109.574**				**88.278**	***Carrying Amount***

Beban amortisasi aset takberwujud lainnya adalah sebagai berikut:

Amortization expense for other intangible assets are as follows:

	2025	2024	
Beban tol dan usaha lainnya (Catatan 37)	871	871	*Toll and other operating expenses (Note 37)*
Beban umum dan administrasi (Catatan 38)	26.216	29.755	*General and administrative expenses (Note 38)*
Total	**27.087**	**30.626**	***Total***

15. *GOODWILL* / *15. GOODWILL*

Saldo *goodwill* merupakan selisih antara nilai wajar aset neto Perusahaan yang diakuisisi dari pihak ketiga dengan nilai akuisisi secara keseluruhan, dengan detail sebagai berikut:

The balance of goodwill consists of the difference between fair value of net assets of the following Companies acquired from third parties and the total acquisition price:

	2025	2024	
Nilai Tercatat			***Carrying Amount***
Akuisisi PT Jasamarga Surabaya Mojokerto	36.880	36.880	*Acquisition of PT Jasamarga Surabaya Mojokerto*
Akuisisi PT Jasamarga Tollroad Maintenance	2.848	2.848	*Acquisition of PT Jasamarga Tollroad Maintenance*
Akuisisi PT Jasamarga Kunciran Cengkareng	2.121	2.121	*Acquisition of PT Jasamarga Kunciran Cengkareng*
Total	**41.849**	**41.849**	***Total***

Manajemen Kelompok Usaha berkeyakinan bahwa tidak terdapat penurunan nilai *goodwill* pada tanggal 31 Desember 2025 dan 2024.

The Group's Management believes that there is no impairment in goodwill as of December 31, 2025 and 2024.

16. ASET KEUANGAN LAINNYA / *16. OTHER FINANCIAL ASSETS*

Kelompok Usaha memiliki investasi pada instrumen ekuitas yang dikategorikan sebagai aset keuangan yang diukur dengan nilai wajar melalui penghasilan komprehensif lain dengan rincian sebagai berikut:

The Group has investment in equity instruments categorized as financial assets at Fair Value Through Other Comprehensive Income (FVTOCI) with details as follows:

Perusahaan/*The Company*	Status/ *Status*	%	2025 Perubahan Selama Setahun / *Changes in a Year* Saldo Awal/ *Beginning Balance*	Reklasifikasi/ *Reclassification*	Kenaikan (Penurunan) Nilai Wajar/ *Increase (Decrease) in Fair Value*	Saldo Akhir/ *Ending Balance*
PT Marga Mandala Sakti (MMS)	Operasi/ *Operate*	1,94	66.482	-	8.727	75.209
PT Citra Margatama Surabaya (CMS)	Operasi/ *Operate*	3,17	23.504	-	6.443	29.947
PT Marga Nurindo Bhakti (MNB)	Pengakhiran PKP/ *Termination of Concession*	4,75	-	-	-	-
PT Citra Mataram Satriamarga Persada (CMSP)	Pengakhiran PKP/ *Termination of Concession*	15,00	-	-	-	-
PT Margaraya Jawa Tol (MJT)	Belum Operasi/ *Not Yet Operated*	2,47	-	-	-	-
PT Makassar Metro Network (MMN) d/h PT Bosowa Marga Nusantara (BMN)	Operasi/ *Operate*	0,38	3.620	-	(334)	3.286
PT Jatim Prasarana Utama (JPU)	Operasi/ *Operate*	7,41	1.042	-	(104)	938
PT Marga Mawatindo Esprit (MME)	Pengakhiran PKP/ *Termination of Concession*	8,33	-	-	-	-
PT Marga Net One Limited (MNOL)	Pengakhiran PKP/ *Termination of Concession*	10,00	-	-	-	-
PT Pilar Sinergi BUMN Indonesia (PSBI)	Operasi/ *Operate*	7,08	-	-	-	-
PT Kresna Kusuma Dyandra Marga (KKDM)	Operasi/ *Operate*	0,14	1.280	-	841	2.121
PT Hutama Marga Waskita (HAMAWAS)	Konstruksi/ *Construction*	0,41	15.235	-	(1.973)	13.262
Penyertaan tidak langsung melalui JMTO/ *Indirect investment through JMTO*						
PT Fintek Karya Nusantara (FINARYA)	Operasi/ *Operate*	8,97	143.666	-	(27.134)	116.532
Penyertaan tidak langsung melalui JMRB/ *Indirect investment through JMRB*						
PT Sinergi Colomadu (SC)	Operasi/ *Operate*	0,63	91	-	-	91
PT PP Sinergi Banjaratma (PPSB)	Operasi/ *Operate*	6,21	4.926	-	(805)	4.121
Penyertaan tidak langsung melalui JMTM/ *Indirect investment through JMTM*						
PT Waskita Beton Precast (WSBP) Tbk	Operasi/ *Operate*	0,09	-	2.385	(1.305)	1.080
Total			**259.846**	**2.385**	**(15.644)**	**246.587**

Perusahaan/*The Company*	Status/ *Status*	%	2024 Perubahan Selama Setahun / *Changes in a Year* Saldo Awal/ *Beginning Balance*	Reklasifikasi/ *Reclassification*	Kenaikan (Penurunan) Nilai Wajar/ *Increase (Decrease) in Fair Value*	Saldo Akhir/ *Ending Balance*
PT Marga Mandala Sakti (MMS)	Operasi/ *Operate*	1,94	93.498	-	(27.016)	66.482
PT Citra Margatama Surabaya (CMS)	Operasi/ *Operate*	3,17	25.585	-	(2.081)	23.504
PT Marga Nurindo Bhakti (MNB)	Pengakhiran PKP/ *Termination of Concession*	4,75	-	-	-	-
PT Citra Mataram Satriamarga Persada (CMSP)	Pengakhiran PKP/ *Termination of Concession*	15,00	-	-	-	-
PT Margaraya Jawa Tol (MJT)	Belum Operasi/ *Not Yet Operated*	2,47	-	-	-	-
PT Makassar Metro Network (MMN) d/h PT Bosowa Marga Nusantara (BMN)	Operasi/ *Operate*	0,38	5.347	-	(1.727)	3.620
PT Jatim Prasarana Utama (JPU)	Operasi/ *Operate*	7,41	1.083	-	(41)	1.042
PT Marga Mawatindo Esprit (MME)	Pengakhiran PKP/ *Termination of Concession*	8,33	-	-	-	-
PT Marga Net One Limited (MNOL)	Pengakhiran PKP/ *Termination of Concession*	10,00	-	-	-	-
PT Pilar Sinergi BUMN Indonesia (PSBI)	Operasi/ *Operate*	7,08	-	2.457	(2.457)	-
PT Kresna Kusuma Dyandra Marga (KKDM)	Operasi/ *Operate*	0,14	-	-	1.280	1.280
PT Hutama Marga Waskita (HAMAWAS)	Konstruksi/ *Construction*	0,41	22.802	-	(7.567)	15.235
Penyertaan tidak langsung melalui JMTO/ *Indirect investment through JMTO*						
PT Fintek Karya Nusantara (FINARYA)	Operasi/ *Operate*	8,97	97.031	-	46.635	143.666
Penyertaan tidak langsung melalui JMRB/ *Indirect investment through JMRB*						
PT Sinergi Colomadu (SC)	Operasi/ *Operate*	0,63	1.331	-	(1.240)	91
PT PP Sinergi Banjaratma (PPSB)	Operasi/ Operate	6,21	-	9.276	(4.350)	4.926
Total			**246.677**	**11.733**	**1.436**	**259.846**

16. ASET KEUANGAN LAINNYA (lanjutan)

a. PT Fintek Karya Nusantara (FINARYA)

FINARYA didirikan berdasarkan Akta No. 13 tanggal 21 Januari 2019 dari Notaris Bonardo Nasution, S.H., dalam rangka penyelenggaraan jasa sistem pembayaran. Akta pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU 0003446.AH.01.01 Tahun 2019 tanggal 21 Januari 2019.

Berdasarkan Akta Notaris No. 53 tanggal 8 November 2022 dari Jimmy Tanal, S.H., M.Kn kepemilikan Perusahaan terdilusi dari sebesar 9,03% menjadi sebesar 8,97%.

Nilai wajar investasi saham di FINARYA ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Ihot Dollar & Raymond, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 20 Februari 2026 dan 17 Februari 2025 untuk tahun yang berakhir 31 Desember 2025 dan 2024.

b. PT Marga Mandala Sakti (MMS)

MMS didirikan berdasarkan Akta Notaris No. 14 tanggal 4 Oktober 1989 dari Kartini Muljadi, S.H., penyertaan pada MMS dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Tangerang - Merak. Perusahaan memiliki 28.000.000 lembar saham dengan nilai nominal Rp100 (Rupiah penuh) per lembar saham atau setara dengan Rp2.800 yang merupakan 8,68% kepemilikan.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Luar Biasa dengan Akta Notaris No. 5 tanggal 9 Desember 2004 dari Hendra Karyadi, S.H., para pemegang saham menyetujui penerbitan 921.310.773 lembar saham baru kepada pemegang obligasi konversi. Para pemegang saham lama menyatakan telah melepaskan hak masing-masing untuk membeli saham baru yang diterbitkan kepada pemegang obligasi konversi tersebut.

Perubahan pemegang saham tersebut sesuai dengan Akta Notaris No. 11 tanggal 1 Agustus 2005 dari Notaris Benny Kristianto, S.H., mengenai perubahan pemegang saham MMS dan telah diterima oleh Departemen Hukum dan Hak Asasi Manusia Direktorat Administrasi Hukum Umum No. C-UM.02.01.14078 tanggal 23 September 2005, sehingga kepemilikan pada MMS menjadi 1,94% dari total kepemilikan.

16. OTHER FINANCIAL ASSETS (continued)

a. PT Fintek Karya Nusantara (FINARYA)

FINARYA was established based on Deed No. 13 dated January 21, 2019, from Notary Bonardo Nasution, S.H., for the purpose of providing payment system services. The deed of establishment was ratified by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU 0003446.AH.01.01 Year 2019 dated January 21, 2019.

Based on Notarial Deed No. 53 dated November 8, 2022 of Jimmy Tanal, S.H., M.Kn the Company's ownership was diluted from 9.03% to become 8.97%.

The fair value of equity investments in FINARYA is determined using the discounted cash flow method and market value comparisons. The fair value of the equity investments is based on an assessment conducted by KJPP Ihot Dollar & Raymond, an independent appraiser registered with the OJK, in their reports dated February 20, 2026, and February 17, 2025, for the year ended December 31, 2025, and 2024.

b. PT Marga Mandala Sakti (MMS)

MMS was established based on the Notarial Deed No. 14 dated October 4, 1989 from Kartini Muljadi, S.H., The investment in MMS relates to the construction and operation of the Tangerang - Merak toll road. The Company originally owned 28,000,000 shares at par value of Rp100 (full Rupiah) per share or equivalent to Rp2,800 which represent 8.68% ownership interest.

Based on the Minutes of the Extraordinary General Meeting of Shareholders as included in the Notarial Deed No. 5 dated December 9, 2004 from Hendra Karyadi, S.H., the shareholders agreed with the issuance of 921,310,773 new shares to convertible bondholders. The predecessor shareholders had already waived their rights to subscribe for new shares issued to the convertible bondholders.

This change of shareholders, according to the Deed No. 11 dated August 1, 2005 of Notarial Deed Benny Kristianto, S.H., regarding to change of MMS shareholders, has been received by the Directorate General of General Law Administration, Department of Law and Human Rights under receipt No.C-UM.02.01.14078 dated September 23, 2005, as a consequence, the Company's ownership in MMS become 1.94% from total ownership.

16. ASET KEUANGAN LAINNYA (lanjutan)

b. PT Marga Mandala Sakti (MMS) (lanjutan)

Nilai wajar investasi saham di MMS ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

c. PT Citra Margatama Surabaya (CMS)

CMS didirikan berdasarkan Akta Notaris No. 99 tanggal 26 Desember 1996 dari Notaris Siti Pertiwi Henny Singgih, S.H., Penyertaan pada CMS dilakukan sehubungan dengan penyelenggaraan proyek Jalan Tol Waru-Juanda. Perusahaan memiliki 8.550.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau sebesar Rp8.550 yang merupakan 15,00% dari total kepemilikan.

Berdasarkan Akta Pernyataan Keputusan di Luar Rapat PT Citra Margatama Surabaya No. 25 tanggal 25 Januari 2018, para pemegang saham antara lain menyetujui peningkatan modal ditempatkan dan disetor penuh menjadi 630.000.000 lembar saham, namun Perusahaan tidak mengambil bagian porsi saham yang ditawarkan atas peningkatan modal tersebut sehingga kepemilikan saham Perusahaan di CMS mengalami penurunan menjadi sebesar 3,17% dari total kepemilikan.

Nilai wajar investasi saham di CMS ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

d. PT Sinergi Colomadu

PT Sinergi Colomadu didirikan berdasarkan Akta Notaris No. 8 tanggal 8 April 2017 dari Ilmiawan Dekrit S, S.H., M.H., di Jakarta. Akta pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU 0020383.AH.01.01 Tahun 2017 tanggal 3 Mei 2017.

JMRB memiliki 68.800.000 lembar saham dengan nominal Rp100 per lembar saham atau setara dengan Rp6.880 dengan total keseluruhan saham sebesar Rp86.000 atau setara dengan 8,00% kepemilikan saham.

16. OTHER FINANCIAL ASSETS (continued)

b. PT Marga Mandala Sakti (MMS) (continued)

The fair value of share investments in MMS is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

c. PT Citra Margatama Surabaya (CMS)

CMS was established based on the Notarial Deed No. 99 dated December 26, 1996 of Notary Siti Pertiwi Henny Singgih, S.H., The investment in CMS was made in relation to the constructions and operations of the Waru - Juanda toll road project. The Company owns 8,550,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp8,550 which represent 15.00% of total ownership.

Based on the Deed of Decision Statement Outside the Meeting of PT Citra Margatama Surabaya No. 25 dated January 25, 2018, the shareholders agreed, among other things, to increase the issued and fully paid up capital to 630,000,000 shares, but the Company did not take part of the portion of shares offered for capital increase, therefore the Company's share ownership in CMS decreased to become 3.17% of total ownership.

The fair value of share investments in CMS is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

d. PT Sinergi Colomadu

PT Sinergi Colomadu was established based on Notarial Deed No. 8 dated April 8, 2017 from Ilmiawan Dekrit S, S.H., M.H., in Jakarta. The deed of establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU 0020383.AH.01.01 Year 2017 on May 3, 2017.

JMRB has 68,800,000 shares with a nominal value of Rp100 per share or equivalent to Rp6,880 with a total stock of Rp86,000 or equivalent to 8.00% of share ownership.

16. ASET KEUANGAN LAINNYA (lanjutan)

d. PT Sinergi Colomadu (lanjutan)

Berdasarkan Akta Notaris No. 22 tanggal 27 Desember 2023 dari Eret Hartanto, S.H., kepemilikan Perusahaan terdilusi dari sebesar 8,00% menjadi sebesar 0,63%.

Nilai wajar investasi saham di PT Sinergi Colomadu ditentukan dengan menggunakan metode diskonto arus kas. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Suwendho Rinaldy dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 9 Februari 2026 dan 14 Februari 2025.

e. PT Kresna Kusuma Dyandra Marga (KKDM)

KKDM didirikan berdasarkan Akta Notaris No. 94 tanggal 20 Desember 1996 dari Mudofir Hadi, S.H., Penyertaan pada KKDM dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Bekasi Timur - Cawang - Kampung Melayu yang meliputi pembangunan, pengoperasian dan pemeliharaan jalan tol. Perusahaan memiliki 7.650.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp7.650 yang merupakan 10,00% kepemilikan di KKDM.

Berdasarkan Akta Notaris No. 14 tanggal 14 November 2024 dari Nanette Cahyanie Handari Adi Warsito, S.H., kepemilikan Perusahaan terdilusi dari sebesar 0,30% menjadi sebesar 0,14%.

Nilai wajar investasi saham di KKDM ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

f. PT Makassar Metro Network (MMN)

MMN didirikan berdasarkan Akta Notaris No. 20 tanggal 12 April 1993 dari Mestariany Habie, S.H. Penyertaan pada MMN dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Ujung Pandang, yaitu Jalan Satando - Simpang Urip Sumoharjo/Petta Rani (tahap I) - Jalan Sultan Alauddin (tahap II). Berdasarkan Akta No. 25 tanggal 5 September 1998, Perusahaan memiliki 3.332 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp3.332 yang merupakan 10,00% dari total kepemilikan.

16. OTHER FINANCIAL ASSETS (continued)

d. PT Sinergi Colomadu (continued)

Based on Notarial Deed No. 22 dated Desember 27, 2023 of Eret Hartanto, S.H., the Company's ownership was diluted from 8.00% to become 0.63%.

The fair value of the equity investment in PT Sinergi Colomadu is determined using the discounted cash flow method. As of December 31, 2025 and 2024, the fair value of the equity investment is based on an appraisal conducted by KJPP Suwendho Rinaldy and Partners, an independent appraiser registered with the OJK, in their reports dated February 9, 2026 and February 14, 2025.

e. PT Kresna Kusuma Dyandra Marga (KKDM)

KKDM was established based on the Notarial Deed No. 94 dated December 20, 1996 of Mudofir Hadi, S.H., The investment in KKDM relates to the operation of the Bekasi Timur - Cawang - Kampung Melayu toll road project, which comprise construction, operation and maintenance of the toll road. The Company owns 7,650,000 shares with a par value of Rp1,000 (full Rupiah) per share or equivalent to Rp7,650 which represent 10.00% ownership of KKDM.

Based on Notarial Deed No. 14 dated November 14, 2024 of Nanette Cahyanie Handari Adi Warsito, S.H., the Company's ownership was diluted from 0.30% to become 0.14%.

The fair value of share investments in KKDM is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

f. PT Makassar Metro Network (MMN)

MMN was established based on the Notarial Deed No. 20 dated April 12, 1993 of Mestariany Habie, S.H. The investment in MMN was made in relation to the construction and operation of the Ujung Pandang toll roads that is Jalan Satando - Urip Sumoharjo/Petta Rani Interchange (phase I) - Jalan Sultan Alauddin (phase II). Based on the Deed No. 25 dated September 5, 1998, the Company owned 3,332 shares at par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp3,332 which represent 10.00% of total ownership.

16. ASET KEUANGAN LAINNYA (lanjutan)

f. PT Makassar Metro Network (MMN) (lanjutan)

Keputusan Menteri Pekerjaan Umum No. 276/KPTS/1994 tanggal 26 Agustus 1994 dan Akta Notaris No. 322 tanggal 29 Agustus 1994, Mestariany Habie, S.H., menyatakan bahwa MMN mengoperasikan jalan tol selama 30 (tiga puluh) tahun untuk tahap I dan tahap II akan ditentukan kemudian namun tidak lebih dari 30 (tiga puluh) tahun sejak dioperasikannya jalan tol baik sebagian atau seluruhnya. Ruas jalan tol Ujung Pandang tahap I dan II telah dioperasikan sejak 1998.

Anggaran Dasar MMN beberapa kali berubah sampai dengan yang tercantum dalam Akta Notaris No. 13 tanggal 14 Juni 2022 yang dibuat dihadapan Citra Buana Tungga, S.H., M.Kn., terdapat peningkatan modal dasar, ditempatkan, dan disetor perusahaan. Akibat perubahan tersebut, kepemilikan saham Perusahaan terdilusi menjadi 0,38%.

Nilai wajar investasi saham di MMN ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

g. PT Jatim Prasarana Utama (JPU)

JPU didirikan berdasarkan Akta Notaris No. 25 tanggal 27 Desember 2002 dari Rosida, S.H., Perusahaan memiliki 12.858 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp12.858 merupakan 30,00% kepemilikan.

JPU merupakan perusahaan ventura bersama antara Perusahaan dan Pemerintah Daerah Jawa Timur. JPU didirikan dengan maksud untuk meneruskan kelanjutan proyek jalan tol Surabaya - Mojokerto yang telah terhenti setelah Menteri Permukiman, Prasarana dan Wilayah Tertinggal mencabut izin konsesi yang diberikan kepada PT Jasamarga Surabaya Mojokerto (JSM) melalui surat Menkimpraswil No. 418/KPTS/M/2001 tanggal 18 Juli 2001.

Setelah Mahkamah Agung menolak pengajuan Peninjauan Kembali dari Menkimpraswil pada tanggal 31 Desember 2005, maka hak penyelenggaraan jalan tol dikembalikan kepada JSM. Sebagai akibatnya, JPU tidak lagi terlibat dalam proyek jalan tol tersebut. Pada tanggal 8 Mei 2007, JPU ikut serta dalam penyertaan saham JGP untuk proyek jalan tol Gempol Pasuruan dengan kepemilikan setara dengan 1,40% dari total kepemilikan.

16. OTHER FINANCIAL ASSETS (continued)

f. PT Makassar Metro Network (MMN) (continued)

The Decree of the Minister of Public Work No. 276/KPTS/1994 dated August 26, 1994 and the Notarial Deed No. 322 dated August 29, 1994, Mestariany Habie, S.H., stated that MMN would operate phase I of the toll road for 30 (thirty) years and phase II will be decided later but not for a period longer than 30 (thirty) years for the operation of either part or all of the toll road. Phase I and Phase II of the Ujung Pandang toll road have been operating since 1998.

MMN's Articles of Association have been changed several times up to those stated in the Notary Deed No. 13 dated June 14, 2022 which was made in front of Citra Buana Tungga, S.H., M.Kn., there was an increase in the Company's authorized, issued and paid-up capital. As a result of this change, the Company's share ownership was diluted to 0.38%.

The fair value of share investments in MMN is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

g. PT Jatim Prasarana Utama (JPU)

JPU was established based on the Notarial Deed No. 25 dated December 27, 2002 of Rosida, S.H., the Company owns 12,858 shares at a par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp12,858 which represent 30.00% ownership interest.

JPU is a joint venture between the company and the East Java regional government. JPU was set up to continue the Surabaya - Mojokerto toll road project that was put on hold after the Minister of Settlement, Infrastructure, and Underdeveloped Regions revoked the concession granted to PT Jasamarga Surabaya Mojokerto (JSM) through letter No. 418/KPTS/M/2001 dated July 18, 2001.

After the Supreme Court refused the application for Judicial Review of Minister of Settlement and Regional Infrastructure, dated December 31, 2005, the concession rights have been returned to JSM. As a result, JPU is no longer involved in such toll road project. On May 8, 2007, JPU participated in investment in shares of JGP to develop toll road project of Gempol Pasuruan, with the equivalent of 1.40% of total ownership.

16. ASET KEUANGAN LAINNYA (lanjutan)

g. PT Jatim Prasarana Utama (JPU) (lanjutan)

Berdasarkan Berita Acara RUPS JPU tanggal 6 Mei 2013, pemegang saham JPU memutuskan penurunan modal dasar menjadi Rp150.000 sebelumnya Rp171.400 dan modal disetor menjadi Rp40.502 yang terdiri dari kepemilikan Pemerintah Provinsi Jawa Timur sebesar Rp37.502 atau setara dengan 92,59%, dan Perusahaan sebesar Rp3.000 atau setara dengan 7,41% dari total kepemilikan.

Penurunan tersebut akibat dari penghapusan piutang modal disetor ke Perusahaan sebesar Rp9.858. Perusahaan mereklasifikasi nilai saldo penyertaan sebesar Rp3.000 ke akun Aset Keuangan Lainnya sejak bulan Agustus 2014.

Nilai wajar investasi saham di JPU ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

h. PT Pilar Sinergi BUMN Indonesia (PSBI)

PSBI didirikan berdasarkan Akta Notaris No. 21 tanggal 2 Oktober 2015 dari Mala Mukti, S.H., LL.M., dalam rangka pengoperasian kereta cepat Jakarta - Bandung. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-2460435.AH.01.01 Tahun 2015 tanggal 12 Oktober 2015.

Penyertaan Perusahaan di PSBI merupakan bentuk penugasan Pemerintah sebagaimana tertuang dalam Peraturan Presiden Republik Indonesia No. 107 Tahun 2015 tentang Percepatan Penyelenggaraan Prasarana dan Sarana Kereta Cepat Antara Jakarta dan Bandung.

Sesuai dengan Akta Notaris atas Pernyataan Keputusan Para Pemegang Saham No. 45 tanggal 10 Desember 2024 yang dibuat oleh Mala Mukti, S.H., LL.M., Notaris di Jakarta, mengenai peningkatan modal dasar dan penerbitan saham baru, kepemilikan Perusahaan terdilusi dari sebesar 8,30% menjadi sebesar 7,08%.

16. OTHER FINANCIAL ASSETS (continued)

g. PT Jatim Prasarana Utama (JPU) (continued)

Based on the Minutes of JPU General Meeting of Shareholders dated May 6, 2013, JPU's shareholders decreased its authorized capital to Rp150,000 previously Rp171,400 and paid in capital to Rp40,502 with ownership consisting of East Java Provincial Government amounting to Rp37,502 or equivalent to 92.59% ownership, and Company amounting Rp3,000 or equivalent to 7.41% of total ownership.

The decrease was a result of the write off of the paid in capital receivables from the Company amounting to Rp9,858. The Company reclassified the balance of investment amounting to Rp3,000 to Other Financial Assets account since August 2014.

The fair value of share investments in JPU is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

h. PT Pilar Sinergi BUMN Indonesia (PSBI)

PSBI was established based on Notarial Deed No. 21 dated October 2, 2015 of Mala Mukti, S.H., LL.M., for Jakarta - Bandung high speed train operation. The Deed of Establishment were legalized by Minister of Law and Human Rights of the Republic of Indonesia on its Decision Letter No. AHU-2460435.AH.01.01 Year 2015 dated October 12, 2015.

The Company's investment in PSBI is a form of government assignment as stated in the Presidential Regulation of the Republic of Indonesia No. 107 of 2015 concerning the Acceleration of The Implementation of Infrastructure and Facilities for High Speed Rail between Jakarta and Bandung.

In accordance with the Notarial Deed on the Statement of Shareholders No. 45 dated December 10, 2024 made by Mala Mukti, S.H.,LL.M., Notary in Jakarta, regarding increase the authorized capital and the issuance of new shares, the Company's ownership was diluted from 8.30% to become 7.08%.

16. ASET KEUANGAN LAINNYA (lanjutan)

h. PT Pilar Sinergi BUMN Indonesia (PSBI) (lanjutan)

Nilai wajar investasi saham di PPSB ditentukan dengan menggunakan metode arus kas terdiskonto dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Tobing Panaturi dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tertanggal 3 Desember 2025.

i. PT Marga Nurindo Bhakti (MNB)

MNB didirikan berdasarkan Akta Notaris No. 9 tanggal 2 Desember 1991 dari B.R.A.Y. Mahyastoeti Notonogoro, S.H., *juncto* Akta Notaris No. 19 tanggal 4 Maret 1998 dari Agus Madjid, S.H. Penyertaan pada MNB dilakukan dengan penyelenggaraan proyek Jalan Tol JORR Seksi S dan E1 (Pondok Pinang - Jagorawi - Cikunir). Perusahaan memiliki 1.350 lembar saham dengan nilai nominal Rp10.000 (Rupiah penuh) per lembar saham atau setara dengan Rp13.500 yang merupakan 10,00% dari total kepemilikan.

Anggaran Dasar MNB beberapa kali diubah, dengan perubahan terakhir berdasarkan Akta Notaris No. 23 tanggal 25 Desember 2010 dari Ny. Etty Roeswitha Moelia, S.H. Akta Perubahan disahkan oleh Menteri Hukum dan HAM Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.10-06698 Tahun 2011 tanggal 3 Maret 2011.

Perusahaan memiliki 950 lembar saham dengan nilai nominal Rp10.000 (Rupiah penuh) per lembar saham atau setara dengan Rp9.500 yang merupakan 4,75% kepemilikan.

Berdasarkan surat Perusahaan kepada MNB No. AA.HK.02.1143 tanggal 11 Agustus 2000, Perusahaan mengambil alih proyek yang dibangun oleh MNB.

Pengambilalihan proyek ini mengakibatkan penyertaan Perusahaan dinilai sudah tidak memiliki nilai ekonomis dan mengakui kerugian atas penurunan nilai penyertaan yang bersifat permanen tahun 2000 sebesar Rp9.500.

CMSP didirikan berdasarkan Akta Notaris No. 36 tanggal 12 April 1996 dari Siti Pertiwi Henny Singgih, S.H. Penyertaan pada CMSP dilakukan sehubungan dengan penyelenggaraan proyek jalan tol JORR Seksi W2 (Kebon Jeruk - Pondok Pinang).

16. OTHER FINANCIAL ASSETS (continued)

h. PT Pilar Sinergi BUMN Indonesia (PSBI) (continued)

The fair value of stock investments in PPSB is determined using the discounted cash flow method and market value comparison. The fair value of stock investments is based on the appraisal conducted by KJPP Tobing Panaturi and Partners, an independent appraiser registered with the OJK, in their report dated December 3, 2025.

i. PT Marga Nurindo Bhakti (MNB)

MNB was established based on The Notarial Deed No. 9 dated December 2, 1991 of B.R.A.Y. Mahyastoeti Notonogoro, S.H., in conjunction with the Notarial Deed No. 19 dated March 4, 1998 of Agus Madjid, S.H. The investment in MNB relates to the construction and operation of the JORR toll road Section S and E1 (Pondok Pinang - Jagorawi - Cikunir). The Company owned 1,350 shares at par value of Rp10,000 (full Rupiah) per share or equivalent to Rp13,500 which represent 10.00% of total ownership.

The Articles of Association of MNB have been amended several times, with the most recent amendment based on Notarial Deed No. 23 dated December 25, 2010, by Mrs. Etty Roeswitha Moelia, S.H. The amendment deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.10-06698 Year 2011 dated March 3, 2011.

The Company has 950 shares with par value Rp10,000 (full Rupiah) per share or equivalent to Rp9,500 which represent 4.75% ownership interest.

Based on the Company's Letter No. AA.HK.02.1143 dated August 11, 2000 to MNB, the Company took over the project being built by MNB.

As a consequence, the Company's investment in MNB has no more economic value, therefore, the Company recognized the loss on the permanent impairment of its investment in year 2000 amounting to Rp9,500.

CMSP was established based on the Notarial Deed No. 36 dated April 12, 1996 from Siti Pertiwi Henny Singgih, S.H. The investment in CMSP relates to operation of the JORR Section W2 (Kebon Jeruk - Pondok Pinang) toll road project.

16. ASET KEUANGAN LAINNYA (lanjutan)

j. PT Citra Mataram Satriamarga Persada (CMSP)

Perusahaan memiliki 4.725.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp4.725 yang merupakan 15,00% dari total kepemilikan.

Berdasarkan surat Perusahaan kepada CMSP No. AA.HK.02.820 tanggal 21 Juni 2000, mengenai pengambilalihan proyek dan pengakhiran PKP, investasi Perusahaan pada CMSP dipandang sudah tidak memiliki nilai ekonomis, sehingga Perusahaan mengakui kerugian atas penurunan nilai penyertaan tahun 2000 sebesar Rp4.725.

k. PT Margaraya Jawa Tol (MJT)

MJT didirikan berdasarkan Akta Notaris No. 18 tanggal 6 Juni 1997 dari Enimarya Agoes Suwarako, S.H. Penyertaan pada MJT dilakukan sehubungan dengan penyelenggaraan proyek Jalan Tol Waru (Aloha) - Tanjung Perak. Perusahaan memiliki 4.143.438 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp4.143 yang merupakan 5,00% dari total kepemilikan.

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa mengenai restrukturisasi MJT yang tercantum dalam Akta Notaris Adrian Djuaini, S.H., No. 17 tanggal 20 Oktober 2004, Perusahaan memperoleh 1.250.000 lembar saham dari hasil kapitalisasi atau konversi 20.000.000 saham baru sehingga kepemilikan saham Perusahaan menjadi 5.393.438 lembar saham atau setara dengan Rp5.393. Selain itu, MJT juga mengeluarkan saham baru dari saham portepel sebanyak 110.458.000 lembar saham.

Perusahaan tidak menambah modal disetor tersebut sehingga kepemilikan Perusahaan mengalami dilusi menjadi sebesar 2,47%. Pemerintah dan MJT telah menandatangani PPJT pada tanggal 19 Juli 2007 dengan masa konsesi hingga tahun 2047.

Perusahaan menganggap penyertaan pada MJT sudah tidak memiliki nilai ekonomis disebabkan tidak adanya kepastian pengembalian investasi atas penyertaannya dan mengakui kerugian atas penurunan nilai penyertaan sebesar Rp4.143 sebagai beban tahun 2019.

16. OTHER FINANCIAL ASSETS (continued)

j. PT Citra Mataram Satriamarga Persada (CMSP)

The Company owns 4,725,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp4,725 which represent 15.00% of total ownership.

Based on the company's letter to CMSP No. AA.HK.02.820 dated June 21, 2000, regarding the takeover of the project and the termination of the PKP, the company's investment in CMSP is considered to no longer have economic value, therefore the company recognized a loss on the impairment of the investment in 2000 amounting to Rp4,725.

k. PT Margaraya Jawa Tol (MJT)

MJT was established based on the Notarial Deed No. 18 dated June 6, 1997 dari Enimarya Agoes Suwarako, S.H. The investment in MJT relates to the construction and operation of the Waru (Aloha) - Tanjung Perak toll road project. The Company originally owned 4,143,438 shares at par value of Rp1,000 (full Rupiah), amounting to Rp4,143 which represent 5.00% of total ownership.

Based on the Extraordinary General Meeting of Shareholders, regarding MJT restructuring, as included in the Notarial Deed No. 17 dated October 20, 2004, Adrian Djuaini, S.H., the Company acquired 1,250,000 shares from capitalization or conversion of convertible bond to 20,000,000 new shares, hence, the Company's shares became 5,393,438 shares or equivalent to Rp5,393. In addition, MJT issued new shares from its portfolio of 110,458,000 shares.

The Company did not increase its investment and as a result, the Company's ownership diluted to 2.47%. The Government and MJT have entered into Concession Rights Agreement on July 19, 2007 with concession period until year 2047.

The Company has identified the invesment in MJT does not have any expected future economic benefit and, therefore, the Company recognized the loss on impairment its invesment amounting to Rp4,143 as an expense in 2019.

16. ASET KEUANGAN LAINNYA (lanjutan)

l. PT Marga Mawatindo Esprit (MME)

MME didirikan berdasarkan Akta Notaris No. 96 tanggal 30 Mei 1997 Siti Pertiwi Henny Singgih, S.H. Penyertaan pada MME dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Semarang - Demak. Perusahaan memiliki 1.154.364 lembar saham dengan nilai nominal Rp2.409 (Rupiah penuh) per lembar saham atau setara dengan Rp2.780 yang merupakan 8,33% kepemilikan.

Berdasarkan Surat No. 001/SPK-DIR/2003 tanggal 6 Januari 2003, Perusahaan dan MME sepakat untuk mengakhiri Perjanjian Kuasa Penyelenggaraan No. 58 tanggal 25 Februari 1998. Pengakhiran PKP ini mengakibatkan penyertaan pada perusahaan ini tidak memiliki nilai ekonomis, sehingga Perusahaan mengakui adanya kerugian atas penurunan nilai penyertaan tahun 2002 sebesar Rp2.781.

m. Marga Net One Limited (MNOL)

MNOL didirikan berdasarkan hukum Negara Bangladesh sebagaimana termuat dalam *Incorporated Under The Company Act 1994* (ACT-XVIII of 1994) (*Private Company Limited By Shares*) dan *Memorandum of Association of Marga Net One Limited* tanggal 29 Februari 2003 dalam *Certificate of Incorporation* No. C-50732(1027)/2003 tanggal 11 Oktober 2003 yang dikeluarkan *Registrar of Joint Stock Companies And Firms* dari Bangladesh.

Berdasarkan *Memorandum of Association of MNOL* tanggal 29 Februari 2003, Perusahaan memiliki 200 lembar saham dengan nominal TK 100 (mata uang Taka penuh) per lembar saham atau 10,00% kepemilikan dan setoran modal sejumlah US$1,800 atau setara dengan Rp15 yang dilakukan pada 2 September 2003.

Perusahaan menganggap penyertaan pada MNOL sudah tidak memiliki nilai ekonomis disebabkan tidak ada kepastian pengembalian investasi atas penyertaannya dan mengakui kerugian atas penurunan nilai penyertaan sebesar Rp15 sebagai beban tahun 2006.

n. PT Hutama Marga Waskita (HAMAWAS)

HAMAWAS didirikan berdasarkan Akta Notaris No. 24 tanggal 20 Februari 2017 dari Ni Nyoman Rai Sumawati, S.H., M.Kn., dalam rangka pengusahaan ruas tol Kuala Tanjung - Tebing Tinggi - Parapat. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0008223.AH.01.01. Tahun 2017 tanggal 21 Februari 2017.

16. OTHER FINANCIAL ASSETS (continued)

l. PT Marga Mawatindo Esprit (MME)

MME was established based on the Notarial Deed No. 96 dated May 30, 1997 Siti Pertiwi Henny Singgih, S.H. The investment in MME relates to the construction and operation of the Semarang - Demak toll road. The Company owns 1,154,364 shares at par value of Rp2,409 (full Rupiah) per share or equivalent to Rp2,780, which represent 8.33% ownership.

Based on Letter No. 001/SPK-DIR/2003 dated January 6, 2003, the Company and MME agreed to terminate the Power of Attorney Agreement No. 58 dated February 25, 1998. The termination of this PoA resulted in the investment in this company having no economic value, therefore the Company recognized a loss from the impairment of the investment in 2002 amounting to Rp2,781.

m. Marga Net One Limited (MNOL)

MNOL was established based on the Law of Bangladesh as stated in The Company Act 1994 (ACT-XVIII of 1994) (Private Company Limited by Shares) and Memorandum of Association of Marga Net One Limited dated February 29, 2003, in conjunction with Certificate of Incorporation No. C-50732(1027)/2003 dated October 11, 2003, issued by the Bangladesh's Registrar of Joint Stock Companies And Firms.

Based on the Memorandum of Association of MNOL dated February 29, 2003, the Company owns 200 shares at par value of TK 100 (full Taka amount) per share or 10.00% ownership and subscribed to paid in capital amounting to US$1,800 or equivalent to Rp15 on September 2, 2003.

The Company has identified that the investment in MNOL does not have any expected future economic benefit and, therefore, the Company recognized the loss on impairment its investment amounting to Rp15 as an expense in 2006.

n. PT Hutama Marga Waskita (HAMAWAS)

HAMAWAS was established based on Notarial Deed No. 24 dated February 20, 2017, from Ni Nyoman Rai Sumawati, S.H., M.Kn., in relation to the business operation of the Kuala Tanjung - Tebing Tinggi - Parapat toll road section. The Deed of Establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU 0008223.AH.01.01. Year 2017 dated February 21, 2017.

16. ASET KEUANGAN LAINNYA (lanjutan)

n. PT Hutama Marga Waskita (HAMAWAS) (lanjutan)

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham HAMAWAS No. 3 tanggal 10 September 2024, oleh notaris Ni Nyoman Rai Sumawati, S.H., M.Kn, para pemegang saham menyetujui peningkatan modal dasar HAMAWAS. Perusahaan tidak melakukan pembayaran sehingga persentase kepemilikan Perusahaan terhadap HAMAWAS turun dari 0,50% menjadi 0,41%. Perusahaan memiliki 53.560 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp53.560.

Nilai wajar investasi saham di HAMAWAS ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

o. PT PP Sinergi Banjaratma (PPSB)

PPSB didirikan berdasarkan Akta Notaris No. 2 tanggal 7 Februari 2019, Ni Nyoman Raisumawati, S.H., M.Kn., di Jakarta dalam rangka pengelolaan Rest Area KM 260 Brebes. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU 2460435.AH. 01.01 Tahun 2019 tanggal 12 Oktober 2019.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Luar Biasa No. 5 tanggal 29 Agustus 2023, oleh Notaris Ni Nyoman Rai Sumawati, S.H.,M.Kn, para pemegang saham menyetujui peningkatan modal ditempatkan dan disetor PPSB. Perusahaan tidak menambah modal sehingga persentase kepemilikan Perusahaan terhadap PPSB terdilusi dari 20,00% menjadi 6,21%. Akibat dari penurunan kepemilikan, Perusahaan mereklasifikasikan investasi pada PPSB sebagai aset keuangan.

Nilai wajar investasi saham di PPSB ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Per 31 Desember 2025 dan 2024, nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Budi, Edy, Saptono dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 23 Februari 2026 dan 19 Februari 2025.

16. OTHER FINANCIAL ASSETS (continued)

n. PT Hutama Marga Waskita (HAMAWAS) (continued)

Based on the Deed of Shareholders resolution in lieu of General Meeting of HAMAWAS's Shareholder No. 3 dated September 10, 2024, by notary Ni Nyoman Rai Sumawati, S.H., M.Kn., the shareholders agreed to increase the authorized capital of HAMAWAS. The Company did not make any payment, so the company's percentage of ownership on HAMAWAS decreased from 0,50% to 0.41%. The Company owned 53,560 shares at par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp53,560.

The fair value of share investments in HAMAWAS is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

o. PT PP Sinergi Banjaratma (PPSB)

PPSB was established based on Notarial Deed No. 2 dated February 7, 2019, Ni Nyoman Raisumawati, S.H., M.Kn., in Jakarta of managing the KM 260 Brebes Rest Area. The Deed of Establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU 2460435.AH. 01.01 Year 2019 dated October 12, 2019.

Based on the Minutes of the Extraordinary General Meeting of Shareholders No. 5 dated August 29, 2023, by Notary Ni Nyoman Rai Sumawati, S.H., M.Kn, the shareholders approved an increase in the issued and paid-up capital of PPSB. The Company did not increase capital so that the Company's ownership percentage of PPSB was diluted from 20.00% to 6.21%. As a result of the decrease in ownership, the Company reclassified its investment in PPSB as a financial asset.

The fair value of share investments in PPSB is determined using the method of discounting cash flow and comparing market values. As of December 31, 2025 and 2024, the fair value of stock investment is based on the assessment made by KJPP Budi, Edy, Saptono and Rekan, independent appraisers registered with the OJK, in its reports dated February 23, 2026 and February 19, 2025.

16. ASET KEUANGAN LAINNYA (lanjutan)

p. PT Waskita Beton Precast Tbk (WSBP)

Berdasarkan Perjanjian Perdamaian oleh Pengadilan disahkan berdasarkan Putusan PKPU No. 497/Pdt.Sus-PKPU/2021/PN.NIAGA yang diperkuat melalui Putusan Mahkamah Agung No. 1455 K/Pdt.Sus-Pailit/2022, atas PKPU terhadap PT Waskita Beton Precast Tbk (WSBP), dimana JMTM tidak ikut serta dalam proses PKPU tersebut, namun berimplikasi terhadap seluruh kreditur WSBP.

Atas putusan tersebut, JMTM mendapatkan skema penyelesaian pembayaran utang PT Waskita Beton Precast Tbk melalui 2 (dua) skema mengikuti Tranche B dan D, yaitu sebagai berikut:

a. Tranche B, 5% dari total porsi utang dengan skema penyelesaian utang sebesar Rp126 akan dibayarkan dan diselesaikan oleh WSBP dalam waktu 5 (lima) tahun sejak tanggal yang berlaku yang akan bersumber dari *Cash Flow Available for Debt Service* (CFADS). Sampai dengan tanggal laporan keuangan, WSBP telah menyelesaikan pembayaran 5% dari total porsi utang tersebut kepada JMTM;

b. Tranche D, 95% dari total porsi utang dengan skema penyelesaian utang dengan nilai sebesar Rp2.385 dikonversi menjadi saham biasa yang dihitung berdasarkan *Volume-Weight Average Price* (VWAP) selama 45 (empat puluh lima) hari sebelum tanggal konversi ekuitas berlaku efektif dengan jumlah 46.942.756 lembar saham Seri C atau setara 0,086%.

   Konversi tersebut dilakukan dengan harga Rp50 (dalam Rupiah Penuh) per lembar. Kepemilikan Saham tersebut, telah terdaftar berdasarkan Surat Keterangan Kepemilikan Saham WSBP No. DE/VIII/2023-5177 tanggal 4 Agustus 2023 yang diterbitkan PT Datindo Entrycom selaku Biro Administrasi Efek pengelola daftar pemegang saham WSBP. JMTM telah mendapatkan persetujuan dari Pemegang Saham sebagaimana tertuang dalam Keputusan Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham JMTM tanggal 23 Oktober 2024.

JMTM berencana menjual seluruh kepemilikan saham Seri C tersebut untuk mencegah kerugian yang jauh lebih besar mengingat kondisi WSBP saat ini.

16. OTHER FINANCIAL ASSETS (continued)

p. PT Waskita Beton Precast Tbk (WSBP)

Based on the Settlement Agreement by the Court ratified under the PKPU Decision No. 497/Pdt.Sus-PKPU/2021/PN.NIAGA, which was further reinforced by the Supreme Court Decision No. 1455 K/Pdt.Sus-Pailit/2022, regarding the PKPU against PT Waskita Beton Precast Tbk (WSBP), where JMTM did not participate in the PKPU process but it affected all WSBP creditors.

Based on the decision, JMTM has received a debt settlement scheme from PT Waskita Beton Precast Tbk through 2 (two) schemes following Tranches B and D, as follows:

a. Tranche B, 5% of the total debt portion under a debt settlement scheme amounting to Rp126 will be paid and settled by WSBP within 5 (five) years from the effective date, sourced from the Cash Flow Available for Debt Service (CFADS). As of the date of the financial report, WSBP has completed the payment of 5% of the total debt portion to JMTM.

b. Tranche D, representing 95% of the total debt portion under the debt settlement scheme with a value of Rp2,385 was converted into ordinary shares calculated based on the Volume-Weighted Average Price (VWAP) over the 45 (forty-five) days prior to the effective date of the equity conversion, resulting in 46,942,756 Series C shares, equivalent to 0.086%.

   The conversion was carried out at a price of IDR 50 (in full Rupiah) per share. Ownership of these shares has been registered based on the Share Ownership Certificate of WSBP No. DE/VIII/2023-5177 dated August 4, 2023, issued by PT Datindo Entrycom as the Securities Administration Bureau managing WSBP's shareholder register. JMTM has obtained approval from the Shareholders as stipulated in the Resolution of Shareholders Outside the General Meeting of Shareholders of JMTM dated October 23, 2024.

JMTM plans to sell all of the Series C shares to prevent much greater losses, considering the current condition of WSBP

16. ASET KEUANGAN LAINNYA (lanjutan) / *16. OTHER FINANCIAL ASSETS (continued)*

p. PT Waskita Beton Precast Tbk (WSBP) (Lanjutan)

Pada tahun 2025, investasi atas saham WSBP direklasifikasi dari aset tidak lancar lainnya (Catatan 17).

p. PT Waskita Beton Precast Tbk (WSBP) (Continued)

In 2025, the investment in WSBP shares was reclassified from other non-current assets (Note 17).

17. ASET TIDAK LANCAR LAINNYA / *17. OTHER NON-CURRENT ASSETS*

	2025	2024	
Tanah dalam Pengembangan	666.997	668.700	*Land under Development*
Biaya Prakarsa	83.519	127.237	*Initiative Cost*
Taksiran Tagihan Pajak			*Estimated Claim for Tax Refund*
Entitas Anak	57.006	67.528	*Subsidiary*
Uang Muka Pembelian Tanah	47.620	47.620	*Advances for Purchase of Land*
Aset Diambil Alih	26.102	26.102	*Foreclosed Assets*
Uang Muka Setoran Modal	20.690	55.816	*Advances for Capital Investment*
Bangunan Tanah Pengganti	18.416	-	*Replacement Land Building*
Uang Muka Kontraktor dan Konsultan	115.020	505.904	*Advances for Contractors and Consultants*
Uang Muka Biaya Fasilitas Pinjaman	-	141	*Advances for Loans Facility Fee*
Lainnya (Catatan 16)	16.202	23.945	*Others (Note 16)*
Total Aset Lain-lain	1.051.572	1.522.993	*Total Other Assets*
Cadangan Kerugian Penurunan Nilai			*Allowance for Impairment Losses*
Biaya Prakarsa	(25.725)	(25.725)	*Initiative Cost*
Aset Diambil Alih	(26.102)	(26.102)	*Foreclosed Assets*
Uang Muka Setoran Modal	(20.690)	(55.816)	*Advances for Capital Investment*
Total Penurunan nilai	(72.517)	(107.643)	*Total Impairment Losses*
Total - Bersih	**979.055**	**1.415.350**	***Total - Net***

Mutasi penyisihan kerugian penurunan nilai adalah sebagai berikut:

The movement of the allowance for impairment losses account are as follows:

	2025	2024	
Saldo awal tahun	107.643	107.643	*Beginning balance year*
Pemulihan (Catatan 39)	(35.126)	-	*Recovery (Note 39)*
Saldo akhir tahun	**72.517**	**107.643**	***Ending balance year***

Berdasarkan hasil penelaahan terhadap keadaan akun aset tidak lancar lainnya pada akhir tahun, manajemen berkeyakinan bahwa penyisihan tersebut cukup untuk menutup kerugian yang mungkin terjadi atas ketidaktertagihan piutang lain-lain pada tanggal 31 Desember 2025 dan 2024.

Based on a review of the condition of other non-current assets at the end of year, management believes that the allowance for impairment losses on other receivables is sufficient to cover possible losses that may arise from uncollected other receivables as of December 31, 2025 and 2024.

a. Tanah dalam Pengembangan

Akun ini merupakan nilai tercatat tanah dalam pengembangan milik JMRB yang berada di TB Simatupang - Jakarta, Pesanggrahan - Jakarta, Kaum Sari - Bogor, Ambawani - Cibinong. Untuk lokasi Ambawani, Bekasi Timur dan Angraini, Cibinong telah di reklasifikasi sebagai persediaan Tanah Siap Guna.

a. Land under Development

This account is the recorded value of land under JMRB's development located in TB Simatupang - Jakarta, Pesanggrahan - Jakarta, Kaum Sari - Bogor, Ambawani - Cibinong. For the locations of Ambawani, East Bekasi and Angraini, Cibinong has been reclassified as a land ready-to-use.

Lokasi / *Location*	**Luas / Area (m2)**	**2025**	**(m2)**	**2024**
TB Simatupang, Jakarta Selatan	19.526	613.508	19.526	615.211
Pesanggrahan, Jakarta Selatan	3.115	27.086	3.115	27.086
Kaumsari, Bogor	7.254	26.403	7.254	26.403
Total		**666.997**		**668.700**

17. ASET TIDAK LANCAR LAINNYA (lanjutan) / *17. OTHER NON-CURRENT ASSETS (continued)*

b. Uang Muka Kontraktor dan Konsultan / *b. Advances for Contractors and Consultants*

	2025	2024	
KSO WIKA-PP-KMK-HKI	73.950	286.562	*KSO WIKA-PP-KMK-HKI*
KSO NKE-CCECC	33.466	70.574	*KSO NKE-CCECC*
KSO ADHI-ACSET	7.604	148.768	*KSO ADHI-ACSET*
Total	**115.020**	**505.904**	***Total***

c. Uang Muka Setoran Modal / *c. Advances for Capital Investment*

	2025	2024	
PT Jasamarga Gedebage Cilacap	15.868	50.994	*PT Jasamarga Gedebage Cilacap*
PT Pilar Sinergi BUMN Indonesia (PSBI)	4.822	4.822	*PT Pilar Sinergi BUMN Indonesia (PSBI)*
Subtotal	20.690	55.816	*Subtotal*
Cadangan Kerugian Penurunan Nilai:			*Allowance for Impairment Losses:*
PT Jasamarga Gedebage Cilacap	(15.868)	(50.994)	*PT Jasamarga Gedebage Cilacap*
PT Pilar Sinergi BUMN Indonesia (PSBI)	(4.822)	(4.822)	*PT Pilar Sinergi BUMN Indonesia (PSBI)*
Subtotal	(20.690)	(55.816)	*Subtotal*
Total	**-**	**-**	***Total***

Pemulihan CKPN merupakan pembagian sisa uang muka setoran modal sebesar Rp35.126 (Catatan 10).

Recovery of ECL represents the allocation of the remaining capital deposit advance amounting to Rp35,126 (Note 10).

d. Biaya Prakarsa / *d. Initiative Cost*

Biaya Prakarsa adalah biaya prakarsa jalan tol dalam rangka memprakarsai proyek ruas jalan tol baru. Pada tahun berjalan, biaya kepada BSIS telah direalisasikan menjadi penambahan investasi pada BSIS sebesar Rp41.597 (Catatan 10).

Initiative costs are the toll road initiative expenses in order to initiate new toll road projects. In the current year, the costs to BSIS have been realized as an increase in investment in BSIS amounting to Rp41,597 (Note 10).

Manajemen melakukan penurunan nilai terhadap biaya prakarsa ruas Ciranjang – Padalarang dan Salabenda – Caringin. Akumulasi penurunan nilai biaya prakarsa 31 Desember 2025 dan 2024 sebesar Rp25.725.

Management has recognized an impairment of the project costs for the Ciranjang – Padalarang and Salabenda – Caringin sections. The accumulated impairment of project costs as of December 31, 2025 and 2024 amounted to Rp25,725.

e. Aset Diambil Alih / *e. Foreclosed assets*

	2025	2024	
Ruas Tol Porong - Gempol	12.028	12.028	*Porong - Gempol Toll Road*
Ruas Tol Cileunyi - Nagrek (PT Wijaya Karya (Persero) Tbk	12.000	12.000	*Cileunyi - Nagrek Toll Road (PT Wijaya Karya (Persero) Tbk*
Ruas Tol Pandaan - Pasuruan (PT Giri Adya Sejati)	2.074	2.074	*Pandaan - Pasuruan Toll Road (PT Giri Adya Sejati)*
Subtotal	26.102	26.102	*Subtotal*
Cadangan Kerugian Penurunan Nilai:			*Allowance for Impairment Losses:*
Ruas Tol Porong - Gempol	(12.028)	(12.028)	*Porong - Gempol Toll Road*
Ruas Tol Cileunyi - Nagrek (PT Wijaya Karya (Persero) Tbk)	(12.000)	(12.000)	*Cileunyi - Nagrek Toll Road Karya (Persero) Tbk)*
Ruas Tol Pandaan - Pasuruan (PT Giri Adya Sejati)	(2.074)	(2.074)	*Pandaan - Pasuruan Toll Road (PT Giri Adya Sejati)*
Subtotal	(26.102)	(26.102)	*Subtotal*
Total	**-**	**-**	***Total***

Ruas Tol Porong - Gempol / *Porong - Gempol Toll Road*

Jalan tol Seksi Porong - Gempol merupakan bagian dari jalan tol Surabaya - Gempol yang mengalami dampak dari musibah genangan lumpur PT Lapindo Brantas sehingga mengakibatkan jalan tol tersebut tidak dapat beroperasi.

Section Porong - Gempol toll road is part of Surabaya - Gempol toll road that has been affected by mud disaster of PT Lapindo Brantas which resulting in the toll road unable to operate.

17. ASET TIDAK LANCAR LAINNYA (lanjutan)

e. Aset Diambil Alih (lanjutan)

Ruas Tol Porong - Gempol (lanjutan)

Sehubungan dengan dilakukannya penutupan sebagian jalan tol Surabaya - Gempol Seksi Porong - Gempol pada tanggal 11 Juli 2006, dan ditindaklanjuti dengan Surat Menteri Pekerjaan Umum No. 297/KPTS/M/2006 tanggal 11 Agustus 2006 tentang Pencabutan Sementara Status Sebagai Jalan Tol Sebagian Ruas Jalan Tol Porong - Gempol Seksi Surabaya - Gempol, Perusahaan mencatat aset jalan tol seksi Porong - Gempol ke dalam Aset Tidak Lancar Lainnya sebesar Rp12.028.

Ruas Pandaan - Pasuruan

PT Giri Adya Sejati (GAS) selaku investor proyek jalan tol pandaan- pasuruan tidak dapat membayar biaya pekerjaan perencanaan yang dilakukan oleh PT ideoo Utama sesuai dengan kontrak No. 105/g21-IDI/96 tanggal 15 Februari 1995. Berdasarkan pasal 1 surat perjanjian penyelesaian penggantian biaya perencanaan jalan tol Pandaan – Pasuran No.13/SPK-Dir/2001 tanggal 14 Desember 2001, kedua belah pihak sepakat bahwa penggantian biaya pekerjaan perencanaan ditentukan oleh hasil *Due diligence*. Berdasarkan laporan hasil *due diligence* oleh akuntan publik, nilai pekerjaan perencanaan jalan tol tersebut ditetapkan sebesar Rp2.074. Oleh karena itu, pada tahun 2001 Perseroan mengakui kewajiban karena pengakhiran PKP sebesar Rp2.074. Kewajiban ini telah seluruhnya dilunasi pada 14 Februari 2002.

Ruas Cileunyi - Nagrek

Pada tanggal 28 September 2001 Perusahaan dan PT Wijaya Karya telah menandatangani Perjanjian Pengakhiran Perjanjian Kerja Sama Penyelenggaraan (PKP) Bagi Hasil Jalan Tol Cileunyi - Nagreg No.38 tanggal 9 Mei 1996 yang dituangkan dalam Akta No. 12 tanggal 20 September 2001 oleh Notaris Drs. Andy A.Agus, S.H.,. Berdasarkan perjanjian ini diperoleh kesepakatan Pengakhiran Perjanjian dengan ketentuan akan membayar biaya pembiayaan jalan tol sebesar Rp12.000 dengan cara angsuran tetap sesuai perhitungan sebagaimana dicantumkan dan dituangkan dalam Perjanjian Hutang-Piutang No.13 tanggal 28 September 2001.

f. Lainnya

Akun ini merupakan biaya dari cetak *blueprint* dan biaya dari *software* yang masih dalam tahap pengembangan.

17. OTHER NON-CURRENT ASSETS (continued)

e. Foreclosed assets (continued)

Porong - Gempol Toll Road (continued)

In line with the partial closure of Section Porong - Gempol of Surabaya - Gempol toll road on July 11, 2006, which followed up by letter from the Minister of Public Works No. 297/KPTS/M/2006 dated August 11, 2006 regarding the Temporary Revocation of Status of Some Part of Section Porong - Gempol in Surabaya - Gempol Toll Road, the Company recognized the Section Porong - Gempol toll road into Other Non-current Assets amounting to Rp12,028.

Pandaan – Pasuran Toll Road

PT Giri Adya Sejati (GAS) as the investor in the Pandaan-Pasuruan toll road project was unable to pay the costs of the planning carried out by PT Ideoo Utama in accordance with contract No. 105/g21-IDI/96 dated February 15, 1995. Based on article 1 of the agreement on settlement of reimbursement for planning costs for the Pandaan – Pasuran toll road No.13/SPK-Dir/2001 dated December 14, 2001, both parties agreed that reimbursement for planning work costs would be determined by the results of due diligence. Based on the due diligence report by public accountant, the value cost of toll road planning was determined at Rp2,074. Therefore, in 2001 the Company recognized a liability due to the termination of the PKP amounting to Rp2,074. This obligation was fully paid on February 14, 2002.

Cileunyi – Nagrek Toll Road

On September 28, 2001, the Company and PT Wijaya Karya signed an Agreement to Terminate of concession agrement for the Cileunyi - Nagreg Toll Road No. 38 dated May 9, 1996 which was stated in deed no. 12 dated September 20, 2001 by Notary Drs. Andy A. Agus, S.H.,. Based on this agreement, an agreement was obtained to terminate the agreement with the provisions that the Company would pay the toll road financing costs amounting to Rp12,000 in fixed installments according to the calculation as stated and outlined in the Payables and Receivables Agreement No. 13 dated September 28, 2001.

e. Others

This account represents costs from blueprints and costs from software that is still in the development stage.

18. PERPAJAKAN / *18. TAXATION*

a. Pajak Dibayar Dimuka / *a. Prepaid Taxes*

	2025	2024	
Perusahaan			*The Company*
Pajak Penghasilan Pasal 21	90.662	62.631	*Income Tax Article 21*
Entitas Anak			*Subsidiaries*
Pasal 21	10.839	1.437	*Article 21*
Pasal 4 (2)	1.395	-	*Article 4 (2)*
Pasal 23	47	-	*Article 23*
Pajak Pertambahan Nilai	199.340	71.786	*Value-Added Tax*
Total	**302.283**	**135.854**	***Total***

b. Utang Pajak / *b. Taxes Payable*

	2025	2024	
Perusahaan			***The Company***
Pajak Penghasilan:			*Income Tax:*
Pasal 4 (2)	4.287	10.802	*Article 4 (2)*
Pasal 21	119	418	*Article 21*
Pasal 22	241	137	*Article 22*
Pasal 23	3.211	4.554	*Article 23*
Pasal 29	107.704	1.516.445	*Article 29*
Pasal 25	-	24.787	*Article 25*
Pajak Pertambahan Nilai	81.173	109.779	*Value-Added Tax*
	196.735	1.666.922	
Entitas Anak			***Subsidiaries***
Pajak Penghasilan:			*Income Tax:*
Pasal 4 (2)	71.501	36.291	*Article 4 (2)*
Pasal 21	4.426	2.374	*Article 21*
Pasal 23	7.185	21.325	*Article 23*
Pasal 25	6.928	3.242	*Article 25*
Pasal 26	3	1.451	*Article 26*
Pasal 29	101.821	71.690	*Article 29*
Pajak Bumi Bangunan	1.706	2.710	*Property Tax*
Pajak Pertambahan Nilai	-	615	*Value-Added Tax*
Kewajiban Pajak Lainnya	29.151	1.217	*Other Tax Liabilities*
	222.721	140.915	
Total	**419.456**	**1.807.837**	***Total***

c. Beban Pajak Penghasilan / *c. Income Tax Expenses*

Beban pajak penghasilan Kelompok Usaha terdiri dari:

The income tax expense of the Group consists of the following:

	2025	2024	
Perusahaan			***The Company***
Pajak Kini	535.450	511.604	*Current Tax*
Pajak Tangguhan	12.406	(50.339)	*Deferred Tax*
	547.856	461.265	
Entitas Anak			***Subsidiaries***
Pajak Kini	600.537	450.406	*Current Tax*
Pajak Tangguhan	398.425	(754.021)	*Deferred Tax*
	998.962	(303.615)	
Konsolidasian			***Consolidated***
Pajak kini	1.135.987	962.010	*Current Tax*
Pajak Tangguhan	410.831	(804.360)	*Deferred Tax*
Total	**1.546.818**	**157.650**	***Total***

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

c. Beban Pajak Penghasilan (lanjutan) / *c. Income Tax Expenses (continued)*

Pajak Kini / ***Current Tax***

Rekonsiliasi antara laba konsolidasian sebelum pajak penghasilan menurut laporan laba rugi konsolidasian dengan laba kena pajak, menjadi dasar dalam pengisian SPT PPh Badan.

A reconciliation between the consolidated income before income tax as reported in the consolidated statements of other comprehensive income and taxable income, are the basis for filling in the corporate income tax return.

Rekonsiliasi antara laba akuntansi sebelum pajak penghasilan dengan tarif pajak yang berlaku dan beban pajak penghasilan sebagai berikut:

The reconciliation between the accounting income before income tax with the current tax rate and income tax expense are as follows:

	2025	2024	
Laba Konsolidasian Sebelum Pajak Penghasilan Badan	6.353.822	5.763.285	*Consolidated Income Before Tax Corporate Income*
Dikurangi: Laba Entitas Anak	(4.135.814)	(3.954.483)	*Less: Portion of Subsidiaries Income*
Efek eliminasi	2.265.728	3.397.573	*Elimination effect*
Laba Sebelum Pajak Penghasilan - Perusahaan	4.483.736	5.206.375	*Income Before Tax - The Company*
Beban Pajak atas Laba dengan Tarif Pajak yang Berlaku	986.422	1.145.403	*Revenue Tax Expense with Effective Tax Rate*
Pengaruh Pajak atas Beda Tetap	(438.566)	(684.138)	*Tax Effect on the Permanent Differences*
Total Beban Pajak	**547.856**	**461.265**	***Total Tax Expense***
Beban Pajak Entitas Anak - Neto	998.962	(303.615)	*Tax Expenses of the Subsidiaries - Net*
Beban Pajak - Neto	**1.546.818**	**157.650**	***Tax Expense - Net***

	2025	2024	
Laba Konsolidasian Sebelum Pajak Penghasilan	6.353.822	5.763.285	*Consolidated Income Before Tax Income*
Dikurangi: Laba Entitas Anak	(4.135.814)	(3.954.483)	*Less: Portion of Subsidiaries Income*
Dampak eliminasi	2.265.728	3.397.573	*Elimination effect*
Laba Sebelum Pajak Penghasilan - Perusahaan	4.483.736	5.206.375	*Income Before Tax - The Company*
Beda waktu			***Timing differences***
Beban insentif	34.666	146.106	*Incentive expenses*
Provisi pelapisan ulang	(12.775)	118.823	*Provision of overlay*
Provisi atas liabilitas imbalan kerja	(141.267)	19.046	*Provision of employee benefits liabilities*
Sewa	(3.995)	(155)	*Lease*
Penyisihan piutang tak tertagih	(13.803)	(520)	*Allowance for doubtful accounts*
Penyusutan aset tetap dan hak pengusahaan jalan tol	80.783	(54.485)	*Depreciation of fixed assets and toll road concession rights*
Subtotal	(56.391)	228.815	*Subtotal*
Beda tetap			***Permanent differences***
Beban umum dan administrasi	132.960	190.761	*General and administrative expenses*
Beban bunga efektif	17.101	48.569	*Effective interest rate expenses*
Beban tol dan usaha lainnya	15.147	9.275	*Toll and other operating expense*
Beban pajak atas penghasilan keuangan	4.276	9.160	*Tax expense on interest income*
Biaya atas penghasilan dikenakan pajak final	5.686	7.682	*Cost of income subject to final tax*
Beban pajak	10	643	*Tax expenses*
Beban lainnya - bersih	16.282	279	*Other expenses - net*
Beban piutang karyawan	82	153	*Employee receivable expenses*
Penghasilan Lain-lain	(3.081)	-	*Other Income*
Beban bunga akrual	3.998	(503)	*Accrued interest expenses*
Dividen	(53.284)	(21.167)	*Dividend*
Keuntungan dari pelepasan investasi	-	7.495.439	*Income from divestment*
Penghasilan dikenakan pajak final	(16.226)	(26.961)	*Income subject to final tax*
Pendapatan bunga yang telah dikenakan PPh Final	(21.372)	(45.764)	*Interest income subjected to final tax*
Bagian laba entitas anak dan entitas asosiasi	(2.095.061)	(3.281.846)	*Share in gain of subsidiaries and associates*
Subtotal	(1.993.482)	4.385.720	*Subtotal*
Total	(2.049.873)	4.614.535	*Total*

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

c. Beban Pajak Penghasilan (lanjutan) / *c. Income Tax Expenses (continued)*

Pajak Kini (lanjutan) / *Current Tax (continued)*

	2025	2024	
Taksiran Penghasilan Kena Pajak Perusahaan	**2.433.863**	**9.820.910**	***Estimated Taxable Income of the Company***
Total beban pajak kini			*Current income tax provision*
Beban pajak kini Perusahaan	535.450	511.604	*Current income tax expense - The Company*
Pajak keuntungan modal	-	1.648.997	*Capital gain tax*
Total	535.450	2.160.601	*Total*
Pajak penghasilan dibayar dimuka			*Prepayment of income taxes*
Pajak Penghasilan Pasal 23	67.773	16.666	*Income Tax Article 23*
Pajak Penghasilan Pasal 25	359.973	627.490	*Income Tax Article 25*
Total	427.746	644.156	*Total*
Utang pajak penghasilan			*Income Tax Payable*
Perusahaan	107.704	1.516.445	*The Company*
Entitas Anak	101.821	71.690	*Subsidiaries*
Total Utang Pajak - Konsolidasian	**209.525**	**1.588.135**	***Income Tax Payable - Consolidated***

Pajak Tangguhan / *Deferred Tax*

Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan keuangan konsolidasian dengan dasar pengenaan pajak aset dan liabilitas. Rincian aset dan liabilitas pajak tangguhan sebagai berikut:

Deferred tax is calculated using all temporary differences between tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. The details of deferred tax assets and liabilities are as follows:

	2025						
	1 Januari 2025/ *January 1, 2025*	Diakui di laba rugi/*Recognized in Profit or loss*	Penyesuaian PMK-72/ *Adjustment of PMK-*	Diakui di Penghasilan Komprehensif Lain/ *Recognized in Other Comprehensive Income*	Dampak Transaksi Akuisisi Kombinasi Bisnis/ *Effect on Acquisition of Business Combination*	31 Desember 2025/ *December 31, 2025*	
Perusahaan							***The Company***
Aset Tetap dan Aset Takberwujud	777.106	(17.773)	-	-	-	759.333	*Fixed Assets and Intangible Assets*
Provisi Pelapisan Jalan Tol	(128.120)	2.810	-	-	-	(125.310)	*Provision for Overlay*
Liabilitas Imbalan Kerja	(149.046)	31.079	-	(40.744)	-	(158.711)	*Employee Benefits Liabilities*
Beban Insentif	(242.409)	(7.626)	-	-	-	(250.035)	*Incentive Expenses*
Penyisihan piutang tak tertagih	(3.268)	3.037	-	-	-	(231)	*Allowance for doubtful accounts*
Efek Tersedia untuk Dijual	1.525	-	-	231	-	1.756	*Securities Available for Sale*
Aset Hak Guna	12.009	(1.778)	-	-	-	10.231	*Right-of-use Assets*
Liabilitas Sewa	(11.409)	2.657	-	-	-	(8.752)	*Lease Liabilities*
Subtotal	256.388	12.406	-	(40.513)	-	228.281	*Subtotal*
Entitas Anak							***Subsidiaries***
PT Marga Sarana Jabar	144.491	5.993	-	-	-	150.484	*PT Marga Sarana Jabar*
PT Jasamarga Kunciran Cengkareng	65.438	(17.576)	-	-	-	47.862	*PT Jasamarga Kunciran Cengkareng*
PT Marga Trans Nusantara	136.190	6.837	-	-	-	143.027	*PT Marga Trans Nusantara*
PT Jasamarga Tollroad Maintenance	13.776	6.203	-	274	-	20.253	*PT Jasamarga Tollroad Maintenance*
PT Jasamarga Bali Tol	142.065	328	-	-	-	142.393	*PT Jasamarga Bali Tol*
PT Jasamarga Kualanamu Tol	115.930	31.140	-	-	-	147.070	*PT Jasamarga Kualanamu Tol*
PT Cinere Serpong Jaya	28.708	725	-	-	-	29.433	*PT Cinere Serpong Jaya*
PT Jasamarga Balikpapan Samarinda	238.556	37.142	-	-	-	275.698	*PT Jasamarga Balikpapan Samarinda*
PT Jasamarga Manado Bitung	76.720	12.077	-	-	-	88.797	*PT Jasamarga Manado Bitung*
PT Jasamarga Transjawa Tol	4.007.684	296.752	-	(32)	-	4.304.404	*PT Jasamarga Transjawa Tol*
PT Jasamarga Jogja Bawen	18	109	-	-	-	127	*PT Jasamarga Jogja Bawen*
PT Jasamarga Jogja Solo	3.280	26.299	-	-	-	29.579	*PT Jasamarga Jogja Solo*
PT Jasamarga Tollroad Operator	(67.529)	(7.604)	-	933	-	(74.200)	*PT Jasamarga Tollroad Operator*
Subtotal	4.905.327	398.425	-	1.175	-	5.304.927	*Subtotal*
Liabilitas Pajak Tangguhan	5.229.244					5.607.408	*Deferred Tax Liability*
Aset Pajak Tangguhan	(67.529)					(74.200)	*Deferred Tax Asset*
Liabilitas (Aset) Pajak Tangguhan Konsolidasian	**5.161.715**					**5.533.208**	***Consolidated Deferred Tax Liability***

	2024						
	1 Januari 2024/ *January 1, 2024*	Diakui di laba rugi/*Recognized in Profit or loss*	Penyesuaian PMK-72/ *Adjustment of PMK-*	Diakui di Penghasilan Komprehensif Lain/ *Recognized in Other Comprehensive Income*	Dampak Transaksi Akuisisi Kombinasi Bisnis/ *Effect on Acquisition of Business Combination*	31 Desember 2024/ *December, 31 2024*	
Perusahaan							***The Company***
Aset Tetap dan Aset Takberwujud	765.119	11.987	-	-	-	777.106	*Fixed Assets and Intangible Assets*
Provisi Pelapisan Jalan Tol	(101.979)	(26.141)	-	-	-	(128.120)	*Provision for Overlay*
Liabilitas Imbalan Kerja	(141.743)	(4.190)	-	(3.113)	-	(149.046)	*Employee Benefits Liabilities*
Beban Insentif	(210.265)	(32.144)	-	-	-	(242.409)	*Incentive Expenses*
Penyisihan piutang tak tertagih	(3.382)	114	-	-	-	(3.268)	*Allowance for doubtful accounts*
Efek Tersedia Untuk Dijual	1.487	-	-	38	-	1.525	*Securities Available for Sale*
Aset Hak Guna	10.880	1.129	-	-	-	12.009	*Right-of-use Assets*
Liabilitas Sewa	(10.315)	(1.094)	-	-	-	(11.409)	*Lease Liabilities*
Subtotal	309.802	(50.339)	-	(3.075)	-	256.388	*Subtotal*
Entitas Anak							***Subsidiaries***
PT Marga Sarana Jabar	136.918	7.573	-	-	-	144.491	*PT Marga Sarana Jabar*
PT Jasamarga Kunciran Cengkareng	53.936	11.502	-	-	-	65.438	*PT Jasamarga Kunciran Cengkareng*
PT Marga Trans Nusantara	156.993	12.225	(33.028)	-	-	136.190	*PT Marga Trans Nusantara*
PT Jasamarga Tollroad Maintenance	7.067	6.847	-	(138)	-	13.776	*PT Jasamarga Tollroad Maintenance*
PT Jasamarga Bali Tol	171.249	813	(29.997)	-	-	142.065	*PT Jasamarga Bali Tol*
PT Jasamarga Kualanamu Tol	67.888	48.042	-	-	-	115.930	*PT Jasamarga Kualanamu Tol*
PT Cinere Serpong Jaya	24.007	4.701	-	-	-	28.708	*PT Cinere Serpong Jaya*
PT Jasamarga Balikpapan Samarinda	276.633	36.053	(74.130)	-	-	238.556	*PT Jasamarga Balikpapan Samarinda*
PT Jasamarga Manado Bitung	110.339	13.325	(46.944)	-	-	76.720	*PT Jasamarga Manado Bitung*
PT Jasamarga Transjawa Tol	4.399.150	(281.921)	(414.403)	(52.770)	357.628	4.007.684	*PT Jasamarga Transjawa Tol*
PT Jasamarga Jogja Bawen	172	(154)	-	-	-	18	*PT Jasamarga Jogja Bawen*
PT Jasamarga Jogja Solo	(15)	3.295	-	-	-	3.280	*PT Jasamarga Jogja Solo*
PT Jasamarga Tollroad Operator	(62.863)	(17.820)	-	13.154	-	(67.529)	*PT Jasamarga Tollroad Operator*
Subtotal	5.341.474	(155.519)	(598.502)	(39.754)	357.628	4.905.327	*Subtotal*
Liabilitas Pajak Tangguhan	5.714.154					5.229.244	*Deferred Tax Liability*
Aset Pajak Tangguhan	(62.878)					(67.529)	*Deferred Tax Asset*
Liabilitas (Aset) Pajak Tangguhan Konsolidasian	**5.651.276**					**5.161.715**	***Consolidated Deferred Tax Liability***

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

d. Administrasi Pajak / *d. Tax Administration*

Berdasarkan peraturan perpajakan Indonesia, Perusahaan menyampaikan surat pemberitahuan sendiri atas jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan dan mengubah kewajiban pajak dalam batas waktu 5 (lima) tahun setelah tanggal pajak terutang.

Based on Indonesian tax regulations, the Company submits its own notification letter on the amount of tax owed. The Directorate General of Taxes may determine and amend tax obligations within a period of 5 (five) years after the date of tax payable.

19. UTANG USAHA / *19. ACCOUNTS PAYABLE*

Akun ini merupakan utang kepada pemasok terkait dengan pengadaan barang cetakan, pakaian dinas, alat tulis kantor, obat-obatan, dan utang usaha atas jasa pemeliharaan dan pembersihan jalan tol.

This account represents payables to suppliers related to the procurement of printing goods, office stationery, medicine, uniform, and toll road maintenance and cleaning services.

	2025	2024	
Pihak Berelasi (Catatan 43)	2.831	5.748	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
PT Sahid Unggul Mandiri	4.098	4.207	*PT Sahid Unggul Mandiri*
PT Armada Antar Lintas Nusa	3.978	14.947	*PT Armada Antar Lintas Nusa*
UPTD Tahura Bukit Soeharto	3.850	-	*UPTD Tahura Bukit Soeharto*
CV Sinar Terang Abadi	3.379	2.447	*CV Sinar Terang Abadi*
PT Citra Persada Infrastruktur	2.701	-	*PT Citra Persada Infrastruktur*
PT Tirtobumi Adyatunggal	1.694	6.159	*PT Tirtobumi Adyatunggal*
PT Megah Gelora Utama	58	4.594	*PT Megah Gelora Utama*
PT Lintas Cakra Cipta	49	2.011	*PT Lintas Cakra Cipta*
PT Resqtec Indonesia	40	3.269	*PT Resqtec Indonesia*
PT Sarana Seja Ibadah	-	12.394	*PT Sarana Seja Ibadah*
PT Sarana Bangun Pusaka	-	3.226	*PT Sarana Bangun Pusaka*
PT Soga Teknik Utama	-	2.949	*PT Soga Teknik Utama*
CV Adistira	-	2.164	*CV Adistira*
Lain-lain (di bawah Rp2.000)	49.258	87.163	*Others (below Rp2,000)*
Subtotal	69.105	145.530	*Subtotal*
Total	**71.936**	**151.278**	***Total***

Seluruh utang usaha terdenominasi dalam mata uang Rupiah.

All account payables are denominated in Rupiah.

20. UTANG KONTRAKTOR / *20. CONTRACTOR PAYABLE*

Akun ini merupakan utang kepada kontraktor, konsultan dan rekanan sehubungan dengan pembangunan jalan, pelapisan ulang, pengadaan fasilitas tol, dan bangunan lain.

This account represents payables to contractors, consultants and partners associated with the construction of roads, overlay and procurement of toll facilities, and other buildings.

Utang Kontraktor Jangka Pendek / *Short-Term Contractor Payables*

	2025	2024	
Pihak Berelasi (Catatan 43)	94.068	100.733	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
JO Adhi-JMTM Konstruksi	52.427	-	*JO Adhi JMTM Konstruksi*
PT Multi Karya Cemerlang	27.678	6.504	*PT Multi Karya Cemerlang*
PT Marga Maju Mapan	25.500	35.006	*PT Marga Maju Mapan*
PT Roadmixindo Raya	23.397	111.860	*PT Roadmixindo Raya*
PT Gienda Putra	17.687	27.956	*PT Gienda Putra*
PT Multi Bangun Indonesia	10.197	-	*PT Multi Bangun Indonesia*
PT Tirtobumi Adyatunggal	9.938	6.721	*PT Tirtobumi Adyatunggal*
PT Sinabung	5.890	4.136	*PT Sinabung*
PT Module Intracs Yasatama	5.067	5.189	*PT Module Intracs Yasatama*
PT Karya Palmalindo Anugerah	5.003	2.041	*PT Karya Palmalindo Anugerah*
PT Aston Prima Raya	4.992	1.852	*PT Aston Prima Raya*
PT Evic Mora Sugih	4.800	2.308	*PT Evic Mora Sugih*
PT Dirgantara Yudha Artha	4.416	13.664	*PT Dirgantara Yudha Artha*
PT Globe Anugrah Persada	4.128	-	*PT Globe Anugrah Persada*
PT Tyvas Prast Adhigana	3.548	8.847	*PT Tyvas Prast Adhigana*
Bangun Maju Berkah	3.297	-	*Bangun Maju Berkah*
PT Dipori Persada Raya	3.190	-	*PT Dipori Persada Raya*
PT Sinergi Prima Inti	3.159	1.349	*PT Sinergi Prima Inti*
PT Cipta Marga Prakasa	3.064	-	*PT Cipta Marga Prakasa*
CV Inti Karya Utama	2.999	-	*CV Inti Karya Utama*
PT Qinar Raya Mandiri	2.713	1.309	*PT Qinar Raya Mandiri*
PT Trimurti Perkasa	2.275	3.191	*PT Trimurti Perkasa*
PT Sarana Dian Persada	2.227	-	*PT Sarana Dian Persada*
PT Nusantara Artha Persada	2.128	-	*PT Nusantara Artha Persada*
PT Astra Infra Solution	2.115	-	*PT Astra Infra Solution*
PT Simaka	2.076	1.078	*PT Simaka*
PT Network Global Solusindo	1.776	4.174	*PT Network Global Solusindo*
KSO PT Puja Perkasa - PT Kadi International	1.756	2.593	*KSO PT Puja Perkasa - PT Kadi International*
PT Delameta Bilano	1.711	5.904	*PT Delameta Bilano*
PT Modern Widya Tehnical	809	3.912	*PT Modern Widya Tehnical*
PT Sarma Raya Cipta	757	2.585	*PT Sarma Raya Cipta*
PT Eskapindo Matra	34	2.795	*PT Eskapindo Matra*
KSO HKI - ACSET - NK	-	67.650	*KSO HKI - ACSET - NK*
Lain - lain (di bawah Rp2.000)	68.118	71.004	*Others (Below Rp2,000)*
Subtotal	308.872	393.628	*Subtotal*
Total	**402.940**	**494.361**	***Total***

Utang Kontraktor Jangka Panjang / *Long-Term Contractors Payables*

	2025	2024	
Pihak Berelasi (Catatan 43)	551.544	785.561	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
JO Adhi-JMTM Konstruksi	226.074	-	*JO Adhi-JMTM Konstruksi*
KSO Waskita - Acset	155.341	-	*KSO Waskita - Acset*
KSO WIKA - PP - KMK - HKI	117.886	-	*KSO WIKA - PP - KMK - HKI*
KSO Adhi Karya - Acset	98.040	51.289	*KSO Adhi Karya - Acset*
KSO ADHI - ABIPRAYA - MKN	91.078	54.672	*KSO ADHI - ABIPRAYA - MKN*
KSO HKI - ACSET - NK	76.938	44.836	*KSO HKI - ACSET - NK*
PT Dayamulia Turangga	37.900	25.625	*PT Dayamulia Turangga*
KSO NKE - CCECC	18.554	-	*KSO NKE - CCECC*
PT Purnarajasa Bimapratama	-	3.830	*PT Purnarajasa Bimapratama*
Lain - lain (di bawah Rp2.000)	1.975	1.615	*Others (Below Rp2,000)*
Total	**1.375.330**	**967.428**	***Total***

Seluruh utang kontraktor terdenominasi dalam mata uang Rupiah.

All contractor payables are denominated in Rupiah.

21. LIABILITAS KEUANGAN JANGKA PENDEK LAINNYA / *21. OTHER CURRENT FINANCIAL LIABILITIES*

Akun ini terdiri dari: / *This account consists of:*

	2025	2024	
Pihak Berelasi (Catatan 43)			*Related Parties (Note 43)*
Utang titipan	48.480	52.923	*Deposit payable*
Pihak Ketiga			*Third Parties*
Utang pencadangan			*Provisions for*
Multi Lane Free Flow (MLFF)	401.004	421.353	*Multi Lane Free Flow (MLFF)*
Utang titipan	175.244	229.313	*Deposit payable*
Utang Dividen Pemegang saham Minoritas	175.000	50	*Minority shareholder Dividend Payable*
Utang jaminan pihak lain	19.204	27.534	*Guarantee payable*
Lainnya (di bawah Rp2.000)	245.813	236.850	*Others (below Rp2,000)*
Total	**1.064.745**	**968.023**	***Total***

22. BEBAN AKRUAL / *22. ACCRUED EXPENSES*

Akun ini terdiri dari: / *This account consists of:*

	2025	2024	
Beban kontraktor dan konsultan:			*Contractors and consultant expense:*
Pihak Berelasi (Catatan 43)	4.146.106	3.641.318	*Related Parties (Note 43)*
Pihak Ketiga	2.109.229	5.033.262	*Third Parties*
Beban umum dan administrasi:			*General and administrative expenses:*
Pihak Ketiga	1.896.911	1.608.531	*Third Parties*
Akrual insentif kinerja	1.072.965	984.702	*Performance incentive accrual*
Utang investasi ke Pemerintah			*Goverment's invesment liability*
Pihak Berelasi (Catatan 43)	712.202	700.630	*Related Parties (Note 43)*
Beban bunga:			*Interest expenses:*
Pihak Berelasi (Catatan 43)			*Related Parties (Note 43)*
Utang bank	28.195	5.605	*Bank loans*
Pihak Ketiga			*Third Parties*
Utang bank sindikasi	69.390	99.572	*Syndicated bank loan*
Utang obligasi	8.175	21.054	*Bonds payable*
Utang bagi hasil			*Profit Sharing Liabilites*
PT Bank Maybank Indonesia Tbk	6.992	-	*PT Bank Maybank Indonesia Tbk*
PT Bank CIMB Niaga Tbk	684	-	*PT Bank CIMB Niaga Tbk*
Utang bank			*Bank loans*
PT Bank Central Asia Tbk	9.775	419	*PT Bank Central Asia Tbk*
PT Bank Permata Tbk	1.813	-	*PT Bank Permata Tbk*
PT Bank Maybank Indonesia Tbk	30	85	*PT Bank Maybank Indonesia Tbk*
PT Bank Danamon Indonesia Tbk	-	612	*PT Bank Danamon Indonesia Tbk*
Lain-lain	17.223	8.141	*Others*
Total	**10.079.690**	**12.103.931**	***Total***
Dikurangi bagian lancar	9.367.488	11.403.302	*Net of current portion*
Bagian tidak lancar	**712.202**	**700.629**	***Non - current portion***

23. UTANG BANK / *23. BANK LOANS*

Utang Bank Jangka Pendek: / ***Short-Term Bank Loans:***

	2025	2024	
Pihak Berelasi (Catatan 43)	-	-	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
PT Bank Maybank Indonesia Tbk	57.559	101.200	*PT Bank Maybank Indonesia Tbk*
PT Bank Central Asia Tbk	-	529.668	*PT Bank Central Asia Tbk*
Total	**57.559**	**630.868**	***Total***

Berdasarkan addendum Perjanjian Kredit No. 55 tanggal 21 Oktober 2025, JJB dan PT Bank Central Asia Tbk menyepakati perubahan ketentuan fasilitas kredit, termasuk perubahan klasifikasi pinjaman dari jangka pendek menjadi jangka panjang. Sehubungan dengan perubahan tersebut, saldo pinjaman yang sebelumnya disajikan sebagai utang bank jangka pendek direklasifikasi menjadi utang bank jangka panjang pada tanggal 31 Desember 2025.

Based on the addendum to Credit Agreement No. 55 dated October 21, 2025, JJB and PT Bank Central Asia Tbk agreed on changes to the credit facility terms, including the reclassification of the loan from short-term to long-term. In connection with this change, the loan balance previously presented as a short-term bank debt was reclassified as long-term bank debt as of December 31, 2025.

Informasi lain mengenai pinjaman bank pada tanggal 31 Desember 2025 adalah sebagai berikut:

Other information related to bank loans as at December 31, 2025 is as follows:

23. UTANG BANK (lanjutan) / *23. BANK LOANS (continued)*

Utang Bank Jangka Pendek (lanjutan): / *Short-Term Bank Loans (continued):*

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ *Outstanding Facility Amount*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Interest Coverage Ratio (ICR)*	*Debt to Equity Ratio (DER)*
Perusahaan/*The Company*								
1. PT Bank Maybank Indonesia Tbk ("Maybank") *)	PPB Musyarakah iB/ PPB Musyarakah iB	-	30 September 2026/ *September 30, 2026*	6,45%	-	3.000.000	Minimal 110% / 1.1/	-
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Kredit Modal Kerja IV (KMK)/ *Working Capital Credit IV (KMK)*	-	22 Agustus 2026/ *August 22, 2026*	5,80%	-	400.000	*Minimum 110%/ 1.1*	Maksimal 5 (lima) kali / 500%/ *Maximum 5 (five) times/*
Entitas Anak/ *Subsidiaries* - PT Jasamarga Jogja Bawen Pinjaman Dana Talangan Tanah/ *Land Bailout Loans*								
1. PT Bank Central Asia Tbk ("BCA")	Kredit Jangka Pendek/ *Short Term Credit*	-	01 September 2025/ *September 01, 2025*	7,25%	-	-	-	Maksimal 70% dari *Project Cost*/ *Maximum 70% of Project Cost*
2. PT Bank Maybank Indonesia Tbk ("Maybank")		12.247	21 Juni 2026/ *June 21, 2026*	7,00%	-	31.728	-	-
Entitas Anak/ *Subsidiaries* - PT Jasamarga Jogja Solo Pinjaman Dana Talangan Tanah/ *Land Bailout Loan*								
1. PT Bank Maybank Indonesia Tbk ("Maybank")	Kredit Jangka Pendek/ *Short Term Credit*	45.312	17 Mei 2026/ *May 17, 2026*	6,80%	1. Diikat secara fidusia atas tagihan milik nasabah terkait pengembalian dana talangan tanah yang wajib dibayarkan Pemerintah dan/atau BLU LMAN dan/atau Instansi yang berwenang dengan nilai jaminan sebesar Rp81.600/ *Fiduciarily bound to the customer's bill related to the return of land advance funds that must be paid by the Government and/or BLU LMAN and/or authorized agencies with a collateral value of Rp 81,600* 2. Diikat secara gadai dan surat kuasa atas rekening penampungan dan rekening nasabah/ *Bound by pledge and power of attorney over the escrow account and customer account*	18.683	-	-
		57.559				**3.450.411**		

*) Pada tanggal 18 September 2025, perusahaan melakukan pencairan fasilitas pinjaman PT Bank Maybank Indonesia Tbk sebesar Rp3.000.000 kemudian dilakukan pelunasan kembali pada tanggal 29 September 2025.

*) *On September 18, 2025, the Company disbursed a loan facility from PT Bank Maybank Indonesia Tbk amounting to Rp3,000,000 and then made repayment on September 29, 2025.*

Utang Bank Jangka Panjang: / *Long–Term Bank Loans:*

	2025	2024	
Bagian jatuh tempo dalam satu tahun - utang bank jangka panjang			***Current maturities of - long-term bank loan***
Pihak Berelasi (Catatan 43)	3.052.004	2.642.602	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
PT Bank Central Asia Tbk	449.040	2.076.877	*PT Bank Central Asia Tbk*
PT Bank CIMB Niaga Tbk	35.000	30.000	*PT Bank CIMB Niaga Tbk*
PT Bank Pembangunan Daerah Sumatera Utara	27.104	18.972	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Pembangunan Daerah Bali	14.030	11.825	*PT Bank Pembangunan Daerah Bali*
PT Bank ICBC Indonesia	9.672	16.769	*PT Bank ICBC Indonesia*
PT Bank Danamon Indonesia Tbk	9.460	5.699	*PT Bank Danamon Indonesia Tbk*
PT Bank Pembangunan Daerah Riau	6.752	4.940	*PT Bank Pembangunan Daerah Riau*
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	6.752	4.940	*PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat*
PT Bank KEB Hana Indonesia	5.851	3.738	*PT Bank KEB Hana Indonesia*
PT Bank Permata Tbk	4.526	5.272	*PT Bank Permata Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	2.532	1.853	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Mega Tbk	-	24.238	*PT Bank Mega Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	-	12.111	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank Pembangunan Daerah Papua	-	8.474	*PT Bank Pembangunan Daerah Papua*
PT Bank Muamalat Indonesia Tbk	-	7.274	*PT Bank Muamalat Indonesia Tbk*
PT Bank Pembangunan Daerah Kalimantan Selatan	-	4.854	*PT Bank Pembangunan Daerah Kalimantan Selatan*
PT Bank Jabar Banten Syariah	-	2.419	*PT Bank Jabar Banten Syariah*
Subtotal	570.719	2.240.255	*Subtotal*
Total Bagian Jatuh Tempo dalam Satu Tahun - Utang Bank Jangka Panjang	**3.622.723**	**4.882.857**	***Total Current Maturities of Long Term Bank Loans***

23. UTANG BANK (lanjutan) / 23. BANK LOANS (continued)

Utang Bank Jangka Panjang (lanjutan): / ***Long–Term Bank Loans (continued):***

	2025	2024	
Bagian jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun			***Long-term portion - net off current maturities***
Pihak Berelasi (Catatan 43)	41.675.888	36.754.564	*Related Parties (Note 43)*
Pihak Ketiga			*Third Parties*
PT Bank Central Asia Tbk	19.162.297	13.624.275	*PT Bank Central Asia Tbk*
PT Bank CIMB Niaga Tbk	1.356.322	656.322	*PT Bank CIMB Niaga Tbk*
PT Bank Danamon Indonesia Tbk	1.114.041	1.123.501	*PT Bank Danamon Indonesia Tbk*
PT Bank Permata Tbk	1.000.000	-	*PT Bank Permata Tbk*
PT Bank Maybank Indonesia Tbk	900.000	-	*PT Bank Maybank Indonesia Tbk*
PT Bank Pembangunan Daerah Papua	541.190	632.699	*PT Bank Pembangunan Daerah Papua*
PT Bank Jakarta	526.807	336.976	*PT Bank Jakarta*
PT Bank Pembangunan Daerah Jawa Timur Tbk	519.720	710.069	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	418.350	265.516	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	230.085	170.411	*PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung*
PT Bank Pembangunan Daerah Jawa Tengah	213.235	174.710	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank ICBC Indonesia	209.834	585.863	*PT Bank ICBC Indonesia*
PT Bank Pembangunan Daerah Bali	184.425	126.463	*PT Bank Pembangunan Daerah Bali*
PT Bank Pembangunan Daerah Kalimantan Barat	173.519	84.214	*PT Bank Pembangunan Daerah Kalimantan Barat*
PT Bank Pembangunan Daerah Sumatera Utara	164.023	191.122	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Pembangunan Daerah Istimewa Yogyakarta	158.304	117.247	*PT Bank Pembangunan Daerah Istimewa Yogyakarta*
PT Bank KEB Hana Indonesia	153.833	159.846	*PT Bank KEB Hana Indonesia*
PT Bank Pembangunan Daerah Riau	146.477	153.229	*PT Bank Pembangunan Daerah Riau*
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	146.477	153.229	*PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat*
PT Bank Pembangunan Daerah Maluku Utara	138.679	67.275	*PT Bank Pembangunan Daerah Maluku dan Maluku Utara*
PT Bank BCA Syariah	72.520	55.434	*PT Bank BCA Syariah*
PT Bank Mega Tbk	-	916.214	*PT Bank Mega Tbk*
PT Bank Muamalat Indonesia Tbk	-	274.928	*PT Bank Muamalat Indonesia Tbk*
PT Bank Pembangunan Daerah Kalimantan Selatan	-	183.499	*PT Bank Pembangunan Daerah Kalimantan Selatan*
PT Bank Jabar Banten Syariah	-	91.430	*PT Bank Jabar Banten Syariah*
Subtotal	27.530.138	20.854.472	*Subtotal*
Total bagian jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun	**69.206.026**	**57.609.036**	***Long-term portion - net off current maturities***
Biaya belum diamortisasi	(405.158)	(430.620)	*Unamortized cost*
Total Utang Bank Jangka Panjang	**68.800.868**	**57.178.416**	***Total Long-Term Bank Loans***

Informasi lain mengenai pinjaman bank pada tanggal 31 Desember 2025 sebagai berikut:

Other information related to bank loans as at December 31, 2025 is as follows:

23. UTANG BANK (lanjutan) / *23. BANK LOANS (continued)*

Utang Bank Jangka Panjang (lanjutan): / *Long–Term Bank Loans (continued):*

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ Jatuh tempo dalam satu tahun/ *Current maturities*	Jumlah Fasilitas Terutang/ Porsi jangka panjang setelah dikurangi satu Tahun/ *Long-term portion - net off current maturities*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Interest Coverage Ratio (ICR)*	*Debt to Equity Ratio (DER)*
Perusahaan/*The Company*									
Perjanjian Pinjaman Bank/ *Bank Loan Agreements*									
1. PT Bank CIMB Niaga Tbk ("CIMB")	PMK iB Musyarakah/ *PMK iB Musyarakah*	-	275.000	31 Juli 2027/ *July 31, 2027*	5,90%	-	570.000	Minimal 110% / 1.1/ *Minimum 110%/ 1.1*	Maksimal 5 (lima) kali / 500%/ *Maximum 5 (Five) times/ 500%*
2. PT Bank CIMB Niaga Tbk ("CIMB")		-	460.000	31 Juli 2027/ *July 31, 2027*	5,40%	-	-		
3. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Term Loan/ *Term Loan*	-	-	19 Desember 2027/ *December 19, 2027*	6,40%	-	1.930.000		
4. PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Kredit Modal Kerja I (KMK)/	-	350.000	22 Agustus 2027/ *August 22, 2027*	5,80%	-	-		
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	*Working Capital Credit I (KMK)*	-	350.000	22 Agustus 2027/ *August 22, 2027*	5,80%	-	200.000		
5. PT Bank Syariah Indonesia Tbk ("BSI")	Musyarakah/ *Musyarakah*	-	300.000	14 Oktober 2027/ *October 14, 2027*	5,10%	-	400.000		
6. PT Bank Maybank Tbk ("Maybank")	PPB Musyarakah iB/ *PPB Musyarakah iB*	-	550.000	21 Desember 2028/ *December 21, 2028*	5,80%	-	-		
7. PT Bank Maybank Tbk ("Maybank")		-	350.000	21 Desember 2028/ *December 21, 2028*	5,80%	-	-		
8. PT Bank Permata Tbk ("Permata")	Musyarakah/ *Musyarakah*	-	1.000.000	30 Oktober 2028/ *October 30, 2028*	5,93%	-	-		
9. PT Bank Shinhan Indonesia ("Shinhan")	*Demand Loan*	-	-	24 September 2027/ *September 24, 2027*	6,35%	-	200.000		
Entitas Anak/ *Subsidiaries* - PT Marga Trans Nusantara									
Perjanjian Pinjaman Bank/ *Bank Loan Agreement*									
1. PT Bank Central Asia Tbk ("BCA")	Kredit Investasi/ *Investment Credit*	5.287	2.553.825	23 Oktober 2037/ *October 23, 2037*	6,75%	Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)*	264.120	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
Entitas Anak/ *Subsidiaries* - PT Jasamarga Jogja Bawen									
Perjanjian Pinjaman Bank/ *Bank Loan Agreements*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	-	4.185.226	19 Desember 2027/ *December 19, 2027*	7,00%	Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)*	-	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 5 (lima) kali / 500%/ *Maximum 5 (Five) times/ 500%*
2. PT Bank Central Asia Tbk ("BCA")	Kredit Investasi/ *Investment Credit*	-	700.000	28 Februari 2027/ *February 28, 2027*	7,00%		-		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Transjawa Tol									
Perjanjian Pinjaman Bank PT JSM/ *Bank Loan Agreement of PT JSM*									
1. PT Bank Central Asia Tbk ("BCA")	Kredit Investasi/ *Investment Credit*	204.503	3.129.967	13 Oktober 2033/ *October 13, 2033*	6,75%	Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)*	272.583	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 2,2 (dua koma dua) kali / 220%/ *Maximum 2.2 (two point two) times / 220%*
Perjanjian Pinjaman Bank PT JGP/ *Bank Loan Agreement of PT JGP*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	131.406	1.957.944	24 Agustus 2032/ *August 24, 2032*	6,65%	Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period* (Note 13)	183.968	Minimal lebih dari 100% / 1 kali sejak tahun ke 4 setelah ruas tol beroperasi/ *At least more than 100% / 1 time since the 4th year after the toll road section is operational*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
		341.196	**16.161.962**				**4.020.671**		

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ Jatuh tempo dalam satu tahun/ *Current maturities*	Jumlah Fasilitas Terutang/ Porsi jangka panjang setelah dikurangi satu Tahun/ *Long-term portion - net off current maturities*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Debt Service Coverage Ratio (DSCR)*	*Debt to Equity Ratio (DER)*
Entitas Anak/ *Subsidiaries* - PT Marga Sarana Jabar									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")	Kredit Investasi/ *Investment Credit*	5.046	353.942	30 Desember 2035/ *December 30, 2035*	6,75%	Pendapatan Tol dan Pendapatan Usaha Lainnya Selama Masa Konsesi (Catatan 37)/ *Toll Revenues and Other Business Revenues During the Concession Period (Note 37)*	137.523	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	-
2. PT Sarana Multi Infrastruktur (Persero) ("SMI")		5.046	353.942				137.523		
Perjanjian Pinjaman Bank/ *Bank Loan Agreement*									
1. PT Bank Danamon Indonesia Tbk ("Danamon")	Pembiayaan Bilateral/ *Bilateral Financing*	9.460	1.114.041	1 April 2035/ *April 1, 2035*	6,25%		5.699		-

23. UTANG BANK (lanjutan) / *23. BANK LOANS (continued)*

Utang Bank Jangka Panjang (lanjutan): / *Long–Term Bank Loans (continued):*

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ Jatuh tempo dalam satu tahun/ *Current maturities*	Jumlah Fasilitas Terutang/ Porsi jangka panjang setelah dikurangi satu Tahun/ *Long-term portion - net off current maturities*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Debt Service Coverage Ratio (DSCR)*	*Debt to Equity Ratio (DER)*
Entitas Anak/ *Subsidiaries* - PT Jasamarga Kunciran Cengkareng									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Sarana Multi Infrastruktur (Persero) Tbk ("SMI")	Kredit Investasi/ *Investment Credit*	30.772	1.208.507	19 Desember 2038/ *December 19, 2038*	6,75%	Pendapatan Tol dan Polis Asuransi Aset jalan Tol (Catatan 37)/ *Toll Revenue and Toll Road Asset Insurance Policy* (Note 37)	74.326	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 4 kali dengan perhitungan Interest Bearing Debt : Total Ekuitas/ *Maximum 4 times based on the calculation of Interest Bearing Debt : Total Equity*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		30.772	1.208.507				74.326		
3. PT Bank Mandiri (Persero) Tbk ("Mandiri")		20.781	816.151				50.186		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Bali Tol									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	62.434	42.406	21 Desember 2027/ *December 21, 2027*	6,69%	Hak Konsesi, Pendapatan Tol dan Usaha Lainnya yang Diikat secara Fidusia (Catatan 13)/ *Concession Rights, Toll Revenues and Other Fiduciary Bound Businesses* (Note 13)	52.420	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		62.434	42.406				52.420		
3. PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")		62.434	42.406				52.420		
4. PT Bank Tabungan Negara (Persero) Tbk ("BTN")		14.633	9.939				12.286		
5. PT Bank Central Asia Tbk ("BCA")		28.060	19.059				23.560		
6. PT Bank Pembangunan Daerah Bali		14.030	9.529				11.780		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Kualanamu Tol									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	76.780	464.638	23 Maret 2030/ *March 23, 2030*	5,58%	1. Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)* 2. Pendapatan Tol dan Polis Asuransi Asset jalan Tol (Catatan 37)/ *Toll Revenue and the Toll road Asset Insurance Policy (Note 37)* 3. Rekening Dana Penampungan/ *Escrow Account* 4. Tagihan atas pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari pemerintah diikat fidusia/ *Claims on income from insurance claims, bank guarantees and reimbursement of funds from the government are bound by fiduciary*	53.748	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		76.780	464.638				53.748		
3. PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")		76.780	464.638				53.748		
4. PT Bank Pembangunan Daerah Sumatera Utara		27.104	164.023				18.967		
Entitas Anak/ *Subsidiaries* - PT Cinere Serpong Jaya									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	29.736	687.730	11 Oktober 2034/ *October 11, 2034*	6,63%	Pendapatan Tol/ *Toll Revenue*	11.151	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		29.736	687.730				11.151		
3. PT Bank Central Asia Tbk ("BCA")		29.736	687.730				11.151		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Manado Bitung									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Kredit Investasi/ *Investment Credit*	19.567	424.503	13 Oktober 2032/ *October 13, 2032*	6,92%	Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)*	14.317	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Mandiri (Persero) Tbk ("Mandiri")		19.567	424.503				14.317		
3. PT Sarana Multi Infrastruktur (Persero) ("SMI")		26.556	576.145				19.432		
4. Lembaga Pembiayaan Ekspor Indonesia ("LPEI")		9.867	214.060				7.220		
5. PT Bank Central Asia Tbk ("BCA")		19.567	424.503				14.317		
6. PT Bank ICBC Indonesia		9.672	209.834				7.077		
7. PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat		6.752	146.477				4.940		
8. PT Bank Pembangunan Daerah Riau		6.752	146.477				4.940		
9. PT Bank Pembangunan Daerah Jawa Tengah		2.532	54.931				1.853		

23. UTANG BANK (lanjutan) / *23. BANK LOANS (continued)*

Utang Bank Jangka Panjang (lanjutan): / *Long–Term Bank Loans (continued):*

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ Jatuh tempo dalam satu tahun/ *Current maturities*	Jumlah Fasilitas Terutang/ Porsi jangka panjang setelah dikurangi satu Tahun/ *Long-term portion - net off current maturities*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Debt Service Coverage Ratio (DSCR)*	*Debt to Equity Ratio (DER)*
Entitas Anak/ *Subsidiaries* - PT Jasamarga Balikpapan Samarinda									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreements*									
1. PT Bank Syariah Indonesia Tbk ("BSI")	Kredit Investasi/ *Investment loan*	11.250	1.986.250	25 September 2040/ *September 25, 2040*	6,50%	Hak Pengusahaan Jalan Tol (HPJT) Ruas jalan tol Muara jawa-Palaran Seksi III sepanjang 19,533 KM (STA 33+000 - 52+533)/ *Toll Road Concession Rights (HPJT) Muara Jawa-Palaran Section III toll road section 19,533 KM long (STA 33+000 - 52+533)*	6.303	Minimal 110% / 1.1/ *Minimum 110%/ 1.1*	Maksimal 5 (lima) kali / 500%/ *Maximum 5 (Five) times/ 500%*
2. PT Bank Mandiri (Persero) Tbk ("Mandiri")		28.780	5.081.212			Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi selain agunan pinjaman BSI/ *Toll Road Concession Rights (HPJT) during the concession period other than the loan collateral of BSI*	7.581		
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreements*									
1. PT Bank Rakyat Indonesia Tbk ("BRI")	Kredit Investasi/ *Investment loan*	-	-	21 Desember 2033/ *December 21, 2033*	6,25%	1. Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi/ *Toll Road Concession Rights (HPJT) during the concession period*	188.353	Minimal 110% / 1.1/ *Minimum 110%/ 1.1*	Maksimal 5 (lima) kali / 500%/ *Maximum 5 (Five) times/ 500%*
2. PT Bank Mandiri (Persero) Tbk ("Mandiri")		-	-				1.719.588		
3. PT Sarana Multi Infrastruktur (Persero) Tbk ("SMI")		-	-				658.251		
4. Industrial and Commercial Bank of China Tbk ("ICBC")		-	-			2. Pendapatan Tol dan Polis Asuransi Asset jalan Tol (Catatan 37)/ *Toll Revenue and the Toll road Asset Insurance Policy (Notes 37)*	376.050		
5. Bank pembangunan daerah di Jawa Timur ("Bank Jatim")		-	-				469.897		
6. PT Bank Syariah Indonesia Tbk ("BSI")		-	-			3. Rekening Dana Penampungan/ *Escrow Account*	842.145		
7. PT Bank Pembangunan Daerah Papua ("Bank Papua")		-	-				328.797		
8. PT Bank Pembangunan Daerah Kalimantan Selatan ("Bank Kalsel")		-	-			4. Tagihan atas pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari pemerintah diikat fidusia/ *Claims on income from insurance claims, bank guarantees and reimbursement of funds from the government are bound by fiduciary*	188.353		
9. Lembaga Pembiayaan Ekspor Indonesia (Eximbank) ("LPEI")		-	-				469.897		
10. PT. Bank Mega Tbk. ("MEGA")		-	-				940.452		
11. PT. Bank Jabar Banten Syariah ("BJB Syariah")		-	-				93.848		
12. PT Bank Muamalat Indonesia Tbk ("Muamalat")		-	-				282.201		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Japek Selatan									
Perjanjian Pinjaman Talangan / *Bridging Loan Agreements*									
1. PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Pinjaman Talangan/ *Bridging Loan*	1.538.257	-	17 Juli 2023/ *July 17, 2023*	7,00%	-	-	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Central Asia Tbk ("BCA")	Pinjaman Talangan/ *Bridging Loan*	-	4.556.101	28 Februari 2027/ February 28, 2027	6,95%	-	-		
3. PT Bank BRI (Persero) Tbk ("BRI")	Pinjaman Talangan/ *Bridging Loan*	91.261	-	31 Desember 2026/ *December 31, 2026*	7,75%	-	-		
4. PT Bank Mandiri (Persero) Tbk ("BRI")	Pinjaman Talangan/ *Bridging Loan*	-	2.490.421	19 Desember 2027/ *Desember 19, 2027*	7,00%	-	-		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Probolinggo Banyuwangi									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	-	1.388.315	21 November 2038/ *November 21, 2038*	7,65%	1. Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)*	-	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Central Asia Tbk ("BCA")		-	1.388.315				-		
3. PT Sarana Multi Infrastruktur (Persero) ("SMI")		-	692.979				-		
4 PT Bank Pembangunan Daerah Papua		-	346.504			2. Pendapatan Tol dan Pendapatan Usaha Lain terkait dengan Hak Pengusahaan Jalan Tol (Catatan 36)/ *Toll Revenue and other Business Income related to Toll Road Concession Rights (Note 36)*	-		
5. PT Bank Pembangunan Daerah Jawa Timur Tbk		-	519.720				-		
6. PT Bank Pembangunan Daerah Bali		-	104.100				-		
7. PT Bank DKI ("DKI")		-	208.228				-		
8. PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk		-	173.399				-		
9. PT Bank Pembangunan Daerah Kalimantan Barat		-	173.519			3. Rekening Dana Penampungan/ *Escrow Account*	-		
10. PT Bank Pembangunan Daerah Maluku dan Maluku Utara		-	138.679			4. Tagihan atas pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari pemerintah diikat fidusia/ *Claims on income from insurance claims, bank guarantees and reimbursement of funds from the government are bound by fiduciary*	-		

23. UTANG BANK (lanjutan) / *23. BANK LOANS (continued)*

Utang Bank Jangka Panjang (lanjutan): / *Long–Term Bank Loans (continued):*

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ Jatuh tempo dalam satu tahun/ *Current maturities*	Jumlah Fasilitas Terutang/ Porsi jangka panjang setelah dikurangi satu Tahun/ *Long-term portion - net off current maturities*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Debt Service Coverage Ratio (DSCR)*	*Debt to Equity Ratio (DER)*
Entitas Anak/ *Subsidiaries* - PT Jasamarga Probolinggo Banyuwangi									
Piniaman Dana Talangan Tanah/ *Land Bailout Loan*									
1. PT Bank Permata Tbk ("Permata")	Dana Talangan Tanah/ *Land Bailout*	4.526	-	30 April 2026/ April 30 2026	8,65%	1. Tagihan atas pengembalian Dana Talangan Tanah dari Pemerintah dan/atau instansi berwenang lain yang ditunjuk Pemerintah (Catatan 6)/ *Claims for returning Land Bailout Funds from the Government and/or other authorized agencies appointed by the Government (Note 6)* 2. Rekening Penampungan Dana Talangan Tanah yang diikat dengan gadai rekening senilai Rp 100.000 yang dimiliki nasabah (Catatan 9)/ *Land Bailout Fund Escrow Account tied to a pawn account in the amount of IDR 100,000 owned by the customer (Note 9)* 3. LoU (*Letter of Undertaking*) atau Surat Pernyataan Kesanggupan dari Pemegang Saham Nasabah dalam bentuk Keputusan Rapat Umum Pemegang Saham Sirkuler/ *LoU (Letter of Undertaking) or Statement of Commitment from Customer Shareholders in the form of Circular General Meeting of Shareholders Resolutions*	1.736	-	-
Entitas Anak/ *Subsidiaries* - PT Jasamarga Akses Patimban									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Central Asia Tbk ("BCA")	Kredit Investasi/ *Investment Credit*	-	557.756	17 Desember 2039/ *December 17, 2039*	7,75%	Hak Pengusahaan Jalan Tol (HPJT) selama masa konsesi (Catatan 13)/ *Toll Road Concession Rights (HPJT) during the concession period (Note 13)*	-	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Sarana Multi Infrastruktur (Persero) ("SMI")		-	557.756				-		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Jogja Solo									
Perjanjian Pinjaman Sindikasi/ *Syndicated Loan Agreement*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	-	1.415.905	19 Desember 2037/ *December 19, 2037*	7,71%	Hak Pengusahaan Jalan Tol, seluruh tagihan dan pendapatan dan usaha-usaha lain, keseluruhan *escrow accounts*, pendapatan dari hasil klaim asuransi, Garansi Bank, dan penggantian dana dari Pemerintah (Catatan 13)/ *Toll Road Concession Rights, entire claims and operational revenues, all escrow accounts, income from insurance claims, Bank Guarantee, fund compensation from the Government (Note 13)*	-	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		-	1.415.905				-		
3. PT Bank Central Asia Tbk ("BCA")		-	1.415.905				-		
4. PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")		-	708.120				-		
5. PT Sarana Multi Infrastruktur (Persero) ("SMI")		-	353.976				-		
6. PT Bank Syariah Indonesia Tbk ("BSI")		-	238.280				-		
7. PT Bank DKI		-	318.579				-		
8. PT Bank Pembangunan Daerah Jawa Barat Banten Tbk		-	244.952				-		
9. PT Bank Pembangunan Daerah Sulawesi Selatan dan Bangka Belitung		-	230.085				-		
10. PT Bank Pembangunan Daerah Papua		-	194.687				-		
11. PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta		-	158.304				-		
12. PT Bank Pembangunan Daerah Jawa Tengah		-	158.304				-		
13. PT Bank Pembangunan Daerah Bali		-	70.795				-		
14. PT Bank Central Asia Syariah		-	72.520				-		
Entitas Anak/ *Subsidiaries* - PT Jasamarga Transjawa Tol									
Perjanjian Pinjaman Sindikasi PT JSN/ *Syndicated Loan Agreement PT JSN*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	71.750	1.705.254	21 Desember 2034/ *December 21, 2034*	6,75%	Hak Pengusahaan Jalan Tol, seluruh tagihan dan pendapatan dan usaha-usaha lain, keseluruhan *escrow accounts*, pendapatan dari hasil klaim asuransi, Garansi Bank, dan penggantian dana dari Pemerintah (Catatan 13)/ *Toll Road Concession Rights, entire claims and operational revenues, all escrow accounts, income from insurance claims, Bank Guarantee, fund compensation from the Government (Note 13)*	161.500	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		82.250	1.460.106				70.500		
3. PT Bank Central Asia Tbk ("BCA")		59.500	1.055.991				51.000		
4. PT Bank CIMB Niaga Tbk ("CIMB")		35.000	621.322				30.000		

23. UTANG BANK (lanjutan) / *23. BANK LOANS (continued)*

Utang Bank Jangka Panjang (lanjutan): / *Long–Term Bank Loans (continued):*

Kreditur/ *Creditor*	Nama Fasilitas/ *Facility Type*	Jumlah Fasilitas Terutang/ Jatuh tempo dalam satu tahun/ *Current maturities*	Jumlah Fasilitas Terutang/ Porsi jangka panjang setelah dikurangi satu Tahun/ *Long-term portion - net off current maturities*	Tanggal Jatuh Tempo Perjanjian Kredit/ *Maturity Date Of Credit Agreement*	Suku Bunga Per Tahun/ *Interest rate per annum*	Agunan/ *Collateral*	Pelunasan/ *Acquittance*	*Debt Service Coverage Ratio (DSCR)*	*Debt to Equity Ratio (DER)*
Perjanjian Pinjaman Sindikasi PT JNK/ *Syndicated Loan Agreement PT JNK*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	35.874	935.852	21 Desember 2034/ *December 21, 2034*	6,75%	Hak Pengusahaan Jalan Tol, seluruh tagihan dan pendapatan dan usaha-usaha lain, keseluruhan *escrow accounts*, pendapatan dari hasil klaim asuransi, Garansi Bank, dan penggantian dana dari Pemerintah (Catatan 13)/ *Toll Road Concession Rights, entire claims and operational revenues, all escrow accounts, income from insurance claims, Bank Guarantee, fund compensation from the Government (Note 13)*	99.627	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Nasional Indonesia (Persero) Tbk ("BNI")		35.874	935.852				99.627		
3. PT Bank Syariah Indonesia Tbk ("BSI")		12.701	331.338				35.273		
Perjanjian Pinjaman Sindikasi PT JSB/ *Syndicated Loan Agreement PT JSB*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Kredit Investasi/ *Investment Credit*	87.761	2.523.087	27 Desember 2036/ *December 27, 2036*	6,75%	Hak Pengusahaan Jalan Tol, seluruh tagihan dan pendapatan dan usaha-usaha lain, keseluruhan *escrow accounts*, pendapatan dari hasil klaim asuransi, Garansi Bank, dan penggantian dana dari Pemerintah (Catatan 13)/ *Toll Road Concession Rights, entire claims and operational revenues, all escrow accounts, income from insurance claims, Bank Guarantee, fund compensation from the Government (Note 13)*	253.507	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Negara Indonesia (Persero) Tbk ("BNI")		65.820	1.730.615				43.880		
3. PT Bank Central Asia Tbk ("BCA")		102.386	2.673.148				68.259		
4. PT Keb Hana Indonesia Tbk ("Hana")		5.851	153.833				3.900		
Perjanjian Pinjaman Sindikasi PT JPT/ *Syndicated Loan Agreements PT JPT*									
1. PT Bank Mandiri (Persero) Tbk ("Mandiri")	Term Loan/ *Term Loan*	57.500	69.700	15 Juli 2028/ *July 15, 2028*	6,50%	Hak Pengusahaan Jalan Tol, seluruh tagihan dan pendapatan dan usaha-usaha lain, keseluruhan *escrow accounts*, pendapatan dari hasil klaim asuransi, Garansi Bank, dan penggantian dana dari Pemerintah (Catatan 13)/ *Toll Road Concession Rights, entire claims and operational revenues, all escrow accounts, income from insurance claims, Bank Guarantee, fund compensation from the Government (Note 13)*	91.300	Minimal lebih dari 100% / 1 kali/ *Minimum more than 100% / 1 time*	Maksimal 70:30 antara porsi kreditur dan debitur/ *Maximum 70:30 between the portion of creditors and debitors*
2. PT Bank Syariah Indonesia Tbk ("BSI")		141.800	25.000	15 Juni 2026/ *June 15, 2026*	6,50%		53.200		
		3.281.527	**53.044.064**				**8.621.571**		

Pada tanggal 31 Desember 2025, Kelompok Usaha telah memenuhi persyaratan-persyaratan *financial covenant*, kecuali JMB yang tidak memenuhi persyaratan rasio keuangan. JMB sudah mendapatkan waiver dari BNI. Dengan demikian, manajemen berkeyakinan bahwa tidak terdapat pengaruh yang signifikan yang disebabkan oleh tidak terpenuhinya persyaratan rasio keuangan oleh JMB.

As of December 31, 2025, the Group had met the financial covenant requirements, except for JMB, which did not meet the financial ratio requirements. JMB had obtained a waiver from BNI. Therefore, management believes that there is no significant impact resulting from JMB's non-compliance with the financial ratio requirements.

24. UTANG LEMBAGA KEUANGAN BUKAN BANK / *24. NON-BANK FINANCIAL INSTITUTION LOAN*

Rincian utang lembaga keuangan bukan bank adalah sebagai berikut:

The details of non-bank financial institution loan are as follows:

	2025	2024	
Utang Lembaga Keuangan Bukan Bank Jangka Panjang			*Long-term Non-bank Financial Institution Loan*
Pihak Berelasi (Catatan 43)	-	272.000	*Related Party (Note 43)*
Total Utang Lembaga Keuangan Bukan Bank Jangka Panjang	**-**	**272.000**	***Total Non - Bank Financial Institution Long Term Loan***

24. UTANG LEMBAGA KEUANGAN BUKAN BANK (lanjutan)

Perusahaan

Berdasarkan Akta Perjanjian Pinjaman No. 29 tanggal 16 September 2020 dari Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., pinjaman ini telah diubah beberapa kali, terakhir dengan perubahan ke X No.PERJ-156/SMI/1024, Perusahaan memperoleh fasilitas pinjaman dari PT Sarana Multi Infrastruktur (Persero) sebesar Rp350.000 dengan jangka waktu selambat-lambatnya pada 15 September 2027. Tingkat suku bunga yang berlaku pada 31 Desember 2025 adalah sebesar Nihil per tahun dan pada 31 Desember 2024 adalah 6,20% per tahun. Pinjaman ini tidak mensyaratkan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:
a. *Interest coverage ratio* minimal 1,1 kali; dan
b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi seluruh pembatasan penting.

Penambahan sampai dengan 31 Desember 2025 sebesar Rp78.000. Pembayaran pokok sampai dengan 31 Desember 2025 sebesar Rp350.000. Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Nihil dan Rp272.000. Jumlah pembayaran beban bunga hingga 31 Desember 2025 adalah sebesar Rp16.564.

24. NON-BANK FINANCIAL INSTITUTION LOAN (continued)

The Company

Based on Loan Agreement Deed No. 29 dated September 16, 2020, from Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., this loan has been amended several times, most recently with amendment number X No. PERJ-156/SMI/1024, The Company obtained loan facilities from PT Sarana Multi Infrastruktur (Persero) amounting to Rp350,000 for a period of as late as September 15, 2027. As of December 31, 2025 the applicable interest rate is Nil per annum and as of December 31, 2024 the applicable interest rate is 6.20% per annum. This loan does not require the Company to submit guarantee/ collateral to the bank or other creditors.

The major covenant of this facility include the following:
a. Minimum interest coverage ratio is 1.1 times; and
b. Maximum debt to equity ratio is 5 times.

As of December 31, 2025 and 2024, the Company has met with all major covenant requirement.

The addition up to December 31, 2025 is Rp78,000. The principal payment until December 31, 2025 is Rp350,000. The outstanding loan facility balance as of December 31, 2025 and 2024, were Nil and Rp272,000, respectively. The total interest expense payments up to December 31, 2025, amount to Rp16,564.

25. UTANG OBLIGASI / *25. BONDS PAYABLE*

Rincian utang obligasi adalah sebagai berikut: / *The details of bonds payable are as follows:*

	2025	2024	
Perusahaan			*The Company*
Obligasi Berkelanjutan II			*Shelf Registry Bond II*
PT Jasa Marga 2020			*PT Jasa Marga 2020*
Seri B	-	286.000	*Series B*
Seri C	90.050	90.050	*Series C*
Seri D	523.600	523.600	*Series D*
Subtotal	613.650	899.650	*Subtotal*
Obligasi Berkelanjutan III Tahap I			*Shelf Registry Bond III Phase I*
PT Jasa Marga 2024			*PT Jasa Marga 2024*
Seri A	90.155	90.155	*Series A*
Seri B	241.055	241.055	*Series B*
Seri C	601.140	601.140	*Series C*
Subtotal	932.350	932.350	*Subtotal*

25. UTANG OBLIGASI (lanjutan) / *25. BONDS PAYABLE (continued)*

	2025	2024	
Perusahaan			*The Company*
Obligasi Berkelanjutan III Tahap II			*Shelf Registry Bond III Phase II*
PT Jasa Marga 2025			*PT Jasa Marga 2025*
Seri A	120.000	-	*Series A*
Seri B	100.000	-	*Series B*
Seri C	780.000	-	*Series C*
Subtotal	1.000.000	-	*Subtotal*
Total	2.546.000	1.832.000	
Belum Diamortisasi	(9.938)	(7.839)	*Unamortized Bond Issuance Cost*
Total Utang Obligasi	2.536.062	1.824.161	*Total Bond Payable*
Bagian yang Jatuh Tempo Dalam Satu Tahun	-	(286.000)	*Current Maturities*
Total Utang Obligasi Bagian Jangka Panjang	**2.536.062**	**1.538.161**	***Total Bond Payable of Long-term Portion***

Jumlah pembayaran kembali untuk utang obligasi menurut tahun jatuh tempo pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The amounts of repayments of bonds payable by years of maturity as of December 31, 2025 and 2024 are as follows:

Tahun Jatuh Tempo/ *Tahun Jatuh Tempo/Year of Maturity*	2025	2024
2025	-	286.000
2027	180.205	180.205
2028	120.000	-
2029	241.055	241.055
2030	623.600	523.600
2034	601.140	601.140
2035	780.000	-
Total	**2.546.000**	**1.832.000**

Obligasi Berkelanjutan II PT Jasa Marga Tahun 2020

Pada tanggal 31 Agustus 2020, Perusahaan memperoleh pernyataan efektif dari OJK atas penerbitan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 ("Obligasi") dalam 4 (empat) seri dengan nilai nominal, suku bunga dan jatuh tempo sebagai berikut:

1. Seri A sebesar Rp1.100.350 dan suku bunga 7,90% per tahun, telah jatuh tempo dan lunas pada tanggal 8 September 2023.
2. Seri B sebesar Rp286.000 dan suku bunga 8,25% per tahun, telah jatuh tempo pada tanggal 8 September 2025.
3. Seri C sebesar Rp90.050 dan suku bunga 8,60% per tahun, akan jatuh tempo pada tanggal 8 September 2027.
4. Seri D sebesar Rp523.600 dan suku bunga 9,00% per tahun, akan jatuh tempo pada tanggal 8 September 2030.

Continuing Public Offering Bond II PT Jasa Marga 2020

On August 31, 2020, the Company obtained an effective statement from OJK on the issuance of Jasa Marga Bond II Phase I Year 2020 ("Bonds") in 4 (four) series with par value, annual interest rate and maturity dates as follows:

1. *Series A amounting to Rp1,100,350 and annual interest rate of 7.90%, has mature and been paid off on September 8, 2023.*
2. *Series B amounting to Rp286,000 and annual interest rate of 8.25%, matured on September 8, 2025.*
3. *Series C amounting to Rp90,050 and annual interest of 8.60%, will mature on September 8, 2027.*
4. *Series D amounting to Rp523,600 and annual interest of 9.00%, will mature on September 8, 2030.*

25. UTANG OBLIGASI (lanjutan)

Obligasi Berkelanjutan II PT Jasa Marga Tahun 2020 (lanjutan)

Total dana yang diterima Perusahaan pada tanggal 8 September 2020 dari hasil penerbitan Obligasi adalah sebesar Rp2.000.000. Bertindak sebagai wali amanat adalah PT Bank Mega Tbk dan sesuai dengan prospektus penerbitan obligasi Perusahaan, dana tersebut akan digunakan untuk modal kerja Perusahaan, diantaranya namun tidak terbatas pada pemeliharaan jalan tol dan sarana penunjang jalan tol, serta peningkatan fasilitas jalan tol dan sarana penunjang jalan tol. Peringkat obligasi ini adalah idAA berdasarkan peringkat dari PT Pemeringkat Efek Indonesia (Pefindo) pada 06 Maret 2025.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu berdasarkan laporan keuangan tahunan yang telah diaudit oleh kantor akuntan publik yang terdaftar di OJK selama periode utang obligasi sebagai berikut:

a) *Interest Coverage Ratio* (ICR) (rasio cakupan bunga) minimal 1,1:1; dan
b) *Debt to Equity Ratio* (DER) (rasio utang) maksimal 5:1

Obligasi ini tidak dijamin dengan suatu agunan khusus, tetapi dijamin dengan seluruh harta kekayaan Perusahaan baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi seluruh rasio keuangan yang dipersyaratkan.

Obligasi Berkelanjutan III Tahap I PT Jasa Marga Tahun 2024

Pada tanggal 26 Juni 2024, Perusahaan memperoleh pernyataan efektif dari OJK atas penerbitan Obligasi Berkelanjutan III Jasa Marga Tahap I Tahun 2024 (“Obligasi”) dalam 3 (tiga) seri dengan nilai nominal, suku bunga dan jatuh tempo sebagai berikut:

1. Seri A sebesar Rp90.155 dan suku bunga 6,90% per tahun, akan jatuh tempo pada tanggal 5 Juli 2027.

2. Seri B sebesar Rp241.055 dan suku bunga 7,00% per tahun, akan jatuh tempo pada tanggal 5 Juli 2029.

3. Seri C sebesar Rp601.140 dan suku bunga 7,20% per tahun, akan jatuh tempo pada tanggal 5 Juli 2034.

25. BONDS PAYABLE (continued)

Continuing Public Offering Bond II PT Jasa Marga 2020 (continued)

Total fund received by the Company on September 8, 2020 from the issuance of Bonds was Rp2,000,000. Acting as trustee for the bonds is PT Bank Mega Tbk and in accordance with the Company’s prospectus for bonds issuance, the funds will be used for funding the Company’s working capital, including but not limited to toll road maintenance and toll road supporting facilities, also for toll road facilities enhancement and toll road supporting facilities. The bond rating is idAA based on the rating from PT Pemeringkat Efek Indonesia (Pefindo) on March 06, 2025.

The Company is also required to maintain certain financial ratios base on annual financial statements which have been audited by public accounting firm registered in OJK during the bonds payable as follows:

a) Minimum Interest Coverage Ratio (ICR) of 1.1:1; and
b) Maximum Debt to Equity Ratio (DER) (debt ratio) of 5:1

The Bonds are not collateralized by a specific collateral, but are collateralized by the Company’s entire assets, either movable or immovable, whether existing or will exist in the future.

As of December 31, 2025 and 2024, the Company has met the financial ratio requirements.

Shelf Registry Bond III Phase I PT Jasa Marga 2024

On June 26, 2024, the Company obtained an effective statement from OJK on the issuance of Jasa Marga Bond III Phase I Year 2024 (“Bonds”) in 3 (three) series with par value, annual interest rate and maturity dates as follows:

1. Series A amounting to Rp90,155 and annual interest rate of 6.90%, will mature on July 5, 2027.

2. Series B amounting to Rp241,055 and annual interest rate of 7.00%, will mature on July 5, 2029.

3. Series C amounting to Rp601,140 and annual interest of 7.20%, will mature on July 5, 2034.

25. UTANG OBLIGASI (lanjutan)

Obligasi Berkelanjutan III Tahap I PT Jasa Marga Tahun 2024 (lanjutan)

Total dana yang diterima Perusahaan pada tanggal 5 Juli 2024 dari hasil penerbitan Obligasi adalah sebesar Rp932.350. Bertindak sebagai wali amanat adalah PT Bank Mega Tbk dan sesuai dengan prospektus penerbitan obligasi Perusahaan, dana tersebut akan digunakan untuk modal kerja Perusahaan, diantaranya namun tidak terbatas pada pelayanan transaksi jalan tol, pelayanan lalu lintas jalan tol, dan pemeliharaan rutin fasilitas sarana transaksi, gedung kantor Gerbang Tol (GT) maupun bangunan pelengkap jalan tol sedangkan untuk pemeliharaan jalan tol termasuk namun tidak terbatas pada *overlay* jalan tol, pemeliharaan rutin jalan tol, pemeliharaan sarana pelengkap jalan tol (*guardrail*,*concrete barrier*, pagar ROW (*Right of Way*) dan marka), penelitian jembatan, dan perkerasan.

Peringkat obligasi ini adalah idAA berdasarkan peringkat dari PT Pemeringkat Efek Indonesia (Pefindo) pada 26 Maret 2024.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu berdasarkan laporan keuangan tahunan yang telah diaudit oleh kantor akuntan publik yang terdaftar di OJK selama periode utang obligasi sebagai berikut:

a) *Interest Coverage Ratio* (ICR) (rasio cakupan bunga) minimal 1,1:1; dan
b) *Debt to Equity Ratio* (DER) (rasio utang) maksimal 5:1

Obligasi ini tidak dijamin dengan suatu agunan khusus, tetapi dijamin dengan seluruh harta kekayaan Perusahaan baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi seluruh rasio keuangan yang dipersyaratkan.

Obligasi Berkelanjutan III Tahap II PT Jasa Marga Tahun 2025

Pada tanggal 4 September 2025, Perusahaan memperoleh pernyataan efektif dari OJK atas penerbitan Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 (“Obligasi”) dalam 3 (tiga) seri dengan nilai nominal, suku bunga dan jatuh tempo berikut:

25. BONDS PAYABLE (continued)

Shelf Registry Bond III Phase I PT Jasa Marga 2024 (continued)

Total fund received by the Company on July 5, 2024 from the issuance of Bonds was Rp932,350. Acting as trustee for the bonds is PT Bank Mega Tbk and in accordance with the Company’s prospectus for bonds issuance, the funds will be used for funding the Company’s working capital, including but not limited to toll road transaction services, toll road traffic services, and routine maintenance of transaction facilities, Toll Gate (GT) office buildings and toll road complementary buildings, while toll road maintenance is included but not limited to toll road overlays, routine toll road maintenance, maintenance of toll road complementary facilities (guardrails, concrete barriers, ROW (Right of Way) fences and markings), bridge research, and pavement.

The bond rating is idAA based on the rating from PT Pemeringkat Efek Indonesia (Pefindo) on March 26, 2024.

The Company is also required to maintain certain financial ratios base on annual financial statements which have been audited by public accounting firm registered in OJK during the bonds payable as follows:

a) Minimum Interest Coverage Ratio (ICR) of 1.1:1; and
b) Maximum Debt to Equity Ratio (DER) (debt ratio) of 5:1

The Bonds are not collateralized by a specific collateral, but are collateralized by the Company’s entire assets, either movable or immovable, whether existing or will exist in the future.

As of December 31, 2025 and 2024, the Company has met the financial ratio requirements.

Shelf Registry Bond III Phase II PT Jasa Marga 2025

On September 4, 2025, the Company received an effective statement from the OJK regarding the issuance of the 2025 Phase II Jasa Marga III Sustainable Bonds ("Bonds") in 3 (three) series with nominal value, interest rate, and maturity as follows:

25. UTANG OBLIGASI (lanjutan)

Obligasi Berkelanjutan III Tahap II PT Jasa Marga Tahun 2025 (lanjutan)

1. Seri A sebesar Rp120.000 dan suku bunga 6,40% per tahun, akan jatuh tempo pada tanggal 4 September 2028.

2. Seri B sebesar Rp100.000 dan suku bunga 6,60% per tahun, akan jatuh tempo pada tanggal 4 September 2030.

3. Seri C sebesar Rp780.000 dan suku bunga 7,15% per tahun, akan jatuh tempo pada tanggal 4 September 2035.

Total dana yang diterima Perusahaan pada tanggal 4 September 2025 dari hasil penerbitan Obligasi adalah sebesar Rp1.000.000. Bertindak sebagai wali amanat adalah PT Bank Mega Tbk dan sesuai dengan prospektus penerbitan obligasi Perusahaan, dana tersebut akan digunakan untuk:

1. Pembayaran penuh pokok Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri B; dan

2. Penyetoran modal kepada PT Jasamarga Japek Selatan (JJS), PT Jasamarga Jogja Bawen (JJB), dan PT Jasamarga Probolinggo Banyuwangi (JPB)

Peringkat obligasi ini adalah idAA berdasarkan peringkat dari PT Pemeringkat Efek Indonesia (Pefindo) pada 06 Maret 2025.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu berdasarkan laporan keuangan tahunan yang telah diaudit oleh kantor akuntan publik yang terdaftar di OJK selama periode utang obligasi sebagai berikut:

a) *Interest Coverage Ratio* (ICR) (rasio cakupan bunga) minimal 1,1:1; dan
b) *Debt to Equity Ratio* (DER) (rasio utang) maksimal 5:1

Obligasi ini tidak dijamin dengan suatu agunan khusus, tetapi dijamin dengan seluruh harta kekayaan Perusahaan baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan telah memenuhi seluruh rasio keuangan yang dipersyaratkan.

25. BONDS PAYABLE (continued)

Shelf Registry Bond III Phase II PT Jasa Marga 2025 (continued)

1. Series A amounting to Rp120,000 and annual interest rate of 6.40%, will mature on September 4, 2028.

2. Series B amounting to Rp100,000 and annual interest rate of 6.60%, will mature on September 4, 2030.

3. Series C amounting to Rp780,000 and annual interest rate of 7.15%, will mature on September 4, 2035.

The total funds received by the Company on September 4, 2025, from the issuance of Bonds amounted to Rp1,000,000. Acting as the trustee is PT Bank Mega Tbk and, according to the Company's bond issuance prospectus, these funds will be used for:

1. Full payment of the principal of the 2020 Phase I Series B Sustainable Bonds of Jasa Marga; and

2. Capital contributions to PT Jasamarga Japek Selatan (JJS), PT Jasamarga Jogja Bawen (JJB), and PT Jasamarga Probolinggo Banyuwangi (JPB)

The bond rating is idAA based on the rating from PT Pemeringkat Efek Indonesia (Pefindo) on March 06, 2025.

The Company is also required to maintain certain financial ratios base on annual financial statements which have been audited by public accounting firm registered in OJK during the bonds payable as follows:

a) Minimum Interest Coverage Ratio (ICR) of 1.1:1; and
b) Maximum Debt to Equity Ratio (DER) of 5:1

The Bonds are not collateralized by a specific collateral, but are collateralized by the Company's entire assets, either movable or immovable, whether existing or will exist in the future.

As of December 31, 2025 and 2024, the Company has met the financial ratio requirements.

26. LIABILITAS PEMBEBASAN TANAH / *26. LAND ACQUISITION LIABILITIES*

	2025	2024	
Pihak Berelasi - Jangka Panjang (Catatan 43)			*Related Parties - Long Term (Note 43)*
Perusahaan	108.292	109.008	*The Company*
Total	**108.292**	**109.008**	***Total***

Akun ini merupakan liabilitas Entitas Anak atas dana talangan pembelian tanah dan untuk pembangunan ruas jalan tol dengan menggunakan dana talangan Badan Layanan Umum Badan Pengatur Jalan Tol. Penggunaan dana talangan tersebut oleh JSM adalah untuk pembangunan ruas jalan tol Surabaya - Mojokerto, MTN adalah untuk pembangunan ruas Tol Kunciran - Serpong dan JKC adalah untuk pembangunan ruas tol Cengkareng - Batu Ceper - Kunciran.

This account represents liabilities of the Subsidiaries for the bail out loan and for land acquisition and for construction of toll roads by using bail out loan from the Public Service Assistance Unit - the Indonesian Toll Road Authority. The use of bail out funds by JSM is for construction of Surabaya - Mojokerto toll road, MTN is for construction of Kunciran - Serpong Toll road and JKC is for construction of Cengkareng - Batu Ceper - Kunciran Toll Road.

Selain itu, kewajiban pembebasan tanah juga merupakan kewajiban pembebasan tanah untuk pelunasan utang ganti rugi pelebaran Jalan Tol Sedyatmo ke Kementerian Lingkungan Hidup dan Kehutanan.

In addition, the land acquisition liabilities also represent settlement of payable for widening of Sedyatmo Toll Road to Ministry of Environment and Forestry.

Rincian mutasi realisasi liabilitas pembebasan tanah:

Details of the realization mutation of land acquisition liabilities:

	2025	2024	
Saldo Awal	109.008	1.549.910	*Beginning Balance*
Pembayaran utang pembebasan lahan	(716)	(898.942)	*Payment of land acquisition liabilities*
Pengurang nilai pokok ke Hak Pengusahaan			*Deduction of principal amount to Toll*
Jalan Tol (Catatan 13)	-	(541.960)	*Road Concession Rights (Note 13)*
Saldo Akhir	**108.292**	**109.008**	***Ending Balance***

27. LIABILITAS SEWA / *27. LEASE LIABILITIES*

Kelompok Usaha menandatangani beberapa perjanjian sewa yang berkaitan dengan sewa lahan, gedung, kendaraan, alat pengangkutan dan peralatan lainnya. Perjanjian sewa biasanya memiliki periode tetap dari 1 tahun sampai dengan 5 tahun. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda. Perjanjian sewa tidak memberikan persyaratan apapun, tetapi aset hak guna tidak dapat digunakan sebagai jaminan atas pinjaman.

The Group entered into several lease agreements which are related to rent of land, buildings, vehicles, transportation equipment and other equipments. Rental agreements are typically made for fixed period of 1 year to 5 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any convenants, but right of use assets may not be used as security for borrowing purposes.

Laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2025 dan 2024 menyajikan saldo berikut berkaitan dengan sewa:

The consolidated statement of financial position as at December 31, 2025 and 2024 shows the following amounts related to leases:

	2025	2024	
Liabilitas Sewa	189.590	124.018	*Lease Liabilites*
Bagian yang Jatuh Tempo			
Dalam Waktu Satu Tahun	(87.593)	(64.199)	*Current Maturities Portion*
Bagian Jangka Panjang	**101.997**	**59.819**	***Long - Term Portion***

27. LIABILITAS SEWA (lanjutan) / 27. LEASE LIABILITIES (continued)

	2025	2024	
Kendaraan bermotor			***Vehicles***
PT Surya Sudeco	19.292	25.688	*PT Surya Sudeco*
PT Metrindo	19.008	10.589	*PT Metrindo*
PT Lintas Cakra Cipta	18.928	9.717	*PT Lintas Cakra Cipta*
PT Multi Adhi Perkasa	15.732	9.933	*PT Multi Adhi Perkasa*
PT Resqtec Indonesia	14.548	5.044	*PT Resqtec Indonesia*
PT Citra Persada Infrastruktur	12.480	-	*PT Citra Persada Infrastruktur*
Koperasi Jasa Marga Bakti	11.605	13.323	*Koperasi Jasa Marga Bakti*
PT Pratama Mitra Sejati	10.797	-	*PT Pratama Mitra Sejati*
PT Bangun Persada Transportation	8.081	-	*PT Bangun Persada Transportation*
PT Pulo Air Biru	7.025	6.342	*PT Pulo Air Biru*
PT Armada Antar Lintas Nusa	6.485	9.359	*PT Armada Antar Lintas Nusa*
PT Torin Citra Sejahtera	6.425	3.096	*PT Torin Citra Sejahtera*
PT Bumi Jasa Utama	6.370	2.686	*PT Bumi Jasa Utama*
PT Surya Darma Perkasa	6.319	5.779	*PT Surya Darma Perkasa*
PT Adi Sarana Armada	4.670	5.409	*PT Adi Sarana Armada*
PT Pesona Lintang Kemukus	4.636	-	*PT Pesona Lintang Kemukus*
PT Otni Elektra	2.661	-	*PT Otni Elektra*
PT Husada Putra Pratama	2.617	-	*PT Husada Putra Pratama*
PT Go Rental	2.112	-	*PT Go Rental*
PT Leo Anugerah Sukses	2.103	2.879	*PT Leo Anugerah Sukses*
Lain-lain (di bawah Rp2.000)	5.360	10.313	*Others (below Rp2,000)*
Subtotal	187.254	120.157	***Subtotal***
Peralatan dan Perlengkapan Kantor			***Office Equipment and Supplies***
PT Mitra Integrasi Informatika	2.306	3.706	*PT Mitra Integrasi Informatika*
Lain-lain (di bawah Rp2.000)	30	155	*Others (below Rp2,000)*
Subtotal	2.336	3.861	***Subtotal***
Dikurangi: Bagian jatuh tempo 1 tahun	87.593	64.199	***Less: short-term portion***
Bagian tidak lancar	**101.997**	**59.819**	***Non - current portion***

Laporan laba rugi menyajikan saldo berikut berkaitan dengan sewa:

The statement of profit or loss shows the following amounts related to leases:

	2025	2024	
Depresiasi atas aset hak guna (Catatan 11)			*Depreciation related to right-of-use assets (Note 11)*
Kendaraan Bermotor	93.726	82.782	*Vehicles*
Gedung Kantor dan Bangunan Lain	8.715	5.705	*Office and Other Buildings*
Peralatan Operasi dan Kantor	258	3.094	*Operational and Office Equipment*
Beban sewa jangka pendek (Catatan 37 dan 38)	62.237	75.306	*Current leases expense (Notes 37 and 38)*
Beban bunga (Catatan 41)	10.845	8.230	*Interest expense (Note 41)*
Total	**175.781**	**175.117**	***Total***

Pergerakan pada liabilitas sewa yang timbul dari aktivitas pendanaan di 2025 dan 2024 adalah sebagai berikut:

The movement in the lease liabilities arising from financing activities in 2025 and 2024 were as follows:

	2025	2024	
Pada Awal Tahun	124.018	132.749	***At the Beginning of the Year***
Penambahan liabilitas sewa	169.337	54.460	*Addition of lease liabilities*
Penambahan dari efek kombinasi bisnis	-	4.394	*Addition of business combination*
Beban bunga liabilitas sewa	10.845	8.230	*Interest on lease liabilities*
Pembayaran liabilitas sewa (Catatan 48)	(114.610)	(75.815)	*Payment of lease liabilities (Note 48)*
Saldo Akhir Tahun	**189.590**	**124.018**	***Ending Balance of the Year***

28. PROVISI PELAPISAN JALAN TOL / *28. PROVISION FOR OVERLAY*

Jumlah dari provisi pelapisan jalan tol ini terdiri dari: / *The amounts of provision for overlay are as follows:*

	2025	2024	
Saldo Awal	1.411.361	1.273.503	*Beginning Balance*
Penambahan (Catatan 37)	832.158	896.910	*Addition (Note 37)*
Dampak Akuisisi Entitas Anak	-	27.262	*Subsidiary Acquisition Impact*
Realisasi	(855.787)	(786.314)	*Realization*
Saldo Akhir	**1.387.732**	**1.411.361**	***Ending Balance***
Bagian Jangka Pendek	716.991	728.154	*Current Portion*
Bagian Jangka Panjang	670.741	683.207	*Long-term Portion*
Total	**1.387.732**	**1.411.361**	***Total***

29. PENDAPATAN DITERIMA DI MUKA / *29. UNEARNED REVENUE*

Pendapatan diterima di muka merupakan jumlah dari pendapatan sewa iklan, lahan, tempat peristirahatan, dan pemanfaatan Ruang Milik Jalan Tol (Rumijatol).

Unearned revenue represents amounts received from rental of advertisements, space, rest areas, and for use of the Space Owned Toll Road Area (Rumijatol).

	2025	2024	
Uang Muka Penjualan Properti	75.629	34.421	*Advance Payment for Property Sales*
Sewa Lahan Pemanfaatan RUMIJA	34.382	21.712	*Rent of RUMIJA Utilization Land*
Sewa Lahan Iklan	30.627	74.151	*Advertising Land Rent*
Sewa Lahan Tempat Peristirahatan	31.255	40.109	*Rest Area Land Rent*
Lainnya (Di bawah Rp2.000)	25.096	4.313	*Other (Below Rp2,000)*
Subtotal	196.989	174.706	*Subtotal*
Dikurangi bagian jangka pendek	(130.663)	(104.112)	*Less: short-term portion*
Bagian jangka panjang	**66.326**	**70.594**	***Long-term portion***

30. LIABILITAS IMBALAN KERJA / *30. EMPLOYEE BENEFITS LIABILITIES*

Rincian liabilitas imbalan kerja jangka panjang adalah sebagai berikut:

The long-term employee benefits liability with detail are follows:

	2025	2024	
Perusahaan			***The Company***
Program Kesehatan Pensiunan	631.160	622.153	*Pension Healthcare Program*
Program Purna Karya	501.512	479.331	*Post-Retirement Benefits Program*
Program Pasca kerja lainnya	204.521	158.625	*Other Post-Employment Benefits Program*
Program Jangka Panjang Lainnya	32.501	23.115	*Other Long-term Employee Benefits Program*
Program Pensiun	4.102	667	*Pension Plan*
Subtotal	1.373.796	1.283.891	*Subtotal*

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

	2025	2024	
Entitas Anak			***Subsidiaries***
Program Pensiun dan Imbalan Pascakerja Lainnya			*Pension Program and Other Post Benefits Program*
PT Jasamarga Transjawa Tollroad	11.791	11.046	*PT Jasamarga Transjawa Tollroad*
PT Jasamarga Bali Tol	6.985	5.537	*PT Jasamarga Bali Tol*
PT Jasamarga Related Business	5.218	4.950	*PT Jasamarga Related Business*
PT Marga Sarana Jabar	631	549	*PT Marga Sarana Jabar*
PT Jasamarga Tollroad Maintenance	470	-	*PT Jasamarga Tollroad Maintenance*
PT Jasamarga Japek Selatan	444	310	*PT Jasamarga Japek Selatan*
PT Jasamarga Kunciran Cengkareng	344	206	*PT Jasamarga Kunciran Cengkareng*
PT Jasamarga Balikpapan Samarinda	341	252	*PT Jasamarga Balikpapan Samarinda*
PT Cinere Serpong Jaya	276	192	*PT Cinere Serpong Jaya*
PT Jasamarga Probolinggo Banyuwangi	104	74	*PT Jasamarga Probolinggo Banyuwangi*
PT Jasamarga Kualanamu Tol	75	54	*PT Jasamarga Kualanamu Tol*
PT Jasamarga Manado Bitung	61	133	*PT Jasamarga Manado Bitung*
PT Jasamarga Jogja Bawen	5	3	*PT Jasamarga Jogja Bawen*
Subtotal	26.745	23.306	*Subtotal*
Total liabilitas imbalan kerja	1.400.541	1.307.197	*Employee benefits liabilities total*
Dikurangi bagian jangka pendek	(53.761)	(45.228)	*Less: current Portion*
Bagian jangka panjang	**1.346.780**	**1.261.969**	***Long-term portion***

Mutasi liabilitas imbalan pascakerja yang diakui adalah sebagai berikut:

The movements in the post-employment benefits liability are as follows:

	2025	2024	
Liabilitas pada Awal Tahun	1.307.197	1.317.903	*Liabilities at the beginning of the year*
Penyesuaian Saldo Awal	3.644	-	*Adjustments on Beginning Balance*
Penyesuaian atas Akuisisi Bisnis Kombinasi	-	1.493	*Adjustments on Combination Business Acquisitions*
Beban Imbalan Kerja	188.320	211.858	*Employee Benefit Expense*
Penghasilan Komprehensif Lain	228.871	(5.010)	*Other Comprehensive Income*
Pembayaran Imbalan Kerja Tahun Berjalan	(327.491)	(219.047)	*Current Year Employee Benefit Payment*
Liabilitas pada Akhir Tahun	**1.400.541**	**1.307.197**	***Liabilities at the End of the Year***

Estimasi liabilitas imbalan kerja yang diakui Perusahaan adalah sebagai berikut:

The estimated employee benefits liabilities recognized by the Company are as follows:

a. Program Kesehatan Pensiunan / *a. Pension Healthcare Program*

Perusahaan menyelenggarakan program fasilitas kesehatan untuk karyawan yang sudah pensiun bersama dengan keluarganya. Berdasarkan Surat Keputusan Direksi No. 228/KPTS/2006, tanggal 26 Desember 2006, tentang Penyempurnaan Keputusan Direksi No. 61/KPTS/2001 tentang Jaminan Pemeliharaan Kesehatan Pensiunan dan Keluarga, yang bertujuan untuk tetap menjaga agar pensiunan dan keluarga pensiunan dapat melakukan pola hidup sehat dan memiliki produktivitas yang tinggi, keluarga pensiunan yang mendapat bantuan pengobatan dari Perusahaan dibatasi dengan jumlah sebanyak-banyaknya 3 (tiga) anak dan telah terdaftar di Perusahaan. Perusahaan tidak melakukan pendanaan untuk Program ini.

The Company established a healthcare facility for employees who had retired together with their families. Based on the Directors' Decision Letter No. 228/KPTS/2006, dated December 26, 2006 regarding Improvement of the Directors' Decrees No. 61/KPTS/2001 about The Management of Health Maintenance for the Pensioner and Family, which its objective is to allow the pensionary and their family to have a healthy life and high productivity, the pensionary family that are eligible to receive medical assistance from the Company are limited to 3 (three) children that are registered with the Company. The Company does not undertake any funding for this Program.

Jumlah karyawan yang berhak atas imbalan tersebut pada tanggal 31 Desember 2025 dan 2024 masing-masing sebanyak 8.731 dan 9.065 karyawan beserta keluarganya sesuai Peraturan Perusahaan.

The number of employees entitled to these benefits as of December 31, 2025 and 2024 amounting to 8,731 and 9,065 employees with their families in accordance with the Company Regulation.

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

a. Program Kesehatan Pensiunan (lanjutan) / *a. Pension Healthcare Program (continued)*

	2025	2024	
Nilai Kini Liabilitas - Awal Tahun	622.153	618.557	*Present Value Liability - Beginning of Year*
Biaya Bunga	43.551	43.299	*Interest Cost*
Biaya Jasa Kini	6.993	7.565	*Current Service Cost*
Pembayaran Imbalan	(87.319)	(72.168)	*Benefits Payments*
Nilai Kini Liabilitas - Akhir Tahun	585.378	597.253	*Present Value Liability - End of Year*
Pengukuran kembali liabilitas imbalan pasti neto			*Re-measurement of net liability defined return*
- Kerugian dari Perubahan Asumsi	19.701	-	*Loss from Changes In - Assumptions*
- Penyesuaian atas Pengalaman	26.081	24.900	*Adjustment of Experiences -*
Nilai Kini Liabilitas - Akhir Tahun	**631.160**	**622.153**	***Present Value Liability - End of Year***

Rincian (keuntungan)/kerugian aktuaria dalam penghasilan komprehensif lain adalah sebagai berikut:

The details of actuarial (gains)/losses in other comprehensive income are as follows:

	2025	2024	
Kerugian aktuarial			*Actuarial loss*
- Perubahan asumsi aktuarial	19.701	-	*Actuarial assumption changes -*
- Penyesuaian atas pengalaman	26.081	24.900	*Experiences adjustment -*
Biaya yang diakui dalam Penghasilan Komprehensif Lain	**45.782**	**24.900**	***Recognized cost at - Other Comprehensive Income***

Rincian beban yang diakui dalam laporan laba rugi konsolidasian adalah sebagi berikut:

The details of the expenses recognized in the consolidated statement of profit or loss are as follows:

	2025	2024	
Biaya Jasa Kini	6.993	7.565	*Current Service Cost*
Biaya Bunga	43.551	43.299	*Interest Cost*
Beban yang Diakui	**50.544**	**50.864**	***Recognized Expenses***

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities of post-employment benefits are as follows:

	2025	2024	
Tingkat Diskonto	6,75%	7,00%	*Discount Rate*
Estimasi Kenaikan Biaya Kesehatan	6% menurun linier sampai 4% kemudian *flat*/ *6% decreased linearly to 4% then flat*	6% menurun linier sampai 4% kemudian *flat*/ *6% decreased linearly to 4% then flat*	*Health Care Increment*
Proporsi Usia Pensiun Normal	100%		*Proportion of Normal Retirement Age*
Tingkat Mortalitas	TMI 4 & GAM 1971	TMI 4 & GAM 71	*Mortality Rate*
Tingkat Cacat	10% dari TMI 4/ *10% of TMI 4*	10% dari TMI 4/ *10% of TMI 4*	*Disability Rate*
Tingkat Perputaran Pekerja	Usia/ *Age*	Tingkat perputaran pekerja/ *Turnover rate*	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Usia Pensiun Normal (tahun)	56	56	*Normal Retirement Age (years)*

Sensitivitas juga dihitung dengan metode *Projected-Unit-Credit* sebagaimana diterapkan ketika menghitung nilai kini kewajiban imbalan pasti. Analisis sensitivitas didasarkan pada perubahan satu asumsi dan menganggap semua asumsi lainnya konstan.

Sensitivities are also calculated with the Projected-Unit-Credit method as applied when calculating present value of defined benefit obligation. The sensitivity analyses are based on a change of one assumption while holding all other assumptions constant.

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

a. Program Kesehatan Pensiunan (lanjutan) / *a. Pension Healthcare Program (continued)*

	2025	2024	
Analisis Sensitivitas			***Sensitivity Analysis***
Nilai Kini Kewajiban Imbalan Pasti	**631,160**	**622,153**	***Present Value Defined Benefit Obligations***
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
+ 1,00%	689,232	573,692	*+ 1,00%*
- 1,00%	581,610	678,817	*- 1,00%*
Asumsi Tingkat Inflasi Biaya Kesehatan			*Healthcare Inflation Rate Assumptions*
+ 1,00%	624,720	628,374	*+ 1,00%*
- 1,00%	637,472	615,807	*- 1,00%*

b. Program Pensiun / *b. Pension Program*

Perusahaan menyelenggarakan program pensiun manfaat pasti untuk pegawai tetap yang dikelola oleh Dana Pensiun Jasa Marga (DPJM). Manfaat pensiun yang akan dibayar dihitung berdasarkan penghasilan dasar pensiun dan masa kerja pegawai.

The company conducts a defined benefit pension program for permanent employees, which is managed by the Jasa Marga Pension Fund (DPJM). The pension benefits to be paid are calculated based on the employee's basic pension earnings and length of service.

DPJM telah mendapat persetujuan dari Menteri Keuangan Republik Indonesia No. KEP-370/KM.17/1997, tanggal 15 Juli 1997 dan diperbaharui dengan Surat Keputusan Otoritas Jasa Keuangan No. KEP-578/NB.11/2018 tanggal 25 Mei 2018.

The DPJM has been authorized by the Decree of the Ministry of Finance of the Republic of Indonesia No. KEP-370/KM.17/1997, dated July 15, 1997 and amended by the Decree of Financial Services Authority No. KEP-578/NB.11/2018 dated May 25, 2018.

Jumlah iuran karyawan untuk program pensiun sebesar 3% dari gaji pokok dan sisa pendanaan sebesar 23,96% menjadi beban Perusahaan.

The employees contribute 3% of their basic salaries to the plan and the remaining funding of 23.96% is contributed by the Company.

Pada tanggal 31 Desember 2025 dan 2024, jumlah karyawan yang berhak memperoleh manfaat tersebut adalah sebanyak 1.306 karyawan aktif dan 1.436 karyawan aktif

As of December 31, 2025 and 2024, the number of employees are entitled to these benefits are 1,306 active employees and 1,436 active employees.

Khusus untuk karyawan yang masuk mulai tahun 2012, program pensiunnya dikelola oleh Dana Pensiun Lembaga Keuangan AXA Mandiri berupa program pensiun iuran pasti yang telah disahkan oleh Menteri Keuangan Republik Indonesia melalui Surat Keputusan No. Kep. 171-KMK/7/1993 tanggal 16 Agustus 1993. Pada tanggal 31 Desember 2025 dan 2024, jumlah karyawan yang berhak memperoleh manfaat tersebut adalah sebanyak 455 dan 418 karyawan aktif.

Employee that enroll from 2012, the retirement program is managed by Dana Pensiun Lembaga Keuangan AXA Mandiri in form of defined contribution pension program which has been authorized by the Ministry of Finance of the Republic of Indonesia 171-KMK/7/1993 on August 16, 1993. As of December 31, 2025 and 2024, the number of employees which are entitled to these benefits are 455 and 418 active employees.

Pada tanggal 31 Desember 2025 dan 2024, iuran pasti yang ditanggung oleh perusahaan masing-masing sebesar Rp222 dan Rp201, sedangkan iuran pasti yang ditanggung oleh karyawan masing-masing sebesar Rp28 dan Rp25.

As of December 31, 2025 and 2024, the defined contribution borne by the company was Rp222 and Rp201, respectively, while the defined contribution borne by the employees was Rp28 and Rp25, respectively.

Rekonsiliasi jumlah yang diakui dalam laporan posisi keuangan adalah sebagai berikut:

The reconciliation of amount recognized in the statement of financial position as follows:

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

b. Program Pensiun (lanjutan) / *b. Pension Program (continued)*

	2025	2024	
Nilai Kini Liabilitas	1,860,408	1,658,911	*Present Value of Liabilities*
Nilai Wajar Aset Program	(1,856,306)	(1,658,244)	*Fair Value Plan Assets*
Liabilitas Neto	**4,102**	**667**	***Net Liabilities***

Rekonsiliasi saldo awal dan akhir nilai kini liabilitas adalah sebagai berikut:

The reconciliation of the opening and ending balances of the present value of liabilities is as follows:

	2025	2024	
Nilai Kini Liabilitas - Awal Tahun	1.658.911	1.656.623	*Present Value Liability - Beginning of Year*
Penyesuaian Nilai Kini Liabilitas	22.854	-	*Adjustment of the Present Value of Liabilities*
Biaya Bunga	117.724	111.822	*Interest Cost*
Biaya Jasa Kini	19.464	17.381	*Current Service Cost*
Pembayaran Imbalan	(115.528)	(109.388)	*Benefits Payments*
Nilai Kini Liabilitas - Akhir Tahun (Ekspektasi)	1.703.425	1.676.438	*Present Value Liability - End of Year (Expectation)*
Pengukuran kembali liabilitas imbalan pasti neto			*Re-measurement of net liability of defined benefits*
- (Keuntungan)/Kerugian dari Perubahan Asumsi	128.347	(4.268)	*(Gain)/Loss from Changes In - Assumptions*
- Penyesuaian atas Pengalaman	28.636	(13.259)	*Experience Adjustment -*
Nilai Kini Liabilitas - Akhir Tahun	**1.860.408**	**1.658.911**	***Present Value of Liabilities - End of Year***

Rekonsiliasi saldo awal dan akhir nilai wajar aset program adalah sebagai berikut:

The reconciliation of the beginning and ending balances of the fair value plan of asset is as follows:

	2025	2024	
Nilai Wajar Aset Program - Awal Tahun	1.658.244	1.664.221	*Fair Value Assets Program - Beginning of Period/ Year*
Penyesuaian Nilai Wajar Aset Program	19.212	-	*Adjustment Fair Value Assets Program*
Pendapatan Bunga	117.422	112.335	*Interest Income*
Pengukuran Kembali Imbal Hasil atas Aset Program	19.697	(26.468)	*Reamesurement on Return of Plan Asset*
Pembayaran Iuran - Pemberi Kerja	155.429	15.588	*Payment of Contributions from Employer*
Pembayaran Iuran - Peserta Program	1.830	1.956	*Payment of Contributions from Employee*
Pembayaran Imbalan Kerja	(115.528)	(109.388)	*Benefits Paid*
Aset Program Akhir Tahun	**1.856.306**	**1.658.244**	***Plan Assets - End of the Year***

Rincian (keuntungan)/kerugian aktuaria dalam penghasilan komprehensif lain adalah sebagai berikut:

The details of actuarial (gains)/losses in the other comprehensive income are as follows:

	2025	2024	
Pengukuran kembali liabilitas (aset) imbalan pasti neto			*Re-Measurement of define benefit liability (asset), net*
(Keuntungan) dan kerugian aktuarial			*Actuarial (gain) and loss*
- Perubahan asumsi aktuarial	128.347	(4.268)	*Actuarial Assumption Changes -*
- Penyesuaian atas pengalaman	28.636	(13.259)	*Adjustment for Experience -*
Imbal hasil atas aset program	(19.697)	26.468	*Return of plan's asset*
Dampak batas atas	-	(7.598)	*Upper Limit effect*
Biaya yang diakui dalam Penghasilan - Komprehensif Lain	**137.286**	**1.343**	***Recognized cost at Other - Comprehensive Income***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of the expenses recognized in the profit or loss are as follows:

	2025	2024	
Biaya Jasa Kini	17.634	15.425	*Current Service Cost*
Bunga Neto atas Liabilitas	302	(513)	*Net Interest of Liability*
Beban yang Diakui	**17.936**	**14.912**	***Recognized Expenses***

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

b. Program Pensiun (lanjutan) / *b. Pension Program (continued)*

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities fo post-employment benefits are as follows:

	2025	2024	
Tingkat Diskonto	6,25%	7,00%	*Discount Rate*
Estimasi Kenaikan Gaji	5,00%	5,00%	*Salary Increment*
Tingkat Mortalitas	100% TMI IV	100% TMI IV	*Mortality Rate*
Tingkat Cacat	10 % Tabel Mortalitas/ *Mortality Table*		*Disability Rate*
Tingkat Perputaran Pekerja	Usia/ *Age*	Tingkat perputaran pekerja/ *Turnover rate*	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Usia Pensiun Normal	56 tahun/ *years*		*Normal Retirement Age*
Usia Pensiun Dini	46 tahun/ years		*Early Retirement Age*
Proporsi Pengambilan Usia Pensiun Normal	100%		*Proportion of Normal Retirement Age*

	2025	2024	
Analisis Sensitivitas			***Sensitivity Analysis***
Nilai Kini Kewajiban Imbalan Pasti	**1,860,408**	**1,658,911**	***Present Value Defined Benefit Obligations***
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
- 1,00%	2,015,705	1,797,704	- 1,00%
+ 1,00%	1,715,059	1,528,873	+ 1,00%
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
- 1,00%	1,694,402	1,509,220	- 1,00%
+ 1,00%	2,022,894	1,805,359	+ 1,00%

Sensitivitas juga dihitung dengan metode *Projected-Unit-Credit* sebagaimana diterapkan ketika menghitung nilai kini kewajiban imbalan pasti. Analisis sensitivitas didasarkan pada perubahan satu asumsi dan menganggap semua asumsi lainnya konstan.

Sensitivities are also calculated with the Projected-Unit-Credit method as applied when calculating present value of defined benefit obligation. The sensitivity analyses are based on a change of one assumption while holding all other assumptions constant.

	2025	2024	
Portofolio Aset Program			***Portfolio of Plan Asset***
Instrumen Ekuitas	10%	11%	*Equity Instrument*
Deposito Berjangka	6%	3%	*Time Deposits*
Obligasi	7%	7%	*Bond*
Reksa Dana	72%	77%	*Mutual Fund*
Properti	1%	1%	*Property*
Aset Lainnya (*Group Saving Product)*	4%	1%	*Other Assets (Group Saving Product)*
Total	**100%**	**100%**	***Total***

c. Program Purna Karya / *c. Post-Retirement Benefits Program*

Berdasarkan Surat Keputusan Direksi No. 163/KPTS/2003 tanggal 23 September 2003, Perusahaan akan memberikan tunjangan purna karya berupa pembayaran sekaligus sebanyak 24 kali penghasilan terakhir (diluar lembur dan tunjangan pajak) kepada karyawan yang berhenti bekerja karena pensiun, meninggal, atau cacat. Bagi karyawan yang memasuki usia pensiun dipersyaratkan memiliki masa kerja minimal 25 tahun. Surat keputusan ini berlaku efektif sejak tanggal 1 Januari 2003.

Based on the Company's Directors Decree No. 163/KPTS/2003 dated September 23, 2003, the Company provides retirement benefit which is equal to 24 times the monthly salary (excluding overtime and tax allowance) for employees who cease work due to retirement, death, or disability. Employees who have reached retirement age are required to have a minimum working period of 25 years to obtain this benefit. The decree was effective on January 1, 2003.

c. Program Purna Karya (lanjutan)

Jumlah iuran premi bulanan *coming service* setiap bulan adalah sebesar 6% dari Penghasilan Dasar Asuransi (PhDA) dengan proporsi Perusahaan dan karyawan masing-masing sebesar 4% dan 2% dari PhDA.

Perusahaan mengadakan kontrak kerja sama pengelolaan program Purna Karya karyawan dengan AJB Bumiputera 1912, melalui Perjanjian No. 34/Kontrak-DIR/2007 dan No. 441/AJB/JM/PKS/12/07, tanggal 19 Desember 2007. Perusahaan dan AJB Bumiputera 1912 telah mengadakan adendum I melalui perjanjian No. 52/Kontrak-DIR/2019 dan No. 007/BP-PT JM/ADD/VII/2019 tanggal 23 Juli 2019.

Program Purna Karya dalam kontrak ini akan memberikan manfaat dalam bentuk uang purna karya secara sekaligus (*lump sum*) kepada karyawan tetap yang berhenti bekerja.

Jumlah karyawan yang berhak atas imbalan tersebut pada tanggal 31 Desember 2025 dan 2024 adalah sebanyak 1.761 dan 1.854 karyawan.

Rekonsiliasi jumlah yang diakui dalam laporan posisi keuangan sebagai berikut:

c. Post-Retirement Benefits Program (continued)

The amount of monthly premium contribution for coming service is 6% from insurance basic income (PhDA) which represent 4% and 2% from insurance basic income of the Company and employee proportion, respectively.

The Company entered into a cooperation agreement to manage employee Post Retirement with AJB Bumiputera 1912, through agreement No. 34/Kontrak-DIR/2007 and No. 441/AJB/JM/PKS/12/07, dated December 19, 2007. The Company and AJB Bumiputera 1912 entered into addendum I through agreement No. 52/Kontrak-DIR/2019 and No. 007/BP-PT JM/ADD/VII/2019 dated July 23, 2019.

The post retirement in this contract will give a benefit in post retirement cash in lump sum to the retired of permanent employee.

The number of employees as of December 31, 2025 and 2024 entitled to this benefits are 1,761 and 1,854 employees.

The reconciliation of amount recognize in the statement of financial position as follows:

	2025	2024	
Nilai Kini Liabilitas Manfaat Pasti	515.576	479.331	*Present value of Defined Benefit Liability*
Nilai Wajar Aset Program	(14.064)	-	*Fair Value of Program Assets*
Posisi Pendanaan	**501.512**	**479.331**	***Funding***

Rekonsiliasi saldo awal dan akhir nilai kini liabilitas adalah sebagai berikut:

The reconciliation of the beginning and ending balances of the present value of liabilities as follows:

	2025	2024	
Nilai Kini Liabilitas - Awal Tahun	479.331	493.295	*Present Value Liability - Beginning of Year*
Biaya Bunga	32.118	31.767	*Interest Cost*
Biaya Jasa Kini	21.669	21.268	*Current Service Cost*
Pembayaran Imbalan	(48.274)	(49.464)	*Benefits Payments*
Nilai Kini Liabilitas - Akhir Tahun (Ekspektasi)	484.844	496.866	*Present Value Liability - End of Year (Expectation)*
Pengukuran kembali liabilitas (aset) imbalan pasti neto			*Re-measurement of liability (asset) defined return*
- (Keuntungan)/Kerugian dari Perubahan Asumsi	24.476	(7.899)	*(Gain)/Loss from Changes in-Assumtions*
- Penyesuaian atas Pengalaman	6.256	(9.636)	*Experiences Adjustment-*
Nilai Kini Liabilitas - Akhir Tahun	**515.576**	**479.331**	***Present Value Liability - End of Year***

Rekonsiliasi saldo awal dan akhir nilai wajar aset program adalah sebagai berikut:

The reconciliation of the beginning and ending balances of the fair value plan of asset is as follows:

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

c. Program Purna Karya (lanjutan) / *c. Post-Retirement Benefits Program (continued)*

	2025	2024	
Nilai Wajar Aset Program - Awal Tahun	13.684	-	*Fair Value Assets Program - Beginning of Period/ Year*
Pengukuran Kembali Liabilitas (Aset) Imbalan Pasti Neto - Imbal Hasil Aset Program	380	-	*Re-Measurement of Define Benefits Liability (Asset), Net Return of Plan Asset*
Aset Program Akhir Tahun	**14.064**	**-**	***Plan Assets - End of the Year***

Rincian (keuntungan)/kerugian aktuaria dalam penghasilan komprehensif lain adalah sebagai berikut:

The details of actuarial (gains)/losses in the other comprehensive income are as follows:

	2025	2024	
(Keuntungan) dan Kerugian Aktuarial			*Actuarial (gain) and loss*
- Perubahan Asumsi Aktuarial	24.476	(7.899)	*Actuarial Assumption Changes*
- Penyesuaian atas Pengalaman	6.256	(9.636)	*Adjustment for Experience*
Imbal Hasil atas Aset Program	(380)	-	*Return of Plan Asset*
Biaya yang diakui dalam Penghasilan Komprehensif Lain	**30.352**	**(17.535)**	***Recognized Expenses at Other Comprehensive Income***

Rincian beban yang diakui dalam laporan laba rugi konsolidasian adalah sebagi berikut:

The details of the expenses recognized in the consolidated statement of profit or loss are as follows:

	2025	2024	
Bunga Neto atas Liabilitas	32.118	31.767	*Net Interest of Liability*
Biaya Jasa Kini	21.669	21.268	*Current Service Cost*
Beban yang Diakui	**53.787**	**53.035**	***Recognized Expense***

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities fo post-employment benefits are as follows:

	2025	2024	
Tingkat Diskonto	6,25%	7,00%	*Discount Rate*
Estimasi Kenaikan Gaji Pegawai Aktif	7,00%	7,00%	*Salary Increment*
Tingkat Mortalitas	100% TMI4	100% TMI4	*Mortality Rate*
Tingkat Cacat	10% dari TMI 4/ *10% of TMI 4*	10% dari TMI 4/ *10% of TMI 4*	*Disability Rate*
Tingkat Perputaran Pekerja	Usia/ *Age*	Tingkat perputaran pekerja/ *Turnover rate*	*Turnover Rate*
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Usia Pensiun Normal	56 tahun/*years*		*Normal Retirement Age*
Proporsi Pengambilan Usia Pensiun Normal	100%		*Proportion of Normal Retirement Age*

Sensitivitas juga dihitung dengan metode *Projected-Unit-Credit* sebagaimana diterapkan ketika menghitung nilai kini kewajiban imbalan pasti. Analisis sensitivitas didasarkan pada perubahan satu asumsi dan menganggap semua asumsi lainnya konstan.

Sensitivities are also calculated with the Projected-Unit-Credit method as applied when calculating present value of defined benefit obligation. The sensitivity analyses are based on a change of one assumption while holding all other assumptions constant.

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

c. Program Purna Karya (lanjutan) / *c. Post-Retirement Benefits Program (continued)*

	2025	2024	
Analisis Sensitivitas			***Sensitivity Analysis***
Nilai Kini Kewajiban Imbalan Pasti	**515.576**	**479.331**	***Present Value Defined Benefit Obligations***
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
- 1,00%	549.055	510.457	- 1,00%
+ 1,00%	485.411	451.286	+ 1,00%
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
- 1,00%	484.406	450.352	- 1,00%
+ 1,00%	549.602	510.964	+ 1,00%

d. Program Pascakerja Lainnya / *d. Other Post-Retirement Benefits Program*

Perusahaan menyelenggarakan program manfaat PHK karyawan (*post-retirement benefit*) sesuai perjanjian kerja bersama dengan memberikan imbalan sesuai UU. No. 13/2003 bagi karyawan meninggal atau sakit berkepanjangan dan imbalan emas untuk karyawan yang berhenti bekerja selain dikarenakan pengunduran diri dan program istirahat panjang. Perusahaan tidak melakukan pendanaan sehubungan dengan program manfaat karyawan tersebut.

The Company maintains its employee post-retirement benefits program based on collective labor agreement by providing benefits according to Law No. 13/2003 for employee who decease or has a prolonged illness and gold reward benefits for employee who retire besides due to resign and long leave program . The Company does not undertake any funding for this program.

Rekonsiliasi saldo awal dan akhir nilai kini liabilitas adalah sebagai berikut:

The reconciliation of the beginning and ending balances of the present value of liabilities is as follows:

	2025	2024	
Nilai Kini Liabilitas -			*Present Value Liability -*
Awal Tahun	158.625	140.268	*Beginning of Year*
Biaya Bunga	10.496	10.727	*Interest Cost*
Biaya Jasa Kini	5.884	5.983	*Current Service Cost*
Biaya Jasa Lalu	-	10.059	*Post Service Cost*
Pembayaran Imbalan	(16.344)	(10.454)	*Benefits Payments*
	158.661	156.583	
Pengukuran kembali liabilitas			*Re-measurement of liability*
(aset) imbalan pasti neto			*(asset) defined return*
- (Keuntungan)/Kerugian dari			*(Gain)/Loss from Changes In -*
Perubahan Asumsi	8.524	(2.257)	*Assumptions*
- Penyesuaian atas Pengalaman	37.336	4.299	*Adjustment of Experiences -*
Nilai Kini Liabilitas -			***Present Value Liability -***
Akhir Tahun	**204.521**	**158.625**	***End of Year***

Rincian (keuntungan)/kerugian aktuaria dalam penghasilan komprehensif lain adalah sebagai berikut:

The details of actuarial (gains)/losses in other comprehensive income are as follows:

	2025	2024	
(Keuntungan) atau Kerugian Aktuarial			*Actuarial (Gain) or Loss*
- Perubahan Asumsi Aktuarial	8.524	(2.257)	*Actuarial Assumption Changes -*
- Penyesuaian atas Pengalaman	37.336	4.299	*Adjustment for Experience -*
Biaya yang diakui dalam			***Recognized Expenses at***
Penghasilan Komprehensif Lain	**45.860**	**2.042**	***Other Comprehensive Income***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of actuarial (gains)/losses in profit or loss are as follows:

	2025	2024	
Biaya Jasa Kini	5.884	5.983	*Current Service Cost*
Biaya Jasa Lalu	-	10.059	*Post Service Cost*
Bunga Neto atas Liabilitas	10.496	10.727	*Net Interest of Liability*
Beban yang Diakui	**16.380**	**26.769**	***Recognized Expenses***

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

d. Program Pascakerja Lainnya (lanjutan) / *d. Other Post-Retirement Benefits Program (continued)*

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities fo postemployment benefits are as follows:

	2025	2024	
Tingkat Diskonto	6.25%	7.00%	*Discount Rate*
Estimasi Kenaikan Gaji Pegawai Aktif	7.00%	7.00%	*Estimated Salary Increment*
Tingkat Mortalitas	100% TMI4	100% TMI4	*Mortality Rate*
Tingkat Cacat	10% dari TMI 4/ *10% of TMI 4*	5% dari TMI 4/ *5% of TMI 4*	*Disability Rate*
Tingkat Perputaran Pekerja	Usia/ *Age*	Tingkat perputaran pekerja/ *Turnover rate*	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1.8%	
	40 – 50	1.2%	
	51 – 52	0.6%	
	> 52	0.0%	
Usia Pensiun Normal	56 tahun/ *years*		*Normal Retirement Age*
Proporsi Pengambilan Usia Pensiun Normal	100%		*Proportion of Normal Retirement Age*

Sensitivitas juga dihitung dengan metode *Projected-Unit-Credit* sebagaimana diterapkan ketika menghitung nilai kini kewajiban imbalan pasti. Analisis sensitivitas didasarkan pada perubahan satu asumsi dan menganggap semua asumsi lainnya konstan.

Sensitivities are also calculated with the Projected-Unit-Credit method as applied when calculating present value of defined benefit obligation. The sensitivity analyses are based on a change of one assumption while holding all other assumptions constant.

	2025	2024	
Analisis Sensitivitas			***Sensitivity Analysis***
Nilai Kini Kewajiban Imbalan Pasti	**204,521**	**158,625**	***Present Value Defined Benefit Obligations***
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
- 1,00%	217,802	168,925	*- 1,00%*
+ 1,00%	192,555	149,344	*+ 1,00%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
- 1,00%	192,156	149,035	*- 1,00%*
+ 1,00%	218,019	169,093	*+ 1,00%*

e. Program Imbalan Kerja Jangka Panjang Lainnya / *d. Other Long-Term Employment Benefits Program*

Perusahaan memberikan penghargaan kesetiaan kepada karyawan yang telah memiliki masa kerja 20, 25, 30, dan 35 tahun berupa piagam penghargaan dan emas masing-masing 5 gram.

The Company rewards employees with working period of 20, 25, 30, and 35 years in the form of award and gold certificates of 5 grams each. set up fund for this program

Perusahaan memberikan manfaat jangka panjang lainnya dalam bentuk masa persiapan pensiun kepada karyawan yang memiliki sisa masa kerja 6 (enam) bulan atau 18 (delapan belas) bulan sebelum memasuki usia pensiun atau Istirahat Panjang Karyawan. Tidak terdapat pendanaan dalam program ini

Company provides other long term employee benefit program in form of pre-retirement benefit for employees who has remaining service for 6 (nine) month or 18 (eighteen) months before reach normal retirement age or Long Leave. Company does not set up fund for this program

Rekonsiliasi saldo awal dan akhir nilai kini liabilitas adalah sebagai berikut:

The reconciliation of the beginning and ending balances of the present value of liabilities are as follows:

	2025	2024	
Nilai Kini Liabilitas - Awal Tahun	23.115	20.499	*Present Value Liability - Beginning of Year*
Biaya Bunga	1.610	1.357	*Interest Cost*
Biaya Jasa Kini	1.245	1.004	*Current Service Cost*
Pembayaran Imbalan	(4.177)	(1.680)	*Benefits Payments*
Nilai Kini Liabilitas - Akhir Tahun (Ekspektasi)	21.793	21.180	*Present Value Liability - End of Year (Expectation)*
Pengukuran kembali liabilitas			*Re-measurement of liability*
(aset) imbalan pasti neto			*(asset) defined return*
- (Keuntungan) dari Perubahan Asumsi	1.026	(277)	*(Gain) from Changes In - Assumptions*
- Penyesuaian atas Pengalaman	9.682	2.212	*Adjustment of Experiences -*
Nilai Kini Liabilitas - Akhir Tahun	**32.501**	**23.115**	***Present Value Liability - End of Year***

30. LIABILITAS IMBALAN KERJA (lanjutan) / *30. EMPLOYEE BENEFITS LIABILITIES (continued)*

e. Program Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *e. Other Long-Term Employment Benefits Program (continued)*

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of the expenses recognized in profit or loss are as follows:

	2025	2024	
Biaya Jasa Kini	1.245	1.004	*Current Service Cost*
Bunga Neto atas Liabilitas	1.610	1.357	*Net Interest of Liability*
Pengukuran kembali liabilitas (aset) imbalan pasti neto			*Re-measurement of liability (asset) defined return*
- (Keuntungan) dari Perubahan Asumsi	1.026	(277)	*(Gain) from Changes In - Assumptions*
- Penyesuaian atas Pengalaman	9.682	2.212	*Adjustment of Experiences -*
Beban yang Diakui	**13.563**	**4.296**	***Recognized Expenses***

Mutasi liabilitas yang diakui laporan posisi keuangan konsolidasian adalah sebagai berikut:

Movements of liabilities recognized in the consolidated statement of financial position are as follows:

	2025	2024	
Liabilitas Neto - Awal Tahun	23.115	20.499	*Net Liability - Beginning of Year*
Beban Tahun Berjalan	13.563	4.296	*Recognized Expenses*
Pembayaran Iuran Tahun Berjalan	(4.177)	(1.680)	*Contribution of Employer for the Year*
Liabilitas Neto - Akhir Tahun	**32.501**	**23.115**	***Net Liability - End of Year***

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities fo post-employment benefits are as follows:

	2025	2024	
Tingkat Diskonto	6,25%	7.00%	*Discount Rate*
Estimasi Kenaikan Harga Emas	8,00%	6,00%	*Salary Increment*
Estimasi Kenaikan Gaji Pegawai Aktif	7,00%	7,00%	*Salary Increment*
Tingkat Mortalitas	100% TMI4	100% TMI4	*Mortality Rate*
Tingkat Cacat	5% dari TMI 4/ *5% of TMI 4*	5% dari TMI 4/ *5% of TMI 4*	*Disability Rate*
Tingkat Perputaran Pekerja			*Turnover Rate*
	Usia/ *Age*	Tingkat perputaran pekerja/ *Turnover rate*	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Usia Pensiun Normal	56 tahun/ *years*		*Normal Retirement Age*
Proporsi Pengambilan Usia Pensiun Normal	100%		*Proportion of Normal Retirement Age*

Sensitivitas juga dihitung dengan metode *Projected-Unit-Credit* sebagaimana diterapkan ketika menghitung nilai kini kewajiban imbalan pasti. Analisis sensitivitas didasarkan pada perubahan satu asumsi dan menganggap semua asumsi lainnya konstan.

Sensitivities are also calculated with the Projected-Unit-Credit method as applied when calculating present value of defined benefit obligation. The sensitivity analyses are based on a change of one assumption while holding all other assumptions constant.

	2025	2024	
Analisis Sensitivitas			***Sensitivity Analysis***
Nilai Kini Kewajiban Imbalan Pasti	**32.501**	**23.115**	***Present Value Defined Benefit Obligations***
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
- 1,00%	31.093	19.512	*- 1,00%*
+ 1,00%	34.322	21.718	*+ 1,00%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
- 1,00%	34.461	21.805	*- 1,00%*
+ 1,00%	30.889	19.278	*+ 1,00%*

31. MODAL SAHAM / *31. CAPITAL STOCK*

Pemegang Saham / *Shareholders*	2025 Total saham ditempatkan dan disetor penuh / *Number of shares issued and fully paid*	2025 Presentase Kepemilikan (%) / *Percentage of Ownership (%)*	2025 Total (Rupiah Penuh) / *(Full Rupiah)*
Saham Seri A Dwiwarna / *Series A Dwiwarna - Share*			
Pemerintah Republik Indonesia / *The Government of the Republic of Indonesia*	1	0,00	500
Saham Seri B / *Series B - Share*			
PT Danantara Asset Management (Persero) / *PT Danantara Asset Management (Persero)*	5.080.509.839	70,00	2.540.254.919.500
Direksi: / *Directors:*			
Fitri Wiyanti (Direktur Operasi dan Layanan) / *Fitri Wiyanti (Operations and Services Director)*	587.800	0,01	293.900.000
Reza Febriano (Direktur Bisnis) / *Reza Febriano (Business Director)*	560.200	0,01	280.100.000
Mohammad Agus Setiawan (Direktur Pengembangan Usaha) / *Mohammad Agus Setiawan (Business Development Director)*	549.600	0,01	274.800.000
Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) / *Pramitha Wulanjani (Finance and Risk Management Director)*	289.200	0,00	144.600.000
Masyarakat (Masing-masing dibawah 2%) / *Public (each below 2%)*	2.175.374.560	29,97	1.087.687.280.000
Total / ***Total***	**7.257.871.200**	**100,00**	**3.628.935.600.000**

Pemegang Saham / *Shareholders*	2024 Total saham ditempatkan dan disetor penuh / *Number of shares issued and fully paid*	2024 Presentase Kepemilikan (%) / *Percentage of Ownership (%)*	2024 Total (Rupiah Penuh) / *(Full Rupiah)*
Saham Seri A Dwiwarna / *Series A Dwiwarna - Share*			
Pemerintah Republik Indonesia / *The Government of the Republic of Indonesia*	1	0,00	500
Saham Seri B / *Series B - Share*			
Pemerintah Republik Indonesia / *The Government of the Republic of Indonesia*	5.080.509.839	70,00	2.540.254.919.500
Komisaris: / *Commissioners:*			
Mohammad Zainal Fatah / *Mohammad Zainal Fatah*	128.200	0,00	64.100.000
Raja Erizman / *Raja Erizman*	267.800	0,00	133.900.000
M. Roskanedi / *M. Roskanedi*	268.000	0,00	134.000.000
Direksi: / *Directors:*			
Subakti Syukur (Direktur Utama) / *Subakti Syukur (President Director)*	793.100	0,01	396.550.000
Fitri Wiyanti (Direktur Operasi) / *Fitri Wiyanti (Operations Director)*	587.800	0,01	293.900.000
Reza Febriano (Direktur Bisnis) / *Reza Febriano (Business Director)*	560.200	0,01	280.100.000
Bagus Cahya Arinta B (Direktur Human Capital dan Transformasi) / *Bagus Cahya Arinta B (Human Capital and Transformation Director)*	560.000	0,01	280.000.000
Mohammad Agus Setiawan (Direktur Pengembangan Usaha) / *Mohammad Agus Setiawan (Business Development Director)*	549.600	0,01	274.800.000
Pramitha Wulanjani (Direktur Keuangan dan Manajemen Risiko) / *Pramitha Wulanjani (Finance and Risk Management Director)*	289.200	0,00	144.600.000
Masyarakat (Masing-masing dibawah 2%) / *Public (each below 2%)*	2.173.357.460	29,95	1.086.678.730.000
Total / ***Total***	**7.257.871.200**	**100,00**	**3.628.935.600.000**

Pemegang Saham Seri A mempunyai hak istimewa tertentu sebagai tambahan atas hak Pemegang Saham Seri B. Hak istimewa tersebut mencakup hak khusus untuk mencalonkan anggota direksi dan komisaris dan untuk memberikan persetujuan atas: (a) peningkatan modal, (b) perubahan anggaran dasar, (c) penggabungan, peleburan, dan pengambilalihan, (d) pembubaran dan likuidasi, dan (e) pengangkatan dan pemberhentian anggota direksi dan komisaris.

The Shareholder of Series A shares has certain privileges in addition to any rights of Series B Shareholders. These privileges include the exclusive rights to nominate directors and commissioners and to give approval for: (a) an increase in capital, (b) changes in the article of association, (c) merger, consolidation and acquisition, (d) dissolution and liquidation, and (e) appointment and dismissal of directors and commissioners.

Berdasarkan Akta No. 121 tanggal 22 Maret 2025 oleh Notaris Jose Dima Satria S.H., M.Kn., Pemerintah Republik Indonesia mengalihkan kepemilikan saham Seri B Perseroan sebanyak 5.080.509.839 lembar atau sebesar 70,00% kepada PT Biro Klasifikasi Indonesia (Persero).

Based on Deed No. 121 dated March 22, 2025 by Notary Jose Dima Satria S.H., M.Kn., the Government of The Republic of Indonesia transferred ownership of the Company's Series B shares amounting to 5,080,509,839 shares or 70.00% to PT Biro Klasifikasi Indonesia (Persero).

Berdasarkan Akta No. 163 tanggal 23 Mei 2025 oleh Notaris Josedima Satria S.H., M.Kn., PT Biro Klasifikasi Indonesia (Persero) mengganti nama menjadi PT Danantara Asset Management (Persero).

Based on Deed No. 163 dated May 23, 2025 by Notary Josedima Satria S.H., M.Kn., PT Biro Klasifikasi Indonesia (Persero) changed its name to PT Danantara Asset Management (Persero).

32. TAMBAHAN MODAL DISETOR-NETO / *32. ADDITIONAL PAID IN CAPITAL-NET*

	2025	2024	
Tambahan Modal Disetor dari:			*Additional Paid in Capital from:*
Penawaran Umum Perdana Saham Tahun 2007	2.343.266	2.343.266	*Inital Public Offering Year 2007*
Pembelian Saham Kembali *(Treasury Shares)*	(7.741)	(7.741)	*Repurchase of Treasury Shares*
Hasil Neto Penjualan *Treasury Shares*	118.365	118.365	*Net Proceeds from Sales of Treasury Shares*
Hasil Neto Penambahan Modal Hak Memesan Efek Terlebih Dahulu	1.543.195	1.543.195	*Net Proceeds from Right Issue*
Total	**3.997.085**	**3.997.085**	***Total***

33. DIVIDEN DAN LABA YANG DICADANGKAN PENGGUNAANNYA / *33. DIVIDENDS AND UNAPPROPRIATE OF RETAINED EARNINGS*

Berdasarkan hasil RUPST Perusahaan yang dinyatakan dalam Akta Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH., No. 11 tertanggal 07 Mei 2025 para pemegang saham Perusahaan menetapkan penggunaan laba bersih konsolidasian untuk tahun buku 2024 yang dapat diatribusikan kepada pemilik entitas induk sebesar Rp4.535.565, dimana sebesar 25% atau sejumlah Rp1.133.891 ditetapkan sebagai dividen tunai, dan sebesar 75% atau sejumlah Rp3.401.674 dibukukan sebagai cadangan. Pada tanggal 4 Juni 2025, Perusahaan telah melakukan pembayaran dividen kas atas laba tahun 2024.

Based on the results of the Company's General Meeting of Shareholders (GMS) as stated in the Notarial Deed of Ir. Nanette Cahyanie Handari Adi Warsito, SH., No. 11 dated May 7, 2025, the Company's shareholders have determined the allocation of the consolidated net profit for the 2024 financial year attributable to the owners of the parent entity amounting to Rp4,535,565, of which 25% or Rp1,133,891 is designated as cash dividends, and 75% or Rp3,401,674 is recorded as reserves. On June 4, 2025, the Company made the cash dividend payment for the 2024 profit.

Perusahaan menyetujui penyisihan tambahan dana cadangan sebesar Rp3.401.674 dari saldo laba tahun 2024.

The company approved an additional allocation to the reserve fund of Rp3,401,674 from the 2024 retained earnings.

	Laba tahun 2024/ *Income for the year 2024*	Laba tahun 2023/ *Income for the year 2023*	
Dividen	1.133.891	274.809	*Dividend*
Belum ditentukan penggunaannya	3.401.674	6.518.742	*Unpropriated reserves*
Total	**4.535.565**	**6.793.551**	***Total***

34. KEPENTINGAN NON-PENGENDALI / *34. NON-CONTROLLING INTERESTS*

Akun ini merupakan hak pemegang saham non-pengendali atas aset bersih dan bagian rugi bersih entitas anak yang dikonsolidasikan.

This account represents non-controlling interests in net assets and portion of net loss of the consolidated subsidiaries.

a. Ekuitas neto yang dapat diatribusikan kepada kepentingan non-pengendali sebagai berikut:

a. Net equity attributable to non-controlling interests is shown below:

34. KEPENTINGAN NON-PENGENDALI (lanjutan) / *34. NON-CONTROLLING INTERESTS (continued)*

	2025	2024	
PT Jasamarga Transjawa Tol	20.047.787	19.532.579	*PT Jasamarga Transjawa Tol*
PT Jasamarga Jogja Solo	1.838.083	1.450.271	*PT Jasamarga Jogja Solo*
PT Jasamarga Kualanamu Tol	740.393	694.835	*PT Jasamarga Kualanamu Tol*
PT Jasamarga Jogja Bawen	626.161	213.143	*PT Jasamarga Jogja Bawen*
PT Marga Sarana Jabar	524.912	502.435	*PT Marga Sarana Jabar*
PT Jasamarga Balikpapan Samarinda	421.309	636.577	*PT Jasamarga Balikpapan Samarinda*
PT Cinere Serpong Jaya	390.122	375.813	*PT Cinere Serpong Jaya*
PT Marga Trans Nusantara	372.778	279.468	*PT Marga Trans Nusantara*
PT Jasamarga Akses Patimban	329.692	288.677	*PT Jasamarga Akses Patimban*
PT Jasamarga Japek Selatan	322.812	289.459	*PT Jasamarga Japek Selatan*
PT Jasamarga Kunciran Cengkareng	181.610	163.405	*PT Jasamarga Kunciran Cengkareng*
PT Jasamarga Manado Bitung	103.390	221.520	*PT Jasamarga Manado Bitung*
PT Jasamarga Bali Tol	53.960	54.014	*PT Jasamarga Bali Tol*
PT Jasamarga Probolinggo Banyuwangi	46.319	73.112	*PT Jasamarga Probolinggo Banyuwangi*
PT Jasa Marga Related Business	5.761	6.814	*PT Jasa Marga Related Business*
PT Jasamarga Tollroad Maintenance	908	862	*PT Jasamarga Tollroad Maintenance*
PT Jasamarga Tollroad Operator	106	90	*PT Jasamarga Tollroad Operator*
PT Jalantol Lingkarluar Jakarta	-	16.632	*PT Jalantol Lingkarluar Jakarta*
Total	**26.006.103**	**24.799.706**	***Total***

b. Penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada kepentingan non-pengendali:

b. Comprehensive income for the year attributable to non-controlling interests:

	2025	2024	
PT Jasamarga Transjawa Tol	1.291.061	1.064.977	*PT Jasamarga Transjawa Tol*
PT Jasamarga Kualanamu Tol	83.368	82.561	*PT Jasamarga Kualanamu Tol*
PT Marga Trans Nusantara	74.295	85.082	*PT Marga Trans Nusantara*
PT Cinere Serpong Jaya	46.098	12.892	*PT Cinere Serpong Jaya*
PT Marga Sarana Jabar	28.370	20.292	*PT Marga Sarana Jabar*
PT Jasamarga Kunciran Cengkareng	8.456	16.549	*PT Jasamarga Kunciran Cengkareng*
PT Jasamarga Japek Selatan	2.196	3.351	*PT Jasamarga Japek Selatan*
PT Jasamarga Tollroad Maintenance	546	422	*PT Jasa Marga Tollroad Maintenance*
PT Jasamarga Probolinggo Banyuwangi	103	518	*PT Jasamarga Probolinggo Banyuwangi*
PT Jasamarga Tollroad Operator	63	61	*PT Jasa Marga Tollroad Operator*
PT Jalantol Lingkarluar Jakarta	-	(2)	*PT Jalantol Lingkarluar Jakarta*
PT Jasa Marga Related Business	(154)	(965)	*PT Jasa Marga Related Business*
PT Jasamarga Jogja Bawen	(1.243)	(890)	*PT Jasamarga Jogja Bawen*
PT Jasamarga Akses Patimban	(3.498)	(3.503)	*PT Jasamarga Akses Patimban*
PT Jasamarga Bali Tol	(7.523)	(74)	*PT Jasamarga Bali Tol*
PT Jasamarga Jogja Solo	(110.676)	(11.727)	*PT Jasamarga Jogja Solo*
PT Jasamarga Manado Bitung	(128.436)	(107.983)	*PT Jasamarga Manado Bitung*
PT Jasamarga Balikpapan Samarinda	(135.925)	(108.288)	*PT Jasamarga Balikpapan Samarinda*
Total	**1.147.101**	**1.053.273**	***Total***

Pada tanggal 31 Desember 2025 dan 2024, manajemen Perusahaan berpendapat bahwa tidak terdapat Entitas Anak yang memiliki kepentingan non-pengendali material secara individu terhadap laporan keuangan konsolidasian Perusahaan.

As of December 31, 2025 and 2024, the Company's management believes that there are no Subsidiaries with non-controlling interests that are individually material to the Company's consolidated financial statements.

35. PENDAPATAN TOL DAN LAINNYA / *35. TOLL AND OTHER OPERATING REVENUES*

Rincian pendapatan tol adalah sebagai berikut: / *The details of toll revenues are as follows:*

	2025	2024	
Perusahaan			***The Company***
Jakarta - Bogor - Ciawi	1.216.025	1.215.853	*Jakarta - Bogor - Ciawi*
JORR Seksi non S	1.199.363	1.190.437	*JORR Seksi non S*
Cikampek - Padalarang	1.164.933	1.184.986	*Cikampek - Padalarang*
Jakarta - Tangerang	1.082.963	1.023.563	*Jakarta - Tangerang*
Cawang - Tomang - Pluit	1.017.243	990.049	*Cawang - Tomang - Pluit*
Prof. Dr. Ir. Sedyatmo	697.901	697.901	*Prof. Dr. Ir. Sedyatmo*
Padalarang - Cileunyi	488.668	470.745	*Padalarang - Cileunyi*
Pondok Aren - Bintaro Viaduct - Ulujami	185.279	183.900	*Pondok Aren - Bintaro Viaduct - Ulujami*
Belawan - Medan - Tanjung Morawa	179.112	181.150	*Belawan - Medan - Tanjung Morawa*
Subtotal	7.231.487	7.138.584	*Subtotal*
Entitas Anak			***Subsidiaries***
Jasamarga Transjawa Tol (JTT)			*Jasamarga Transjawa Tol (JTT)*
Jakarta - Cikampek	1.867.444	1.785.627	*Jakarta - Cikampek*
Surabaya - Gempol	912.026	919.201	*Surabaya - Gempol*
Palimanan - Kanci	283.672	281.352	*Palimanan - Kanci*
Semarang Seksi A,B,C	233.732	226.048	*Semarang Seksi A,B,C*
Semarang - Batang (JSB)	1.224.800	1.212.123	*Semarang - Batang (JSB)*
Solo - Ngawi (JSN)	1.019.543	1.023.186	*Solo - Ngawi (JSN)*
Ngawi - Kertosono (JNK)	710.893	690.771	*Ngawi - Kertosono (JNK)*
Surabaya - Mojokerto (JSM)	650.437	610.232	*Surabaya - Mojokerto (JSM)*
Kunciran - Cengkareng (JKC)	562.732	541.957	*Kunciran - Cengkareng (JKC)*
Medan - Kualanamu (JMKT)	555.904	568.325	*Medan - Kualanamu (JMKT)*
Kunciran - Serpong (MTN)	520.595	451.410	*Kunciran - Serpong (MTN)*
Cinere - Serpong (CSJ)	491.504	387.134	*Cinere - Serpong (CSJ)*
Balikpapan - Samarinda (JBS)	413.084	414.638	*Balikpapan - Samarinda (JBS)*
Gempol - Pasuruan (JGP)	406.563	384.132	*Gempol - Pasuruan (JGP)*
Bogor Outer Ring Road (MSJ)	297.245	282.048	*Bogor Outer Ring Road (MSJ)*
Solo - Yogyakarta - Kulon Progo (JMJ)	281.582	36.614	*Solo - Yogyakarta - Kulon Progo (JMJ)*
Nusa Dua - Benoa (JBT)	214.919	194.479	*Nusa Dua - Benoa (JBT)*
Gempol - Pandaan (JPT)	210.263	19.399	*Gempol - Pandaan (JPT)*
Manado - Bitung (JMB)	64.908	55.074	*Manado - Bitung (JMB)*
Subtotal	10.921.846	10.083.750	*Subtotal*
Total	**18.153.333**	**17.222.334**	***Total***

Kontribusi pendapatan tol Entitas Anak terhadap total Pendapatan Tol Kelompok Usaha untuk tahun 2025 dan 2024 adalah masing-masing 60,16% dan 58,55%. Beberapa entitas anak menjaminkan pendapatan tol dan pendapatan usaha lainnya sepanjang konsesi untuk kredit (Catatan 23).

The contribution of the Subsidiary's toll revenue to total Toll Revenue of the Group for 2025 and 2024 is 60.16% and 58.55%, respectively. Several subsidiaries pledge toll revenues and other operating income within the concession period for credit (Note 23).

Rincian pendapatan usaha lainnya adalah sebagai berikut: / *The details of other operating revenues are as follows:*

	2025	2024	
Pendapatan BBM SPBU	550.253	454.408	*Petroleum Sales*
Jasa Pengoperasian Jalan Tol	413.205	421.679	*Toll Road Operating Services*
Sewa Lahan	276.795	173.833	*Land Rent*
Pendapatan Pemeliharaan Jalan Tol	272.357	201.431	*Toll Road Maintenance*
Sewa Properti	57.134	55.016	*Property Rent*
Penjualan Properti	2.257	137.798	*Property Sales*
Lainnya (Di bawah 2.000)	85.890	67.645	*Others (Below Rp2,000)*
Total	**1.657.891**	**1.511.810**	***Total***

Berdasarkan keputusan Menteri PUPR No. 250/KPTS/M/2024 tanggal 2 Februari 2024, tentang penyesuaian tarif tol ruas Jakarta - Cikampek. Tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 250/KPTS/M/2024 dated February 2, 2024, concerning toll tariff adjustment of Jakarta - Cikampek. The farthest toll tariffs for that segment are as follows:

35. PENDAPATAN TOL DAN LAINNYA / *35. TOLL AND OTHER OPERATING REVENUES*

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Jakarta - Cikampek Segmen I (Pondok Gede Barat/Pondok Gede Timur)	5.500	8.000	8.000	11.000	11.000
2	Jakarta - Cikampek Segmen II (Cikunir, Bekasi Barat, Bekasi Timur, Tambun, Cibitung, Cikarang Barat)	9.500	14.000	14.000	19.000	19.000
3	Jakarta - Cikampek Segmen III (Cibatu, Cikarang Timur, Karawang barat)	16.500	24.500	24.500	32.500	32.500
4	Jakarta - Cikampek Segmen IV (Karawang Timur, Dawuan, Kalihurip, Cikampek)	27.000	40.500	40.500	54.000	54.000

Berdasarkan keputusan Menteri PUPR No. 1325/KPTS/M/2025 tanggal 25 November 2025, tarif tol terjauh ruas jalan tol Prof. Dr. Ir. Sedyatmo adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1325/KPTS/M/2025, dated November 25, 2025, the farthest toll tariffs of Prof. Dr. Ir. Sedyatmo toll road segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Prof DR IR Sedyatmo	8.500	11.500	11.500	12.500	12.500

Berdasarkan keputusan Menteri PUPR No. 2130/KPTS/M/2024 tanggal 22 Agustus 2024 tentang penetapan tarif dan sistem pengumpulan tol secara integrasi pada jalan tol Cawang – Tomang - Pluit (Lingkar Dalam Kota Jakarta). Berikut tarif tol terjauh:

Based on the decree of Minister of PUPR No. 2130/KPTS/M/2024 dated August 22, 2024 concerning the establishment of tariffs and integrated toll collection systems on Cawang – Tomang - Pluit (The Inner-City Ring Jakarta) toll road. Following the farthest toll rates:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Cawang - Tomang - Pluit	11.000	16.500	16.500	19.000	19.000

Berdasarkan keputusan Menteri PUPR No. 1137/KPTS/M/2023 tanggal 5 September 2023 tentang penyesuaian tarif tol ruas Surabaya - Gempol dan Kejapanan - Gempol, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1137/KPTS/M/2023 dated September 5, 2023, concerning toll tariff adjustment of Surabaya - Gempol and Kejapanan - Gempol segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Porong - Kejapanan	6.000	9.000	9.000	12.000	12.000
2	Kejapanan - Gempol	3.500	5.000	5.000	7.000	7.000

Berdasarkan keputusan Menteri PUPR No. 1087/KPTS/M/2023 tanggal 28 Agustus 2023, tentang penyesuaian tarif tol ruas Belawan – Medan - Tanjung Morawa, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1087/KPTS/M/2023 dated August 28, 2023, concerning toll tariff adjustment of Belawan – Medan - Tanjung Morawa segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Belmera	9.000	16.000	16.000	23.000	23.000

Berdasarkan keputusan Menteri PUPR No.755/KPTS/M/2023 tanggal 12 Juli 2023, penyesuaian tarif tol ruas Palimanan – Kanci adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 755/KPTS/M/2023 dated July 12, 2023, toll tariffs adjustment of Palimanan – Kanci segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Palikanci	13.500	19.500	19.500	32.000	32.000

35. PENDAPATAN TOL DAN LAINNYA / *35. TOLL AND OTHER OPERATING REVENUES*

Berdasarkan keputusan Menteri PU No. 399/KPTS/M/2025 tanggal 26 Maret 2025, tentang penyesuaian tarif tol ruas Semarang seksi A, B, C, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PU No. 399/KPTS/M/2025 dated March 26, 2025, concerning toll tariff adjustment of Semarang A,B,C segment section, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Semarang Seksi A, B, C	6.000	8.500	8.500	11.500	11.500

Berdasarkan keputusan Menteri PUPR No. 533/KPTS/M/2023 tanggal 17 Mei 2023, tentang penyesuaian tarif tol ruas Padalarang – Cileunyi, tarif terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 533/KPTS/M/2023 dated May 17, 2023, concerning toll tariff adjustment of Padalarang - Cileunyi segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Padaleunyi	10.500	18.500	18.500	25.000	25.000

Berdasarkan keputusan Menteri PUPR No. 496/KPTS/M/2023 tanggal 2 Mei 2023, tentang penyesuaian tarif tol ruas Cikampek – Purwakarta - Padalarang, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 496/KPTS/M/2023 dated May 2, 2023 concerning toll tariff adjustment of Cikampek - Purwakarta - Padalarang segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Cipularang	45.000	76.000	76.000	110.000	110.000

Berdasarkan keputusan Menteri PUPR No. 1604/KPTS/M/2023 tanggal 16 November 2023 tentang kenaikan tarif dan sistem pengumpulan tol secara Integrasi pada jalan tol lingkar luar Jakarta seksi W1-W2 utara-W2 selatan-S-E1-E2-E3-jalan akses Tanjung Priok seksi E-1, E-2, E-2A, NS dan jalan tol Pondok Aren–Ulujami.

Based on the decree of Minister of PUPR No. 1604/KPTS/M/2023 dated November 16, 2023 regarding tariff increases and the system is called in an integrated manner on the Jakarta outer ring toll road section W1-W2 utara-W2 selatan-S-E1-E2-E3-Tanjung Priok access road section E-1, E-2, E-2A, NS and the Pondok Aren - Ulujami toll road.

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	JORR E1, E2, E3 dan W2S	17.000	25.000	25.000	33.500	33.500
2	Pondok Aren - Bintaro Viaduct - Ulujami	3.500	5.000	5.000	6.500	6.500

Berdasarkan keputusan Menteri PUPR No. 2692/KPTS/M/2024 tanggal 3 Oktober 2024, tentang penyesuaian tarif tol ruas Jakarta - Tangerang, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 2692/KPTS/M/2024 dated October 3, 2024, concerning toll tariff adjustment of Jakarta - Tangerang segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Jakarta - Tangerang	8.500	12.500	12.500	16.500	16.500

Berdasarkan keputusan Menteri PUPR No. 854KPTS/M/2023 tanggal 31 Juli 2023, tentang penyesuaian tarif tol ruas Jakarta – Bogor - Ciawi (Jagorawi), tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 854/KPTS/M/2023 dated July 31, 2023, concerning toll tariff adjustment of Jakarta - Bogor - Ciawi (Jagorawi) segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Jakarta - Bogor - Ciawi	7.500	12.000	12.000	17.000	17.000

35. PENDAPATAN TOL DAN LAINNYA / *35. TOLL AND OTHER OPERATING REVENUES*

Berdasarkan keputusan Menteri PU No. 398/KPTS/M/2025 tanggal 26 Maret 2025, tarif tol terjauh ruas Sentul Selatan - Simpang Semplak, yang dioperasikan oleh PT Marga Sarana Jabar adalah sebagai berikut:

Based on the decree of Minister of PU No. 398/KPTS/M/2025 dated March 26, 2025, the farthest toll tariffs of Sentul Selatan - Simpang Semplak segment, which operated by PT Marga Sarana Jabar are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Sentul Selatan - Simpang Semplak	16.000	24.000	24.000	31.500	31.500
2	Cibadak - Kayumanis	5.500	8.500	8.500	11.500	11.500

Berdasarkan keputusan Menteri PUPR No. 1306/KPTS/M/2024 tanggal 19 Juni 2024 untuk ruas Surabaya - Mojokerto yang dikelola PT Jasamarga Surabaya Mojokerto, tarif terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1306/KPTS/M/2024 dated June 19, 2024 for the Surabaya - Mojokerto section managed by PT Jasamarga Surabaya Mojokerto, the farthest rates for these sections are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	SS Waru Sepanjang (terbuka)	3.000	5.000	5.000	7.000	7.000
2	SS Waru - WRR Warugunung (Terbuka)	8.500	14.000	14.000	21.000	21.000
3	PWRR - Mojokerto (Tertutup)	35.000	57.000	57.000	86.500	86.500

Berdasarkan keputusan Menteri PUPR No. 769/KPTS/M/2024 tanggal 02 April 2024 untuk ruas Nusa Dua - Ngurah Rai - Benoa yang dikelola PT Jasamarga Bali Tol, tarif terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 769/KPTS/M/2024 dated April 02, 2024 for the Nusa Dua - Ngurah Rai - Benoa section managed by PT Jasamarga Bali Tol, the farthest rates for these sections are as follows:

No	Ruas/ Section	Golongan/*Group*					
		I	II	III	IV	V	VI
1	Bali Mandara (Nusa Dua - Ngurah Rai - Benoa)	14.000	21.000	21.000	28.000	28.000	5.500

Berdasarkan keputusan Menteri PUPR No. 1519/KPTS/M/2023 tanggal 25 Oktober 2023, tarif tol terjauh ruas Tanjung Morawa - Tebing Tinggi, yang dioperasikan oleh PT Jasamarga Kualanamu Tol adalah sebagai berikut:

Based on the Decree of Minister of PUPR No. 1519/KPTS/M/2023 dated October 25, 2023, the farthest toll tariffs of Tanjung Morawa - Tebing Tinggi segment, which operated by PT Jasamarga Kualanamu Tol are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Tanjung Morawa - Tebing Tinggi	60.000	89.500	89.500	119.500	119.500

Berdasarkan keputusan Menteri PUPR No. 1160/KPTS/M/2025 tanggal 10 November 2025, tarif tol terjauh ruas Gempol - Pasuruan, yang dioperasikan oleh PT Jasamarga Gempol Pasuruan adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1160/KPTS/M/2025 dated November 10, 2025, the farthest toll tariffs of Gempol - Pasuruan segment, which operated by PT Jasamarga Gempol Pasuruan are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Gempol - Pasuruan	48.500	73.000	73.000	97.000	97.000

Berdasarkan keputusan Menteri PUPR No. 768/KPTS/M/2024 tanggal 2 April 2024, tarif tol terjauh ruas Gempol - Pandaan yang dioperasikan oleh PT Jasamarga Pandaan Tol - Batang adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 768/KPTS/M/2024 dated April 2, 2024, the farthest toll tariffs of Gempol - Pandaan operated by PT Jasamarga Pandaan Tol are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Gempol IC - Pandaan	14.500	23.500	23.500	29.500	29.500

35. PENDAPATAN TOL DAN LAINNYA / *35. TOLL AND OTHER OPERATING REVENUES*

Berdasarkan keputusan Menteri PU No. 466/KPTS/M/2025 tanggal 30 April 2025, tarif tol terjauh ruas Kunciran - Serpong yang dioperasikan oleh PT Marga Trans Nusantara adalah sebagai berikut:

Based on the decree of Minister of PU No. 466/KPTS/M/2025 dated April 30, 2025, the farthest toll tariffs of Kunciran - Serpong segment, which operated by PT Marga Trans Nusantara are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Kunciran - Serpong	21,500	32,500	32,500	43,000	43,000

Berdasarkan keputusan Menteri PUPR No. 398/KPTS/M/2023 tanggal 27 Maret 2023, tarif tol terjauh ruas Balikpapan - Samarinda yang dioperasikan oleh PT Jasamarga Balikpapan Samarinda adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 398/KPTS/M/2023 dated March 27, 2023, the farthest toll tariffs of Balikpapan - Samarinda segment, which operated by PT Jasamarga Balikpapan Samarinda are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Balikpapan - Samarinda	146.500	219.500	219.500	293.000	293.000

Berdasarkan keputusan Menteri PUPR No. 3035/KPTS/M/2024 tanggal 29 November 2024, tarif tol terjauh ruas Manado - Bitung yang dioperasikan oleh PT Jasamarga Manado Bitung adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 3035/KPTS/M/2024 dated November 29, 2024, the farthest toll tariffs of Manado - Bitung segment, which operated by PT Jasamarga Manado Bitung are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Manado - Bitung	49.000	74.000	74.000	98.500	98.500

Berdasarkan keputusan Menteri PUPR No. 254/KPTS/M/2024 tanggal 2 Februari 2024, tarif tol terjauh ruas Junction Serpong - Pamulang yang dioperasikan oleh PT Cinere Serpong Jaya adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 254/KPTS/M/2024 dated February 2, 2024, the farthest toll tariffs of Junction Serpong - Pamulang segment, which operated by PT Cinere Serpong Jaya are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Junction Serpong - Pamulang	12.000	18.000	18.000	24.000	24.000
2	Junction Serpong - Cinere	18.500	28.000	28.000	37.000	37.000

Berdasarkan keputusan Menteri PUPR No. 1982/KPTS/M/2023 tanggal 29 Desember 2023, tarif tol terjauh ruas Jc. Benda – Jc. Kunciran yang dioperasikan oleh PT Jasamarga Kunciran Cengkareng adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1982/KPTS/M/2023 dated December 29, 2023, the farthest toll tariffs of Jc. Benda – Jc. Kunciran operated by PT Jasamarga Kunciran Cengkareng are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	JB Benda - JC Kunciran	27.000	41.000	41.000	54.500	54.500

Berdasarkan keputusan Menteri PUPR No. 1441/KPTS/M/2025 tanggal 8 Desember 2025, tarif tol terjauh ruas Ngawi - Kertosono yang dioperasikan oleh PT Jasamarga Ngawi Kertosono Kediri adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1441/KPTS/M/2025 dated December 8, 2025, the farthest toll tariffs of Ngawi – Kertosono operated by PT Jasamarga Ngawi Kertosono are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Ngawi - Kertosono	102.000	153.000	153.000	204.000	204.000

35. PENDAPATAN TOL DAN LAINNYA / *35. TOLL AND OTHER OPERATING REVENUES*

Berdasarkan keputusan Menteri PUPR No. 1442/KPTS/M/2025 tanggal 8 Desember 2025, tarif tol terjauh ruas Solo-Mantingan-Ngawi yang dioperasikan oleh PT Jasamarga Ngawi Kertosono Kediri adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1442/KPTS/M/2025 dated December 8, 2025, the farthest toll tariffs of Solo-Mantingan-Ngawi operated by PT Jasamarga Ngawi Kertosono Kediri are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Kartasura - Klitik	163.500	245.500	245.500	327.000	327.000

Berdasarkan keputusan Menteri PUPR No. 1155/KPTS/M/2023 tanggal 15 September 2023, tarif tol terjauh ruas Batang-Semarang yang dioperasikan oleh PT Jasamarga Semarang - Batang adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1155/KPTS/M/2023 dated September 15, 2023, the farthest toll tariffs of Batang – Semarang operated by PT Jasamarga Semarang Batang are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Batang - Semarang	111.500	167.500	167.500	223.000	223.000

Berdasarkan keputusan Menteri PUPR No. 2816/KPTS/M/2024 tanggal 18 Oktober 2024 dan keputusan Menteri PU No. 683/KPTS/M/2025 tanggal 22 Juli 2025, tarif tol terjauh ruas Solo – Yogyakarta – NYIA Kulon Progo Seksi 1 (Kartasura – Purwomartani) yang dioperasikan oleh PT Jasamarga Jogja Solo adalah sebagai berikut:

Based on the decision of the Minister of Public Works and Public Housing No. 2816/KPTS/M/2024 dated October 18, 2024, and the decision of the Minister of Public Works No. 683/KPTS/M/2025 dated July 22, 2025, the toll rates for the farthest section of Solo – Yogyakarta – NYIA Kulon Progo Section 1 (Kartasura – Purwomartani), operated by PT Jasamarga Jogja Solo, are as follows:

No	Ruas/ *Section*	Golongan/*Group*				
		I	II	III	IV	V
1	Kartasura - Prambanan	57.000	85.500	85.500	114.500	114.500
2	Kartasura - Klaten	42.500	63.500	63.500	84.500	84.500

36. PENDAPATAN DAN BEBAN KONSTRUKSI / *36. CONSTRUCTION REVENUES AND EXPENSE*

Pendapatan konstruksi adalah kompensasi untuk jasa yang dilakukan Kelompok Usaha dalam pembangunan jalan tol baru dan peningkatan kapasitas jalan tol. Pendapatan konstruksi dinilai dengan menggunakan metode *cost-plus,* dimana seluruh biaya yang dapat diatribusikan langsung sebagai nilai perolehan aset tambahan dengan margin tertentu.

Construction revenue is the compensation for the service performed by the Group for building new toll roads and upgrading toll roads capacity. Construction revenue is measured using cost-plus method, which specifies the margin and added up to all cost directly attributable to the acquiring cost of the assets.

36. PENDAPATAN DAN BEBAN KONSTRUKSI (lanjutan) / *36. CONSTRUCTION REVENUES AND EXPENSE (continued)*

	2025	2024	
Pendapatan Konstruksi Penyelenggara Tol			*Construction Revenues Toll Road Operator*
PT Jasamarga Japek Selatan	3.122.755	3.629.080	*PT Jasamarga Japek Selatan*
PT Jasamarga Probolinggo Banyuwangi	2.730.980	4.202.401	*PT Jasamarga Probolinggo Banyuwangi*
PT Jasamarga Jogja Solo	2.556.341	3.046.799	*PT Jasamarga Jogja Solo*
PT Jasamarga Jogja Bawen	1.668.947	2.094.711	*PT Jasamarga Jogja Bawen*
PT Cinere Serpong Jaya	-	44.041	*PT Cinere Serpong Jaya*
PT Marga Sarana Jabar	-	4.740	*PT Marga Sarana Jabar*
Subtotal	10.079.023	13.021.772	*Subtotal*
Beban Konstruksi Penyelenggara Tol			*Construction Expense Toll Road Operator*
PT Jasamarga Japek Selatan	(3.082.682)	(3.582.507)	*PT Jasamarga Japek Selatan*
PT Jasamarga Probolinggo Banyuwangi	(2.720.099)	(4.185.659)	*PT Jasamarga Probolinggo Banyuwangi*
PT Jasamarga Jogja Solo	(2.556.341)	(3.046.799)	*PT Jasamarga Jogja Solo*
PT Jasamarga Jogja Bawen	(1.662.298)	(2.086.366)	*PT Jasamarga Jogja Bawen*
PT Cinere Serpong Jaya	-	(43.822)	*PT Cinere Serpong Jaya*
PT Marga Sarana Jabar	-	(4.659)	*PT Marga Sarana Jabar*
Subtotal	(10.021.420)	(12.949.812)	*Subtotal*
Margin Konstruksi Penyelenggara Tol	**57.603**	**71.960**	***Construction Margin Toll Road Operator***

37. BEBAN TOL DAN USAHA LAINNYA / *37. TOLL AND OTHER OPERATING EXPENSES*

Akun ini terdiri dari: / *This account consist of:*

	2025	2024	
Amortisasi (Catatan 13 dan 14)	2.974.509	2.589.484	*Amortization (Notes 13 and 14)*
Harga Pokok Penjualan	1.066.721	911.993	*Cost of Goods Sold*
Gaji dan Tunjangan	918.446	901.507	*Salaries and Allowance*
Provisi Pelapisan Ulang Jalan Tol (Catatan 28)	832.158	896.910	*Provision for Toll Road Overlay (Note 28)*
Pajak Bumi dan Bangunan	710.652	662.060	*Land and Building Tax*
Pemeliharaan Jalan dan Sarana Pelengkap Jalan Tol	660.993	622.630	*Maintenance of Roads and Toll Road Complementary Facilities*
Pelayanan Jalan Tol	353.672	323.776	*Toll Road Services*
Pengumpulan Tol	179.822	190.265	*Toll Collection*
Bahan Bakar, Listrik, dan Air	150.719	154.028	*Fuel, Electricity, and Water*
Penyusutan (Catatan 11 dan 12)	107.982	116.611	*Depreciation (Notes 11 and 12)*
Sewa (Catatan 27)	51.587	63.262	*Rent (Note 27)*
Lainnya (Di bawah Rp2.000)	74.856	62.611	*Others (Below Rp2,000)*
Total	**8.082.117**	**7.495.137**	***Total***

Harga Pokok Penjualan merupakan beban langsung yang dimiliki oleh JMRB dan JMTM, Entitas Anak, meliputi kontrak manajemen, BBM, pemeliharaan jalan tol, dan lainnya.

Cost of Goods Sold are direct expenses owned by JMRB and JMTM, Subsidiaries, which consist of management fee, fuel, toll road maintenance, and others.

38. BEBAN UMUM DAN ADMINISTRASI / *38. GENERAL AND ADMINISTRATIVE EXPENSES*

Rincian beban umum dan administrasi adalah sebagai berikut: / *The details of general and administrative expenses are as follows:*

	2025	2024	
Gaji dan Tunjangan	1.746.466	1.656.084	*Salaries and Allowance*
Jasa Profesional	129.018	112.659	*Professional Fees*
Administrasi Kantor dan Sumbangan	103.567	103.426	*Office Administration and Donation*
Pajak Iuran dan Retribusi	99.445	96.132	*Taxes, Contribution and Retribution*
Perbaikan dan Pemeliharaan Aset Tetap	89.911	82.400	*Repair and Maintenance Fixed Asset*
Penyusutan (Catatan 11)	86.037	77.254	*Depreciation (Note 11)*
Transportasi dan Perjalanan Dinas	54.691	57.245	*Transportation and Business Travel*
Publikasi	39.901	33.526	*Publications*
Bahan Bakar, Listrik, dan Air	26.997	26.996	*Fuel, Electricity, and Water*
Amortisasi (Catatan 14)	26.216	29.755	*Amortization (Note 14)*
Program Tanggung Jawab Sosial dan Lingkungan	17.668	16.452	*Social and Enviromental Responsibility Program*
Sewa (Catatan 27)	10.650	12.044	*Rent (Note 27)*
Lainnya (Di bawah Rp3.000)	51.769	30.442	*Others (Below Rp3,000)*
	2.482.336	**2.334.415**	***Total***

39. PENGHASILAN KEUANGAN DAN BEBAN PAJAK PENGHASILAN KEUANGAN / *39. FINANCE INCOME AND FINANCE INCOME TAX EXPENSES*

a. Penghasilan Keuangan / *a. Finance Income*

	2025	2024	
Penghasilan bunga deposito	213.068	187.422	*Deposits interest income*
Penghasilan jasa giro	53.642	51.691	*Current accounts income*
Penghasilan bunga pinjaman entitas asosiasi, ventura bersama, dan lainnya	29.931	28.534	*Income interest on in associates, joint ventures, and others*
Total	**296.641**	**267.647**	***Total***

b. Beban Pajak Penghasilan Keuangan / *b. Finance Income Tax Expenses*

	2025	2024	
Beban pajak deposito	42.614	37.451	*Deposits interest expense*
Beban pajak giro	10.729	10.308	*Current accounts expense*
Total	**53.343**	**47.759**	***Total***

40. PENGHASILAN DAN BEBAN LAIN-LAIN / *40. INCOME AND OTHER EXPENSES*

a. Penghasilan Lain-Lain / *a. Other Income*

	2025	2024	
Penyesuaian utang di entitas anak	100.134	88.494	*Adjustment on subsidiaries*
Penyesuaian pencadangan MLFF	22.480	-	*MLFF reserve adjustment*
Pemulihan penurunan nilai aset tidak lancar lain - uang muka setoran modal di JGC (Catatan 10)	35.126	-	*Recovery of impairment of non-current assets advance for capital investment in JGC - (Note 10)*
Pendapatan dividen	15.648	14.690	*Dividend income*
Penghasilan atas ganti rugi kerusakan aset	2.839	2.463	*Income on asset damage compensation*
Penerimaan hasil likuidasi JLJ	2.498	-	*Proceeds of JLJ liquidation*
Keuntungan Penjualan Aset Tetap	2.022	-	*Gain on Sale of Fixed Asset*
Pemulihan Penyisihan Piutang Lain-Lain (Catatan 6)	780	1.922	*Recovery of Other Receivables Allowance (Note 6)*
Lainnya (Di bawah Rp2.000)	69.414	153.378	*Others (Below Rp2,000)*
Total	**250.941**	**260.947**	***Total***

b. Beban Lain-Lain / *b. Other Expenses*

	2025	2024	
Penyesuaian piutang di entitas anak	54.017	-	*Adjustment on subsidiary*
Penyisihan Piutang Lain-Lain (Catatan 6)	33.054	10.994	*Other Receivables Allowance (Note 6)*
Pencadangan atas ISAK 34	18.626	14.559	*Provision of ISAK 34*
Biaya penjaminan PII	7.908	8.212	*PII Recurring Fee*
Pencadangan Implementasi MLFF	2.132	102.885	*Provision for implementation of MLFF*
Administrasi Bank	1.515	1.993	*Bank Administration*
Lainnya (Di bawah Rp2.000)	34.903	29.643	*Others (Below Rp2,000)*
Total	**152.155**	**168.286**	***Total***

41. BIAYA KEUANGAN / *41. FINANCE COSTS*

Rincian biaya keuangan adalah sebagai berikut: / *The details of finance costs are as follows:*

	2025	2024	
Utang bunga bank	3.349.369	3.444.015	*Bank interest loans*
Utang bunga obligasi	159.616	102.883	*Bonds Interest*
Beban bagi hasil syariah	20.419	399.741	*Profit sharing syariah*
Beban Provisi Pinjaman	20.752	9.440	*Loan Provision Expense*
Utang lembaga keuangan bukan bank	16.049	19.707	*Non-bank financial institutions*
Beban bunga liabilitas sewa	10.845	8.230	*Lease interest expense*
Lainnya	26.819	42.321	*Others*
Total	**3.603.869**	**4.026.337**	***Total***

42. LABA PER SAHAM / *42. EARNINGS PER SHARE*

Sampai dengan tanggal 31 Desember 2025, Perusahaan tidak melakukan pembelian kembali saham maupun menerbitkan saham baru, sehingga jumlah saham pada 31 Desember 2025 adalah 7.257.871.200 lembar.

Until the date of December 31, 2025, the Company did not repurchase its shares or issued new shares, so the number of shares as of December 31, 2025 is 7,257,871,200 shares.

Laba per saham dihitung dari laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dibagi dengan jumlah rata-rata tertimbang saham pada tahun berjalan, dengan rincian sebagai berikut:

Earnings per share is calculated from profit of the current year attributable to owners of the parent divided by the weighted average of outstanding shares during the year, with details as follows:

	2025	2024	
Laba tahun berjalan (Rupiah penuh)	3.659.534.913.253	4.533.006.531.196	*Profit for year (full Rupiah)*
Rata-rata tertimbang saham beredar (lembar)	7.257.871.200	7.257.871.200	*Weighted average of outstanding shares*
Laba Per Saham (Rupiah penuh)	**504**	**625**	***Earnings per Share (full Rupiah)***

43. SALDO DAN SIFAT TRANSAKSI PIHAK YANG BERELASI / *43. BALANCES AND NATURE OF RELATED PARTIES TRANSACTIONS*

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi. Berikut adalah transaksi dengan pihak-pihak berelasi yang material:

The Group normally enters into transactions with related parties. Below are the material transactions with related parties:

Pihak Berelasi/ *Related Parties*	Hubungan/ *Nature of Relationship*	Jenis Transaksi/ *Nature of Transactions*
Pemerintah Republik Indonesia Kementerian Keuangan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Hak Konsesi atas Ruang Tol, Utang Bantuan Pemerintah, Dana Talangan Pembebasan Tanah dan Perpajakan/ *Concession Rights on Toll Roads, Government Assistance Debt, Land Acquisition Bailouts and Taxation*
PT Adhi Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Beban Akrual, Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ *Accrued Expenses, Contractor for Construction and Maintenance of Fixed Assets and Toll Roads*
PT Bank Mandiri (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Penempatan Giro, Deposito Berjangka, Investasi Jangka Pendek, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Biaya Keuangan, Piutang Lain-lain dan Pendapatan Bunga/ *Placement of Current Accounts, Time Deposits, Short Term Investments, Restricted Funds, Working Capital Credit Facility, Syndicated Loans Facility, Finance Charges, Other Receivables and Interest Income*
PT Bank Negara Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan Pendapatan Bunga dan Dana Dibatasi Penggunaannya/ *Placement of Current Accounts, Time Deposits, Investment Credit Facility, Syndicated Loans Facility, Bank for Toll Collection, Finance Charges, Interest Income and Restricted Funds*
PT Bank Rakyat Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan, Piutang Lain-lain dan Pendapatan Bunga/ *Placement of Current Accounts, Time Deposits, Investment Credit Facility, Syndicated Loans Facility, Bank for Toll Collection, Finance Charges, Other Receivables and Interest Income*
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga/ *Placement of Current Accounts, Time Deposits, Investment Credit Facility, Syndicated Loans Facility, Finance Charges and Interest Income*
PT Sarana Multi Infrastruktur (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Pinjaman kepada Lembaga Keuangan Bukan Bank, Pinjaman Fasilitas Kredit Sindikasi/
Lembaga Pembiayaan Ekspor Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Pinjaman Fasilitas Kredit Sindikasi/ *Syndicated Loans Facility*
PT Hutama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Beban Akrual, Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol dan Piutang Lain-lain/*Accrued Expenses*, *Contractor for Construction and Maintenance of Property and Equipment and Toll Roads and Other Receivables*
PT Pembangunan Perumahan (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan, Dana Talangan Tanah/ *Contractor for Construction and Maintenance of Property and Equipment and Toll Roads, Land Bridging Fund*
PT Waskita Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Beban Akrual, Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan, Dana Talangan Tanah/ *Accrued Expenses*, *Contractor for Construction and Maintenance of Fixed Assets and Toll Roads, Land Bridging Fund*
PT Wijaya Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Beban Akrual, Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan, Dana Talangan Tanah dan Piutang Lain-lain/*Accrued Expenses*, *Contractor for Construction and Maintenance of Fixed Assets and Toll Roads, Land Bridging Fund and Other Receivables*
PT Virama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Beban Akrual, Konsultan dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ *Accrued Expenses*, *Consultant for Construction and Maintenance of Fixed Assets and Toll Roads*

43. SALDO DAN SIFAT TRANSAKSI PIHAK YANG BERELASI (lanjutan)

43. *BALANCES AND NATURE OF RELATED PARTIES TRANSACTIONS (continued)*

Pihak Berelasi/ *Related Parties*	Hubungan/ *Nature of Relationship*	Jenis Transaksi/ *Nature of Transactions*
PT Bank Syariah Indonesia Tbk	Entitas yang Berelasi dengan Pemerintah/ *Goverment Related Entities*	Penempatan Giro, Deposito Berjangka, Investasi Jangka Pendek, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga/ *Placement of Current Accounts, Time Deposits, Short Term Investments, Restricted Funds, Working Capital Credit Facility, Syndicated Loans Facility, Finance Charges and Interest Income*
PT Agrinas Pangan Nusantara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Beban Akrual/*Accrued Expenses*
PT Pertamina Retail	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Piutang Lain-lain/*Other Receivables*
PT Cibitung Tanjung Priok Port Tollways	Entitas Ventura Bersama/*Joint Venture*	Piutang Lain-lain/*Other Receivables*
PT Waskita Bumi Wira	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Piutang Lain-lain/*Other Receivables*
PT Cimanggis Cibitung Tollways	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Piutang Lain-lain/*Other Receivables*
PT Waskita Sriwijaya Tol	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Piutang Lain-lain/*Other Receivables*
PT PP Semarang Demak	Pengendalian Manajemen Kunci/*Key Management Control*	Piutang Lain-lain/*Other Receivables*
PT Jasamarga Jalanlayang Cikampek	Entitas Ventura Bersama/*Joint Venture*	Piutang Lain-lain, Utang Titipan/*Other Receivables, Deposit Payable*
PT Trans Jabar Tol	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Piutang Lain-lain/*Other Receivables*
PT Trans Marga Jateng	Entitas Ventura Bersama/*Joint Venture*	Piutang Lain-lain/*Other Receivables*
PT Jasamarga Pandaan Malang	Entitas Ventura Bersama/*Joint Venture*	Piutang Lain-lain/*Other Receivables*
PT Waskita Beton Precast Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Piutang Lain-lain/*Other Receivables*
Induk Koperasi Karyawan Jasa Marga	Pengendalian Manajemen Kunci/*Key Management Control*	Piutang Lain-lain/*Other Receivables*
PT Marga Lingkar Jakarta	Entitas Ventura Bersama/*Joint Venture*	Piutang Lain-lain/*Other Receivables*
PT Pertamina Marine Solution	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ *Controlled by Central Government of the Republic of Indonesia*	Utang Usaha/*Accounts Payable*

Dalam kegiatan usahanya, Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Kelompok Usaha atas beban-beban pihak-pihak berelasi atau sebaliknya. Saldo transaksi dengan pihak berelasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

In the normal course of business, the Group entered into certain transactions with the related parties conducted by normal terms and conditions. These transactions include payments made by the Group to the related parties or vice versa. Balance of related parties accounts as of December 31, 2025 and 2024 are as follows:

	2025	2024	Persentase dari Total Aset/ *Percentage from Total Asset* 2025	2024
Aset/ *Assets*				
Kas dan Setara Kas/ *Cash and Cash Equivalents*				
Bank/ *Cash in Banks*				
Rupiah				
PT Bank Mandiri (Persero) Tbk	2.296.989	1.075.943	1,44%	0,72%
PT Bank Rakyat Indonesia (Persero) Tbk	75.108	64.009	0,05%	0,04%
PT Bank Negara Indonesia (Persero) Tbk	68.397	232.052	0,04%	0,16%
PT Bank Tabungan Negara (Persero) Tbk	10.693	6.378	0,01%	0,00%
PT Bank Syariah Indonesia Tbk	6.082	3.605	0,00%	0,00%
PT Bank Mandiri Taspen	415	178	0,00%	0,00%
Sub Total	2.457.684	1.382.165	1,54%	0,92%
Dolar Amerika Serikat/ *United States Dollar*				
PT Bank Mandiri (Persero) Tbk	-	251	-	0,00%
Sub Total	-	251	-	0,00%
Deposito Berjangka/ *Time Deposits*				
Rupiah				
PT Bank Rakyat Indonesia (Persero) Tbk	1.350.602	1.286.603	0,84%	0,87%
PT Bank Syariah Indonesia Tbk	709.600	681.100	0,44%	0,46%
PT Bank Tabungan Negara (Persero) Tbk	344.000	218.272	0,22%	0,15%
PT Bank Mandiri Taspen	328.500	92.000	0,21%	0,06%
PT Bank Negara Indonesia (Persero) Tbk	80.000	10.081	0,05%	0,01%
PT Bank Mandiri (Persero) Tbk	38.128	575.000	0,02%	0,39%
PT Bank Syariah Nasional	30.000	60.000	0,02%	0,04%
Sub Total	2.880.830	2.923.056	1,80%	1,98%
Dolar Amerika Serikat/ *United States Dollar*				
PT Bank Mandiri (Persero) Tbk	18.460	17.778	0,01%	0,01%
Sub Total Deposito Berjangka/ *Time Deposits*	18.460	17.778	0,01%	0,01%
Total Kas dan Setara Kas/ Total Cash and Cash Equivalents	**5.356.974**	**4.323.250**	**3,35%**	**2,91%**

43. SALDO DAN SIFAT TRANSAKSI PIHAK YANG BERELASI (lanjutan)

43. BALANCES AND NATURE OF RELATED PARTIES TRANSACTIONS (continued)

	2025	2024	Persentase dari Total Aset/ *Percentage from Total Asset* 2025	2024
Aset/ *Assets*				
Piutang Lain-lain/ *Other Receivables*				
Lancar/ *Current*				
Pendapatan Tol / *Toll Income*				
PT Bank Mandiri (Persero) Tbk	93.592	20.508	0,06%	0,01%
PT Bank Rakyat Indonesia (Persero) Tbk	6.499	6.105	0,00%	0,00%
PT Bank Negara Indonesia (Persero) Tbk	3.338	1.962	0,00%	0,00%
Sub Total	103.429	28.575	0,06%	0,01%
Pinjaman Pemegang Saham/ *Shareholder Loans*				
PT Jasamarga Jalanlayang Cikampek	151.733	146.076	0,09%	0,10%
Sub Total	151.733	146.076	0,09%	0,10%
Pendapatan Lain / Other Income				
PT Wijaya Karya (Persero) Tbk	69.724	533	0,04%	0,00%
PT Waskita Karya (Persero) Tbk	47.810	648	0,03%	0,00%
PT Trans Jabar Tol	44.130	42.569	0,03%	0,03%
PT Waskita Sriwijaya Tol	32.430	32.338	0,02%	0,02%
PT Cimanggis Cibitung Tollways	19.264	26.067	0,01%	0,02%
PT PP Semarang Demak	18.683	11.291	0,01%	0,01%
PT Pertamina Retail	12.904	17.094	0,01%	0,01%
PT Marga Lingkar Jakarta	12.451	6.035	0,01%	0,00%
PT Trans Marga Jateng	7.684	3.712	0,00%	0,00%
PT Jasamarga Pandaan Malang	5.584	3.716	0,00%	0,00%
Induk Koperasi Karyawan Jasa Marga	4.160	4.160	0,00%	0,00%
PT Waskita Bumi Wira	3.128	1.629	0,00%	0,00%
PT Cibitung Tanjung Priok Port Tollways	3.007	20.143	0,00%	0,01%
PT Wijaya Karya Realty Tbk	2.322	1.275	0,00%	0,00%
Lainnya Berelasi (Di bawah Rp2.000)/ *Others (Below Rp2,000)*	3.732	4.293	0,00%	0,00%
Sub Total	287.013	175.503	0,16%	0,10%
Subtotal Lancar/ *Subtotal Current*	**542.175**	**350.154**	**0,31%**	**0,21%**
Tidak lancar/ *Non Current*				
PT Jasamarga Jalanlayang Cikampek	341.071	312.946	0,21%	0,21%
Subtotal Tidak Lancar/ *Subtotal Current*	**341.071**	**312.946**	**0,21%**	**0,21%**
Dana Dibatasi Penggunaannya/ *Restricted Funds*				
Lancar/ *Current*				
Bank				
Rekening Pembebasan Tanah/ *Land Acqusition Account*				
PT Bank Mandiri (Persero) Tbk	7.260	12.443	0,00%	0,01%
PT Bank Negara Indonesia (Persero) Tbk	1.091	1.466	0,00%	0,00%
PT Bank Rakyat Indonesia (Persero) Tbk	48	161	0,00%	0,00%
Subtotal	8.399	14.070	0,00%	0,01%
Jaminan Sindikasi Bank/ *Syndicated Bank Guarantee*				
PT Bank Negara Indonesia (Persero) Tbk	118.729	154.913	0,07%	0,10%
PT Bank Mandiri (Persero) Tbk	61.121	35.840	0,04%	0,02%
PT Bank Rakyat Indonesia (Persero) Tbk	541	5.204	0,00%	0,00%
Subtotal	180.391	195.957	0,11%	0,12%
Jaminan Pelaksanaan/ *Performance Bond*				
PT Bank Mandiri (Persero) Tbk	27.709	44.821	0,02%	0,03%
PT Bank Rakyat Indonesia (Persero) Tbk	5.717	-	0,00%	-
PT Bank Negara Indonesia (Persero) Tbk	92	-	0,00%	-
Subtotal	33.518	44.821	0,02%	0,03%
Rekening Amanat Pendapatan Tol/ *Toll Collection Escrow Account*				
PT Bank Mandiri (Persero) Tbk	167.024	127.585	0,10%	0,09%
PT Bank Rakyat Indonesia (Persero) Tbk	23.280	27.612	0,01%	0,02%
PT Bank Negara Indonesia (Persero) Tbk	5.956	4.522	0,00%	0,00%
Subtotal	196.260	159.719	0,11%	0,11%
Deposito				
Jaminan Pemeliharaan/ *Maintenance Bond*				
PT Bank Mandiri (Persero) Tbk	7.345	5.231	0,00%	0,00%
Subtotal	7.345	5.231	0,00%	0,00%
Subtotal Lancar/ *Subtotal Current*	**425.913**	**419.798**	**0,24%**	**0,27%**

43. SALDO DAN SIFAT TRANSAKSI PIHAK YANG BERELASI (lanjutan)

43. BALANCES AND NATURE OF RELATED PARTIES TRANSACTIONS (continued)

	2025	2024	Persentase dari Total Aset/ *Percentage from Total Asset* 2025	2024
Aset/ *Assets*				
Dana Dibatasi Penggunaannya/ *Restricted Funds*				
Tidak Lancar/ *Non-Current*				
Bank				
Rekening Pembebasan Tanah/ *Land Acquisition Account*				
PT Bank Mandiri (Persero) Tbk	24.067	20.041	0,02%	0,01%
Subtotal	24.067	20.041	0,02%	0,01%
Jaminan Sindikasi Bank/ *Syndicated Bank Guarantee*				
PT Bank Negara Indonesia (Persero) Tbk	188.827	55.737	0,12%	0,04%
PT Bank Mandiri (Persero) Tbk	48.346	33.981	0,03%	0,02%
PT Bank Syariah Indonesia Tbk	30.310	-	0,02%	-
PT Bank Rakyat Indonesia (Persero) Tbk	28.628	13.125	0,02%	0,01%
Subtotal	296.111	102.843	0,19%	0,07%
Deposito				
Jaminan Sindikasi Bank/ *Syndicated Bank Guarantee*				
PT Bank Mandiri (Persero) Tbk	-	5.419	-	0,00%
Subtotal	-	5.419	-	0,00%
Jaminan Pelaksanaan/ *Performance Bond*				
PT Bank Mandiri (Persero) Tbk	-	7.345	-	0,00%
Subtotal	-	7.345	-	0,00%
Jaminan Pemeliharaan/ *Maintenance Bond*				
PT Bank Mandiri (Persero) Tbk	5.231	-	0,00%	-
Subtotal	5.231	-	0,00%	-
Subtotal Tidak Lancar/ *Subtotal Non-Current*	**325.409**	**135.648**	**0,21%**	**0,08%**
Total Dana Dibatasi Penggunaannya/ *Restricted Funds*	**751.322**	**555.446**	**0,45%**	**0,35%**

	2025	2024	Persentase dari Total Liabilitas/ *Percentage from Total Liabilities* 2025	2024
Liabilitas/ *Liabilities*				
Utang Usaha/ *Accounts Payable*				
PT Pertamina Marine Solution	383	598	0,00%	0,00%
Lainnya Berelasi (Di bawah Rp2.000)/ *Others (Below Rp2,000)*	2.448	5.150	0,00%	0,01%
Total Utang Usaha/ *Accounts Payable*	**2.831**	**5.748**	**0,00%**	**0,01%**
Beban Akrual Jk Pendek/ Short-Term *Accrued Expenses*				
Beban Kontraktor dan Konsultan/ *Contractors and Consultant Expense*				
PT Adhi Karya (Persero) Tbk	2.080.344	2.503.554	2,13%	2,79%
PT Waskita Karya (Persero) Tbk	1.077.597	1.129.075	1,10%	1,26%
PT Wijaya Karya (Persero) Tbk	728.708	-	0,75%	-
PT Hutama Karya (Persero)	249.702	-	0,26%	-
PT Virama Karya (Persero)	7.801	6.586	0,01%	0,01%
PT Agrinas Pangan Nusantara (Persero)	1.954	2.103	0,00%	0,00%
Subtotal	4.146.106	3.641.318	4,25%	4,06%
Beban Bunga/ *Interest Expenses*				
Utang Bank/ *Bank Loans*				
PT Bank Mandiri (Persero) Tbk	20.972	4.661	0,02%	0,01%
PT Bank Negara Indonesia (Persero) Tbk	3.660	200	0,00%	0,00%
PT Bank Syariah Indonesia Tbk	3.324	229	0,00%	0,00%
PT Bank Rakyat Indonesia (Persero) Tbk	239	-	0,00%	-
PT Sarana Multi Infrastruktur (Persero)	-	515	-	0,00%
Subtotal	28.195	5.605	0,02%	0,01%
Sub Total Jk Pendek/ *Sort Term Sub Total*	**4.174.301**	**3.646.923**	**4,27%**	**4,07%**
Beban Akrual Jk Panjang/ Long-Term *Accrued Expenses*				
Utang Ke Pemerintah/ *Due to Government*				
Utang Ke Pemerintah Ruas Tol Seksi 1 & 2	712.202	700.630	0,73%	0,78%
Sub Total Jk Panjang/ Long *Term Sub Total*	**712.202**	**700.630**	**0,73%**	**0,78%**
Total Beban Akrual/ *Total Accrued Expenses*	**4.886.503**	**4.347.553**	**5,00%**	**4,85%**

43. SALDO DAN SIFAT TRANSAKSI PIHAK YANG BERELASI (lanjutan)

43. BALANCES AND NATURE OF RELATED PARTIES TRANSACTIONS (continued)

	2025	2024	Persentase dari Total Liabilitas/ *Percentage from Total Liabilities* 2025	2024
Liabilitas/ *Liabilities*				
Utang Bank Jangka Panjang-Bagian Jangka *Long Term Bank Loans-Current Maturities*				
PT Bank Negara Indonesia (Persero) Tbk	1.941.490	1.848.139	1,99%	2,06%
PT Bank Mandiri (Persero) Tbk	622.368	512.313	0,64%	0,57%
PT Bank Rakyat Indonesia (Persero) Tbk	235.521	113.745	0,24%	0,13%
PT Bank Syariah Indonesia Tbk	165.751	55.270	0,17%	0,06%
PT Sarana Multi Infrastruktur (Persero)	62.374	81.471	0,06%	0,09%
PT Bank Tabungan Negara (Persero) Tbk	14.633	12.334	0,01%	0,01%
Lembaga Pembiayaan Ekspor Indonesia	9.867	19.330	0,01%	0,02%
Subtotal	3.052.004	2.642.602	3,12%	2,94%
Utang Bank Jangka Panjang - Bagian Jangka Panjang/ *Long Term Bank Loans - Long Term Portion*				
PT Bank Mandiri (Persero) Tbk	24.188.346	19.432.511	24,78%	21,62%
PT Bank Negara Indonesia (Persero) Tbk	9.070.263	8.715.388	9,29%	9,70%
PT Sarana Multi Infrastruktur (Persero)	4.099.644	4.153.832	4,20%	4,62%
PT Bank Syariah Indonesia Tbk	2.524.530	1.847.128	2,59%	2,06%
PT Bank Rakyat Indonesia (Persero) Tbk	1.569.106	1.899.468	1,61%	2,11%
Lembaga Pembiayaan Ekspor Indonesia	214.060	681.713	0,22%	0,76%
PT Bank Tabungan Negara (Persero) Tbk	9.939	24.524	0,01%	0,03%
Subtotal	41.675.888	36.754.564	42,70%	40,90%
Total Utang Bank/ *Bank Loans*	**44.727.892**	**39.397.166**	**45,82%**	**43,84%**
Utang Lembaga Keuangan Bukan Bank Jangka Panjang/ *Non - Bank Financial Institution Long Term Loan*				
PT Sarana Multi Infrastruktur (Persero)	-	272.000	-	0,30%
Subtotal	-	272.000	0,00%	0,30%
Total Utang Lembaga Keuangan Bukan Bank/ *Non - Bank Financial Institution*	**-**	**272.000**	-	**0,30%**
Utang Kontraktor Jangka Pendek/ *Short-Term Contractors Payable*				
PT Wijaya Karya (Persero) Tbk	35.810	35.810	0,04%	0,04%
PT Pembangunan Perumahan (Persero) Tbk	54.437	58.339	0,06%	0,06%
PT Adhi Karya (Persero) Tbk	3.780	3.635	0,00%	0,00%
PT Virama Karya (Persero)	-	2.908	-	0,00%
Lain - lain (di bawah Rp2.000)	41	41	0,00%	0,00%
Total Utang Kontraktor Jangka Pendek/ *Short-Term Contractors Payable*	**94.068**	**100.733**	**0,10%**	**0,10%**
Utang Kontraktor Jangka Panjang/ *Long-term Contractors Payable*				
PT Adhi Karya (Persero) Tbk	355.031	483.267	0,36%	0,54%
KSO PP - WASKITA - WIKA	188.820	93.167	0,19%	0,10%
PT Pembangunan Perumahan (Persero) Tbk	7.693	36.502	0,01%	0,04%
PT Waskita Karya (Persero) Tbk	-	131.359	-	0,15%
PT Wijaya Karya (Persero) Tbk	-	41.266	-	0,05%
Total Utang Kontraktor Jangka Panjang/ *Long-term Contractors Payable*	**551.544**	**785.561**	**0,56%**	**0,88%**
Liabilitas Pembebasan Tanah Jangka Panjang - Bagian Jangka Panjang/ *Long-term Land Acquisition Liabilities - Long-term Portion*				
Badan Layanan Umum - Badan Pengatur Jalan Tol	108.292	109.008	0,11%	0,12%
Total Liabilitas Pembebasan Tanah Jangka Panjang - Bagian Jangka Panjang/ *Long-term Land Acquisition Liabilities - Long-term Portion*	**108.292**	**109.008**	**0,11%**	**0,12%**
Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Current Financial Liabilities*				
Utang Titipan/ *Deposit Payable*				
PT Jasamarga Jalanlayang Cikampek	48.480	52.923	0,05%	0,06%
Total Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Current Financial Liabilities*	**48.480**	**52.923**	**0,05%**	**0,06%**

43. SALDO DAN SIFAT TRANSAKSI PIHAK YANG BERELASI (lanjutan)

Remunerasi Komisaris dan Direksi

(i) Jumlah remunerasi yang diterima Dewan Komisaris untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp19.061 dan Rp14.421.

(ii) Jumlah remunerasi yang diterima Direksi untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp24.344 dan Rp23.941.

43. BALANCES AND NATURE OF RELATED PARTIES TRANSACTIONS (continued)

Remuneration of Commissioners and Directors

(i) Total remuneration received by the Board of Commissioners for the years ended on December 31, 2025 and 2024 amounted to Rp19,061 and Rp14,421, respectively.

(ii) Total remuneration received by the Board of Directors for the years ended on December 31, 2025 and 2024 amounted to Rp24,344 and Rp23,941, respectively.

44. PERJANJIAN DAN PERIKATAN PENTING

a. Perjanjian Pengusahaan Jalan Tol (PPJT)

(i) Kelompok Usaha telah memperoleh penetapan hak pengusahaan jalan tol (Hak Konsesi) yang diterbitkan oleh Pemerintah, meliputi 13 (tiga belas) ruas jalan tol, berdasarkan Keputusan Menteri Pekerjaan Umum No. 242/KPTS/M/2006 tanggal 8 Juni 2006, yang kemudian ditindaklanjuti dengan penandatanganan PPJT pada tanggal 7 Juli 2006 untuk masing-masing ruas jalan tol, dengan masa konsesi selama 40 (empat puluh) tahun, yang berlaku efektif sejak tanggal 1 Januari 2005 sampai dengan tanggal 31 Desember 2044, dengan rincian sebagai berikut:

1. Ruas Jakarta - Bogor - Ciawi, berdasarkan PPJT No. 246/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen III No. 10 tanggal 15 Desember 2022;
2. Ruas Jakarta - Tangerang, berdasarkan PPJT No. 247/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen II No. 06 tanggal 8 Desember 2022;
3. Ruas Surabaya - Gempol, berdasarkan PPJT No. 248/PPJT/VII/Mn/2006 yang telah diamendemen pertama kali pada 11 November 2021 dan telah dialihkan kepada PT Jasamarga Transjawa Tol;
4. Ruas Jakarta - Cikampek, berdasarkan PPJT No. 249/PPJT/VII/Mn/2006 dan telah dialihkan kepada PT Jasamarga Transjawa Tol;

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS

a. Toll Road Concession Agreements (PPJT)

(i) The Group has obtained a toll road concession rights (Concession Right) issued by the Government, covering 13 (thirteen) sections of the toll road, based on the Minister of Public Works Decision No. 242/KPTS/M/2006 dated June 8, 2006, which was subsequently followed up with the signing of the Toll Road Business Cooperation Agreement (PPJT) on July 7, 2006 for each toll road section, with a concession period of 40 (forty) years, effective from January 1, 2005 to December 31, 2044, with details as follows:

1. Jakarta - Bogor - Ciawi Section, according to on PPJT No. 246/PPJT/VII/Mn/2006 which has been last amended by the Deed of Amendment III No. 10 dated December 15, 2022;
2. Jakarta - Tangerang Section, according to PPJT No. 247/PPJT/VII/Mn/2006 which has been last amended by Deed of Amendment II No. 06 dated December 8, 2022;
3. Surabaya - Gempol Section,according to PPJT No. 248/PPJT/VII/Mn/2006 which was amended for the first time on November 11, 2021 and has been transferred to PT Jasamarga Transjawa Tol;
4. Jakarta - Cikampek Section, according to PPJT No. 249/PPJT/VII/Mn/2006 and has been transferred to PT Jasamarga Transjawa Tol;

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

5. Ruas Padalarang - Cileunyi, berdasarkan PPJT No. 250/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen II No. 01 tanggal 7 November 2022;
6. Ruas Prof. Dr. Ir. Sedyatmo, berdasarkan PPJT No. 251/PPJT/VII/Mn/2006 dengan Akta Amendemen II No. 04 tanggal 8 Desember 2022;
7. Ruas Cawang - Tomang - Pluit, berdasarkan PPJT No. 252/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen II No. 02 tanggal 8 Desember 2022;
8. Ruas Belawan - Medan - Tanjung Morawa, PPJT No. 253/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen II No. 03 tanggal 7 November 2022;
9. Ruas Semarang Seksi A. B. C, berdasarkan PPJT No. 254/PPJT/VII/Mn/2006 yang telah diamendemen pertama kali pada 11 November 2021 dan telah dialihkan kepada PT Jasamarga Transjawa Tol;
10. Ruas Pondok Aren - Bintaro Viaduct - Ulujami, berdasarkan PPJT No. 255/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen II No. 03 tanggal 8 Desember 2022;
11. Ruas Palimanan - Kanci, berdasarkan PPJT No. 256/PPJT/VII/Mn/2006 yang telah diamendemen pertama kali pada 11 November 2021 dan telah dialihkan kepada PT Jasamarga Transjawa Tol;
12. Ruas Lingkar Luar Jakarta (JORR) Ruas E1. E2. E3. W2, berdasarkan PPJT No. 257/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen III No. 05 tanggal 8 Desember 2022; dan
13. Ruas Cikampek - Padalarang, berdasarkan PPJT No.258/PPJT/VII/Mn/2006 yang telah diamendemen terakhir dengan Akta Amendemen II No. 02 tanggal 7 November 2022.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

5. The Padalarang - Cileunyi section, according to PPJT No. 250/PPJT/VII/Mn/2006 which has been last amended by Amendment Deed II No. 01 dated November 7, 2022;
6. Prof. Dr. Ir. Sedyatmo Toll Road, according to PPJT No. 251/PPJT/VII/Mn/2006 which was lastly amended by Deed of Amendment II No. 04 dated December 8, 2022;
7. Cawang - Tomang - Pluit Toll Road, according to PPJT No. 252/PPJT/VII/Mn/2006 which was lastly amended by Deed of Amendment II No. 02 dated December 8, 2022;
8. Belawan - Medan - Tanjung Morawa Toll Road. according to PPJT No. 253/PPJT/VII/Mn/2006 which was lastly amended by Deed of Amendment II No. 03 dated November 7, 2022;
9. Semarang Toll Road, Sections A. B. C according to PPJT No. 254/PPJT/VII/Mn/2006 that has been amended for the first time on November 11, 2021 and has been transferred to PT Jasamarga Transjawa Tol;
10. Pondok Aren - Bintaro Viaduct - Ulujami Toll Road, according to PPJT No. 255/PPJT/VII/Mn/2006 which was lastly amended by Deed of Amendment II No. 03 dated December 8, 2022;
11. The Palimanan - Kanci segment, according to PPJT No. 256/PPJT/VII/Mn/2006 which was first amended on November 11, 2021, has been transferred to PT Jasamarga Transjawa Tol;
12. Jakarta Outer Ring Road (JORR) Toll Road, Sections E1. E2. E3. W2, according to PPJT No. 257/PPJT/VII/Mn/2006 which was lastly amended by Deed of Amendment III No. 05 dated December 8, 2022; and
13. Cikampek - Padalarang Toll Road, according to PPJT No. 258/PPJT/VII/Mn/2006 which was lastly amended by Deed of Amendment of II No. 02 dated November 7, 2022.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

Pada tanggal 1 Juli 2022 Perusahaan melakukan pemisahan (*spin off*) Regional Transjawa Tollroad, kepada PT Jasamarga Transjawa Tol. Perusahaan mengalihkan empat segmen ruas hak pengusahaan jalan tol (Hak Konsesi) yang meliputi:

1. Ruas Jakarta – Cikampek, sebagaimana Akta Amendemen II Pernyataan Kembali No. 04 tanggal 29 Juni 2022 sebagaimana terakhir diubah dengan Akta Amendemen III No. 25 tanggal 17 Januari 2023;
2. Ruas Palimanan – Kanci sebagaimana Akta Amendemen II Pernyataan Kembali No. 05 tanggal 29 Juni 2022 sebagaimana terakhir diubah dengan Akta Amendemen III No. 26 tanggal 17 Januari 2023;
3. Ruas Semarang Seksi A, B, C sebagaimana Akta Amendemen II Pernyataan Kembali No. 06 tanggal 29 Juni 2022 sebagaimana terakhir diubah dengan Akta Amendemen III No. 24 tanggal 17 Januari 2023;dan
4. Ruas Surabaya – Gempol sebagaimana Akta Amendemen II Pernyataan Kembali No. 07 tanggal 29 Juni 2022 sebagaimana terakhir diubah dengan Akta Amendemen III No. 23 tanggal 17 Januari 2023

Sehubungan dengan perolehan Hak Konsesi dimaksud, Perusahaan diwajibkan membentuk jaminan pemeliharaan dengan nilai sekurang-kurangnya 10% (sepuluh persen) dari realisasi pendapatan tol dan pendapatan usaha lain yang diterima pada atau sebelum tahun terakhir masa konsesi dimana besarannya berdasarkan laporan keuangan tahunan terakhir yang tersedia dan telah diaudit.

Jaminan pemeliharaan tersebut diserahkan kepada Pemerintah dalam waktu 6 bulan sebelum konsesi berakhir dan jaminan pemeliharaan ini tetap berlaku sampai dengan 12 bulan setelah berakhirnya masa konsesi.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

On July 1, 2022, the Company will spin off the Regional Transjawa Tollroad, to PT Jasamarga Transjawa Tol. The Company transferred four segments of toll road concession rights (Concession Rights) which include:

1. *Jakarta – Cikampek Toll Road as the Restatement Amendment II Deed No. 04 dated June 29, 2022 as last amended by Amendment III Deed No. 25 dated January 17, 2023;*
2. *Palimanan – Kanci Toll Road as the Restatement Amendment II Deed No. 05 dated June 29, 2022 as last amended by Amendment III Deed No. 26 dated January 17, 2023;*
3. *Semarang Seksi A, B, C, Toll Road as the Restatement Amendment II Deed No. 06 dated June 29, 2022 as last amended by Amendment III Deed No. 24 dated January 17, 2023; and*
4. *Surabaya – Gempol Toll Road as the Restatement Amendment II Deed No. 07 dated June 29, 2022 as last amended by Amendment III Deed No. 23 dated January 17, 2023.*

In connection with the acquisition of the Concession Rights, the Company is required to establish a maintenance guarantee with a value of at least 10% (ten percent) of the realization of toll revenue and other business income received in or before the last year of the concession period which is based on the last available and audited annual financial statements.

The maintenance guarantee is submitted to the Government within 6 months before the concession expires and this maintenance guarantee remains valid until 12 months after the end of the concession period.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol

1. Ruas Bogor Outer Ring Road

PT Marga Sarana Jabar (MSJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 8 Agustus 2011 yang terakhir diubah Amendemen XI sebagaimana tercantum dalam Akta No. 01 tanggal 3 Januari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham di MSJ sebesar 55%.

2. Ruas Tol Gempol - Pasuruan

PT Jasamarga Gempol Pasuruan (JGP) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 5 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen XI Perjanjian Pengusahaan Jalan Tol No. 03 tanggal 9 Januari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 1 Juli 2022, Perusahaan telah mengalihkan saham di JGP sebesar 99,35% kepada JTT.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham secara tidak langsung pada JGP melalui JTT sebesar 99,35%.

3. Ruas Tol Semarang - Solo

PT Trans Marga Jateng (TMJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 10 tanggal 30 Maret 2012 yang terakhir diubah dengan Amendemen XI Perjanjian Pengusahaan Jalan Tol No. 5 tanggal 10 Februari 2020 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 1 Juli 2022, Perusahaan telah mengalihkan saham di TMJ sebesar 50,91% kepada JTT. Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham secara tidak langsung pada TMJ melalui JTT sebesar 58,91%.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement

1. Bogor Outer Ring Road

PT Marga Sarana Jabar (MSJ) and the Government have signed the Toll Road Concession Agreement No. 4 dated August 8, 2011 which was last amended by Amendment XI of Toll Road Concession Agreement Deed No. 01 dated January 3, 2023 front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company's has a 55% shareholding in MSJ each.

2. Gempol - Pasuruan Toll Road

PT Jasamarga Gempol Pasuruan (JGP) and the Government have signed the Deed of Concession Agreement for *Toll Road No. 5 dated June 7, 2011, the latest amended by Amendment XI of Toll Road Concession No. 03 dated January 9, 2023 made in front of Rina Utami Djauhari, S.H., Notary in Jakarta.*

As of July 1, 2022*, the Company has transferred its 99.35% stake in JGP to JTT.*

As of December 31, 2025, the Company has an indirect share participation in JGP through JTT of 99.35%.

3. Semarang - Solo Toll Road

PT Trans Marga Jateng (TMJ) and the Government have signed the Toll Road Concession Agreement No. 10 dated March 30, 2012 which was last amended by Amendment XI of Toll Road Concession Agreement No. 5 dated February 10, 2020 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of July 1, 2022, the Company has transferred its 50.91% stake in TMJ to JTT. As of December 31, 2025, the Company has an indirect share participation in TMJ through JTT of 58.91%.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

4. Ruas Tol Cengkareng - Kunciran

PT Jasamarga Kunciran Cengkareng (JKC) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 6 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen XII Perjanjian Pengusahaan Jalan Tol No. 02 tanggal 17 Juli 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham di JKC sebesar 88,67%.

5. Ruas Tol Kunciran - Serpong

PT Marga Trans Nusantara (MTN) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 7 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen XII Perjanjian Pengusahaan Jalan Tol No. 25 tanggal 26 Desember 2022 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham di MTN sebesar 60%.

6. Ruas Tol JORR seksi W2 Utara

PT Marga Lingkar Jakarta (MLJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 3 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen V Perjanjian Pengusahaan Jalan Tol No. 02 tanggal 6 Januari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham di MLJ sebesar 51%.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

4. Cengkareng - Kunciran Toll Road

PT Jasamarga Kunciran Cengkareng (JKC) and the Government have signed Deed of Toll Road Concession Agreement No. 6 dated June 7, 2011 which was last amended by Amendment XII of Toll Road Concession Agreement No. 02 dated July 17, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company's owns JKC amounting to 88.67%.

5. Kunciran - Serpong Toll Road

PT Marga Trans Nusantara (MTN) and the Government have stipulated the Toll Road Concession Agreement Deed No. 7 dated June 7, 2011 which was last amended by Amendment XII of the Toll Road Concession Agreement No. 25 dated December 26, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company's owns MTN amounting to 60%.

6. JORR Toll Road section W2 North

PT Marga Lingkar Jakarta (MLJ) and the Government have signed the Toll Road Concession Agreement No. 3 dated June 7, 2011 which was last amended by Amendment V of Toll Road Concession Agreement No. 02 January 6, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company owns MLJ Shares amounting to 51%.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

7. Ruas Tol Medan - Kualanamu - Tebing Tinggi

PT Jasamarga Kualanamu Tol (JMKT) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 1 tanggal 5 Januari 2015 yang terakhir diubah dengan Amendemen IX Perjanjian Pengusahaan Jalan Tol Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi No. 02 tanggal 7 Februari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham pada JMKT sebesar 55%.

8. Ruas Tol Solo - Mantingan - Ngawi

PT Jasamarga Solo Ngawi (JSN) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 18 tanggal 28 Juni 2011 yang terakhir diubah dengan Amendemen XI Perjanjian Pengusahaan Jalan Tol No. 09 tanggal 23 November 2022 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham secara tidak langsung pada JSN melalui JTT dan LMJ sebesar 59,53%.

9. Ruas Tol Ngawi - Kertosono

PT Jasamarga Ngawi Kertosono Kediri (JNK) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 28 Juni 2011 yang terakhir diubah dengan Amendemen XI Perjanjian Pengusahaan Jalan Tol No. 08 tanggal 23 November 2022 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham secara tidak langsung pada JNK melalui JTT dan LMJ sebesar 59,60%.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

7. Medan - Kualanamu - Tebing Tinggi Toll Road

PT Jasamarga Kualanamu Tol (JMKT) and the Government has signed Toll Road Concession Agreement No. 1 dated January 5, 2015 which was last amended by Amendment IX of Toll Road Concession Medan-Kualanamu-Tebing Tinggi Toll Road Agreement No. 02 February 7, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company owns JMKT Shares amounting to 55%.

8. Solo - Mantingan - Ngawi Toll Road

PT Jasamarga Solo Ngawi (JSN) and the Government have signed the Toll Road Concession Agreement Deed No. 18 dated June 28, 2011 which was last amended by Amendment XI of the Toll Road Concession Agreement No. 09 dated November 23, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company has an indirect share participation in JSN through JTT and LMJ of 59.53%.

9. Ngawi - Kertosono Toll Road

PT Jasamarga Ngawi Kertosono Kediri (JNK) and the Government have signed the Toll Road Concession Agreement Deed dated June 28, 2011 which was last amended by Amendment XI Toll Road Concession Agreement No. 08 dated November 23, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta

As of December 31, 2025, the Company has an indirect share participation in JNK through JTT and LMJ of 59.60%.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

10. Ruas Tol Serpong - Cinere

PT Cinere Serpong Jaya (CSJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 20 tanggal 28 Juni 2011 yang terakhir diubah dengan Amendemen X berdasarkan Akta No. 16 tanggal 10 Januari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham dalam CSJ sebesar 55%.

11. Ruas Tol Gempol - Pandaan

PT Jasamarga Pandaan Tol (JPT) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen III Perjanjian Pengusahaan Jalan Tol No. 18 tanggal 10 Januari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, perusahaan telah memiliki penyertaan saham secara tidak langsung pada JPT melalui JTT sebesar 93,79%.

12. Ruas Tol Nusa Dua - Tanjung Benoa

PT Jasamarga Bali Tol (JBT) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 10 tanggal 16 Desember 2011 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta yang terakhir diubah dengan Amendemen II Perjanjian Pengusahaan Jalan Tol No. 11 tanggal 19 Desember 2022 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, perusahaan kepemilikan saham di JBT sebesar 64,44%.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

10. Serpong - Cinere Toll Road

PT Cinere Serpong Jaya (CSJ) and the Government have signed the Toll Road Concession Agreement No. 20 dated June 28, 2011 the latest amended by Amendment X of Toll Road Concession Agreement No. 16 dated January 10, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company owns 55% of CSJ shares.

11. Gempol – Pandaan Toll Road

PT Jasamarga Pandaan Tol (JPT) and the Government have signed the Deed of Concession Agreement for Toll Road No. 4 dated June 7, 2011, the latest amended by Amendment III of Toll Road Concession No. 18 dated January 10, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the company had an indirect equity participation in JPT through JTT of 93.79%.

12. Nusa Dua - Tanjung Benoa Toll Road

PT Jasamarga Bali Tol (JBT) and the Government have approved the Toll Road Concession Agreement Deed No. 10 dated December 16, 2011 of Rina Utami Djauhari, S.H., notary in Jakarta as last amended by Amendment II of Toll Road Concession No. 11 dated December 19, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company has 64.44% stake in JBT.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

13. Ruas Tol Surabaya - Mojokerto

PT Jasamarga Surabaya Mojokerto (JSM) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 2 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen XI berdasarkan Akta No. 08 tanggal 9 Februari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 1 Juli 2022, Perusahaan telah mengalihkan kepemilikan saham sebesar 55,51% di JSM kepada JTT.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham secara tidak langsung pada JSM melalui JTT sebesar 55,51%.

14. Ruas Tol Semarang - Batang

PT Jasamarga Semarang Batang (JSB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 27 April 2016 yang terakhir diubah Amendemen X Perjanjian Pengusahaan Jalan Tol berdasarkan Akta No. 02 tanggal 07 Agustus 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham secara tidak langsung pada JSB melalui JTT sebesar 59,80%.

15. Ruas Tol Manado - Bitung

PT Jasamarga Manado Bitung (JMB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 9 Juni 2016, yang terakhir diubah dengan Amendemen VI berdasarkan Akta No. 09 tanggal 31 Desember 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, Perusahaan memiliki penyertaan saham pada JMB sebesar 64,97%.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

13. Surabaya - Mojokerto Toll Road

PT Jasamarga Surabaya Mojokerto (JSM) and the Government have signed the Toll Road Concession Agreement Deed No. 2 dated June 7, 2011 the latest amended by Amendment XI based on Deed No. 08 dated February 9, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of July 1, 2022, the Company has transferred its 55.51% stake in JSM to JTT.

As of December 31, 2025, the Company has an indirect share participation in JSM through JTT of 55.51%.

14. Semarang - Batang Toll Road

PT Jasamarga Semarang Batang (JSB) and the Government have signed the Toll Road Concession Agreement Deed dated April 27, 2016 which was last amended by Amendment X based on the Deed No 02 dated August 07, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company has an indirect share participation in JSB through JTT of 59.80%.

15. Manado - Bitung Toll Road

PT Jasamarga Manado Bitung (JMB) and the Government have signed a Deed of Agreement on Toll Road Concession dated June 9, 2016, which was last amended by Amendment VI based on Deed No. 09 dated December 31, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company owns 64.97% of shares of JMB.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

16. Ruas Tol Balikpapan – Samarinda

PT Jasamarga Balikpapan Samarinda (JBS) dan Pemerintah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 3 tanggal 9 Juni 2016 yang terakhir diubah dengan Amendemen V berdasarkan Akta No. 10 tanggal 10 Februari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, porsi Perusahaan pada JBS adalah 67,39%.

17. Ruas Tol Pandaan - Malang

PT Jasamarga Pandaan Malang (JPM) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 9 Juni 2016 yang terakhir diubah dengan Amendemen VI berdasarkan Akta No. 05 tanggal 7 Oktober 2022 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 1 Juli 2022, Perusahaan telah mengalihkan kepemilikan sahamnya pada JPM sebesar 51% kepada JTT.

18. Ruas Tol Jakarta - Cikampek II Elevated

PT Jasamarga Jalanlayang Cikampek (JJC) dan Pemerintah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 5 Desember 2016 dibuat dihadapan Rina Utami Djauhari, S.H., Notaris di Jakarta yang terakhir diubah dengan Amendemen III Perjanjian Pengusahaan Jalan Tol No. 01 tanggal 01 Maret 2024 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 1 Juli 2022, Perusahaan mengalihkan saham JJC sebesar 40% kepada PT Jasamarga Transjawa Tol. Selanjutnya, berdasarkan Akta Jual Beli tanggal 10 Oktober 2022 No. 01 dibuat di hadapan Titik Krisna Murti Wikaningsih Hastuti, S.H., M.Kn., Perusahaan mengalihkan seluruh kepemilikan saham JJC yaitu sebesar 40% pada PT Margautama Nusantara.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

16. Balikpapan - Samarinda Toll Road

PT Jasamarga Balikpapan Samarinda (JBS) and the Government have signed Deed of Agreement on Toll Road Concession No. 3 dated June 9, 2016 which was last amended by Amendment V based on Deed No. 10 dated February 10, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, portion of the Companys ownership in JBS is 67.39%.

17. Pandaan - Malang Toll Road

PT Jasamarga Pandaan Malang (JPM) and the Government have signed the Toll Road Concession Agreement Deed No. 4 dated June 9, 2016 which was last amended by Amendment VI based on the Deed No. 05 dated October 7, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of July 1, 2022, the Company has transferred its 51% stake in JPM to JTT.

18. Jakarta - Cikampek II Elevated Toll Road

PT Jasamarga Jalanlayang Cikampek (JJC) and the Government have signed the Toll Road Concession Agreement Deed No. 4 dated December 5, 2016 of Rina Utami Djauhari, S.H., Notary in Jakarta as last amended by Amendment III of Toll Road Concession No. 01 dated March 01, 2024 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

On July 1, 2022, the Company has transferred 40% of its shares in JJC to PT Jasamarga Transjawa Tol. Furthermore, based on the Deed of Sale and Purchase dated October 10, 2022 No. 01 drawn up before Titik Krisna Murti Wikaningsih Hastuti, S.H., M.Kn., the Company has transferred its entire share ownership in JJC of 40% to PT Margautama Nusantara.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

18. Ruas Tol Jakarta - Cikampek II Elevated (lanjutan)

Pada 31 Desember 2025, Perusahaan memiliki penyertaan saham JJC tidak langsung melalui JTT sebesar 40%.

19. Ruas Tol Jakarta - Cikampek II Sisi Selatan (Jatiasih-Cipularang-Sadang)

PT Jasamarga Japek Selatan (JJS) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 7 tanggal 29 Desember 2017 yang terakhir diubah dengan Amendemen IV berdasarkan Akta No. 10 tanggal 23 November 2022 yang dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, porsi kepemilikan Perusahaan pada JJS adalah sebesar 92,33%.

20. Ruas Tol Probolinggo-Banyuwangi

PT Jasamarga Probolinggo Banyuwangi (JPB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 8 tanggal 29 Desember 2017 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta yang terakhir diubah dengan Akta Amendemen II Perjanjian Pengusahaan Jalan Tol No. 32 tanggal 24 Januari 2023 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, porsi kepemilikan saham Perusahaan adalah sebesar 98,47%.

21. Ruas Tol Jogja-Bawen

PT Jasamarga Jogja Bawen (JJB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 13 November 2020 yang terakhir diubah dengan Amendemen II No. 5 tanggal 16 November 2022 yang dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

18. Jakarta - Cikampek II Elevated Toll Road (continued)

As of December 31, 2025, the Company has an indirect share participation in JJC through JTT of 40%.

19. Jakarta - Cikampek II South Side (Jatiasih-Cipularang-Sadang) Toll Road

PT Jasamarga Japek Selatan (JJS) and the Government have signed the Toll Road Concession Agreement Deed No. 7 dated December 29, 2017 which was last amended by Amendment IV based on Deed No. 10 dated November 23, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, portion of the Company's ownership in JJS is 92.33%.

20. Probolinggo-Banyuwangi Toll Road

PT Jasamarga Probolinggo Banyuwangi (JPB) and the Government have signed the Toll Road Concession Agreement Deed No. 8 dated December 29, 2017 of Rina Utami Djauhari, S.H., Notary in Jakarta as last amended by Amendment II of Toll Road Concession No. 32 dated January 24, 2023 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company's ownership is 98.47%.

21. Jogja-Bawen Toll Road

PT Jasamarga Jogja Bawen (JJB) and the Government have signed the Toll Road Concession Agreement Deed dated November 13, 2020 which was last amended by Amendment II No. 5 dated November 16, 2022 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

a. Perjanjian Pengusahaan Jalan Tol (PPJT) (lanjutan)

(ii) Perjanjian investasi jalan tol (lanjutan)

21. Ruas Tol Jogja-Bawen (lanjutan)

Pada tanggal 31 Desember 2025, porsi kepemilikan saham Perusahaan adalah sebesar 73,18%.

22. Ruas Tol Solo – Yogyakarta – NYIA – Kulon Progo

PT Jasamarga Jogja Solo (JMJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 02 tanggal 09 September 2020 yang terakhir diubah dengan Amendemen III Perjanjian Pengusahaan Jalan Tol No. 18 tanggal 27 Desember 2024 dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, porsi kepemilikan saham Perusahaan adalah sebesar 52.82%

23. Ruas Tol Akses Patimban

PT Jasamarga Akses Patimban (JAP) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 24 Januari 2023 yang yang dibuat di hadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2025, porsi kepemilikan saham Perusahaan adalah sebesar 66,22%.

b. Perjanjian Penggunaan Dana Bergulir Pembelian Tanah untuk Jalan Tol dengan Badan Layanan Umum - Badan Pengatur Jalan Tol (BLU - BPJT)

Kelompok Usaha memiliki perjanjian dengan BLU - BPJT mengenai penggunaan dana bergulir untuk penggantian pembelian tanah dalam rangka pengusahaan ruas jalan tol (Catatan 26).

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

a. Toll Road Concession Agreements (PPJT) (continued)

(ii) Toll road investment agreement (continued)

21. Jogja-Bawen Toll Road (continued)

As of December 31, 2025, the Company's ownership is 73.18%.

22. Solo – Yogyakarta – NYIA – Kulon Progo Access Toll Road

PT Jasamarga Jogja Solo (JMJ) and the Government have signed the Toll Road Concession Agreement Deed No. 02 dated September 09, 2020 which was last amended by Amendment III of Toll Road Concession No. 18 dated December 27, 2024 in front of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company's ownership is 52.82%.

23. Patimban Access Toll Road

PT Jasamarga Akses Patimban (JAP) and the Government have signed the Toll Road Concession Agreement Deed dated January 24, 2023 of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2025, the Company's ownership is 66.22%.

b. Agreement of Fund Facility for Reimbursement of Land Acquisition for Toll Road with BLU - BPJT

The Group has agreements with the BLU - BPJT concerning the usage of fund for reimbursement of land acquisition cost of toll roads (Note 26).

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

b. Perjanjian Penggunaan Dana Bergulir Pembelian Tanah untuk Jalan Tol dengan Badan Layanan Umum - Badan Pengatur Jalan Tol (BLU - BPJT) (lanjutan)

Tata cara penggunaan dana bergulir pada BLU-BPJT untuk pengadaan tanah jalan tol diatur dalam Peraturan Menteri PU No. 4/PRT/M/2007, tanggal 26 Februari 2007. BLU-BPJT akan melaksanakan pembayaran terlebih dahulu, untuk pembelian tanah untuk pembangunan ruas jalan tol yang merupakan kewajiban Kelompok Usaha kepada Pemerintah sebagaimana diatur dalam PPJT.

Dalam hal 1 (satu) seksi selesai dibebaskan, Kelompok Usaha harus mentransfer seluruh biaya ganti rugi tanah termasuk bunga ke Rekening BLU-BPJT dan BLU-BPJT membuat Berita Acara Serah Terima Tanah pada entitas.

Dalam hal Perjanjian Pengusahaan Ruas Jalan Tol untuk ruas jalan tol dialihkan kepada Entitas Anak dari Perusahaan, maka hak dan kewajiban Perusahaan dalam Perjanjian Penggunaan Dana BLU ini akan dialihkan kepada Entitas Anak.

Menunjuk Peraturan Menteri Pekerjaan Umum No.14/PRT/M/2008 tentang tata cara penggunaan dana bergulir pada Badan Layanan Umum - Badan Pengatur Jalan Tol untuk pengadaan tanah jalan tol diatur penghapusan *surety bond* (jaminan) dalam perjanjian Penggunaan Dana Bergulir BLU, maka sebagai pengganti jaminan atas pengembalian dana bergulir ini akan diberlakukan *cross default* PPJT apabila Perusahaan gagal membayar dana bergulir BLU.

Berdasarkan Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat No. 822/KPTS/M/2021 (Kepmen 822/2021), bahwa terhitung sejak tanggal 18 April 2019, Badan Layanan Umum (BLU) Bidang Pendanaan dan Sekretariat Pengatur Jalan Tol Kementerian Pekerjaan Umum dan Perumahan Rakyat ditutup dan untuk selanjutnya Satuan Kerja Sekretariat Badan Pengatur Jalan Tol Kementerian Pekerjaan Umum dan Perumahan Rakyat diberi wewenang untuk menyelesaikan permasalahan layanan dana bergulir.

Penyelesaian permasalahan tersebut dilakukan dengan kesepakatan yang dituangkan dalam perjanjian antara Satuan Kerja Sekretariat BPJT dengan Badan Usaha Jalan Tol (BUJT) yang paling sedikit memuat:

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

b. Agreement of Fund Facility for Reimbursement of Land Acquisition for Toll Road with BLU – BPJT (continued)

The procedure using of pre-fund at BLU-BPJT for toll road land acquisition is based on the Decree of Public Works No. 4/PRT/M/2007 dated February 26, 2007. BLU-BPJT will conduct the payment firstly, for acquisition land for toll road construction, which represents the Group obligation to the Government, according to concession rights agreement (PPJT).

In case one section has been completed, the Group should transfer all land acquisition costs including interest to BLU-BPJT account and BLU-BPJT should provide of Land Hand Over Report to the entity.

After the transfer of the Company's rights under the Concession to its Subsidiaries, the Company's rights and obligations in the BLU Fund Usage Agreement will be transferred to its Subsidiaries.

Referring to the Decree of the Minister of Public Works No.14/PRT/M/2008 regarding the procedure for pre-fund usage at Public Service Assistance Unit ("Badan Layanan Umum /BLU") for land acquisition of toll road which stipulated the cancellation of surety bond on pre-fund usage agreement of BLU, and as a replacement of guarantee on the prepayment of pre-fund the cross default will be applied on PPJT if the Company failed to repay such pre-fund to BLU.

Based on the Decree of the Minister of Public Works and Public Housing No. 822/KPTS/M/2021 (Kepmen 822/2021), dated April 18, 2019, the Public Service Agency (BLU) for Funding and the Secretariat of Toll Road Regulatory Affairs of the Ministry of Public Works and Housing The people were closed and henceforth the Secretariat Work Unit of the Toll Road Regulatory Agency of the Ministry of Public Works and Public Housing was given the authority to resolve problems with revolving fund services.

The resolution of these problems is carried out with an agreement as stated in the agreement between the BPJT Secretariat Work Unit and the Toll Road Business Entity (BUJT) which at least contains:

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

b. Perjanjian Penggunaan Dana Bergulir Pembelian Tanah untuk Jalan Tol dengan Badan Layanan Umum - Badan Pengatur Jalan Tol (BLU - BPJT) (lanjutan)

1. Nilai Utang Pokok, Ini lai Tambah dan Denda atas Nilai Tambah sampai dengan tanggal 18 April 2019;
2. Perhitungan Nilai Utang Pokok berdasarkan hasil reviu oleh Badan Pemeriksa Keuangan dan Pembangunan dengan memperhatikan Inpres No. 1 Tahun 2016 tentang Percepatan Pelaksanaan Proyek Strategis Nasional;
3. Jangka waktu penyelesaian atas Nilai Utang Pokok dan Nilai Tambah yang harus dibayarkan oleh BUJT paling lambat tahun 2024;
4. Perhitungan Nilai Tambah sebesar LPS+1% dengan jangka waktu 2 (dua) tahun dengan menggunakan bunga tunggal sejak ditandatanganinya perjanjian layanan dan bergulir dan/atau amendemen perjanjian layanan dana bergulir;
5. Menghapus denda atas Nilai Tambah dari kewajiban BUJT;
6. Tata cara pembayaran atas Nilai Utang Pokok dan Nilai Tambah untuk masing-masing BUJT;
7. Penyelesaian atas kelebihan pembayaran Nilai Tambah dan Denda atas Nilai Tambah yang telah dibayarkan BUJT akan ditetapkan oleh Menteri atas rekomendasi BPJT sebagai bagian dari investasi, dan/atau penyesuaian tarif tol sesuai dengan ketentuan peraturan perundang-undangan.

Menindaklanjuti Kepmen 822/2021, telah dilaksanakan rekonsiliasi Nilai Utang Pokok, Nilai Tambah dan Denda atas Nilai Tambah pada bulan Agustus tahun 2021 antara BPJT dengan seluruh BUJT yang memiliki BLU.

Pada tanggal 9 Desember 2024 telah diterbitkan Keputusan Menteri Pekerjaan Umum No. 3070/KPTS/M/2024 tentang Perubahan Atas Keputusan Menteri Pekerjaan Umum Dan Perumahan Rakyat No. 822 /KPTS/M/2021 tentang Penyelesaian Permasalahan Layanan Dana Bergulir Badan - Layanan Umum Bidang Pendanaan Sekretariat Badan Pengatur Jalan Tol Menteri Pekerjaan Umum, dengan ketentuan antara lain sebagai berikut:

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

b. Agreement of Fund Facility for Reimbursement of Land Acquisition for Toll Road with BLU – BPJT (continued)

1. *Value of Principal Debt, Value Added and Fines for Value Added up to April 18, 2019;*
2. *Calculation of Principal Debt Value based on the review results by the Audit Board of Indonesia, taking into account Presidential Instruction No. 1 of 2016 concerning the Acceleration of National Strategic Project Implementation;*
3. *The settlement period for the Principal and Value Added Debt that must be paid by BUJT is no later than 2024;*
4. *Calculation of Value Added of LPS+1% with a period of 2 (two) years using single interest since the signing of the service and revolving agreement and/or amendment of the revolving fund service agreement;*
5. *Removing fines for Value Added from BUJT's obligations;*
6. *Payment procedures for the Principal Debt Value and Value Added for each BUJT;*
7. *Settlement of overpayment of Value Added and Fines for Value Added that has been paid by BUJT will be determined by the Minister on the recommendation of BPJT as part of the investment, and/or adjustment of toll rates in accordance with the provisions of the Law.*

Following up on Kepmen 822/2021, a reconciliation of the Principal Debt Value, Value Added and Fines for Value Added in August 2021 between BPJT and all BUJTs that have BLU has been carried out.

On December 9, 2024, the Minister of Public Works issued Ministerial Decree No. 3070/KPTS/M/2024 concerning Amendments to Ministerial Decree No. 822/KPTS/M/2021 on the Resolution of Issues Related to the Revolving Fund Services of the Public Service Agency under the Funding Sector of the Toll Road Regulatory, with provisions as follows:

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

b. Perjanjian Penggunaan Dana Bergulir Pembelian Tanah untuk Jalan Tol dengan Badan Layanan Umum - Badan Pengatur Jalan Tol (BLU - BPJT) (lanjutan)

1. Kelebihan pembayaran Nilai Tambah yang telah dibayarkan oleh BUJT ditetapkan sebagai:

   a. pengurang Nilai Hutang Pokok hasil reviu Badan Pengawasan Keuangan dan Pembangunan; dan/atau

   b. bagian dari investasi dan dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan;

2. Denda atas Nilai Tambah yang dibayarkan oleh BUJT ditetapkan sebagai bagian dari investasi dan dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan.

c. Jasa Pengoperasian Jalan Tol antara PT Jalantol Lingkarluar Jakarta (Entitas Anak) dengan PT Hutama Karya (Persero)

Berdasarkan Adendum V Perjanjian Jasa Pengoperasian, Pengamanan, dan Pemeliharaan Jalan Tol Ruas JORR Seksi S (Pondok Pinang – Jagorawi) No. OPJT/AW.31/S.Perj-ADD-5/II/2023 dan No. 14/SP-JLJ/II/2023 tanggal 16 Februari 2023, nilai kontrak periode 17 Maret 2022 sampai dengan tanggal 16 April 2023 adalah sebesar Rp96.211 (termasuk PPN). Perjanjian tersebut telah berakhir.

PT Jalantol Lingkarluar Jakarta dengan PT Hutama Karya (Persero) kemudian menandatangani Perjanjian Pemborongan Pekerjaan Jasa Layanan Operasi Jalan Tol Ruas JORR-S (Jagorawi – Pondok Pinang) No. OPT/WK.89/S.Perj/IV/2023 dan No. 17/SP-JLJ/IV/2023 tanggal 14 April 2023 dengan jangka waktu pelaksanaan selama 365 hari sejak SPMK. Nilai kontrak adalah sebesar Rp88.971. Perjanjian ini berakhir pada tanggal 17 April 2024.

Perjanjian Pemborongan Pekerjaan Jasa Layanan Operasi Jalan Tol Ruas JORR-S (Jagorawi – Pondok Pinang) No. OPT/WK.89/S.Perj/IV/2023 dan No. 17/SP-JLJ/IV/2023 tanggal 14 April 2023, telah berakhir pada tanggal 17 April 2024.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

b. Agreement of Fund Facility for Reimbursement of Land Acquisition for Toll Road with BLU – BPJT (continued)

1. The excess payments of Added Value previously paid by the Toll Road Business Entities (BUJT) are determined as:

   a. a deduction from the Principal Debt Value based on the review by the Financial and Development Supervisory Agency; and/or

   b. a part of the investment and executed in accordance with the applicable laws and regulations.

2. Penalties for the Added Value already paid by BUJT are determined as part of the investment and executed in compliance with the applicable laws and regulations.

c. Toll Road Operation Services between PT Jalantol Lingkarluar Jakarta (a Subsidiary) and PT Hutama Karya (Persero)

Based on Addendum V of the Agreement for Operation, Security, and Maintenance of JORR Section S (Pondok Pinang – Jagorawi) Toll Road No. OPJT/AW.31/S.Perj-ADD-5/II/2023 and No. 14/SP-JLJ/II/2023 dated February 16, 2023, the contract value for the period March 17, 2022 to April 16, 2023 is Rp96,211 (including VAT). The agreement has expired.

PT Jalantol Lingkarluar Jakarta with PT Hutama Karya (Persero) then signed a Contracting Agreement for Toll Road Operation Services for the JORR-S (Jagorawi - Pondok Pinang) Toll Road No. OPT/WK.89/S.Perj/IV/2023 and No. 17/SP-JLJ/IV/2023 dated April 14, 2023 with an implementation period of 365 days from SPMK. The contract value is Rp88,971. This agreement ends on April 17, 2024.

The contract for Toll Road Operation Service Work Agreement for the JORR-S (Jagorawi – Pondok Pinang) section, with contract No. OPT/WK.89/S.Perj/IV/2023 and 17/SP-JLJ/IV/2023 dated April 14, 2023, ended on April 17, 2024.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

44. *SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)*

c. Jasa Pengoperasian Jalan Tol antara PT Jalantol Lingkarluar Jakarta (Entitas Anak) dengan PT Hutama Karya (Persero) (lanjutan)

Tidak terdapat perpanjangan kerja sama pengoperasian jalan tol dengan PT Hutama Karya (Persero) karena JLJ sudah dilikuidasi berdasarkan Akta No. 10 tanggal 26 Februari 2025 yang dibuat di hadapan Notaris Siti Nur Isminingsih, S.H. di Kota Bekasi dan Surat Kementerian Hukum Republik Indonesia No. AHU-AH.01.03-00186 perihal Berakhirnya Status Badan Hukum PT Jalantol Lingkarluar Jakarta (dalam likuidasi) tanggal 24 Maret 2025.

c. Toll Road Operation Services between PT Jalantol Lingkarluar Jakarta (a Subsidiary) and PT Hutama Karya (Persero) (continued)

There is no extension of the toll road operation cooperation with PT Hutama Karya (Persero), because JLJ has already been liquidated based on Deed No. 10 dated February 26, 2025, made before Notary Siti Nur Isminingsih, S.H. in Bekasi City and the Letter from the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.03-00186 regarding the Termination of Legal Entity Status of PT Jalantol Lingkarluar Jakarta (In liquidation) dated March 24, 2025.

d. Kerja Sama Pengoperasian Jalan Tol dengan PT Citra Marga Nusaphala Persada Tbk (CMNP)

Perusahaan mengadakan kerja sama dengan CMNP dalam bentuk pengoperasian jalan tol secara terpadu yang dimuat dalam Akta Notaris No. 42 tanggal 4 Juni 1993 *juncto* Akta Notaris No. 386 tanggal 31 Desember 1994.

Dalam Keputusan Bersama Menteri Pekerjaan Umum No. 272-A/KPTS/1996 dan Menteri Keuangan No. 434/ KMK.016/1996 tanggal 20 Juni 1996 tentang Pengoperasian Terpadu Jalantol Lingkar Dalam Kota Jakarta (Tomang-Cawang Tanjung Priok-Ancol Timur-Jembatan Tiga Pluit-Grogol Tomang) serta penetapan Angka Perbandingan Pembagian Pendapatan Tol dinyatakan bahwa jalan tol lingkar dalam kota dijadikan sebagai satu kesatuan sistem jaringan jalan tol dalam kota Jakarta yang pengoperasiannya dilakukan secara terpadu dengan bagi pendapatan tol masing-masing sebesar 25% untuk Perusahaan dan sebesar 75% untuk CMNP.

Berdasarkan Surat Keputusan Menteri Pemukiman dan Prasarana Wilayah No. JL.01.04-Mn/582 tanggal 7 November 2002, ditetapkan persentase bagi hasil jalan tol dalam kota Jakarta antara CMNP dan Perusahaan sebagai berikut:

d. Toll Road Joint Operation with PT Citra Marga Nusaphala Persada Tbk (CMNP)

The Company has entered into a joint operation agreement with CMNP in the form of integrated toll road operation as put forth in the Notarial Deed No. 42 dated June 4, 1993 in conjunction with the Notarial Deed No. 386 dated December 31, 1994.

Based the Joint Decree of the Minister of Public Works No. 272-A/KPTS/1996 and the Minister of Finance No. 434/KMK.016/1996 dated June 20, 1996 concerning the Integrated Operation of the Jakarta Inner City Ring Road (Tomang-Cawang Tanjung Priok-Ancol Timur-Jembatan Tiga Pluit-Grogol Tomang) and the determination of the Toll Revenue Distribution Comparison Figure, it was stated that the inner ring toll road is used as a unit of the inner city toll road network system in the city of Jakarta whose operation is carried out in a integrated with toll revenue sharing of 25% for the Company and 75% for CMNP, respectively.

Based on the Decree of the Minister of Housing and Regional Infrastructure No. JL.01.04-Mn/582 dated November 7, 2002, the Jakarta Inner Ring Road revenue sharing between CMNP and the Company is set forth as follows:

	Persentase Bagi Hasil/ *Percentage of Revenue Sharing*		
	CMNP	Perusahaan/ *The Company*	
•Mulai Awal Konsesi s/d 9 Mei 2002	75%	25%	•*Beginning of Concession Period until May 9, 2002*
•Mulai 10 Mei 2002 s/d 31 Desember 2002	65%	35%	•*From May 10, 2002 to December 31, 2002*
•Mulai 1 Januari 2003 s/d Akhir Masa Konsesi	55%	45%	•*From January 1, 2003 to the End of Concession*

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

e. Kerja Sama Pengoperasian Jalan Tol dengan PT Bintaro Serpong Damai (BSD)

Perusahaan telah mengadakan kerja sama kontrak manajemen dengan BSD sebagai operator jalan tol berdasarkan perjanjian kerja sama pengoperasian dan pemeliharaan jalan tol Pondok Aren - Serpong No. 004/SPK-DIR/1998 tanggal 19 Mei 1998, yaitu dimulai sejak tanggal pengoperasian sampai dengan berakhirnya masa penyelenggaraan jalan tol Pondok Aren - Serpong atau pada saat diakhirinya perjanjian ini mana yang lebih awal. Berdasarkan Putusan Badan Arbitrase Nasional Indonesia No. 217/1/ARB-BANI/2006 tanggal 31 Agustus 2006, lingkup pengoperasian Perusahaan sebagai berikut:

1. Pengoperasian gerbang tol Pondok Ranji (Pondok Aren Timur).
2. Pelayanan lalu lintas dan keamanan pengguna jalan tol serta pengamanan aset, dengan catatan yang dilakukan oleh Perusahaan adalah yang menyangkut patroli seperti kendaraan rusak dan kecelakaan sesuai lingkup pekerjaan patroli sesuai Standar Pelayanan Minimal (SPM) jalan tol yang dikeluarkan Menteri Pekerjaan Umum.

Masa berakhirnya perjanjian bersamaan dengan berakhirnya masa konsesi ruas Ulujami – Pondok Aren hingga 2045, kecuali kedua pihak sepakat untuk mengakhiri kontrak lebih awal.

f. Kerja Sama Pengoperasian Jalan Tol Jakarta *Outer Ring Road* (JORR)

Berdasarkan Berita Acara Kesepakatan Integrasi JORR No. 82/BA/Pt.6/2018 tanggal 21 September 2018 dan Perjanjian No. 28.1/KONTRAK-DIR/2019 tanggal 29 Maret 2019, pelaksanaan integrasi dan proporsi bagi hasil yang akan digunakan secara terus menerus sampai akhir masa konsesi adalah sebagai berikut:

1. PT Jakarta Lingkarbarat Satu (JLB) selaku operator Ruas JORR W1 sebesar 15,32% dari realisasi total pendapatan tol integrasi JORR;
2. PT Marga Lingkar Jakarta, Entitas Asosiasi Perusahaan, selaku operator Ruas JORR W2U sebesar 9,59% dari realisasi total pendapatan tol integrasi JORR;

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

e. Toll Road Joint Operation with PT Bintaro Serpong Damai (BSD)

The Company has entered into a joint operation agreement with BSD as toll road operator for Pondok Aren - Serpong section based on toll road operation and maintenance agreement No. 004/SPK-DIR/1998 dated May 19, 1998, which started from the date of operation until the expiration of the toll concession for Pondok Aren - Serpong or at the time of the termination of the agreement, which ever is earlier. Based on the Decree of the Indonesian Board of Arbitration No. 217/1/ARB-BANI/2006 dated August 31, 2006, the scope of the Company's operations are as follows:

1. *Operation of Pondok Ranji toll gates (East Pondok Aren).*
2. *Providing patrol and safety service for toll road users and safeguarding toll road assets whereby the Company is dealing with toll road users in the patrol area including damaged vehicles and accidents on toll roads in compliance with Standard of Minimal Service (SPM) for toll roads issued by the Minister of Public Works.*

The term of the agreement terminates with the end of the concession of Ulujami – Pondok Aren tol road until 2045, unless both parties agree to terminate the contract earlier.

f. Jakarta Outer Ring Road (JORR) Toll Road Operation Cooperation

Based on the Official Minutes of Agreement on JORR Integration No. 82/BA/Pt.6/2018 dated September 21, 2018 and Agreement No. 28.1/KONTRAK-DIR/2019 dated March 29, 2019, the implementation of integration and the profit-sharing proportion that will be used continuously until the end of the concession period is as follows:

1. *PT Jakarta Lingkarbarat Satu (JLB) as operator of JORR W1 Section is 15.32% of the total realization of JORR integrated toll revenues;*
2. *PT Marga Lingkar Jakarta, an Associate, as the operator of the JORR W2U Section is 9.59% of the total realization of the JORR integration toll revenue;*

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

f. Kerja Sama Pengoperasian Jalan Tol Jakarta *Outer Ring Road* (JORR) (lanjutan)

3. Perusahaan selaku operator Ruas JORR W2S, E1, E2, E3 sebesar 32,69% dari realisasi total pendapatan tol integrasi JORR
4. Perusahaan selaku operator Ruas Ulujami-Bintaro Viaduct-Pondok Aren sebesar 5,05% dari realisasi total pendapatan tol integrasi JORR;
5. PT Hutama Karya (Persero) selaku operator Ruas JORR S sebesar 24,23% dari realisasi total pendapatan tol integrasi JORR; dan
6. PT Hutama Karya (Persero) selaku operator Ruas ATP sebesar 13,12% dari realisasi total pendapatan tol integrasi JORR.

g. Kerja Sama Pengoperasian Jalan Tol Jakarta-Tangerang

Perusahaan telah mengadakan kerja sama pengoperasian terpadu ruas jalan tol Jakarta-Tangerang-Merak dengan PT Marga Mandalasakti (MMS) berdasarkan kontrak perjanjian No. 60/Kontrak-DIR/2017.

Kerja sama operasi terpadu diatur dalam perjanjian meliputi kegiatan manajemen pengumpulan tol, manajemen lalu lintas, dan pemeliharaan jalan tol. Perjanjian berlaku efektif sejak dilakukan integrasi yaitu pada tanggal 9 April 2017. Proporsi pendapatan bagi hasil tol sejak awal pengoperasian dengan Perusahaan sebesar 81,58% dan MMS sebesar 18,42%.

Perjanjian ini berlaku efektif terhitung sejak tanggal 9 April 2017 sebagaimana ditetapkan oleh Menteri Pekerjaan Umum dan Perumahan Rakyat ("Tanggal Efektif') dan berakhir apabila salah satu kejadian di bawah ini terjadi (mana yang lebih dulu terjadi):

a. Berakhirnya salah satu dari Perjanjian Pengusahaan Jalan Tol Jakarta-Tangerang dan Jalan Tol Tangerang-Merak; atau

b. Perubahan kebijakan pemerintah sehubungan dengan penatausahaan gerbang tol di Jalan Tol Jakarta-Tangerang dan Jalan Tol Tangerang-Merak; atau

c. Salah satu Pihak mengalihkan hak, kewajiban dan tanggung jawabnya berdasarkan Perjanjian ini kepada pihak ketiga.

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

f. Jakarta Outer Ring Road (JORR) Toll Road Operation Cooperation (continued)

3. The Company as operator of JORR W2S, E1, E2, E3 Sections is 32.69% of the total realization of JORR integrated toll revenues;
4. The Company as the operator of the Ulujami-Bintaro Viaduct-Pondok Aren Section is 5.05% of the total realization of JORR integration toll revenues;
5. PT Hutama Karya (Persero) as operator of JORR S is 24.23% of the total realization of JORR integration toll revenues; and
6. PT Hutama Karya (Persero) as the operator of the ATP is 13.12% of the total realization of the JORR integration toll revenue.

g. Jakarta-Tangerang Toll Road Operation Cooperation

The Company has entered into an integrated operation of Jakarta-Tangerang-Merak toll road section with PT Marga Mandalasakti (MMS) based on contract agreement No. 60/Kontrak-DIR/2017.

Integrated operational cooperation is in the agreement covering toll collection management activities, traffic management, and toll road maintenance. The agreement is effective from the integration on April 9, 2017. The proportion of toll revenue share revenue since the beginning of operation with the Company is 81.58% and MMS is 18.42%.

This agreement shall be effective as of April 9, 2017, as determined by the Minister of Public Works and Housing (Effective Date), and shall terminate upon the occurrence of any of the following events (whichever occurs first):

a. Termination of either the Toll Jakarta-Tangerang Toll Road Concession Agreement and the Tangerang-Merak Toll Road Agreement; or
b. Government policy changes related to toll gate management on the Toll Jakarta-Tangerang and Tangerang-Merak Toll Roads; or
c. Either Party transferring its rights, obligations, and responsibilities under this Agreement to a third party.

44. PERJANJIAN DAN PERIKATAN PENTING (lanjutan)

44. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

g. Kerja Sama Pengoperasian Jalan Tol Jakarta-Tangerang (lanjutan)

Sampai dengan tanggal laporan keuangan perjanjian ini masih berlaku karena belum ada salah satu kejadian diatas terjadi.

g. Jakarta-Tangerang Toll Road Operation Cooperation (continued)

As of the date of the financial report, this agreement is still valid because none of the events mentioned above have occurred.

h. Kerja Sama Pembangunan Akses Tol KM 1+842 pada Jalan Tol Jakarta – Cikampek

Perusahaan telah mengadakan kerja sama terkait pembangunan Akses Tol KM 1+842 pada Jalan Tol Jakarta – Cikampek dengan PT Kereta Cepat Indonesia China dan PT Jasamarga Transjawa Tol berdasarkan Akta Perjanjian Kerja Sama Pembangunan Aksesibilitas Stasiun Halim Kereta Cepat Jakarta Bandung No. 1 tanggal 9 Juni 2023 dibuat di hadapan Mira Aranti Ciptadi, S.H., M.Kn., Notaris di Kabupaten Karawang.

Lingkup perjanjian tersebut meliputi menyusun gambar *basic design* dan gambar Rencana Teknik Akhir (RTA) akses menuju dan dari tol ke arah Stasiun Halim KCJB sesuai batasan dalam perjanjian, melakukan pengurusan persetujuan gambar *basic design* dan RTA akses menuju dan dari tol ke arah Stasiun Halim KCJB kepada Kementerian PUPR, melaksanakan pembangunan akses tol menuju Stasiun Halim KCJB, dan menyediakan peralatan tol dan instalasinya untuk gerbang tol pada akses Stasiun Halim KCJB.

h. Development of KM 1+842 Toll Access on the Jakarta - Cikampek Toll Road Cooperation

The Company has entered into cooperation related to the construction of KM 1+842 Toll Access on the Jakarta - Cikampek Toll Road with PT Kereta Cepat Indonesia China and PT Jasamarga Transjawa Tol based on the Deed of Cooperation Agreement for the Development of Accessibility of Halim Station of the Jakarta Bandung Fast Train No. 1 dated June 9, 2023 made before Mira Aranti Ciptadi, S.H., M.Kn., Notary in Karawang Regency.

The scope of the agreement includes preparing basic design drawings and Final Technical Plan (RTA) drawings for access to and from the toll road to Halim KCJB Station according to the limitations in the agreement, managing the approval of basic design drawings and RTA access to and from the toll road towards Halim KCJB Station to the Ministry of PUPR, carrying out the construction of toll access to Halim KCJB Station, and providing toll equipment and installation for toll gates at Halim KCJB Station access.

45. KONTINJENSI

45. CONTINGENCIES

a. Kewajiban karena Pengakhiran Perjanjian Kuasa Penyelenggaraan

Pada tahun 1994, Perusahaan melakukan kerja sama operasi dengan PT Citra Ganesha Marga Nusantara (CGMN) untuk pembangunan Jalan Tol Cikampek - Padalarang, sebagaimana tertuang dalam Perjanjian Kuasa Penyelenggaraan (PKP) No. 297 tanggal 21 Desember 1994. Namun demikian, pada 18 Juli 2001, Menteri Pemukiman dan Prasarana Wilayah (Menkimpraswil) dengan Surat Keputusan No. 417 mencabut keputusan pemberian izin Kerja Sama Penyelenggaraan Jalan Tol antara Perusahaan dengan CGMN. Pada tanggal 25 Juli 2001, Perusahaan mengakhiri PKP dengan CGMN.

a. Obligation due to Termination of Concession Agreement

In 1994, the Company entered into a joint operation with PT Citra Ganesha Marga Nusantara (CGMN) for construction of the Cikampek - Padalarang Toll Road as set forth in the Concession Agreement No. 297 dated December 21, 1994. However, on July 18, 2001, the Minister of Housing and Regional Infrastructure with the Letter No. 417 revoked the decision granting permission of Toll Road Joint Operation license between the Company and CGMN. On July 25, 2001, the Company terminated the Concession Agreement with CGMN.

45. KONTINJENSI (lanjutan)

a. Kewajiban karena Pengakhiran Perjanjian Kuasa Penyelenggaraan (lanjutan)

PKP No. 297 tanggal 21 Desember 1994 menyebutkan bahwa bila terjadi pengakhiran masa penyelenggaraan jalan tol lebih awal sebelum masa konsesi berakhir, maka Perusahaan berkewajiban untuk mengambil-alih seluruh utang dan harus memenuhi hak Penanam Modal (CGMN).

Dalam Pasal 14.1 PKP disebutkan bahwa Perusahaan harus membayar sejumlah uang atas nilai buku jalan tol setelah dikurangi nilai kewajiban yang harus diambil alih Perusahaan.

Atas prinsip kehati-hatian, Perusahaan telah melakukan estimasi nilai aset akibat pengakhiran PKP dengan CGMN sebesar Rp202.454 yang merupakan nilai buku yang telah diaudit atas aset dalam penyelesaian pada tanggal 31 Desember 1999 dengan opini tidak menyatakan pendapat atas laporan keuangan. Perusahaan masih terus mengupayakan penyelesaian penetapan secara definitif atas jumlah liabilitas.

Perusahaan telah membentuk tim untuk mengkaji penyelesaian permasalahan akibat pengakhiran PKP Jalan Tol Cikampek - Padalarang antara Perusahaan dan CGMN.

Pada tanggal 23 Juni 2014 melalui surat No. AA.HK05.0.645, Perusahaan telah memberikan tanggapan atas surat dari Kementerian BUMN No. S-268/MBU/D2/2014 tanggal 10 Juni 2014 mengenai rencana pengajuan gugatan oleh Trafalgar House Construction (Jersey) Limited (THCJ) yang bertindak sebagai pemegang saham mayoritas CGMN melalui Arbitrase Internasional kepada Pemerintah Republik Indonesia.

Pada tanggal 28 Februari 2017, THCJ menyampaikan surat kepada BKPM mengenai rencana pengajuan gugatan arbitrase terhadap Pemerintah Indonesia. Dalam hal untuk menjawab surat dari THCJ, BKPM mengundang rapat Perusahaan melalui surat No. 18/B.6/A.3/2017 tanggal 7 Maret 2017.

THCJ menyampaikan surat kepada Perusahaan No. 2018/08/JM tanggal 31 Agustus 2018 berisi:
1. THCJ meminta metode perhitungan kompensasi untuk CGMN berdasarkan PKP harus mengacu pada Nilai Wajar.
2. Selain kompensasi pada angka 1 diatas, THCJ mengklaim berhak atas kompensasi beserta bunga akibat pengakhiran PKP.

45. CONTINGENCIES (continued)

a. Obligation due to Termination of Concession Agreement (continued)

The Concession Agreement No. 297 dated December 21, 1994 states that if there is termination of concession agreement before the concession period is due, the Company has an obligation to take over the overall liabilities and should fulfill the rights of shareholders (CGMN).

Article 14.1 of Concession Agreement states that the Company should pay some amount over book value of the toll road after deducting amount of liabilities taken over by the Company.

On the principle of prudence, the Company has estimated the value of assets resulting from the termination of PKP with CGMN at Rp202,454, which represents the audited book value of assets under construction as of December 31, 1999, with a disclaimer of opinion on the financial statements. The Company continues to strive for a definitive resolution regarding the determination of the amount of liabilities.

The Company has formed a team to analyze the disputed settlement that has arisen from the termination of the Cikampek-Padalarang Toll Road PKP between the Company and CGMN.

On June 23, 2014, through letter No. AA.HK05.0.645, the Company has responded to the letter of the Ministry of State-Owned Enterprises No. S-268/MBU/D2/2014 dated June 10, 2014, regarding the filing plan by Trafalgar House Construction (Jersey) Limited (THCJ) which acts as the majority shareholder of CGMN through International Arbitration to the government of the Republic of Indonesia.

On February 28, 2017, THCJ was sent a letter to the BKPM about the plan to propose arbitration claim against the Government of Indonesia. In the case to answer the letter of THCJ, BKPM invite the Company through a letter No. 18/B.6/A.3/2017 dated March 7, 2017.

THCJ sent a letter to the Company No. 2018/08/JM dated August 31, 2018 informed as follows:
1. *THCJ requested the calculation method of the compensation to CGMN must have based on Fair Value.*
2. *In addition to number 1 above, THCJ claimed entitlement to compensation and its interest caused by the termination of Concession Agreement.*

45. KONTINJENSI (lanjutan)

a. Kewajiban karena Pengakhiran Perjanjian Kuasa Penyelenggaraan (lanjutan)

3. Selama kompensasi belum dibayarkan ke CGMN maka CGMN berhak atas pendapatan tol.

Pada tanggal 13 Juni 2019 THCJ menembuskan surat kepada Perusahaan terkait surat yang ditujukan kepada Jaksa Agung Republik Indonesia perihal Rencana THCJ untuk mengajukan Gugatan terhadap Pemerintah Republik Indonesia kepada Arbitrase Internasional sebagaimana surat yang pernah THCJ sampaikan tertanggal 14 Maret 2014 mengenai tuntutan dan gugatan yang diajukan THCJ pada sengketa CGMN.

Perusahaan secara lisan menyampaikan bahwa penyelesaian permasalahan terkait pengakhiran PKP dengan CGMN diselesaikan sesuai ketentuan dalam PKP. Dalam hal ini, pembayaran kompensasi kepada CGMN berdasarkan nilai buku CGMN yang telah diaudit oleh auditor yang ditunjuk bersama.

Hingga 31 Desember 2025, Pihak CGMN atau THCJ tidak dapat memberikan bukti-bukti pengeluaran sebagai dasar Perusahaan untuk melakukan pembayaran dan juga tidak ada gugatan yang diajukan ke pengadilan ataupun arbitrasi oleh THCJ. Sampai dengan 31 Desember 2025, Perusahaan masih berkoordinasi lebih lanjut dengan *stakeholder* terkait.

b. Gugatan Ganti Rugi dari Pemilik Tanah untuk Jalan Tol

Perusahaan masih menghadapi perkara litigasi/ gugatan dari beberapa orang yang mengklaim sebagai pemilik tanah yang tanahnya digunakan untuk pembangunan Jalan Tol JORR W2, JORR E1, Jalan Tol Pondok Aren - Ulujami, dan Jalan Tol Belmera. Penanganan perkara litigasi tersebut masih dalam proses peradilan di Pengadilan Negeri, Pengadilan Tinggi, kasasi dan Peninjauan Kembali di Mahkamah Agung.

Sampai dengan 31 Desember 2025, beberapa perkara masih dalam proses persidangan dan Perusahaan berkeyakinan bahwa tidak diperlukan adanya provisi.

45. CONTINGENCIES (continued)

a. Obligation due to Termination of Concession Agreement (continued)

3. As long as the Compensation have not fulfilled by the Company to CGMN, therefore CGMN entitled to the Toll Revenue.

On June 13, 2019, THCJ sent a letter to the Company regarding a letter addressed to the Attorney General of the Republic of Indonesia regarding THCJ's Plan to File a Lawsuit against the Government of the Republic of Indonesia to International Arbitration as per the letter submitted by THCJ dated March 14, 2014 regarding the demands and lawsuits filed by THCJ in the CGMN dispute.

The company verbally stated that the resolution of issues related to the termination of the PKP with CGMN will be handled in accordance with the provisions in the PKP. In this case, the compensation payment to CGMN will be based on CGMN's book value as audited by a jointly appointed auditor.

Until December 31, 2025, CGMN or THCJ has not been able to provide evidence of expenditure as a basis for the Company to make payments and also no lawsuit has been filed to the court or arbitration by THCJ. Until December 31, 2025, the Company still coordinating further with relevant stakeholders.

b. Claims from Land Owners for Toll Road

The Company is facing several litigation cases filed by parties the construction of claimed to be the owners of land whose land is used for JORR W2 Toll Road Section, JORR E1 Toll Road Section, Pondok Aren-Ulujami Toll Road, and Belmera Toll Road. These litigation cases are still under trial in the District Courts, the High Courts and the Supreme Court.

As of December 31, 2025, several cases are still in the trial process and the Company believes that no provision is required.

45. KONTINJENSI (lanjutan)

c. Penggantian Lahan

JBT, Entitas Anak, memiliki kewajiban untuk membangun gedung kantor sesuai ketentuan di PPJT. Pembangunan gedung kantor tersebut akan dilakukan di area lahan yang dimiliki oleh PT Angkasa Pura I (AP I) dan PT Pelabuhan Indonesia III (Persero) (Pelindo III). Karena pembangunan gedung kantor tersebut di area lahan AP I dan Pelindo III, maka JBT memiliki kewajiban untuk memberikan penggantian lahan untuk AP I dan Pelindo III dengan nilai sebagai berikut:

45. CONTINGENCIES (continued)

c. Land Exchange

JBT, a Subsidiary, has a liability to construct office building as required in PPJT. The construction of office building will be conducted in land owned by PT Angkasa Pura I (AP I) and PT Pelabuhan Indonesia III (Persero) (Pelindo III). Since the construction of the office building conducted in land owned by AP I and Pelindo III, JBT has liabilities to give the land compensation to AP I and Pelindo III as follows:

No./ *No.*	Dimiliki/ *Owned by*	Area/ *Area*	NJOP/*SVTO* (Rp)	Harga Penilaian/ *Appraisal Price* (Rp)
1.	Angkasa Pura I	3.404 m^2	3.581	29.291
2.	Pelindo III (darat)	522 m^2	1.227	2.589
3.	Pelindo III (perairan)	41.490 m^2	-	-
Total			**4.808**	**31.880**

JBT menerima surat tembusan dari Dirjen Bina Marga No. TB09.02-DB/496 tanggal 16 Juni 2017 Perihal Tanah HPL Angkasa Pura I. Dalam surat tersebut Dirjen Bina Marga berpendapat bahwa lahan HPL milik PT Angkasa Pura I tidak dapat diberikan ganti rugi kecuali terhadap bangunan, tanaman, dan benda-benda di atas lahan HPL.

JBT received a copy letter from the Directorate General ("DG") of Highways No. TB09.02-DB/496 dated June 16, 2017 regarding the Land of HPL Angkasa Pura I. In the letter DG Bina Marga believes that PT Angkasa Pura I HPL land can not be given compensation except for building, plants and objects on HPL land.

JBT memiliki kewajiban untuk membangun gedung kantor sesuai ketentuan di PPJT. Pembangunan gedung kantor tersebut akan dilakukan di akses masuk tol di jalan Pelabuhan Benoa. Luas tanah yang akan dibangun kantor oleh Perseroan seluas 1.150 m^2.

JBT has the obligation to construct an office building in accordance with the provisions of the PPJT. The construction of the office building will be carried out at the toll entrance on Pelabuhan Benoa Road. The land area where the Company will build the office is 1,150 m^2.

Sampai dengan tanggal 31 Desember 2019, JBT telah menandatangani Akta Jual Beli No. 4 tanggal 11 Januari 2019 dan Akta Kuasa Jual No. 5 tanggal 11 Januari 2019 dengan nilai jual tanah yang diperoleh JBT sebesar Rp13.200.

As of December 31, 2019, JBT has signed the Sale and Purchase Deed No. 4 of January 11, 2019 and Deed of Sale No. 5 January 11, 2019 with land value of Rp13,200.

Sampai dengan tahun 2023, sesuai surat tersebut Dirjen Bina Marga berpendapat bahwa lahan HPL milik PT Angkasa Pura I tidak dapat diberikan ganti rugi kecuali terhadap bangunan, tanaman, dan benda-benda di atas lahan HPL.

Until 2023, according to the letter, the Director General of Highways believes that HPL land owned by PT Angkasa Pura I cannot be compensated except for buildings, plants, and objects on HPL land.

Pada tanggal 18 Agustus 2023, Dirjen Bina Marga sudah mengirimkan surat ke BPKP untuk meminta reviu terhadap ganti rugi lahan HPL PT Angkasa Pura I. Pada 18 Februari 2025, JBT menerima laporan harian dari BPKP yang menyetujui penggantian HPL PT Angkasa Pura I.

As of August 18, 2023, the Director General of Highways has already sent a letter to the BPKP requesting a review of the land compensation for HPL PT Angkasa Pura I. On February 18, 2025, JBT received a daily report from BPKP approving the replacement of PT Angkasa Pura I HPL.

Sampai dengan tanggal 31 Desember 2025, PT Jasamarga Bali Tol dengan PT Angkasa Pura I dalam tahap negosiasi untuk menyepakati pelaksanaan pembayaran ganti rugi HPL.

As of December 31, 2025, PT Jasamarga Bali Toll with PT Angkasa Pura I are in the negotiation stage to agree on implementation of HPL compensation payments.

45. KONTINJENSI (lanjutan)

d. Pengembalian Investasi Pemerintah

JMKT, Entitas Anak, wajib mengembalikan investasi Pemerintah sebesar Rp178.000 (nilai kini 2013) yang dilakukan atas pembangunan ruas jalan tol Medan - Kualanamu - Tebing Tinggi untuk seksi I dan II. Berdasarkan lampiran dalam PPJT, investasi Pemerintah akan dibayarkan pada tahun 2033, setelah utang bank sindikasi dilunasi seluruhnya. Pada tanggal 7 Mei 2018, berita acara serah terima penyelesaian seksi 1 dan 2 telah ditandatangani dan JMKT telah mencatatkan utang kepada Pemerintah tersebut.

JMB, Entitas Anak, wajib mengembalikan investasi Pemerintah sebesar Rp356.800 atas jalan tol dari Ring Road Manado sampai dengan Simpang Susun (“SS”) Airmadidi sepanjang 14km. Investasi tersebut akan dikembalikan sesuai Akta PPJT No. 2 tanggal 9 Juni 2016 selambat-lambatnya tahun 2054.

Berita Acara Serah Terima telah ditandatangani berdasarkan Surat No. 36/BA/Db/2021 pada tanggal 20 Desember 2021. Ruas tol JMB tersebut telah beroperasi komersial pada tanggal 28 Oktober 2020 berdasarkan SK Menteri, sehingga sejak tanggal tersebut, JMB mengakui utang pada Pemerintah.

Pada saat berakhirnya masa konsesi, JMB harus mengembalikan dan menyerahkan jalan tol kepada Pemerintah/melalui Badan Pengatur Jalan Tol (BPJT) tanpa syarat.

e. Kompensasi Pengembalian Aset Tanah Jalan Tol Semarang-Demak

Berdasarkan SK Menteri Pekerjaan Umum No. 367/KPTS/1997 tanggal 29 Agustus 1997, PT Marga Mawatindo Esprit (MME) dan Perusahaan memperoleh izin kerja sama penyelenggaraan Proyek Jalan Tol Semarang–Demak. Pada tanggal 20 September 1997, pembangunan jalan tol tersebut ditangguhkan oleh Pemerintah.

Pada tahun 2001, sehubungan dengan pengakhiran Perjanjian Kuasa Penyelenggaraan (PKP), PT MME mengajukan gugatan kepada Badan Arbitrase Nasional Indonesia (BANI). Pada tahun 2002, Perusahaan menerima putusan BANI yang menetapkan bahwa Perusahaan wajib:

a. Membayar ganti rugi kepada PT MME sebesar Rp8.141 dan bunga sebesar 8% per tahun;
b. Membayar biaya pembebasan tanah sebesar Rp11.831 ditambah bunga sebesar 8% per tahun; dan
c. Membayar biaya arbitrase dan biaya administrasi masing-masing sebesar 50%.

45. CONTINGENCIES (continued)

d. Return on Government Investment

JMKT, a Subsidiary, is obliged to return the Government's investment amounted to Rp178,000 (present value of 2013) made on the construction of toll road Medan - Kualanamu -Tebing Tinggi sections I and II. According to the minutes attached on PPJT, such investment will be returned to the government in 2033, after syndicated bank loan is fully repaid. On May 7, 2018, the hand over document I and II was signed and JMKT recorded the payable to Government.

JMB, a Subsidiary, is obliged to return the Government's investment of Rp356,800 for the toll road section from the Manado Ring Road to the 14km Airmadidi Intersection ("SS"). The investment will be returned in accordance with the PPJT Deed No. 2 dated June 9, 2016 no later than 2054.

The Minutes of Handover have been signed based on Letter No. 36/BA/Db/2021 on December 20, 2021. The JMB toll road has been operating commercially on October 28, 2020 based on the Ministerial Decree, so that since that date, JMB has acknowledged debts to the Government.

At the end of the concession period, JMB must return and hand over the toll road to the Government/through the Toll Road Regulatory Agency (BPJT) unconditionally.

e. Compensation for Returning Land Assets for Semarang-Demak Toll Road

Based on the Decree of the Minister of Public Works No. 367/KPTS/1997 dated August 29, 1997, PT Marga Mawatindo Esprit (MME) and the Company obtained a cooperation permit for the implementation of the Semarang–Demak Toll Road Project. On September 20, 1997, the construction of the toll road was suspended by the Government.

In 2001, in connection with the termination of the Maintenance Service Agreement (PKP), PT MME filed a lawsuit with the Indonesian National Arbitration Board (BANI). In 2002, the Company received a BANI decision stipulating that the Company is obliged to:

a. Paid compensation to PT MME amounting to Rp8,141 and interest at 8% per annum;

b. Paid the land release fee of Rp11,831 plus interest at 8% per year; and

c. Paid the arbitration costs and administrative fees, each amounting to 50%.

45. KONTINJENSI (lanjutan)

e. Kompensasi Pengembalian Aset Tanah Jalan Tol Semarang-Demak (lanjutan)

Pada tanggal 31 Desember 2002, Perusahaan telah melunasi seluruh kewajiban tersebut.

Pada tanggal 27 Mei 2020, berdasarkan Berita Acara Serah Terima Tanah Bebas pada Jalan Tol Semarang–Demak No. 29/BA-DIR/2020, No. 6/BA/Db/2020, dan No. BA.35/BPJ/T/2020, Perusahaan telah menyerahkan tanah Jalan Tol Semarang–Demak kepada Direktorat Jenderal Bina Marga, Kementerian Pekerjaan Umum dan Perumahan Rakyat.

Perusahaan juga telah menyampaikan melalui Surat No. AA.HK03.52 tanggal 22 Januari 2003 kepada Menteri Permukiman dan Prasarana Wilayah mengenai Laporan Hasil Penyelesaian Proyek Jalan Tol Semarang–Demak. Dalam laporan tersebut dijelaskan bahwa Perusahaan telah melakukan pembayaran biaya perencanaan dan biaya pengadaan tanah sebesar Rp20.537 pada tanggal 4 Desember 2002. Mengingat biaya pengadaan tanah merupakan tanggung jawab Pemerintah, dalam hal ini Departemen Permukiman dan Prasarana Wilayah, maka biaya pengadaan tanah untuk Proyek Jalan Tol Semarang–Demak ditagihkan kepada Pemerintah.

Sampai dengan tanggal 31 Desember 2025, belum terdapat realisasi maupun tanggapan resmi atas pengajuan kompensasi tersebut yang diterima oleh Perusahaan. Oleh karena itu, Perusahaan akan mengirimkan surat permintaan konfirmasi terkait kompensasi dimaksud kepada Direktorat Jenderal Bina Marga, Kementerian Pekerjaan Umum dan Perumahan Rakyat.

f. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130

Pada tanggal 27 November 2007 Perusahaan dan PT Maligi Permata Industrial Estate (Maligi) telah menandatangani Berita Acara Kesepakatan Pembangunan Modifikasi Simpang Susun Karawang Barat Jalan Tol Jakarta-Cikampek STA 47+130 No. 78/BA-DIR/2007.

Pada tanggal 1 Mei 2009, Perusahaan dan Maligi membuat Perjanjian Pembangunan Modifikasi/ perluasan Simpang Susun Karawang Barat STA. 47+130, dimana perjanjian ini mencabut perjanjian Akta Perjanjian No. 2 tanggal 13 Desember 2001 Pembangunan Modifikasi Simpang Susun Karawang Barat.

45. CONTINGENCIES (continued)

e. Compensation for Returning Land Assets for Semarang-Demak Toll Road (continued)

On December 31, 2002, the Company had settled all of these obligations.

On May 27, 2020, based on the Minutes of Handover of Free Land on the Semarang–Demak Toll Road No. 29/BA-DIR/2020, No. 6/BA/Db/2020, and No. BA.35/BPJ/T/2020, the Company has handed over the land for the Semarang–Demak Toll Road to the Directorate General of Highways, Ministry of Public Works and Public Housing.

The Company has also conveyed, through Letter No. AA.HK03.52 dated January 22, 2003, to the Minister of Settlement and Regional Infrastructure concerning the Report on the Completion of the Semarang–Demak Toll Road Project. The report explained that the Company had made payments for planning costs and land acquisition costs amounting to Rp20,537 on December 4, 2002. Considering that land acquisition costs are the responsibility of the Government, in this case the Ministry of Settlement and Regional Infrastructure, the land acquisition costs for the Semarang–Demak Toll Road Project are billed to the Government.

As of December 31, 2025, there has been no realization or official response to the submitted compensation request received by the Company. Therefore, the Company will send a letter requesting confirmation regarding the said compensation to the Directorate General of Highways, Ministry of Public Works and Housing.

f. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit

On November 27, 2007 the Company and PT Maligi Permata Industrial Estate (Maligi) signed the Minutes of the Modification of the West Karawang Interchange Modification Development Agreement Jakarta-Cikampek Toll Road STA 47+130 No. 78/BA-DIR/2007.

On May 1, 2009, the Company and Maligi made a Modification/ Extension Development Agreement for the Karawang Barat STA Interchange. 47+130, where this agreement revokes the Deed of Agreement No. 2 dated December 13, 2001 on the Construction of the Modified Interchange of West Karawang.

45. KONTINJENSI (lanjutan)

f. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130 (lanjutan)

Kewajiban Maligi berdasarkan perjanjian adalah sebagai berikut:

a. Melakukan pembangunan Simpang susun sesuai dengan Jangka Waktu Membangun yang ditetapkan oleh Menteri PUPR, yaitu 2 tahun sejak tanggal 12 Juni 2007.

b. Menyerahkan jaminan pembangunan Simpang susun berupa Sertifikat Hak Atas Tanah seluas 5.750 m^2 yang terletak di Desa Sukaluyu, Kecamatan Teluk Jambe, Kab Karawang, Jawa Barat.

c. Melakukan pemeliharaan dan perbaikan terhadap kerusakan simpang susun dalam jangka waktu 2 tahun setelah tanggal pengoperasian, serta menyerahkan jaminan pemeliharaan sebesar 5% dari Nilai Proyek dalam bentuk Bank Garansi.

d. Menanggung kekurangan biaya *Operation Management* (OM) sampai akumulasi pendapatan tol dalam satu tahun lebih besar atau sama besar dengan Biaya OM; atau volume lalu lintas aktual di tahun 2014 telah mencapai 49.749 kendaraan per hari.

e. Perhitungan kekurangan biaya *Operation Management* (OM) dihitung selama satu tahun dan dilakukan oleh tim yang dibentuk oleh Perusahaan dan Maligi, dikurangi uang sebesar Rp15.227 yang sudah dibayar oleh Maligi pada tahun 2002. Adapun formula perhitungan pendapatan tol bangitan diatur dalam Pasal 10 ayat 3 Perjanjian.

Pada tanggal 16 September 2015 Perusahaan dan Maligi mengadakan rapat mengenai pembahasan realisasi biaya operasional dan pemeliharaan serta pendapatan tol Simpang Susun Karawang Barat dengan hasil:

a. Maligi menjelaskan bahwa perhitungan pendapatan tol bangkitan tidak dapat dilakukan dengan hanya perjanjian, melainkan dengan kajian ulang lalu lintas yang dilakukan oleh Konsultan pada tahun 2008; dan

b. Perusahaan meminta Maligi untuk mengundang konsultan studi lalu lintas tersebut.

Perusahaan melalui surat No. BC.KU.02.672 tanggal 8 Februari 2017 menyampaikan Tagihan Beban Operasional dan *Maintenance* Gerbang Tol Karawang Barat 2 mulai triwulan kedua tahun 2009 sampai dengan triwulan keempat tahun 2016 sejumlah Rp23.068.

45. CONTINGENCIES (continued)

f. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit (continued)

Maligi's obligations under the agreement are as follows:

a. Carry out construction of Interchanges in accordance with the Building Period stipulated by the Minister of PUPR, which is 2 years since June 12, 2007.

b. Provide a construction guarantee for the interchange in the form of a Land Rights Certificate covering an area of 5,750 m^2 located in Sukaluyu Village, Teluk Jambe District, Karawang Regency, West Java.

c. Perform maintenance and repairs to damage to interchanges within a period of 2 years after the date of operation, and submit maintenance guarantees of 5% of the Project Value in the form of a Bank Guarantee.

d. Bear the shortfall in Operation Management (OM) costs until the accumulated generated toll revenue in one year is greater or equal to OM Costs; or the actual traffic volume in 2014 has reached 49,749 vehicles per day.

e. The calculation of Operation Management (OM) cost shortages is calculated for one year and is carried out by a team formed by the Company and Maligi, minus Rp15,227 already paid by Maligi in 2002. The formula for calculating the generated toll revenue is regulated in Article 10 paragraph 3 of the Agreement .

On September 16, 2015 the Company and Maligi held a meeting to discuss of the realization of operational and maintenance costs and revenue of the Interchange Karawang Barat toll road with the results:

a. Maligi explained that the calculation of the toll revenue cannot be done through an agreement only, but with a traffic review conducted by a Consultant in 2008; and

b. The Company asked Maligi to invite the traffic study consultant.

The Company through a letter No. BC.KU.02.672 dated February 8, 2017 submitted invoice for the Operational and Maintenance Charges of West Karawang Toll Gate 2 from second quarter of 2009 to fourth quarter of 2016 totaling Rp23,068.

45. KONTINJENSI (lanjutan)

f. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130 (lanjutan)

Maligi melalui surat No. 190/FA/III/2017 tanggal 21 Maret 2017 menyampaikan kepada Perusahaan bahwa berdasarkan hasil audit yang dilakukan oleh Maligi, total beban yang atas gerbang tol Karawang Barat yang harus ditanggung Maligi adalah Rp8 dan meminta Perusahaan untuk melakukan revisi atas faktur yang sebelumnya dikirim.

Pada tanggal 3 Mei 2017, Perusahaan melalui Jakarta-Cikampek dan Maligi melaksanakan rapat koordinasi. Pada rapat tersebut, Perusahaan dan Maligi sepakat untuk melakukan koreksi atas perhitungan kekurangan biaya OM. Atas koreksi perhitungan tersebut, Perusahaan menyampaikan perhitungan kekurangan biaya OM menjadi Rp16.722. Biaya ini belum termasuk defisit yang harus ditanggung Maligi sebesar Rp1.495. Hasil rapat ini telah disampaikan notulen rapat pada tanggal 8 Mei 2017 melalui surat No. CB.TR05.1831.

Pada tanggal 20 Juni 2017, Maligi melalui surat No. 94/MPIE/VI/2017 mengembalikan faktur tagihan Perusahaan dikarenakan angka dalam faktur berbeda dengan angka berdasarkan hasil audit Maligi.

Selanjutnya, Maligi secara sepihak menitipkan kekurangan biaya operasional dan pemeliharaan Simpang Susun Karawang Barat ke Pengadilan Negeri Karawang sejumlah Rp7.947 dan Pengadilan Negeri Karawang melalui Pengadilan Negeri Jakarta Timur telah menyampaikan hal penawaran tersebut kepada Perusahaan pada tanggal 22 Juni 2017.

Perusahaan, melalui surat No. AA.HK02.1086 tanggal 11 Juli 2017 menolak penawaran Maligi karena jumlahnya tidak sesuai dengan kewajiban Maligi dalam perjanjian.

Pada tanggal 11 Januari 2019, Perusahaan menerima relaas panggilan sidang pertama atas gugatan yang diajukan Maligi kepada Perusahaan pada Pengadilan Negeri Karawang dengan perkara No. 104/Pdt/G/2018/PN.Kwg. Melalui relaas tersebut, Perusahaan mendapatkan informasi bahwa Maligi telah lebih dahulu mengajukan gugatan pada tanggal 20 Desember 2019 tanpa memberikan tanggapan atas somasi yang disampaikan Perusahaan.

45. CONTINGENCIES (continued)

f. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit (continued)

Maligi through a letter No. 190/FA/III/2017 dated March 21, 2017 informed the Company that based on the audit results conducted by Maligi, the total lost on the West Karawang toll gate that must be borne by Maligi was Rp8 and requested the Company to revise the invoice previously sent invoice.

On May 3, 2017, the Company through Jakarta-Cikampek and Maligi held a coordination meeting. At the meeting, the Company and Maligi agreed to make corrections to the calculation of OM cost shortages. Due to the correction in the calculation, the Company conveyed the calculation of OM cost shortages to become Rp16,722. This fee does not include deficits that must be borne by Maligi amounting to Rp1,495. The results of this meeting have been submitted minutes of the meeting on May 8, 2017 through letter No. CB.TR05.1831.

On June 20, 2017, Maligi via letter No. 94/MPIE/VI/2017 return the Company invoice for bills due to because the figures in the invoice differ from Maligi's audit result.

Furthermore, Maligi unilaterally left a shortfall in operational costs and maintenance of the West Karawang Interchange to the Karawang District Court in the amount of Rp7,947 and the Karawang District Court through the East Jakarta District Court submitted the offer to the Company on June 22, 2017.

The Company, through a letter No. AA.HK02.1086 dated July 11, 2017 rejected Maligi's offer because the amount did not match with Maligi's obligations in the agreement.

On January 11, 2019, the Company accepted the first court summons for a lawsuit filed by Maligi to the Company at the Karawang District Court with case No.104/Pdt/G/2018/PN.Kwg. Through this case, the Company received information that Maligi had first filed a lawsuit on December 20, 2019 without giving a response to the summons submitted by the Company.

45. KONTINJENSI (lanjutan)

f. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130 (lanjutan)

Dalam gugatannya, Maligi selaku Penggugat menyampaikan dalil dan tuntutan kepada Perusahaan selaku Tergugat, antara lain:

a. Dalil:
   i. Perhitungan Kekurangan beban biaya OM oleh PT LAPI Ganeshatama telah tepat dan berdasarkan perjanjian. Penggugat mempertimbangkan tabel layanan gardu rata-rata berdasarkan Lampiran IV Akta No. 1 tertanggal 1 Mei 2008 dan Pasal 10 ayat (7) Akta No. 1 tertanggal 1 Mei 2009.
   ii. Perjanjian sudah sepatutnya berakhir karena sudah tidak sesuai dengan kondisi saat itu. Pasal 10 ayat (7) Akta No. 1 tertanggal 1 Mei 2009 digunakan Penggugat sebagai pembenaran perhitungan penanggungan kekurangan Biaya OM yang dihitung Penggugat dan/atau PT LAPI Ganeshatama.
   iii. Penggugat menyatakan sudah tidak memiliki kewajiban lagi untuk membayar Biaya OM untuk periode 2017 sampai dengan seterusnya serta menyatakan telah melakukan pembayaran penanggungan Biaya OM periode 2009 sampai dengan 2016 dengan mekanisme Konsinyasi dan menurut Hasil Audit PT LAPI Ganeshatama mekanisme perhitungan lalu lintas harian sudah tidak sesuai dan tidak akan memenuhi kondisi pengakhiran perjanjian sehingga perjanjian sudah sepatutnya berakhir.

b. Tuntutan:
   i. Menyatakan sah dan mengikat hasil audit PT LAPI Ganeshatama terkait dengan perhitungan besaran biaya OM yang harus dibayarkan Penggugat kepada Tergugat, yaitu sebesar Rp7.947;
   ii. Menyatakan keabsahan dan mengikat konsinyasi Maligi kepada Perusahaan;
   iii. Menyatakan perjanjian berdasarkan Akta No. 1 tanggal 1 Mei 2009 antara Maligi dan Perusahaan berakhir;
   iv. Menyatakan bahwa Maligi tidak memiliki kewajiban membayar kekurangan biaya OM.

Pada tanggal 11 Desember 2019, Majelis Hakim Pengadilan Karawang membacakan amar putusan perkara No. 104/Pdt/G/2018/PN.Kwg sebagai berikut:

45. CONTINGENCIES (continued)

f. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit (continued)

In the lawsuit, Maligi as the Plaintiff submitted the argument and demand to the Company as the Defendant, including:

a. Grounds:
   i. The calculation of the OM Cost Expense shortage by PT LAPI Ganeshatama is correct and based on the agreement. The Plaintiff considers the average substation service table based on Attachment IV Deed No. 1 dated May 1, 2008 and Article 10 paragraph (7) Deed No. 1 dated May 1, 2009.
   ii. The agreement was duly terminated because it was not in accordance with the conditions at that time. Article 10 paragraph (7) Deed No. 1 dated May 1, 2009 was used by the Plaintiff as a justification for calculating the shortfall of OM Cost calculated by the Plaintiff and/or PT LAPI Ganeshatama.
   iii. The Plaintiff stated that it no longer had the obligation to pay OM Fees for the period of 2017 onwards, and stated that it had paid the OM Cost for the period 2009 to 2016 with the Consignment mechanism and according to the PT LAPI Ganeshtama Audit Results the daily traffic calculation mechanism was not appropriate and would not be met the conditions of termination of the agreement so that the agreement is duly terminated.

b. Claims:
   i. Declaring legality and binding on the audit results of PT LAPI Ganeshatama related to the calculation of the amount of OM costs that must be paid by the Plaintiff to the Defendant, amounting to Rp7,947;
   ii. Stating legality and binding Maligi consignment to the Company;
   iii. Declare agreement based on the Deed No. 1 dated May 1, 2009 between Maligi and the Company ended;
   iv. Stating that Maligi has no obligation to pay the OM fee shortage.

On December 11, 2019, the Panel of Judges at the Karawang Court read the case ruling No. 104/Pdt/G/2018/ PN.Kwg are as follows:

45. KONTINJENSI (lanjutan)

f. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130 (lanjutan)

a. Menyatakan sah dan mengikat hasil audit PT LAPI Ganeshatama terkait dengan perhitungan besaran biaya OM yang harus dibayarkan Penggugat kepada Tergugat, yaitu sebesar Rp7.947;

b. Menyatakan Perjanjian Pembangunan Modifikasi/Perluasan Simpang Susun Karawang Barat Jalan Tol Jakarta-Cikampek Secara Hibah yang tertuang dalam Akta No. 1 tanggal 1 Mei 2009 antara Maligi dan Perusahaan berakhir; dan

c. Menyatakan Penggugat tidak memiliki kewajiban untuk membayar biaya OM pada periode 2017 sampai dengan seterusnya.

Adapun pertimbangan Majelis Hakim dalam memutus perkara tersebut, antara lain:

a. Penggugat mempunyai hak untuk melakukan audit setelah tidak tercapainya kesepakatan Tim Bersama dalam menentukan perhitungan biaya OM, sehingga besaran biaya OM yang tepat adalah dengan mengikuti hasil audit dari PT LAPI Ganeshatama;

b. Terdapat keadaan yang menyebabkan sulitnya pemenuhan perubahan kondisi pengakhiran perjanjian sulit untuk dicapai, sehingga Majelis Hakim menyatakan pengakhiran Akta No. 1 tanggal 1 Mei 2009 layak untuk dikabulkan.

Menanggapi putusan tersebut, Perusahaan telah melakukan upaya banding tanggal 23 Desember 2019 pada Pengadilan Tinggi Jawa Barat melalui Kepaniteraan Pengadilan Negeri Karawang. Majelis Hakim pada tingkat banding telah memutus perkara No. 104/Pdt.G/2018/PN.Kwg jo. No. 136/PDT/2020/PT.BDG tersebut dengan amar putusan mengabulkan permohonan banding Perusahaan dan membatalkan putusan No. 104/Pdt.G/2018/PN.Kwg dan menyatakan bahwa gugatan Maligi tidak dapat diterima.

Adapun pertimbangan Majelis Hakim dalam menjatuhi putusan tersebut antara lain gugatan yang diajukan Maligi masih bersifat *premature* karena masih terikat perjanjian dan konsinyasi yang dilakukan Maligi tidak serta merta menghapuskan perjanjian antara Perusahaan dan Maligi tersebut.

45. CONTINGENCIES (continued)

f. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit (continued)

a. Declaring legality and binding on the audit results of PT LAPI Ganeshatama related to the calculation of the amount of OM costs that the Plaintiff must pay to the Defendant, amounting to Rp7,947;

b. Stating the Modification/Extension Development Agreement for the Karawang Barat Interchange in the Jakarta - Cikampek Toll Road in a Grant as stipulated in the Deed No. 1 dated May 1, 2009 between Maligi and the Company ended; and

c. States the Plaintiff has no obligation to pay OM fees from 2017 onwards.

The consideration of the Panel of Judges in deciding the case, among others:

a. The Plaintiff has the right to conduct an audit after the Joint Team's agreement was not reached in determining the OM cost calculation, therefore the exact OM fee amount is to follow the audit results from PT LAPI Ganeshatama;

b. There are circumstances which make it difficult to meet the changes in conditions for terminating the agreement that are difficult to achieve, so the Panel of Judges declared the termination of the Deed No. 1 dated May 1, 2009 is eligible to be granted.

In response to the ruling, the Company has made an appeal on December 23, 2019 at the High Court of West Java through the Clerkship of karawang district court. The Panel of Judges at the appeal level has decided the case No. 104/Pdt.G/2018/PN.Kwg jo. No. 136/PDT/2020/PT.BDG with the warning of the decision granted the Company's appeal and overturned the decision No. 104/Pdt.G/2018/PN.Kwg and stated that Maligi's lawsuit was unacceptable.

The consideration of the Panel of Judges in updating the ruling, among others, the lawsuit filed by Maligi is still premature because it is still bound by the agreement and the consignment made by Maligi does not necessarily eliminate the agreement between the Company and Maligi.

45. KONTINJENSI (lanjutan)

f. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130 (lanjutan)

Pada tanggal 7 September 2020, Perusahaan menerima Relas Pemberitahuan Permohonan Kasasi yang diajukan Maligi kepada Perusahaan untuk kembali membatalkan Putusan Tingkat Banding. Dalam pengajuan kasasi tersebut, Maligi juga turut menyerahkan memori kasasi yang mengungkapkan dasar keberatan atau pembelaan Maligi terhadap Putusan Tingkat Banding. Atas permohonan kasasi yang disampaikan Maligi, Perusahaan mengajukan kontra memori kasasi pada tanggal 18 September 2020. Pada tanggal 3 Juni 2021, Majelis Hakim Mahkamah Agung RI telah memutus perkara dengan amar mengabulkan upaya kasasi Maligi, sehingga membatalkan putusan pada tingkat banding dan menyatakan kembali bahwa gugatan Maligi diterima.

Atas dasar hal tersebut, Perusahaan telah mengajukan upaya hukum peninjauan kembali kepada Mahkamah Agung RI melalui Kepaniteraan Pengadilan Negeri Karawang pada tanggal 30 Mei 2022.

Majelis Hakim Mahkamah Agung RI telah memutus perkara dengan putusan No. 1103PK/PDT/2022 yang pada pokoknya menolak permohonan PK Jasa Marga sehingga putusan kembali pada putusan Kasasi.

Sampai dengan tanggal 31 Desember 2025, Perusahaan dalam proses pengurusan administrasi terkait pengambilan uang konsinyasi di Pengadilan Negeri Karawang.

g. Gugatan Budhi Yulianor pada Perkara Ganti Rugi Banjir

Pada tanggal 27 Oktober 2020, Budhi Yulianor melayangkan somasi atas terjadinya banjir disekitar rumahnya di daerah Rawalumbu, yang menurut Budhi diakibatkan tidak dirawatnya dengan baik saluran *box culvert* milik Jasa Marga sehingga menyebabkan tersumbat dan banjir.

Atas somasi tersebut, Budhi Yulianor melakukan gugatan terhadap Jasa Marga di Pengadilan Negeri Bekasi tanggal 4 Februari 2021, dan menuntut ganti rugi materiil sebesar Rp180 dan immateriil Rp13.000 atas kerusakan yang diakibatkan oleh banjir.

45. CONTINGENCIES (continued)

f. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit (continued)

On September 7, 2020, the Company received a Notice of Cassation request submitted by Maligi to the Company to re-cancel the Appeal Level Decision. In the submission of the cassation, Maligi also submitted a cassation memory that reveals the basis of Maligi's objection or defense against the Appeal Level Verdict. Upon the application for cassation submitted by Maligi, the Company filed a counter memory cassation on September 18, 2020. On June 3, 2021, the Panel of Judges of the Supreme Court of the Republic of Indonesia decided that has accepted the Maligi cassation so the decision in court of appeal become nullified and restoring the previous district court decision in the process.

Based on this, the Company has submitted a judicial review to the Supreme Court of the Republic of Indonesia through Karawang District Court Clerk on May 30, 2022.

The panel of judges of the Supreme Court of the Republic of Indonesia has decided the case with decision No. 1103PK/PDT/2022 which basically rejected Jasa Marga's PK application so that the decision returned to the Cassation decision.

Until December 31, 2025, the Company is in the process of administrative processing related to the withdrawal of consignment money at the Karawang District Court.

g. Budhi Yulianor's Lawsuit on the Flood Compensation Case

On October 27, 2020, Budhi Yulianor sent a summons on the occurrence of flooding around his house in the Rawalumbu area, which according to Budhi was the result of not properly cared for in Jasa Marga's box culvert channel, causing blockage and flooding.

Based on the summons, Budhi Yulianor filed a lawsuit against Jasa Marga at the Bekasi District Court on February 4, 2021, and demanded material compensation of Rp180 and immaterial Rp13,000 for the damage caused by the flood.

45. KONTINJENSI (lanjutan)

g. Gugatan Budhi Yulianor pada Perkara Ganti Rugi Banjir (lanjutan)

Bahwa dalam proses peradilan pada tingkat pertama di Pengadilan Negeri Bekasi dengan No. Perkara 25/Pdt.G/2021/PN.Bks, majelis hakim yang memeriksa perkara dimaksud memutuskan dalam Putusan Sela menerima eksepsi Jasa Marga dalam kompetensi relatif bahwa Permohonan Penggugat tidak dapat diperiksa karena bukan merupakan Wilayah kewenangannya perkara Pengadilan Negeri Bekasi melainkan Pengadilan Negeri Jakarta Timur, oleh karena itu perkara tidak dapat dilanjutkan dan biaya perkara untuk dapat dibebankan kepada Penggugat.

Pada tanggal 11 April 2022 Pengadilan Negeri Jakarta Timur memutus perkara No. 355/Pdt.G/2021/PN.JKT.TIM. dengan isi putusannya yaitu menerima Eksepsi Penggugat dalam Kompetensi Absolut dimana Pengadilan Negeri Jakarta Timur tidak memiliki kewenangan untuk memeriksa perkara sebagaimana dimaksud. Perkara masih dalam tahap banding yang diajukan oleh Penggugat.

Pada 20 Oktober 2023 Penggugat mengajukan Kasasi, kemudian pada tanggal 1 Desember 2023 Perusahaan telah mengajukan kontra Memori Kasasi.

Pada awal 2023, perkara telah masuk ke tahap banding dan per tertanggal 10 Maret 2023 telah diputus perkara dimaksud oleh Majelis Hakim Pengadilan Tinggi yang pada intinya menguatkan putusan Pengadilan Negeri.

Pada 20 Oktober 2023, Penggugat mengajukan Kasasi, kemudian pada tanggal 31 Desember 2024 Perusahaan telah mengajukan kontra Memori Kasasi.

Majelis Hakim Mahkamah Agung RI telah memutus perkara dengan putusan No. 3205K/Pdt/2024 yang pada pokoknya menolak permohonan Kasasi Budhi Yulianor. Sampai dengan tanggal 31 Desember 2025, Perusahaan masih menunggu relaas putusan Kasasi pada tanggal 6 Agustus 2025.

45. CONTINGENCIES (continued)

g. Budhi Yulianor's Lawsuit on the Flood Compensation Case (continued)

Whereas in the judicial process at the first level at the Bekasi District Court with Case No. 25/Pdt.G/2021/PN.Bks, the panel of judges examining the case in question decided in the Decision to accept Jasa Marga's exception in relative competence that the Plaintiff's Application could not be examined because is not the jurisdiction of the Bekasi District Court case but the East Jakarta District Court, therefore the case cannot be continued and the costs of the proceedings can be charged to the Plaintiff.

On April 11, 2022, the East Jakarta District Court ruled on case No. 355/Pdt.G/2021/PN.JKT.TIM. with the content of the decision, namely accepting the Plaintiff's Exception in Absolute Competence where the East Jakarta District Court does not have the authority to examine the case as intended. The case in High Court due to the plaintiff decided to appeal the verdict.

On October 20, 2023 the Plaintiff filed a Cassation, then on December 1, 2023 the Company has filed a counter Memory Cassation.

In early 2023, the case has entered the appeal stage and as of March 10, 2023, the case has been decided by the Panel of Judges of the High Court, which essentially strengthens the District Court's decision.

On October 20, 2023 the Plaintiff filed a Cassation, then on December 31, 2024 the Company has filed a counter Memory Cassation.

The Panel of Judges of the Supreme Court of the Republic of Indonesia has decided the case with decision No. 3205K/Pdt/2024 which in principle rejected Budhi Yulianor's cassation application. As of December 31, 2025, the Company is still waiting for the notification of the cassation decision on August 6, 2025.

45. KONTINJENSI (lanjutan)

h. Gugatan Eucharia Binti Neneng S.

Pada tanggal 16 November 2021, Eucharia Binti Neneng S. menggugat Perusahaan di Pengadilan Negeri Bandung. Dalam kasus Ini Eucharia Binti Neneng S. melakukan klaim atas sebagian tanah yang di miliki oleh Kementerian Pekerjaan Umum dan Perumahan Rakyat yang diatasnya terdapat Hak Konsesi Jalan tol Padalarang - Cileunyi dan juga terdapat proyek pembangunan Kereta Api Cepat Jakarta - Bandung. Gugatan ini merupakan gugatan kedua dengan pokok perkara yang serupa yang sempat di ajukan pada 22 Februari 2021 dengan No. 100/Pdt.G/2021/PN.Bdg. dan dicabut pada 21 Mei 2021.

Berdasarkan klaim dari Eucharia Binti Neneng S., sebagian tanah tersebut adalah miliknya karena telah memiliki Putusan Pengadilan Negeri Bandung dan telah dikonsinyasikan untuk dibayar uang ganti ruginya oleh pihak ketiga.

Dalam gugatan tersebut, Eucharia Binti Neneng S. pada intinya menggugat untuk dapat mencairkan uang ganti kerugian yang telah dikonsinyasikan di Pengadilan Negeri Bandung. Khusus kepada Perusahaan, Penggugat menuntut untuk menghentikan tindakan yang dianggap menghalangi proses pencairan uang konsinyasi sebagaimana dimaksud.

Perkara ini telah diputus pada tanggal 9 Desember 2022 dengan amar putusan menyatakan menerima sebagian tuntutan dari Penggugat.

Pada tanggal 24 Maret 2023, Perusahaan telah memohon Kasasi di Mahkamah Agung.

Sampai dengan tanggal 31 Desember 2025, Perkara sebagaimana dimaksud sudah diputus dalam tingkat kasasi pada bulan Juli 2024 dengan putusan menolak Kasasi yang diajukan oleh Perusahaan, namun relaas atas putusan perkara sebagaimana dimaksud belum diterima oleh Perusahaan. Perusahaan sudah berkoordinasi terkait putusan Kasasi dengan Kementerian Pekerjaan Umum Republik Indonesia.

i. Gugatan PT Citra Lamtoro Gung Persada dan PT Hanurata

Perkara ini dimulai dari adanya Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT Marga Nurindo Bhakti pada awal Desember 2021. Dalam RUPS tersebut terdapat suatu keputusan yang dimana terjadinya penjualan saham PT Marga Strukturindo Raya dan PT Investakusuma Artha kepada pihak ketiga.

45. CONTINGENCIES (continued)

h. Eucharia Binti Neneng S. Lawsuit

On November 16, 2021, Eucharia Binti Neneng S. sued the Company at the Bandung District Court. In this case Eucharia Binti Neneng S. made a claim over part of the land owned by the Ministry of Public Works and Public Housing at which the concession of Padalarang - Cileunyi and Jakarta - Bandung high-speed railway project are located. This lawsuit is the second lawsuit with a similar subject matter which was filed on February 22, 2021 under No. 100/Pdt.G/2021/PN.Bdg. and was dismissed on May 21, 2021.

Based on the claim of Eucharia Binti Neneng S., part of the land belongs to him because he already has a Bandung District Court Decision and has been consigned for compensation by a third party.

In the lawsuit, Eucharia Binti Neneng S. essentially sued to be able to disburse the compensation money that had been constituted in the Bandung District Court. Specifically to the Company, the Plaintiff demands to stop actions that are considered obstructing the process of disbursement of consignment money as intended.

The case was decided on December 9, 2022 with a verdict stating that it accepted part of the claim from the Plaintiff.

On March 24, 2023, the Company filed an appeal for cassation with the Supreme Court.

As of December 31, 2025, the case as referred to has been decided at the cassation level in July 2024 with a decision rejecting the cassation filed by the Company, but the release on the decision of the case as referred to has not been received by the Company. The Company has coordinated regarding the cassation decision with the Ministry of Public Works.

i. PT Citra Lamtoro Gung Persada and PT Hanurata Lawsuit

This matter began with the Extraordinary General Meeting of Shareholders (EGMS) of PT Marga Nurindo Bhakti in early December 2021. During the meeting, there was a decision regarding the sale of shares of PT Marga Strukturindo Raya and PT Investakusuma Artha to a third party.

45. KONTINJENSI (lanjutan)

i. Gugatan PT Citra Lamtoro Gung Persada dan PT Hanurata (lanjutan)

Keputusan tersebut menurut PT Citra Lamtoro Gung Persada dan PT Hanurata sebagai Pemegang Saham PT Marga Nurindo Bhakti, merugikan kepentingannya karena PT Citra Lamtoro Gung Persada dan PT Hanurata tidak dapat membeli saham yang dijual tersebut. Gugatan melawan hukum atas kerugian tersebut diajukan di Pengadilan Negeri Jakarta Selatan dengan No. 1122/Pdt.G/2021/PN.Jkt.Sel.

Dalam Perkara ini Para Tergugat digugat dengan total nominal kerugian material maupun imaterial senilai Rp600.000. Dalam perkara ini Jasa Marga ditetapkan sebagai Turut Tergugat II yang artinya hanya dimasukkan dalam perkara karena sebagai sesama Pemegang Saham pada PT Marga Nurindo Bhakti serta demi lengkapnya gugatan. Perkara ini telah diputus pada tanggal 22 November 2022 dengan amar putusan menyatakan gugatan para penggugat tidak dapat diterima. Penggugat kemudian mengajukan banding ke Pengadilan Tinggi.

Pada tanggal 24 Mei 2023, hakim Pengadilan Tinggi menjatuhkan putusan dengan amar menguatkan putusan Pengadilan Negeri.

Selanjutnya, Pembanding (semula Penggugat) mengajukan Kasasi dan sudah diputus dengan Putusan No. 2935 K/PDT/2024 yang amar putusannya Menolak Permohonan Kasasi. Sampai tanggal 31 Desember 2025, Perusahaan belum menerima relaas pemberitahuan Putusan Kasasi.

j. Gugatan Bram Winata di PN Purwakarta

Gugatan No. 16/Pdt.G/2024/PN pada tanggal 16 April 2024 diajukan karena Penggugat mengklaim mempunyai tanah yang sebahagian telah dipergunakan sebagai gerbang tol Darangdan pada ruas jalan tol Purbaleunyi, namun belum mendapat ganti untung.

Berdasarkan dari data yang dimiliki oleh RO 3 Regional Metropolitan Tollroad Division bahwa tanah gerbang tol yang diklaim sebagai milik penggugat terdapat hak pakai milik Kementerian PUPR sehingga terdapat sengketa kepemilikan atas tanah dimaksud. Perkara sudah diputus oleh Pengadilan Negeri Purwakarta dengan gugatan Penggugat tidak dapat diterima. Penggugat mengajukan banding atas putusan tersebut ke Pengadilan Tinggi Bandung. Pada 4 Maret 2025, Pengadilan Tinggi Bandung telah memutus perkara ini dengan amar putusan menguatkan Putusan Pengadilan Negeri Purwakarta.

45. CONTINGENCIES (continued)

i. PT Citra Lamtoro Gung Persada and PT Hanurata Lawsuit (continued)

According to PT Citra Lamtoro Gung Persada and PT Hanurata as shareholders of PT Marga Nurindo Bhakti, the decision is detrimental to their interests because PT Citra Lamtoro Gung Persada and PT Hanurata are unable to purchase the shares being sold. An unlawful lawsuit for these losses was filed at the South Jakarta District Court under No. 1122/Pdt.G/2021/PN.Jkt.Sel.

In this case defendants are sued to pay both material and immaterial damage with total of Rp600,000. Jasa Marga, in this case, is Co-Defendant meaning its involvement in this case is only as fellow shareholder in PT Marga Nurindo Bhakti and also to fullfil the needs of avoiding the claim being incompleteness of parties. This verdict of this case on November 22, 2022 is the lawsuit is dismissed. The case currently in High Court due to the plaintiff decided to appeal the verdict.

On May 24, 2023, the High Court judge issued a decision affirming the District Court's decision.

Furthermore, the Appellant (originally the Plaintiff) filed a cassation and it has been decided with Decision No. 2935 K/PDT/2024 whose decision was to Reject the Cassation Application. As of December 31, 2025, the Company has not received a release of notification of the Cassation Decision.

j. Bram Winata's Lawsuit in PN Purwakarta

Lawsuit No. 16/Pdt.G/2024/PN on April 16, 2024, was filed because the Plaintiff claimed to own land, part of which has been used as the Darangdan toll gate on the Purbaleunyi toll road section, but has not received compensation.

Based on data held by RO 3 Regional Metropolitan Tollroad Division, the land of the toll gate claimed as owned by the plaintiff is under the ownership rights of the Ministry of Public Works and Public Housing (PUPR), resulting in a dispute over the ownership of the said land. The case has been decided by the Purwakarta District Court with a ruling that the plaintiff's lawsuit cannot be accepted. The plaintiff lodged an appeal against this decision to the Bandung High Court. On March 4, 2025, the Bandung High Court ruled on this case, upholding the decision of the Purwakarta District Court.

45. KONTINJENSI (lanjutan)

j. Gugatan Bram Winata di PN Purwakarta (lanjutan)

Sampai dengan tanggal 31 Desember 2025, tidak terdapat pengajuan upaya hukum Kasasi dari Bram Winata selaku Penggugat/ Pembanding atas perkara tersebut dan dengan lewatnya jangka waktu pengajuan Kasasi, maka putusan pengadilan atas perkara terkait sudah berkekuatan hukum tetap.

k. Gugatan Abdul Kadir Al Jufri

Berdasarkan Gugatan No.190/Pdt.G/2025/PN Jkt.Pst. tanggal 18 Maret 2025, Abdul Kadir Al Jufri (Penggugat) menggugat Ny. Acintya Anggita Devi (”Tergugat I”), Ny. Khong Mellani Setiadi (”Tergugat II”), Syech Rami (”Tergugat III”), Ny. Munyati Sullam (”Turut Tergugat I”), PT Jasa Marga (Persero) Tbk (”Turut Tergugat II”), Ny. Rosita Rianauli Sianipar (”Turut Tergugat III”), dan Pemerintah Republik Indonesia Cq. Kementerian PUPR (”Turut Tergugat IV”).

Penggugat adalah ahli waris dari Alm.Abdullah Jufri yang memiliki tanah seluas 3.015 m^2 berdasarkan Putusan Pengadilan yang telah berkekuatan hukum tetap. Tanah tersebut merupakan bagian dari SHM No. 911/Bintaro milik Ahmad Prapto Wahjono (Orang Tua Tergugat I) yang tidak dibebaskan pada saat pembebasan lahan untuk kepentingan pembangunan jalan tol Jakarta – Serpong, Ruas Ulujami – Pondok Aren.

Dalam gugatannya, Penggugat menyampaikan bahwa Tergugat I (ahli waris Ahmad Prapto Wahjono) telah berusaha menjual tanah yang bukan miliknya (termasuk Tanah milik Penggugat) kepada Tergugat III dengan bantuan Tergugat II. Perbuatan ini telah merugikan Penggugat sehingga Penggugat pada petitumnya, meminta Majelis Hakim untuk:

1. Menyatakan Akta Pengikatan Jual Beli, Akta Kuasa Menjual, dan Akta Kesepakatan Bersama yang berkaitan dengan penjualan tanah terkait batal demi hukum;

2. Menghukum Tergugat I, II, dan III secara tanggung renteng membayar ganti rugi kepada Penggugat sebesar Rp11.155.500.000,-;

3. Menghukum Tergugat III atau siapa saja yang memegang atau menyimpan SHM No. 911/Bintaro untuk menyerahkan kepada Turut tergugat IV;

45. CONTINGENCIES (continued)

j. Bram Winata's Lawsuit in PN Purwakarta (continued)

As of December 31, 2025, there has been no submission of a cassation appeal from Bram Winata as the Plaintiff/Appellant regarding the case and with the expiration of the cassation submission period, the court decision on the related case has permanent legal force.

k. Abdul Kadir Al Jufri's Lawsuit

Based on Lawsuit No.190/Pdt.G/2025/PN Jkt.Pst. dated March 18, 2025, Abdul Kadir Al Jufri (Plaintiff) filed a lawsuit against Mrs. Acintya Anggita Devi ("Defendant I"), Mrs. Khong Mellani Setiadi ("Defendant II"), Syech Rami ("Defendant III"), Mrs. Munyati Sullam ("Co-Defendant I"), PT Jasa Marga (Persero) Tbk ("Co-Defendant II"), Mrs. Rosita Rianauli Sianipar ("Co-Defendant III"), and the Government of the Republic of Indonesia c.q. Ministry of Public Works and Public Housing ("Co-Defendant IV").

The plaintiff is the heir of the late Abdullah Jupri who owns 3,015 m^2 of land based on a legally binding Court Decision. The land is part of SHM No. 911/Bintaro owned by Ahmad Prapto Wahjono (Parent of Defendant I) which was not released during the land acquisition for the construction of the Jakarta-Serpong toll road, Ulujami-Pondok Aren Section.

In his lawsuit, the Plaintiff stated that Defendant I (the heir of Ahmad Prapto Wahjono) had attempted to sell land that was not his (including the Plaintiff's land) to Defendant III with the assistance of Defendant II. This act has harmed the Plaintiff so that the Plaintiff in his petitum, asked the Panel of Judges to:

1. *Declare the Deed of Sale and Purchase Agreement, Deed of Power of Attorney to Sell, and Deed of Joint Agreement relating to the sale of the land in question null and void;*

2. *Order Defendants I, II, and III to pay compensation to the Plaintiff in the amount of Rp11,155,500,000,-;*

3. *Order Defendant III or anyone who holds or stores SHM No. 911/Bintaro to hand it over to Co-Defendant IV;*

45. KONTINJENSI (lanjutan)

k. Gugatan Abdul Kadir Al Jufri (lanjutan)

4. Menghukum Turut Tergugat I, II, III, dan IV untuk tunduk pada isi putusan dalam perkara ini.

Sampai dengan 31 Desember 2025, perkara masih dalam proses persidangan di Pengadilan Negeri Jakarta Pusat.

l. Gugatan Yani Susilawati

Yani Susilawati (Penggugat) menggugat Perusahaan (Tergugat) di Pengadilan Negeri Purwakarta untuk meminta ganti kerugian atas tanah yang diklaim sebagai milik Penggugat berdasarkan SHM No. 01820 atas nama Yani Susilawati dengan luasan tanah 4.197 m^2 dan SHM No. 00727 atas nama Yani Susilawati dengan luasan tanah 2.026 m^2.

Pada gugatannya, Penggugat mendalilkan telah memperoleh informasi bahwa tanah milik Penggugat dengan luasan 4.197 m^2 telah terbangun di atasnya 4 (empat) buah saluran air penyangga jalan tol dan tanah milik Penggugat dengan luasan 2.026 m^2 telah terkena perluasan Gerbang Tol Darangdan. Penggugat mendalilkan kedua pembangunan tersebut merupakan perbuatan Tergugat tanpa terlebih dahulu melakukan ganti kerugian atau jual beli atas kedua bidang tanah tersebut.

Untuk itu, Penggugat pada petitumnya menuntut:

1. Menyatakan sah SHM No. 01820 atas nama Yani Susilawati dan SHM No. 00727 atas nama Yani Susilawati;
2. Pengembalian tanah milik Penggugat kepada Penggugat yang telah digunakan oleh Tergugat untuk pembuatan saluran air penyangga jalan tol sebanyak 4 (empat) bidang dan perluasan gerbang tol Darangdan beserta akibat-akibat hukum yang timbul atas tindakan Tergugat dalam perkara ini, atau setidak-tidaknya mengganti kerugian sebesar Rp3.000.000, (tiga juta rupiah) per meter persegi kepada Penggugat.

Pada tanggal 16 September 2025, Penggugat mengajukan permohonan pencabutan gugatan dan disetujui oleh Para Pihak dan Majelis Hakim. Melalui putusan No.28.Pdt.G/2025/PN.Pwk tanggal 25 September 2025, Majelis Hakim menjatuhkan putusan dengan amar mengabulkan permohonan pencabutan Perkara Gugatan No. 28/Pdt.G/2025/PN Pwk. Bahwa per 31 Desember 2025 perkara telah selesai.

45. CONTINGENCIES (continued)

k. Abdul Kadir Al Jufri's Lawsuit (continued)

4. Order Co-Defendants I, II, III, and IV to submit to the contents of the decision in this case.

As of December 31, 2025, the case is still in the trial process at the Central Jakarta District Court.

l. Yani Susilawati's Lawsuit

Yani Susilawati (Plaintiff) sued the Company (Defendant) in the Purwakarta District Court to claim compensation for land allegedly owned by the Plaintiff based on SHM No. 01820 in the name of Yani Susilawati with a land area of 4,197 m2 and SHM No. 00727 in the name of Yani Susilawati with a land area of 2,026 m2.

In her claim, the Plaintiff asserts that she has obtained information indicating that on her land measuring 4,197 m², four (4) water drainage channels supporting the toll road have been constructed, and that her land measuring 2,026 m² has been affected by the expansion of the Darangdan Toll Gate. The Plaintiff contends that both constructions were carried out by the Defendant without prior compensation or purchase of the two parcels of land.

Accordingly, in her statement of claim (petitum), the Plaintiff demands the Court to:

1. Declaring valid SHM No. 01820 in the name of Yani Susilawati and SHM No. 00727 in the name of Yani Susilawati;
2. Order the restitution of the Plaintiff's land to the Plaintiff, which has been utilized by the Defendant for the construction of four (4) toll road drainage channels and the expansion of the Darangdan toll gate, together with all legal consequences arising from the Defendant's actions in this case; or, at the very least, order the Defendant to compensate the Plaintiff at the rate of Rp3,000,000 (three million Rupiah) per square meter.

On September 16, 2025, the Plaintiff submitted an application for withdrawal of the lawsuit, which was approved by both Parties and the Panel of Judges. Through Decision No. 28/Pdt.G/2025/PN Pwk dated September 25, 2025, the Panel of Judges rendered a ruling granting the application for withdrawal of Civil Case No. 28/Pdt.G/2025/PN Pwk. As of December 31, 2025, the case has been settled.

45. KONTINJENSI (lanjutan)

m. Gugatan Dr. Yoeswar

Dr. Yoeswar Darisan (Penggugat) menggugat Perusahaan (Tergugat) di Pengadilan Negeri Bogor untuk meminta ganti kerugian atas perbuatan Tergugat yang telah memasang pagar beton pada tanah milik Penggugat berdasarkan bukti kepemilikan SHM No. 792/Cimahpar dengan luasan tanah 405 m^2.

Penggugat mendalilkan bahwa telah membeli tanah tersebut pada tahun 2004 dan memanfaatkan tanah tersebut untuk perkebunan serta melakukan pembayaran pajak tahunan.

Untuk itu, Penggugat pada petitumnya menuntut:

1. Menyatakan Penggugat sebagai pemilik sah dan mengikat secara hukum atas tanah seluas 405 m^2 berdasarkan SHM No. 792/Cimahpar atas nama Dokter Yoeswar Darisan;
2. Menghukum Tergugat mengganti kerugian secara tunai seketika / sekaligus kepada Penggugat berupa:
   i. Kerugian Materiil sebesar Rp1.000.000.000, (satu miliar Rupiah); dan
   ii. Kerugian Immateriil sebesar Rp5.000.000.000, (lima miliar Rupiah).

Sampai dengan tanggal 31 Desember 2025, perkara masih dalam proses persidangan di Pengadilan Negeri Bogor.

n. Gugatan Sariyati Puspita Dewi, Dkk.

Sariyati Puspita Dewi, Dahlia Yati Amelia, dan Fitri Rahmawati (Ahli Waris a.n. Kodir, yang diklaim sebagai pemilik sah Tanah Obyek Perkara) ("Penggugat") menggugat:
- Tergugat I: Siti Sriyati Mutiah
- Tergugat II: Fahmi Darmawansyah
- Tergugat III: PT Pandu Wira Bumi

Sebagai Para Pihak yang memiliki klaim kepemilikan atas Tanah Obyek Perkara ("Tergugat"), dan Pihak Turut Tergugat yaitu:

- Turut Tergugat I: Kepala Kantor Pertanahan Kabupaten Bekasi Cq. Panitia Pengadaan Tanah (P2T) Jalan Tol Jakarta - Cikampek II Sisi Selatan
- Turut Tergugat II: Kementerian Pekerjaan Umum dan Penataan Ruang (PUPR) c.q. Pejabat Pembuat Komite Pengadaan Tanah Jalan Tol Japek II Sisi Selatan

45. CONTINGENCIES (continued)

m. Dr. Yoeswar's Lawsuit

Dr. Yoeswar Darisan (Plaintiff) sued the Company (Defendant) in the Bogor District Court to claim compensation for the Defendant's act of installing a concrete fence on land owned by the Plaintiff based on the ownership certificate SHM No. 792/Cimahpar with a land area of 405 m².

The Plaintiff asserts that he purchased the land in 2004, has since utilized it for plantation purposes, and has duly paid annual land taxes.

Accordingly, in her statement of claim (petitum), the Plaintiff demands the Court to:

1. *Declaring the Plaintiff as the lawful and legally binding owner of a 405 m^2 plot of land based on SHM No. 792/Cimahpar in the name of Doctor Yoeswar Darisan;*
2. *Order the Defendant to immediately and simultaneously pay compensation to the Plaintiff in the amount of:*
   i. Material damages of Rp1,000,000,000 (one billion Rupiah); and
   ii. Immaterial damages of Rp5,000,000,000 (five billion Rupiah).

As of December 31, 2025, the case remains under examination at the Bogor District Court.

n. Sariyati Puspita Dewi, Dkk.'s Lawsuit

Sariyati Puspita Dewi, Dahlia Yati Amelia, and Fitri Rahmawati (the heirs of Kodir, who is claimed as the lawful owner of the Disputed Land) (the "Plaintiffs") filed a lawsuit against:
- *Defendant I: Siti Sriyati Mutiah*
- *Defendant II: Fahmi Darmawansyah*
- *Defendant III: PT Pandu Wira Bumi*

As the parties asserting ownership claims over the Disputed Land (collectively, the "Defendants"), and named the following parties as Co-Defendants:

- *Co-Defendant I: Head of the Bekasi Regency Land Office c.q. the Land Acquisition Committee (P2T) for the Jakarta–Cikampek II South Side Toll Road*
- *Co-Defendant II: Ministry of Public Works and Public Housing (PUPR) c.q. the Land Acquisition Commitment Making Officer for the Jakarta–Cikampek II South Side Toll Road*

45. KONTINJENSI (lanjutan)

n. Gugatan Sariyati Puspita Dewi, Dkk. (lanjutan)

- Turut Tergugat III: PT Jasa Marga (Persero) Tbk
- Turut Tergugat IV: Kepala Desa Tamansari, Kecamatan Setu, Kabupaten Bekasi
- Turut Tergugat V: Kepala Desa Ciledug, Kecamatan Setu, Kabupaten Bekasi

di hadapan Pengadilan Negeri Cikarang atas Perkara Gugatan Perbuatan Melawan Hukum dengan No. Perkara 365/Pdt.G/2025/PN Ckr, di mana PT Jasa Marga (Persero) Tbk ("Perusahaan") terlibat sebagai tergugat bersama ("Perusahaan").

Para Penggugat merupakan ahli waris sah Kodir, pemegang Sertifikat Hak Milik No. 03031/Tamansari Tahun 1997 atas tanah seluas 3.660 m² di Desa Tamansari, Kecamatan Setu, Kabupaten Bekasi. Status ahli waris dibuktikan dengan Surat Pernyataan Ahli Waris tahun 2024 serta Surat Keterangan Kepala Desa Tamansari dan Desa Ciledug pada bulan November 2025.

Sebagian tanah seluas 3.089 m² (bidang tanah NIS 285, Desa Ciledug) terkena pengadaan tanah untuk Pembangunan Jalan Tol Jakarta–Cikampek II Sisi Selatan. Karena terdapat klaim kepemilikan dari tiga pihak, PPK Pengadaan Tanah menitipkan uang ganti kerugian sebesar Rp1.025.429.990 ke Pengadilan Negeri Cikarang sebagai konsinyasi berdasarkan Penetapan No. 37/Pdt.PKons/2025/PN Ckr tanggal 21 Oktober 2025.

Para Penggugat dengan Tergugat I dan Tergugat II telah menyelesaikan sengketa melalui Akta Perdamaian No. 1 tanggal 01 Desember 2025, yang mengakui tanah NIS 285 seluas 3.089 m² sebagai milik Para Penggugat. Namun Para Tergugat lainnya tetap mengklaim tanpa alasan hak yang sah, sehingga Para Penggugat mengajukan gugatan ke Pengadilan Negeri Cikarang untuk penegasan hak, pengesahan akta perdamaian, dan pernyataan perbuatan melawan hukum.

Sampai dengan tanggal 31 Desember 2025, perkara masih dalam proses persidangan di Pengadilan Negeri Cikarang.

45. CONTINGENCIES (continued)

n. Sariyati Puspita Dewi, Dkk.'s Lawsuit (continued)

- *Co-Defendant III: PT Jasa Marga (Persero) Tbk*
- *Co-Defendant IV: Head of Tamansari Village, Setu District, Bekasi Regency*
- *Co-Defendant V: Head of Ciledug Village, Setu District, Bekasi Regency*

before the Cikarang District Court, in a civil action for Unlawful Act (Perbuatan Melawan Hukum) registered under Case No. 365/Pdt.G/2025/PN Ckr, in which PT Jasa Marga (Persero) Tbk is involved as a co-defendant ("the Company").

The Plaintiffs are the legitimate heirs of Kodir, the holder of the Freehold Title Certificate No. 03031/Tamansari Year 1997 for a plot of land measuring 3,660 m² in Tamansari Village, Setu Subdistrict, Bekasi Regency. The heir status is proven by the Heir Statement Letter of 2024 and the Certificates from the Heads of Tamansari Village and Ciledug Village in November 2025.

A portion of the land measuring 3,089 m² (land parcel NIS 285, Ciledug Village) was affected by land acquisition for the development of the Jakarta–Cikampek II South Side Toll Road. Due to competing ownership claims asserted by three parties, the Land Acquisition Commitment Making Officer deposited compensation funds in the amount of Rp1,025,429,990 with the Cikarang District Court as a consignation, pursuant to Court Order No. 37/Pdt.PKons/2025/PN Ckr dated 21 October 2025.

The Plaintiffs and Defendant I and Defendant II have resolved their dispute through a Deed of Settlement No. 1 dated 1 December 2025, which acknowledges that land parcel NIS 285 with an area of 3,089 m² is lawfully owned by the Plaintiffs. However, the remaining Defendants continue to assert ownership claims without valid legal basis. Accordingly, the Plaintiffs filed the present action before the Cikarang District Court seeking confirmation of title, judicial validation of the deed of settlement, and a declaration that the Defendants' actions constitute an unlawful act.

As of December 31, 2025, the case remains under examination at the Cikarang District Court.

46. SEGMEN OPERASI / *46. OPERATING SEGMENTS*

Kelompok Usaha dikelola dan dikelompokkan dalam segmen usaha yang terdiri dari beberapa lini usaha; usaha jalan tol, pengoperasian jalan tol, pemeliharaan jalan tol, dan bisnis lainnya terkait jalan tol, sebagai berikut:

The Group is managed and categorized into business segments consisting of several lines of business; toll road business, toll road operation, toll road maintenance, and other toll road-related businesses, as follows:

	2025							
	Usaha Jalan Tol/ *Tollroad Business*			Pengoperasian/ *Operation*	Pemeliharaan/ *Maintenance*	Bisnis Terkait/ *Related Business*	Eliminasi/ *Elimination*	Konsolidasian/ *Consolidated*
	Induk/ *Parent*	Anak/ *Subsidiary*	Subtotal/ *Subtotal*					
Pendapatan/ *Revenues*								
Pendapatan Tol dan Usaha Lainnya/ *Toll and Other Operating Revenues*	7.282.390	10.971.471	18.253.861	2.327.287	1.404.944	1.043.358	(3.218.226)	19.811.224
Pendapatan Konstruksi/ *Construction Revenues*	-	10.079.023	10.079.023	-	-	-	-	10.079.023
Pendapatan Entitas/ *Total Revenues*	7.282.390	21.050.494	28.332.884	2.327.287	1.404.944	1.043.358	(3.218.226)	29.890.247
Beban Pendapatan/ *Cost of Revenues*								
Beban Tol dan Usaha Lainnya/ *Toll and Other Operating Expense*	(3.171.757)	(4.115.430)	(7.287.187)	(1.750.004)	(1.005.254)	(901.467)	2.861.795	(8.082.117)
Beban Konstruksi/ *Construction Expenses*	-	(10.021.420)	(10.021.420)	-	-	-	-	(10.021.420)
Laba Bruto/ *Gross profit*	**4.110.633**	**6.913.644**	**11.024.277**	**577.283**	**399.690**	**141.891**	**(356.431)**	**11.786.710**
Penghasilan Lain - lain/ *Other Income*	94.500	47.826	142.326	19.955	49.987	63.903	(25.230)	250.941
(Penghasilan) Keuangan / *Financial Income*	348.604	213.828	562.432	23.543	32.581	3.592	(325.507)	296.641
Beban Pajak atas Penghasilan Keuangan/ *Tax Expense of Financial Income*	(4.275)	(37.135)	(41.410)	(4.709)	(6.516)	(708)	-	(53.343)
Beban Umum dan Administrasi/ *General and Administrative Expenses*	(1.782.087)	(449.594)	(2.231.681)	(104.123)	(152.931)	(74.954)	81.353	(2.482.336)
Beban Lain - lain/ *Other Expenses*	(5.340)	(24.455)	(29.795)	(67.679)	(7.633)	(63.159)	16.111	(152.155)
Laba Usaha/ *Profit on operations*	**2.762.035**	**6.664.114**	**9.426.149**	**444.270**	**315.178**	**70.565**	**(609.704)**	**9.646.458**
Laba Rugi/ *Profit and Loss*								
Biaya Keuangan/ *Finance Charges*	(373.359)	(3.548.171)	(3.921.530)	(8.616)	(2.012)	(3.711)	332.000	(3.603.869)
Bagian Laba-Rugi atas Entitas Asosiasi/ *Net Equity on Associates*	2.095.061	204.195	2.299.256	-	-	-	(1.988.023)	311.233
Laba (Rugi) Sebelum Pajak Penghasilan/ *Profit (Loss) Before Income Tax*	4.483.737	3.320.138	7.803.875	435.654	313.166	66.854	(2.265.727)	6.353.822
Beban Pajak Penghasilan/ *Income Tax*	**(547.856)**	**(853.199)**	**(1.401.055)**	**(127.515)**	**(9.912)**	**(8.336)**	**-**	**(1.546.818)**
Laba Tahun Berjalan/ *Income for the Year*	**3.935.881**	**2.466.939**	**6.402.820**	**308.139**	**303.254**	**58.518**	**(2.265.727)**	**4.807.004**
Aset Segmen Dilaporkan/ *Segment Assets*	**54.489.512**	**144.186.099**	**198.675.611**	**1.641.439**	**2.853.050**	**2.449.154**	**(45.623.970)**	**159.995.284**
Liabilitas Segmen Dilaporkan/ *Segment Liabilities*	**12.360.279**	**88.269.449**	**100.629.728**	**924.083**	**2.059.367**	**612.487**	**(6.592.098)**	**97.633.567**

	2024							
	Usaha Jalan Tol/ *Tollroad Business*			Pengoperasian/ *Operation*	Pemeliharaan/ *Maintenance*	Bisnis Terkait/ *Related Business*	Eliminasi/ *Elimination*	Konsolidasian/ *Consolidated*
	Induk/ *Parent*	Anak/ *Subsidiary*	Subtotal/ *Subtotal*					
Pendapatan/ *Revenues*								
Pendapatan Tol dan Usaha Lainnya/ *Toll and Other Operating Revenues*	7.202.723	10.139.102	17.341.825	2.142.978	1.014.748	957.674	(2.723.081)	18.734.144
Pendapatan Konstruksi/ *Construction Revenues*	-	13.021.772	13.021.772	-	-	-	-	13.021.772
Pendapatan Entitas/ *Total Revenues*	7.202.723	23.160.874	30.363.597	2.142.978	1.014.748	957.674	(2.723.081)	31.755.916
Beban Pendapatan/ *Cost of Revenues*								
Beban Tol dan Usaha Lainnya/ *Toll and Other Operating Expense*	(3.008.941)	(3.698.942)	(6.707.883)	(1.670.004)	(690.377)	(850.978)	2.424.105	(7.495.137)
Beban Konstruksi/ *Construction Expenses*	-	(12.949.812)	(12.949.812)	-	-	-	-	(12.949.812)
Laba Bruto/ *Gross profit*	**4.193.782**	**6.512.120**	**10.705.902**	**472.974**	**324.371**	**106.696**	**(298.976)**	**11.310.967**
Penghasilan Lain - lain/ *Other Income*	36.852	153.760	190.612	39.427	41.897	633	(11.622)	260.947
(Penghasilan) Keuangan / *Financial Income*	314.497	161.603	476.100	26.310	22.459	9.373	(266.595)	267.647
Beban Pajak atas Penghasilan Keuangan/ *Tax Expense of Financial Income*	(9.160)	(26.981)	(36.141)	(5.262)	(4.492)	(1.864)	-	(47.759)
Beban Umum dan Administrasi/ *General and Administrative Expenses*	(1.674.779)	(429.182)	(2.103.961)	(102.623)	(130.053)	(79.357)	81.579	(2.334.415)
Beban Lain - lain/ *Other Expenses*	(54.801)	(31.644)	(86.445)	(70.652)	(9.781)	(11.818)	10.410	(168.286)
Kerugian dari Nilai Wajar Investasi Jangka Pendek/ *Loss on Fair Value of Short-term Investments*	-	(144.002)	(144.002)	-	-	-	-	(144.002)
Keuntungan dari Nilai Wajar Kombinasi Bisnis Bertahap/ *Gain from Fair Value of Stepwise Business Combination*	-	185.457	185.457	-	-	-	950	186.407
Keuntungan Pembelian dengan Diskon/ *Gain on bargain purchase*	-	176.271	176.271	-	-	-	-	176.271
Laba Usaha/ *Profit on operations*	**2.806.391**	**6.557.402**	**9.363.793**	**360.174**	**244.401**	**23.663**	**(484.254)**	**9.507.777**
Laba Rugi/ *Profit and Loss*								
Biaya Keuangan/ *Finance Charges*	(881.861)	(3.405.168)	(4.287.029)	(5.901)	(1.420)	(3.137)	271.150	(4.026.337)
Bagian Laba-Rugi atas Entitas Asosiasi/ *Net Equity on Associates*	3.281.846	184.470	3.466.316	-	-	-	(3.184.471)	281.845
Laba (Rugi) Sebelum Pajak Penghasilan/ *Profit (Loss) Before Income Tax*	5.206.376	3.336.704	8.543.080	354.273	242.981	20.526	(3.397.575)	5.763.285
Beban Pajak Penghasilan/ *Income Tax*	**(461.265)**	**414.436**	**(46.829)**	**(98.160)**	**(9.852)**	**(2.740)**	**(69)**	**(157.650)**
Laba Tahun Berjalan/ *Income for the Year*	**4.745.111**	**3.751.140**	**8.496.251**	**256.113**	**233.129**	**17.786**	**(3.397.644)**	**5.605.635**
Aset Segmen Dilaporkan/ *Segment Assets*	**49.802.516**	**133.220.223**	**183.022.739**	**1.565.081**	**2.336.181**	**2.411.058**	**(40.618.539)**	**148.716.520**
Liabilitas Segmen Dilaporkan/ *Segment Liabilities*	**10.155.418**	**82.120.769**	**92.276.187**	**854.469**	**1.634.297**	**632.439**	**(5.514.113)**	**89.883.279**

47. MANAJEMEN RISIKO KEUANGAN / *47. FINANCIAL RISK MANAGEMENT*

Bisnis Kelompok Usaha mencakup aktivitas pengambilan risiko dengan sasaran tertentu dengan pengelolaan yang profesional. Fungsi utama dari manajemen risiko Kelompok Usaha adalah untuk mengidentifikasi seluruh risiko kunci, mengukur risiko-risiko ini dan mengelola posisi risiko.

The business of the Group includes risks - taking activities with certain target by professional management. The main function of the risk management of the Group is to identify all key risks, to measure these risks and manage risk positions.

47. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *47. FINANCIAL RISK MANAGEMENT (continued)*

Kelompok Usaha mendefinisikan risiko keuangan sebagai kemungkinan kerugian atau laba yang hilang, yang disebabkan oleh faktor internal maupun faktor eksternal yang berpotensi negatif terhadap pencapaian tujuan Kelompok Usaha.

The Group defines financial risk as the possibility of loss or lost profit, caused by internal factors as well as external factors that may potentially have negative impact on achievement of The Group goals.

Tujuan Kelompok Usaha dalam mengelola risiko keuangan adalah untuk mencapai keseimbangan yang sesuai antara risiko dan tingkat pengembalian serta meminimalisasi potensi efek memburuknya kinerja keuangan Kelompok Usaha.

The purpose of the Group in managing financial risks is to achieve an appropriate balance between risks and returns and minimize potential adverse effects of the financial performance of the Group.

Risiko keuangan utama yang dihadapi Kelompok Usaha adalah risiko kredit, suku bunga, likuiditas, nilai tukar mata uang asing dan kondisi ekonomi dan sosial politik. Perhatian atas pengelolaan risiko ini telah meningkat secara signifikan dengan mempertimbangkan perubahan dan volatilitas pasar keuangan di Indonesia dan internasional.

The main financial risks of the Group are credit risk, interest rate risk, liquidity risk, foreign currency exchange rates and, social - economic and political conditions. Attention to this risk management has increased significantly by considering changes and financial market volatility in Indonesia and internationally.

a. Risiko Kredit / *a. Credit Risk*

Risiko kredit adalah risiko dimana salah satu pihak dari instrumen keuangan akan gagal memenuhi kewajibannya dan menyebabkan pihak lain mengalami kerugian keuangan.

Credit risk is the risk that one party of a financial instrument will fail to met its obligations and cause the other party to suffer financial losses.

Instrumen keuangan Kelompok Usaha yang mempunyai potensi atas risiko kredit terdiri dari kas dan setara kas, piutang lain dan investasi tertentu. Jumlah eksposur risiko kredit maksimum sama dengan nilai tercatat atas akun-akun tersebut.

The Group's financial instruments that have the potential for credit risk consist of cash and cash equivalents, other receivables and certain investments. Total maximum credit risk exposure equal to the carrying value of these accounts.

	2025			
	0 - 1 Tahun/ *Year 0 - 1*	**> 1 Tahun/ *> 1 Years***	**Nilai Tercatat/ *Carrying Amount***	
Kas dan Setara Kas	6.750.913	-	6.750.913	*Cash and cash equivalents*
Piutang Lain-lain				*Other Receivables*
Lancar - Bersih				*Current - Net*
Pihak Berelasi	542.175	-	542.175	*Related Parties*
Pihak Ketiga	856.065	-	856.065	*Third Parties*
Tidak Lancar				*Non-Current*
Pihak Berelasi	-	341.071	341.071	*Related Parties*
Investasi Jangka Pendek	24.458	-	24.458	*Short-term Investments*
Aset Keuangan Lainnya	-	246.587	246.587	*Other financial assets*
Dana Dibatasi Penggunaannya	518.346	401.671	920.017	*Restricted funds*
Total	**8.691.957**	**989.329**	**9.681.286**	***Total***

	2024			
	0 - 1 Tahun/ *Year 0 - 1*	**> 1 Tahun/ *> 1 Years***	**Nilai Tercatat/ *Carrying Amount***	
Kas dan Setara Kas	5.123.252	-	5.123.252	*Cash and cash equivalents*
Piutang Lain-lain				*Other Receivables*
Lancar - Bersih				*Current - Net*
Pihak Berelasi	350.154	-	350.154	*Related Parties*
Pihak Ketiga	820.213	-	820.213	*Third Parties*
Tidak Lancar				*Non-Current*
Pihak Berelasi	-	312.946	312.946	*Related Parties*
Investasi jangka pendek	22.791	-	22.791	*Short-term investments*
Aset Keuangan Lainnya	-	259.846	259.846	*Other financial assets*
Dana Dibatasi Penggunaannya	487.735	232.738	720.473	*Restricted funds*
Total	**6.804.145**	**805.530**	**7.609.675**	***Total***

47. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *47. FINANCIAL RISK MANAGEMENT (continued)*

b. Risiko Mata Uang / *b. Currency Risk*

Risiko mata uang adalah risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan nilai tukar mata uang asing.

Pendapatan, pendanaan dan sebagian besar biaya operasi dari Kelompok Usaha dilakukan dalam mata uang Rupiah oleh karena itu Kelompok Usaha tidak memiliki eksposur yang signifikan terhadap fluktuasi nilai tukar mata uang asing.

Currency risk is the risk of fluctuations in the value of financial instruments due to changes in foreign currency exchange rates.

Revenue, funding and most of the operating costs of the Group are made in the Rupiah currency and therefore the Group do not have significant exposure to fluctuations in foreign currency exchange rates.

c. Risiko Likuiditas / *c. Liquidity Risk*

Risiko likuiditas adalah risiko dimana Kelompok Usaha akan mengalami kesulitan dalam rangka memperoleh dana untuk memenuhi komitmennya terkait instrumen keuangan.

Kelompok Usaha mengelola risiko likuiditas dengan mempertahankan kas dan setara kas yang mencukupi untuk memungkinkan Kelompok Usaha dalam memenuhi komitmen Kelompok Usaha untuk operasi normal Kelompok Usaha. Selain itu, Kelompok Usaha juga melakukan pengawasan proyeksi dan arus kas aktual secara terus menerus serta pengawasan tanggal jatuh tempo aset dan kewajiban keuangan.

Liquidity risk is the risk in which the Group will experience difficulties in acquiring funds to meet commitments associated with financial instruments.

The Group manages liquidity risk by maintaining sufficient cash and cash equivalents to enable the Group to met its commitment to the normal operation of the Group. In addition, the Group also controls its cash flow projections and actual cash flow and continuously monitors the maturity dates of financial assets and liabilities.

	2025				
	Kurang Dari 1 Tahun/*Less Than 1 Year*	Lebih Dari 1 Tahun dan Kurang Dari 5 Tahun/*More Than 1 Year and Less Than 5 Years*	Lebih Dari 5 Tahun/ *More Than 5 Years*	Total/ *Total*	
Liabilitas Keuangan					***Financial Liabilities***
Utang Usaha	71.936	-	-	71.936	*Accounts Payable*
Utang Kontraktor	402.940	1.375.330	-	1.778.270	*Contractors Payable*
Beban Akrual	9.367.488	712.202	-	10.079.690	*Accrued Expenses*
Liabilitas Keuangan Lainnya	1.064.745	-	-	1.064.745	*Other Financial Liabilities*
Utang Bank Jangka Pendek	57.559	-	-	57.559	*Short Term Bank Loan*
Utang Bank Jangka Panjang	3.622.723	20.062.995	48.737.873	72.423.591	*Long Term Bank Loan*
Liabilitas Pembebasan Tanah	-	-	108.292	108.292	*Land Acquisition Liabilities*
Liabilitas Sewa	87.593	101.997	-	189.590	*Lease Liability*
Utang Obligasi	-	90.050	2.446.012	2.536.062	*Bonds Payable*
Total	**14.674.984**	**22.342.574**	**51.292.177**	**88.309.735**	***Total***

	2024				
	Kurang Dari 1 Tahun/*Less Than 1 Year*	Lebih Dari 1 Tahun dan Kurang Dari 5 Tahun/*More Than 1 Year and Less Than 5 Years*	Lebih Dari 5 Tahun/ *More Than 5 Years*	Total/ *Total*	
Liabilitas Keuangan					***Financial Liabilities***
Utang Usaha	151.278	-	-	151.278	*Accounts Payable*
Utang Kontraktor	494.361	967.428	-	1.461.789	*Contractors Payable*
Beban Akrual	11.403.302	700.629	-	12.103.931	*Accrued Expenses*
Liabilitas Keuangan Lainnya	968.023	-	-	968.023	*Other Financial Liabilities*
Utang Bank Jangka Pendek	630.868	-	-	630.868	*Short Term Bank Loan*
Utang Bank Jangka Panjang	4.882.857	16.940.313	40.238.103	62.061.273	*Long Term Bank Loan*
Utang Lembaga Keuangan					*Long Term Non-Bank*
Bukan Bank Jangka Panjang	-	272.000	-	272.000	*Financial Institutions Loan*
Liabilitas Pembebasan Tanah	-	-	109.008	109.008	*Land Acquisition Liabilities*
Liabilitas Sewa	64.199	59.819	-	124.018	*Lease Liability*
Utang Obligasi	286.000	376.050	1.162.111	1.824.161	*Bonds Payable*
Total	**18.880.888**	**19.316.239**	**41.509.222**	**79.706.349**	***Total***

47. MANAJEMEN RISIKO KEUANGAN (lanjutan)

d. Risiko Suku Bunga

Risiko bunga atas arus kas adalah risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Eksposur terhadap suku bunga Kelompok Usaha terus diawasi dengan melakukan analisis terhadap liabilitas keuangan yang dimiliki. Pada tahun yang berakhir 31 Desember 2025 dan 2024, Kelompok Usaha memiliki liabilitas keuangan sebesar Rp49.462.662 dan Rp29.095.034 yang dikenakan suku bunga mengambang.

Pada 31 Desember 2025, jika suku bunga atas liabilitas keuangan dengan suku bunga mengambang meningkat/menurun sebesar 1 basis poin, dengan asumsi variabel lain konstan, maka laba sebelum pajak dan ekuitas akan meningkat/menurun sebesar Rp3.455.

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan. Aset dan liabilitas keuangan Kelompok Usaha yang diukur dan diakui pada nilai wajar adalah piutang dan utang derivatif.

Nilai wajar untuk instrumen keuangan yang diperdagangkan di pasar aktif ditentukan berdasarkan kuotasi nilai pasar pada tanggal pelaporan. Kuotasi nilai pasar yang digunakan Kelompok Usaha untuk aset keuangan adalah harga penawaran (*bid price*), sedangkan untuk liabilitas keuangan adalah harga permintaan (*ask price*).

e. Nilai Wajar

Nilai wajar instrumen keuangan yang tidak diperdagangkan di pasar aktif ditentukan dengan menggunakan teknik penilaian tertentu. Teknik tersebut menggunakan data pasar yang dapat diobservasi sepanjang tersedia, dan seminimal mungkin mengacu pada estimasi, apabila seluruh input signifikan atas nilai wajar dapat diobservasi.

Jika satu atau lebih input yang signifikan tidak berdasarkan data pasar yang diobservasi, teknik penilaian tertentu digunakan untuk menentukan instrumen keuangan mencakup:

i. Penggunaan harga yang diperoleh dari bursa atau pedagang efek untuk instrumen sejenis dan;

ii. Teknik lain seperti analisis arus kas yang didiskonto digunakan untuk menentukan nilai wajar instrumen keuangan lainnya.

47. FINANCIAL RISK MANAGEMENT (continued)

d. Interest Rate Risk

Interest on the cash flow risk is the risk that future cash flows of a financial instrument will fluctuate due to changes in market interest rates.

The Group's exposure to interest rate is monitored continuously by analyzing financial liabilities's. For the year ended December 31, 2025 and 2024, Group has outstanding financial liabilities amounting to Rp49,462,662 and Rp29,095,034 which are borne floating interest rate.

On December 31, 2025, if the interest rate on financial liabilities with floating rates increases/decreases by 1 basis point, assuming other variables remain constant, the profit before tax and equity will increase/decrease by Rp3,455.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes. The Group's financial assets and liabilities that are measured and recognized at fair value are derivative receivables and payables.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the Group is the current bid price, for financial liabilities is the current ask price.

e. Fair Value

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on estimates, if all significant inputs required to fair value an instrument are observable.

If one or more of the significant inputs is not based on observable market data, specific valuation techniques are used to value financial instrument include:

i. The use of quoted market prices or dealer quotes for similar instruments and;

ii. Other techniques such as discounted cash flows analysis are used to determine fair value for the remaining financial instruments.

47. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *47. FINANCIAL RISK MANAGEMENT (continued)*

e. Nilai Wajar (lanjutan) / *e. Fair Value (continued)*

Tabel berikut menyajikan aset keuangan Kelompok Usaha yang diukur sebesar nilai wajar pada 31 Desember 2025:

The following table presents the Group's financial assets as measured at fair value as of December 31, 2025:

	2025				
	Tingkat 1/ *Level 1*	Tingkat 2/ *Level 2*	Tingkat 3/ *Level 3*	Total/ *Total*	
Aset					***Assets***
Aset keuangan yang diukur melalui nilai wajar melalui penghasilan komprehensif lain					*Financial assets at fair value through other comprehensive income*
Investasi jangka pendek	24.458	-	-	24.458	*Short-term investments*
Aset keuangan lainnya	-	-	246.587	246.587	*Other financial assets*
Total Aset	**24.458**	**-**	**246.587**	**271.045**	***Total Assets***

f. Manajemen Permodalan / *f. Capital Management*

Tujuan dari Kelompok Usaha dalam mengelola permodalan adalah untuk melindungi kemampuan Kelompok Usaha dalam mempertahankan kelangsungan usaha, sehingga entitas dapat tetap memberikan hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya, dan untuk memberikan imbal hasil yang memadai kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko.

The purpose of Group in managing capital is to protect the ability of the Group to sustain its business continuity, so that the entity can continue to provide returns to shareholders and benefits to other stakeholders, and to provide adequate returns to shareholders by setting prices for products and services that correspond to the level of risk.

Kelompok Usaha memonitor modal dengan dasar rasio utang terhadap modal yang disesuaikan. Rasio ini dihitung sebagai berikut: utang neto dibagi modal yang disesuaikan. Utang neto merupakan total utang (sebagaimana jumlah dalam laporan posisi keuangan) dikurangi kas dan setara kas. Modal yang disesuaikan terdiri dari seluruh komponen ekuitas (meliputi modal saham).

The Group monitors capital on the basis of the ratio of adjusted debt to capital. This ratio is calculated as follows: net debt divided by adjusted capital. Net debt is total debt (as the amount in the statement of financial position) less cash and cash equivalents. Adjusted capital comprises all components of equity (including capital stock).

Kelompok Usaha menetapkan rasio modal sesuai proporsi terhadap risiko. Kelompok Usaha mengelola struktur modal dan membuat penyesuaian dengan memperhatikan perubahan kondisi ekonomi dan karakteristik risiko aset yang mendasari.

The Group set capital ratios proportion to the risk. The Group manages its capital structure and makes adjustments taking into account changes in economic conditions and risk characteristics of the underlying asset.

Selama tahun 31 Desember 2025 dan 2024, strategi Kelompok Usaha tidak berubah yaitu mempertahankan rasio utang terhadap ekuitas sebesar maksimum 5:1. Rasio utang terhadap ekuitas adalah sebagai berikut:

During the year of December 31, 2025 and 2024, the Group's strategy has not changed, namely, to maintain the debt to equity ratio at maximum 5:1. The ratio of debt to equity are as follows:

	2025	2024	
Liabilitas Jangka Pendek	15.995.855	21.566.219	*Short-term Liabilities*
Liabiltas Jangka Panjang	81.637.713	68.317.060	*Long-term Liabilities*
Total Liabilitas	97.633.568	89.883.279	*Total Liabilities*
Dikurangi: Kas dan Setara Kas	(6.750.913)	(5.123.252)	*Less: Cash and cash equivalents*
Liabilitas - Bersih	90.882.655	84.760.027	*Liablilities - Net*
Total Ekuitas	62.361.717	58.833.241	*Total Equity*
Rasio Utang terhadap Ekuitas	**1,5 : 1**	**1,4 : 1**	***Debt to Equity Ratio***

48. TRANSAKSI YANG TIDAK MEMENGARUHI ARUS KAS DAN REKONSILIASI YANG TIMBUL DARI AKTIVITAS PENDANAAN

48. NON-CASH TRANSACTIONS AND RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Informasi tambahan atas laporan arus kas terkait aktivitas investasi non-kas dan pendanaan adalah sebagai berikut:

Supplemental cash flows information related to non-cash investing and financing activities is as follows:

	2025	2024	
Penambahan Aset Takberwujud - Hak Pengusahaan Jalan Tol Melalui Beban Akrual	(756.762)	2.656.700	*Addition of Intangible Assets - Toll Road Concession Rights Through Accrued Expense*
Penambahan Aset Takberwujud - Lainnya Melalui Beban Akrual	6.617	-	*Addition of Intangible Assets - Others Through Accrued Expense*
Penambahan Aset Tetap - Aset Hak Guna Melalui Liabilitas Sewa	180.844	57.552	*Addition Fixed Asset - Right of Use Assets Through Lease Liabilities*
Keuntungan (Kerugian) Belum Direalisasi dari Investasi Jangka Pendek	1.667	(239.553)	*Unrealized Gain (Losses) of Short-Term Investments*
Pembagian Dividen kepada Kepentingan Nonpengendali yang masih terutang	(175.000)	(633.477)	*Dividend Distribution to Non-controlling Interests that is still Payable*
Pengurangan Investasi Jangka Pendek Akibat Konsolidasi	-	(1.753.224)	*Deduction in Short-term Investment due to Consolidation*
Penambahan Investasi Asosiasi dan Ventura Bersama melalui Inbreng Biaya Prakarsa	(41.597)	(13.343)	*Addition of Association and Joint Venture Investments through Contribution of Initiative Costs*
Penambahan Investasi Entitas Asosiasi dan Ventura Bersama akibat Akuisisi	-	127.078	*Increase in Investment in Associates and Joint Venture due to Acquisition*

Berikut adalah rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan:

Reconciliation of liabilities arising from financial activities is as follow:

	1 Januari 2025/ *January 1, 2025*	Arus Kas/ *Cash Flows*	Lainnya/ *Others*	31 Desember 2025/ *December 31, 2025*	
Utang Bank	62.692.141	9.763.547	25.462	72.481.150	*Bank Loans*
Utang Lembaga Keuangan Bukan Bank	272.000	(272.000)	-	-	*Non-Bank Financial Institutions Loan*
Utang Obligasi	1.824.161	714.000	(2.099)	2.536.062	*Bonds Payable*
Liabilitas Pembebasan Tanah	109.008	(716)	-	108.292	*Land Acquisition Liabilites*
Liabilitas Sewa	124.018	(114.610)	180.182	189.590	*Lease Liability*
Total Liabilitas dari Aktivitas Pendanaan	**65.021.328**	**10.090.221**	**203.545**	**75.315.094**	***Total Liabilities from Financing Activities***

	1 Januari 2024/ *January 1, 2024*	Arus Kas/ *Cash Flows*	Lainnya/ *Others*	31 Desember 2024/ *December 31 2024/*	
Utang Bank	69.022.055	(6.754.041)	424.127	62.692.141	*Bank Loans*
Utang Lembaga Keuangan Bukan Bank	1.108.102	(836.102)	-	272.000	*Non-Bank Financial Institutions Loan*
Utang Obligasi	897.353	932.350	(5.542)	1.824.161	*Bonds Payable*
Liabilitas Pembebasan Tanah	1.549.910	(898.942)	(541.960)	109.008	*Land Acquisition Liabilites*
Liabilitas Sewa	132.749	(75.815)	67.084	124.018	*Lease Liability*
Total Liabilitas dari Aktivitas Pendanaan	**72.710.169**	**(7.632.550)**	**(56.291)**	**65.021.328**	***Total Liabilities from Financing Activities***

Pada 31 Desember 2025, kolom "Lainnya" merupakan penambahan pokok pinjaman Kredit Investasi *Interest During Construction* (*IDC*), biaya transaksi pinjaman neto yang belum diamortisasi, penambahan liabilitas sewa, dan bunga atas liabilitas sewa.

On December 31, 2025, the "Others" column represents the principal addition of the Investment Credit Interest During Construction (IDC) loan, unamortized net loan transaction costs, addition of lease liabilites, and interest on lease liabilities.

Pada akhir tahun 31 Desember 2024, kolom "Lainnya" merupakan pengakuan liabilitas keuangan akibat konsolidasi JPT penambahan pokok pinjaman Kredit Investasi *Interest During Construction* (*IDC*), biaya transaksi pinjaman neto yang belum diamortisasi dan bunga atas liabilitas sewa.

At the end of December 31, 2024, the "Others" column represents the recognition of financial liabilities due to the consolidation of JPT, the addition of principal on Investment Credit loans Interest During Construction (IDC), unamortized net loan transaction costs and interest on lease liabilities.

49. STANDAR BARU DAN AMENDEMEN ATAS STANDAR YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF

Amendemen, revisi dan penyesuaian tahunan atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2026, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 109 “Instrumen Keuangan” dan PSAK 107 ”Instrumen Keuangan: Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan”;
- Penyesuaian Tahunan PSAK 107, PSAK 109, PSAK 110, dan PSAK 207; dan
- Revisi PSAK 338 “Kombinasi Bisnis Entitas Sepengendali terkait ruang lingkup dan penerapan metode penyatuan kepemilikan”.

Standar baru, revisi dan amandemen serta interpretasi atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2027, dengan penerapan dini diperkenankan yaitu:

- PSAK 118 “Penyajian dan Pengungkapan dalam Laporan Keuangan”;
- PSAK 119 “Entitas Anak tanpa Akuntabilitas Publik: Pengungkapan”;
- Amandemen PSAK 119 “Entitas Anak tanpa Akuntabilitas Publik: Pengungkapan”;
- Revisi PSAK 401 “Penyajian dan Pengungkapan dalam Laporan Keuangan Syariah”;
- ISAK 403 “Komponen Laporan Keuangan Entitas Syariah Yang Menerapkan SAK Indonesia Untuk Entitas Privat dan SAK Indonesia Untuk Entitas Mikro, Kecil, dan Menengah”;
- PSAK 413 “Penurunan Nilai”; dan
- PSAK 414 “Penurunan Nilai Aset Keuangan Syariah bagi Entitas yang Menerapkan SAK Indonesia untuk Entitas Privat (SAK EP)”.

Implementasi amendemen standar tersebut tidak memiliki dampak yang material terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

49. NEW ACCOUNTING STANDARD AND AMENDMENT TO STANDARDS WHICH HAS BEEN ISSUED BUT NOT YET EFFECTIVE

Amendments, revised and annual improvements to standards which are effective for periods beginning on or after January 1, 2026, with early adoption are as follows:

- *Amendments PSAK 109 and PSAK 107 “Classification and Measurement of Financial Instruments”;*
- *Annual Improvements on PSAK 107, PSAK 109, PSAK 110, dan PSAK 207; and*
- *Revised PSAK 338 ”Business Combination of Entity Under Common Control regarding the scope and application of the method of pooling of interest”.*

New, revised and amendment of standards and interpretation of standard which are effective for periods beginning on or after January 1, 2027, with early adoption permitted, are as follows:

- *PSAK 118 “Presentation and Disclosure in Financial Statements”;*
- *PSAK 119 “Subsidiaries without Public Accountability: Disclosures”;*
- *Amendment PSAK 119 “Subsidiaries without Public Accountability: Disclosures”;*
- *Revised PSAK 401 “Presentation and Disclosure in Sharia Financial Statements”;*
- *ISAK 403 “Components of Financial Reports of Sharia Entities That Apply Indonesian SAK for Private Entities and Indonesian SAK for Micro, Small, and Medium Entities”;*
- *PSAK 413 “Impairment”; and*
- *PSAK 414 “Impairment of Sharia Financial Assets for Entities Implementing Indonesian SAK for Private Entities (SAK EP)”.*

The implementation of the above amendment to standards had no material on the amounts reported for the current period or prior financial year.

50. INFORMASI KEUANGAN TAMBAHAN

Kontribusi Pajak

Informasi keuangan tambahan menyajikan informasi terkait kontribusi Perusahaan dan Entitas Anak kepada Pemerintah Indonesia sesuai dengan Surat Edaran Kementerian Badan Usaha Milik Negara Republik Indonesia No. S-32/DKU.MBU/08/2024 (tidak diaudit), dengan rincian sebagai berikut:

50. SUPPLEMENTARY FINANCIAL INFORMATION

Tax Contribution

Additional financial information presents information related to the contributions of the Company and its Subsidiaries to the Government of Indonesia in accordance with the Circular Letter of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. S-32/DKU.MBU/08/2024 (unaudited), with details as follows:

50. INFORMASI KEUANGAN TAMBAHAN (lanjutan) / *50. SUPPLEMENTARY FINANCIAL INFORMATION (continued)*

Kontribusi Pajak (lanjutan) / ***Tax Contribution (continued)***

	2025	2024	
Perusahaan			***The Company***
Pajak			*Tax*
Pajak Penghasilan (PPh)	2.135.117	1.231.034	*Income Tax*
Pajak Pertambahan Nilai (PPN) & Pajak Penjualan atas Barang Mewah (PPnBM)	250.332	359.930	*Value added Tax & Luxury-goods Sales Tax*
Pajak Daerah dan Retribusi Daerah (PDRD)	472.214	436.887	*Regional Tax*
Total Kontribusi Pajak	**2.857.663**	**2.027.851**	***Total Tax Contribution***
Penerimaan Negara Bukan Pajak (PNBP)			*Non-tax State Revenue*
Dividen	-	192.366	*Dividend*
PNBP Lainnya	-	64	*Other Non-tax State Revenue*
Total Kontribusi PNBP	**-**	**192.430**	***Total Non-tax State Revenue***
Total Kontribusi Kepada Negara	**2.857.663**	**2.220.281**	***Total Contribution to the State***
Entitas Anak			***Subsidiaries***
Pajak			*Tax*
Pajak Penghasilan (PPh)	1.009.192	822.262	*Income Tax*
Pajak Pertambahan Nilai (PPN) & Pajak Penjualan atas Barang Mewah (PPnBM)	48.105	192.091	*Value added Tax & Luxury-goods Sales Tax*
Pajak Daerah dan Retribusi Daerah (PDRD)	242.310	217.722	*Regional Tax*
Total Kontribusi Pajak	**1.299.607**	**1.232.075**	***Total Tax Contribution***
Total Kontribusi Kepada Negara	**1.299.607**	**1.232.075**	***Total Contribution to the State***
Total Kontribusi Kepada Negara (Konsolidasian)	**4.157.270**	**3.452.356**	***Total Contribution to the State (Consolidated)***

Kontribusi pajak terhadap negara atas Penerimaan Negara Bukan Pajak (PNBP) berupa dividen sebesar Rp156,23 (dalam rupiah penuh).

Tax Contribution to the state for Non-tax State Revenue in the form of dividends amounting to Rp156.23 (expressed in full amount of rupiah)

51. KOMBINASI BISNIS ENTITAS SEPENGENDALI / *51. BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL*

Pada tanggal 1 September 2025, Perusahaan memperoleh pengendalian atas JMJ berdasarkan adendum Perjanjian Para Pemegang Saham (SHA) JMJ (Catatan 1.f dan 3), yang mengakibatkan perubahan hak pengambilan keputusan dan struktur pengendalian. Perolehan pengendalian yang mengakibatkan Perusahaan memperoleh pengendalian atas JMJ pada tanggal 1 September 2025. Sehingga, JMJ dikonsolidasikan ke laporan keuangan Kelompok Usaha sejak saat itu.

On September 1, 2025, the Company acquired control over JMJ based on an addendum to the JMJ Shareholders' Agreement (SHA) (Notes 1.f and 3), resulting in changes in decision-making rights and control structure. The acquisition of control resulted in the Company obtaining control over JMJ on September 1, 2025. Consequently, JMJ has been consolidated into the Group's financial statements from that date.

Mengingat transaksi tersebut terjadi antar entitas yang berada dalam satu pengendalian yang sama, perubahan status dari ventura bersama menjadi entitas anak diperlakukan sebagai kombinasi bisnis entitas sepengendali sesuai dengan PSAK 338 "Kombinasi Bisnis Entitas Sepengendali", sehingga transaksi tersebut dicatat dengan menggunakan metode penyatuan kepemilikan (*pooling of interests*). Aset dan liabilitas yang diperoleh diakui sebesar nilai tercatatnya pada tanggal terjadinya transaksi. Jumlah selisih yang timbul antara biaya perolehan (nilai setoran modal) dan bagian proporsional atas nilai tercatat aset neto diakui sebagai "Selisih Nilai Kombinasi Bisnis Entitas Sepengendali" dan disajikan sebagai bagian "Tambahan Modal Disetor" di bagian ekuitas pada laporan posisi keuangan konsolidasian.

Considering that the transaction occurred between entities under the same control, the change in status from a joint venture to a subsidiary is treated as a business combination of entities under common control in accordance with PSAK 338 "Business Combinations of Entities Under Common Control," and therefore the transaction is recorded using the pooling of interests method. The acquired assets and liabilities are recognized at their carrying amounts as of the transaction date. The difference arising between the acquisition cost (capital contribution value) and the proportional share of the carrying amounts of the net assets is recognized as "Difference in Business Combination of Entities Under Common Control" and presented as part of "Additional Paid-in Capital" within equity in the consolidated statement of financial position.

51. KOMBINASI BISNIS ENTITAS SEPENGENDALI (lanjutan)

51. BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL (continued)

Berikut adalah dampak dari transaksi kombinasi bisnis entitas sepengendali:

The following are the impacts of business combination transactions of entities under common control:

	1 September 2025/ *September 1, 2025*	
Nilai tercatat atas JMJ sebelum pengendalian	1.489.109	*The carrying value of JMJ before time of control*
Nilai tercatat atas JMJ pada saat pengendalian	(1.489.109)	*The carrying value of JMJ at the time of control*
Tambahan Modal Disetor	**-**	***Additional Paid-In Capital***

Berikut nilai tercatat aset bersih JMJ pada saat pengendalian diperoleh:

The following represents the carrying amount of JMJ's net assets at the date control was obtained:

	1 September 2025/ *September 1, 2025*	
Aset lancar	283.835	*Current asset*
Aset tidak lancar	10.085.453	*Non-current asset*
Liabilitas jangka pendek	(947.719)	*Current liabilities*
Liabilitas jangka panjang	(6.433.512)	*Non-current liabilities*
Total aset bersih	2.988.057	*Total net assets*
Kepentingan nonpengendali	(1.498.948)	*Non-controlling interest*
Total aset bersih yang dapat diatribusikan kepada Pemilik Induk	**1.489.109**	***Total equity atributable to owners of the Parent Entity***

Sehubungan dengan penerapan metode penyatuan kepemilikan, laporan keuangan konsolidasian disajikan kembali seolah-olah kombinasi bisnis telah terjadi sejak awal periode entitas-entitas yang terlibat berada dalam pengendalian yang sama sejak tanggal pendirian. Oleh karena itu, informasi komparatif untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 telah disajikan kembali untuk mencerminkan dampak transaksi tersebut.

In relation to the implementation of the ownership unification method, the consolidated financial statements have been restated as if the business combination had occurred from the beginning of the period, with the entities involved being under common control since their inception. Therefore, comparative information for the years ended December 31, 2024 and 2023 has been restated to reflect the impact of this transaction.

Tabel berikut menyajikan dampak transaksi kombinasi bisnis entitas sepengendali, sebagaimana diungkapkan di atas, terhadap laporan posisi keuangan konsolidasian dan laporan laba rugi dan penghasilan komprehensif lain konsolidasian Kelompok Usaha.

The following table presents the impact of the business combination transactions of entities under common control, as disclosed above, on the Group's consolidated statements of financial position and consolidated statements of profit or loss and other comprehensive income.

51. KOMBINASI BISNIS ENTITAS SEPENGENDALI (lanjutan)

51. BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL (continued)

	2024			
	Sebelum Penyajian Kembali/*Before Restatement*	Penyesuaian/ *Adjustment*	Setelah Penyajian Kembali/*After Restatement*	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	4.810.319	312.933	5.123.252	*Cash and cash equivalents*
Investasi jangka pendek	22.791	-	22.791	*Short-term investments*
Piutang lain-lain				*Other receivables*
Pihak berelasi	381.362	(31.208)	350.154	*Related parties*
Pihak ketiga	761.565	58.648	820.213	*Third parties*
Persediaan	147.978	-	147.978	*Inventories*
Biaya dibayar di muka dan uang muka	106.727	2.861	109.588	*Prepaid expenses and advances*
Pajak dibayar di muka	135.854	-	135.854	*Prepaid taxes*
Dana dibatasi penggunaannya	487.735	-	487.735	*Restricted funds*
TOTAL ASET LANCAR	**6.854.331**	**343.234**	**7.197.565**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Piutang lain-lain	312.946	-	312.946	*Other receivables*
Dana dibatasi penggunaannya	232.739	(1)	232.738	*Restricted funds*
Aset pajak tangguhan	67.528	1	67.529	*Deferred tax assets*
Investasi pada entitas asosiasi dan ventura bersama - neto	7.097.939	(1.489.108)	5.608.831	*Investment in associates and joint ventures - net*
Aset tetap - neto	507.465	705	508.170	*Fixed asset - net*
Properti investasi - neto	979.181	-	979.181	*Investment properties - net*
Aset takberwujud - neto				*Intangible assets - net*
Hak pengusahaan jalan tol	122.945.666	9.058.571	132.004.237	*Toll road concession rights*
Lainnya	87.074	1.204	88.278	*Others*
Goodwill	41.849	-	41.849	*Goodwill*
Aset keuangan lainnya - neto	259.846	-	259.846	*Other financial assets - net*
Aset tidak lancar lainnya - neto	1.407.403	7.947	1.415.350	*Other non-current assets - net*
TOTAL ASET TIDAK LANCAR	**133.939.636**	**7.579.319**	**141.518.955**	***TOTAL NON-CURRENT ASSETS***
TOTAL ASET	**140.793.967**	**7.922.553**	**148.716.520**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha	144.777	6.501	151.278	*Accounts payable*
Utang kontraktor	494.361	-	494.361	*Contractors payable*
Utang pajak	1.806.578	1.259	1.807.837	*Taxes payable*
Beban akrual	10.354.508	1.048.794	11.403.302	*Accrued expenses*
Utang bank	573.213	57.655	630.868	*Bank loans*
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun:				*Current maturities of long-term liabilities:*
Utang bank	4.882.857	-	4.882.857	*Bank loans*
Utang obligasi	286.000	-	286.000	*Bonds payable*
Liabilitas sewa	64.199	-	64.199	*Lease liabilities*
Provisi pelapisan jalan tol	728.154	-	728.154	*Provision for overlay*
Pendapatan diterima dimuka	104.112	-	104.112	*Unearned revenue*
Liabilitas imbalan kerja	-	45.228	45.228	*Employee benefits liability*
Liabilitas keuangan jangka pendek lainnya	921.785	46.238	968.023	*Other short-term financial liabilities*
TOTAL LIABILITAS JANGKA PENDEK	**20.360.544**	**1.205.675**	**21.566.219**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas pajak tangguhan	5.225.964	3.280	5.229.244	*Deferred tax liabilities*
Utang kontraktor jangka panjang	600.776	366.652	967.428	*Long-term contractors payable*
Beban akrual jangka panjang	700.629	-	700.629	*Long-term accrued expenses*
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun:				*Long-term liabilities - net of current maturities:*
Utang bank	52.078.327	5.100.089	57.178.416	*Bank loans*
Utang lembaga keuangan bukan bank	272.000	-	272.000	*Non-bank financial institutions loan*
Utang obligasi	1.538.161	-	1.538.161	*Bonds payable*
Liabilitas pembebasan tanah	109.008	-	109.008	*Land acquisition liabilities*
Liabilitas sewa	59.819	-	59.819	*Lease liabilities*
Provisi pelapisan jalan tol	683.207	-	683.207	*Provision for overlay*
Pendapatan diterima dimuka	70.594	-	70.594	*Unearned revenue*
Liabilitas imbalan kerja jangka panjang	1.307.197	(45.228)	1.261.969	*Long-term employee benefits liabilities*
Liabilitas jangka panjang lainnya	246.588	(3)	246.585	*Other long term liabilities*
TOTAL LIABILITAS JANGKA PANJANG	**62.892.270**	**5.424.790**	**68.317.060**	***TOTAL NON-CURRENT LIABILITIES***
TOTAL LIABILITAS	**83.252.814**	**6.630.465**	**89.883.279**	***TOTAL LIABILITIES***

51. KOMBINASI BISNIS ENTITAS SEPENGENDALI (lanjutan)

51. BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL (continued)

	2024			
	Sebelum Penyajian Kembali/*Before Restatement*	Penyesuaian/ *Adjustment*	Setelah Penyajian Kembali/*After Restatement*	
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				***Equity Attributable to Owners of the Parent Entity***
Modal saham - nilai nominal Rp500 (rupiah penuh) per saham				*Capital stock - Rp500 par value (full amount) per share*
Modal dasar 19.040.000.000 saham				*Authorized - 19,040,000,000 shares*
Modal ditempatkan dan disetor penuh - 1 saham seri A Dwiwarna dan 7.257.871.199 saham seri B	3.628.936	-	3.628.936	*Issued and fully paid - 1 series A Dwiwarna share and 7,257,871,199 series B shares*
Tambahan modal disetor - neto	3.997.085	-	3.997.085	*Additional paid in capital - net*
Selisih atas transaksi entitas non-pengendali	1.962.273	(6.940)	1.955.333	*Difference from non-controlling interest transaction*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaannya	8.971.304	-	8.971.304	*Appropriated*
Belum ditentukan penggunaannya	17.958.412	(2.559)	17.955.853	*Unappropriated*
Penghasilan komprehensif lain:				*Other comprehensive income:*
Kerugian yang belum direalisasi dari aset keuangan pada nilai wajar	(1.344.089)	-	(1.344.089)	*Unrealized loss on financial assets at fair value*
Pengukuran kembali liabilitas imbalan kerja jangka panjang	(1.130.887)	-	(1.130.887)	*Remeasurements of long-term employee benefits liability*
Ekuitas Neto yang Dapat Diatribusikan kepada				***Net Equity Attributable to***
Pemilik Entitas Induk	34.043.034	(9.499)	34.033.535	***Owners of the Parent Entity***
Kepentingan Non-Pengendali	23.498.119	1.301.587	24.799.706	***Non-Controlling Interests***
TOTAL EKUITAS	**57.541.153**	**1.292.088**	**58.833.241**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**140.793.967**	**7.922.553**	**148.716.520**	***TOTAL LIABILITIES AND EQUITY***

	2024			
	Sebelum Penyajian Kembali/*Before Restatement*	Penyesuaian/ *Adjustment*	Setelah Penyajian Kembali/*After Restatement*	
PENDAPATAN				***REVENUES***
Pendapatan tol	17.185.720	36.614	17.222.334	*Toll operating revenues*
Pendapatan usaha lainnya	1.542.518	(30.708)	1.511.810	*Other operating revenues*
Pendapatan konstruksi	9.974.974	3.046.798	13.021.772	*Construction revenue*
Total	28.703.212	3.052.704	31.755.916	*Total*
BEBAN POKOK PENDAPATAN				***COST OF REVENUES***
Beban tol dan usaha lainnya	(7.482.043)	(13.094)	(7.495.137)	*Toll and other operating expenses*
Beban konstruksi	(9.903.014)	(3.046.798)	(12.949.812)	*Construction expense*
Total	(17.385.057)	(3.059.892)	(20.444.949)	*Total*
LABA BRUTO	**11.318.155**	**(7.188)**	**11.310.967**	***GROSS PROFIT***
Penghasilan keuangan	261.467	6.180	267.647	*Finance income*
Penghasilan lain-lain	260.366	581	260.947	*Other income*
Beban umum dan administrasi	(2.311.776)	(22.639)	(2.334.415)	*General and administrative expenses*
Beban lain-lain	(168.285)	(1)	(168.286)	*Other expenses*
Beban pajak atas penghasilan keuangan	(46.591)	(1.168)	(47.759)	*Tax expense of finance income*
Kerugian dari nilai wajar investasi jangka pendek	(144.002)	-	(144.002)	*Loss on fair value of short-term investments*
Gain atas Fair Value Kombinasi Bisnis Bertahap	186.407	-	186.407	*Gain from Fair Value of Stepwise Business Combination*
Keuntungan dari pembelian dengan diskon	176.271	-	176.271	*Gain on bargain purchase*
LABA USAHA	**9.532.012**	**(24.235)**	**9.507.777**	***PROFIT FROM OPERATIONS***
Biaya keuangan	(4.026.294)	(43)	(4.026.337)	*Finance costs*
Bagian atas laba (rugi) neto entitas asosiasi dan ventura bersama	268.555	13.290	281.845	*Share in net gain (loss) of associates and joint ventures*
LABA SEBELUM PAJAK PENGHASILAN	**5.774.273**	**(10.988)**	**5.763.285**	***PROFIT BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN				***INCOME TAX EXPENSE***
Kini	(962.010)	-	(962.010)	*Current*
Tangguhan	807.655	(3.295)	804.360	*Deferred*
TOTAL BEBAN PAJAK PENGHASILAN	**(154.355)**	**(3.295)**	**(157.650)**	***TOTAL INCOME TAX EXPENSE***
LABA TAHUN BERJALAN	**5.619.918**	**(14.283)**	**5.605.635**	***PROFIT FOR THE YEAR***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**5.483.980**	**(15.717)**	**5.468.263**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

51. KOMBINASI BISNIS ENTITAS SEPENGENDALI (lanjutan)

51. BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL (continued)

	2024			
	Sebelum Penyajian Kembali/*Before Restatement*	Penyesuaian/ *Adjustment*	Setelah Penyajian Kembali/*After Restatement*	
Laba tahun berjalan yang dapat diatribusikan kepada:				***Profit for the year attributable to:***
Pemilik entitas induk	4.535.565	(2.558)	4.533.007	*Owners of the parent entity*
Kepentingan non-pengendali	1.084.353	(11.725)	1.072.628	*Non-controlling interest*
TOTAL	**5.619.918**	**(14.283)**	**5.605.635**	***TOTAL***
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				***Total comprehensive income for the year attributable to:***
Pemilik entitas induk	4.417.548	(2.558)	4.414.990	*Owners of the parent entity*
Kepentingan non-pengendali	1.064.996	(11.723)	1.053.273	*Non-controlling interest*
TOTAL	**5.482.544**	**(14.281)**	**5.468.263**	***TOTAL***
LABA PER SAHAM (RUPIAH PENUH) :	**625**	**-**	**625**	***EARNINGS PER SHARE (FULL RUPIAH)***

	2023			
	Sebelum Penyajian Kembali/*Before Restatement*	Penyesuaian/ *Adjustment*	Setelah Penyajian Kembali/*After Restatement*	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	4.438.951	257.486	4.696.437	*Cash and cash equivalents*
Investasi jangka pendek	1.360.795	-	1.360.795	*Short-term investments*
Piutang lain-lain				*Other receivables*
Pihak berelasi	350.775	(6.550)	344.225	*Related parties*
Pihak ketiga	915.572	38.382	953.954	*Third parties*
Persediaan	119.490	-	119.490	*Inventories*
Biaya dibayar di muka dan uang muka	95.910	3.402	99.312	*Prepaid expenses and advances*
Pajak dibayar di muka	134.956	-	134.956	*Prepaid taxes*
Dana dibatasi penggunaannya	558.326	-	558.326	*Restricted funds*
TOTAL ASET LANCAR	**7.974.775**	**292.720**	**8.267.495**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Piutang lain-lain	275.000	-	275.000	*Other receivables*
Dana dibatasi penggunaannya	292.783	-	292.783	*Restricted funds*
Aset pajak tangguhan	62.862	16	62.878	*Deferred tax assets*
Investasi pada entitas asosiasi dan ventura bersama - neto	6.155.705	(954.138)	5.201.567	*Investment in associates and joint ventures - net*
Aset tetap - neto	474.401	3.976	478.377	*Fixed asset - net*
Properti investasi - neto	751.557	-	751.557	*Investment properties - net*
Aset takberwujud - neto				*Intangible assets - net*
Hak pengusahaan jalan tol	111.246.294	6.014.333	117.260.627	*Toll road concession rights*
Lainnya	109.573	1	109.574	*Others*
Goodwill	41.849	-	41.849	*Goodwill*
Aset keuangan lainnya - neto	246.677	-	246.677	*Other financial assets - net*
Aset tidak lancar lainnya - neto	1.720.233	242	1.720.475	*Other non-current assets - net*
Aset derivatif	23.142	-	23.142	*Derivative assets*
TOTAL ASET TIDAK LANCAR	**121.400.076**	**5.064.430**	**126.464.506**	***TOTAL NON-CURRENT ASSETS***
TOTAL ASET	**129.374.851**	**5.357.150**	**134.732.001**	***TOTAL ASSETS***

51. KOMBINASI BISNIS ENTITAS SEPENGENDALI (lanjutan)

51. BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL (continued)

	Sebelum Penyajian Kembali/Before *Restatement*	Penyesuaian/ *Adjustment*	Setelah Penyajian Kembali/After *Restatement*	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha	179.230	77.538	256.768	*Accounts payable*
Utang kontraktor	560.316	-	560.316	*Contractors payable*
Utang pajak	363.898	9.059	372.957	*Taxes payable*
Beban akrual	8.120.532	1.852.870	9.973.402	*Accrued expenses*
Utang bank	4.499.415	31.275	4.530.690	*Bank loans*
Utang lembaga keuangan bukan bank	908.102	-	908.102	*Non-bank financial institutions loan*
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun:				*Current maturities of long-term liabilities:*
Utang bank	5.072.042	-	5.072.042	*Bank loans*
Utang lembaga keuangan bukan bank	200.000	-	200.000	*Non-bank financial institutions loan*
Liabilitas pembebasan tanah	1.298.845	-	1.298.845	*Land acquisition liabilities*
Liabilitas sewa	72.631	2.733	75.364	*Lease liabilities*
Provisi pelapisan jalan tol	541.854	-	541.854	*Provision for overlay*
Pendapatan diterima dimuka	46.724	-	46.724	*Unearned revenue*
Liabilitas imbalan kerja	1.794	-	1.794	*Employee benefits liability*
Liabilitas keuangan jangka pendek lainnya	955.782	417	956.199	*Other short-term financial liabilities*
TOTAL LIABILITAS JANGKA PENDEK	**22.821.165**	**1.973.892**	**24.795.057**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas pajak tangguhan	5.714.154	-	5.714.154	*Deferred tax liabilities*
Utang kontraktor jangka panjang	488.130	193.749	681.879	*Long-term contractors payable*
Beban akrual jangka panjang	715.029	-	715.029	*Long-term accrued expenses*
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun:				*Long-term liabilities - net of current maturities:*
Utang bank	57.046.445	2.372.878	59.419.323	*Bank loans*
Utang obligasi	897.353	-	897.353	*Bonds payable*
Liabilitas pembebasan tanah	251.067	-	251.067	*Land acquisition liabilities*
Liabilitas sewa	57.385	-	57.385	*Lease liabilities*
Provisi pelapisan jalan tol	731.649	-	731.649	*Provision for overlay*
Pendapatan diterima dimuka	73.683	-	73.683	*Unearned revenue*
Liabilitas imbalan kerja jangka panjang	1.316.108	-	1.316.108	*Long-term employee benefits liabilities*
Liabilitas derivatif	67.171	-	67.171	*Derivative liabilities*
Liabilitas jangka panjang lainnya	284.309	-	284.309	*Other long term liabilities*
TOTAL LIABILITAS JANGKA PANJANG	**67.642.483**	**2.566.627**	**70.209.110**	***TOTAL NON-CURRENT LIABILITIES***
TOTAL LIABILITAS	**90.463.648**	**4.540.519**	**95.004.167**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				***Equity Attributable to Owners of the Parent Entity***
Modal saham - nilai nominal Rp500 (rupiah penuh) per saham				*Capital stock - Rp500 par value (full amount) per share*
Modal dasar 19.040.000.000 saham				*Authorized - 19,040,000,000 shares*
Modal ditempatkan dan disetor penuh - 1 saham seri A Dwiwarna dan 7.257.871.199 saham seri B	3.628.936	-	3.628.936	*Issued and fully paid - 1 series A Dwiwarna share and 7,257,871,199 series B shares*
Tambahan modal disetor - neto	3.997.085	-	3.997.085	*Additional paid in capital - net*
Selisih atas transaksi entitas non-pengendali	(51.064)	(6.940)	(58.004)	*Difference from non-controlling interest transaction*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaannya	8.971.304	-	8.971.304	*Appropriated*
Belum ditentukan penggunaannya	13.697.655	-	13.697.655	*Unappropriated*
Penghasilan komprehensif lain:				*Other comprehensive income:*
Kerugian yang belum direalisasi dari aset keuangan pada nilai wajar	(1.166.806)	-	(1.166.806)	*Unrealized loss on financial assets at fair value*
Pengukuran nilai wajar derivatif lindung nilai arus kas	(50.677)	-	(50.677)	*Measurement of fair value derivative for cashflow hedge*
Pengukuran kembali liabilitas imbalan kerja jangka panjang	(1.134.999)	-	(1.134.999)	*Remeasurements of long-term employee benefits liability*
Ekuitas Neto yang Dapat Diatribusikan kepada				***Net Equity Attributable to***
Pemilik Entitas Induk	27.891.434	(6.940)	27.884.494	***Owners of the Parent Entity***
Kepentingan Non-Pengendali	11.019.769	823.571	11.843.340	***Non-Controlling Interests***
TOTAL EKUITAS	**38.911.203**	**816.631**	**39.727.834**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**129.374.851**	**5.357.150**	**134.732.001**	***TOTAL LIABILITIES AND EQUITY***

52. REKLASIFIKASI AKUN - AKUN / *52. RECLASSIFICATION OF ACCOUNTS*

Beberapa akun dalam laporan keuangan tahun yang berakhir pada 31 Desember 2024 dan 2023 telah direklasifikasi sesuai dengan penyajian laporan keuangan tahun 2025 untuk tujuan perbandingan.

Several accounts in the financial statements for the year ended December 31, 2024 and 2023 have been reclassified according to the presentation of 2025 financial statements for comparison purposes.

	2024			
	Sebelum Reklasifikasi/ *Before Reclassification*	Penyesuaian/ *Adjustments*	Setelah Reklasifikasi/ *After Reclassification*	
LAPORAN POSISI KEUANGAN KONSOLIDASIAN				***CONSOLIDATED STATEMENTS OF FINANCIAL POSITION***
Aset Tidak Lancar				***Non-Current Assets***
Aset pajak tangguhan	-	67.529	67.529	*Deferred tax assets*
Liabilitas Jangka Pendek				***Current Liabilities***
Beban akrual	11.449.200	(45.898)	11.403.302	Accrued expenses
Liabilitas imbalan kerja	-	45.228	45.228	*Employee benefits liability*
Liabilitas keuangan jangka pendek lainnya	922.125	45.898	968.023	Other short-term financial liabilities
Liabilitas Jangka Panjang				***Non-Current Liabilities***
Liabilitas pajak tangguhan	5.161.715	67.529	5.229.244	*Deferred tax liabilities*
Liabilitas imbalan kerja jangka panjang	1.307.197	(45.228)	1.261.969	*Long-term employee benefits liabilites*
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN				***CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi tahun berikutnya				***Items that will not be reclassified to profit or loss in subsequent year***
Keuntungan (rugi) yang belum direalisasi dari aset keuangan lainnya pada nilai wajar	-	1.436	1.436	*Unrealized gain (loss) on other financial assets measured at fair value*
Pajak penghasilan terkait	-	42.508	42.508	*Related tax*
Pos-pos yang akan direklasifikasi ke laba rugi tahun berikutnya				***Item that will be reclassified to profit and loss in subsequent year***
Keuntungan yang belum direalisasi dari aset keuangan lainnya dan investasi jangka pendek pada nilai wajar	1.436	(1.436)	-	*Unrealized gain on other financial assets and short term investment measured at fair value*
Pajak penghasilan terkait	42.508	(42.508)	-	*Related tax*

	2023			
	Sebelum Reklasifikasi/ *Before Reclassification*	Penyesuaian/ *Adjustments*	Setelah Reklasifikasi/ *After Reclassification*	
LAPORAN POSISI KEUANGAN KONSOLIDASIAN				***CONSOLIDATED STATEMENTS OF FINANCIAL POSITION***
Aset Tidak Lancar				***Non-Current Assets***
Aset pajak tangguhan	15	62.863	62.878	*Deferred tax assets*
Liabilitas Jangka Panjang				***Non-Current Liabilities***
Liabilitas pajak tangguhan	5.651.291	62.863	5.714.154	*Deferred tax liabilities*

53. PERISTIWA - PERISTIWA SETELAH TANGGAL PELAPORAN / *53. EVENTS AFTER THE REPORTING DATE*

Perusahaan / *The Company*

1. Berdasarkan Akta Pernyataan Keputusan Rapat No. 04 tanggal 9 Januari 2026 yang dibuat di hadapan Notaris Nanette Cahyanie Handari Adi Warsito, S.H., perihal perubahan Anggaran Dasar Perseroan, yang telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No.AHU-AH.01.03-0013716 tanggal 19 Januari 2026. Perubahan Anggaran Dasar antara lain mencakup penyesuaian ketentuan Anggaran Dasar sehubungan dengan perubahan peraturan perundang-undangan serta penyesuaian hak-hak istimewa atas Saham Seri A Dwiwarna milik Negara Republik Indonesia.

1. Based on the Deed of Statement of Meeting Resolution No. 04 dated January 9, 2026, made before Notary Nanette Cahyanie Handari Adi Warsito, S.H., regarding amendments to the Company's Articles of Association, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-AH.01.03-0013716 dated January 19, 2026. The amendments to the Articles of Association include adjustments to the provisions of the Articles of Association in relation to changes in legislation as well as adjustments to the special rights of the Series A Dwiwarna Shares owned by the State of the Republic of Indonesia.

53. PERISTIWA - PERISTIWA SETELAH TANGGAL PELAPORAN (lanjutan)

53. EVENTS AFTER THE REPORTING DATE (continued)

Perusahaan (lanjutan)

2. Pada tanggal 19 Januari 2026, berdasarkan Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk No. KEP-005/I/2026 tentang Pemberhentian dan Pengangkatan Ketua dan Anggota Komite Audit PT Jasa Marga (Persero) Tbk sebagai berikut:

The Company (continued)

2. On January 19, 2026, based on the Decree of the Board of Commissioners of PT Jasa Marga (Persero) Tbk No. KEP-005/I/2026 concerning the Dismissal and Appointment of the Chairman and Members of the Audit Committee of PT Jasa Marga (Persero) Tbk as follows:

	2026	**2025**
Komite Audit/ *Audit Committee*	Rudi Antariksawan	Seppalga Ahmad

3. Pada tanggal 20 Februari 2026, Perseroan menerbitkan Obligasi Berkelanjutan III Tahap III Tahun 2026 dengan nilai nominal sebesar Rp2.067.650 yang terdiri dari:

   i. Seri A sebesar Rp281.825 dengan tingkat bunga tetap 5,70% per tahun dan jangka waktu 3 tahun;

   ii. Seri B sebesar Rp718.175 dengan tingkat bunga tetap 6,15% per tahun dan jangka waktu 5 tahun;

   iii. Seri C sebesar Rp300.000 dengan tingkat bunga tetap 6,50% per tahun dan jangka waktu 7 tahun;

   iv. Seri D sebesar Rp767.650 dengan tingkat bunga tetap 6,75% per tahun dan jangka waktu 10 tahun.

   Obligasi tersebut telah memperoleh peringkat idAA dari PT Pemeringkat Efek Indonesia (Pefindo) dan dicatatkan di Bursa Efek Indonesia pada tanggal 23 Februari 2026.

3. On February 20, 2026, the Company issued the Phase III of the Sustainable Bonds III of 2026 with a nominal value of Rp2,067,650 consisting of:

i. Series A of Rp281,825 with a fixed interest rate of 5.70% per annum and a term of 3 years;

ii. Series B of Rp718,175 with a fixed interest rate of 6.15% per annum and a term of 5 years;

iii. Series C of Rp300,000 with a fixed interest rate of 6.50% per annum and a term of 7 years;

iv. Series D of Rp767,650 with a fixed interest rate of 6.75% per annum and a term of 10 years.

The bonds have received an idAA rating from PT Pemeringkat Efek Indonesia (Pefindo) and were listed on the Indonesia Stock Exchange on February 23, 2026.

PT Jasamarga Semarang Batang (JSB)

Berdasarkan keputusan Menteri PUPR No. 18/KPTS/M/2026 tanggal 07 Januari 2026, tarif tol terjauh ruas Batang-Semarang yang dioperasikan oleh PT Jasamarga Semarang - Batang adalah sebagai berikut:

PT Jasamarga Semarang Batang (JBS)

Based on the decree of Minister of PUPR No. 18/KPTS/M/2026 dated Januari 07, 2026, the farthest toll tariffs of Batang – Semarang operated by PT Jasamarga Semarang Batang are as follows:

No	Ruas/ Section	Golongan/*Group*				
		I	II	III	IV	V
1	Batang - Semarang	144.500	216.500	216.500	289.000	289.000

53. PERISTIWA - PERISTIWA SETELAH TANGGAL PELAPORAN (lanjutan)

PT Jasamarga Manado Bitung (JMB)

JMB telah mengajukan permohonan kompensasi kepada Menteri Pekerjaan Umum Republik Indonesia (PUPR) melalui surat tertanggal 14 Januari 2026 dengan Nomor: 009/AA-JMB/PP/I/2026. Permohonan tersebut disampaikan berdasarkan ketentuan dalam Perjanjian Pengusahaan Jalan Tol (PPJT) yang mengatur mekanisme kompensasi atas kondisi tertentu yang berada di luar kendali Perusahaan. Kondisi dimaksud menimbulkan risiko politik permanen yang berdampak terhadap kinerja lalu lintas serta proyeksi keuangan JMB.

Sampai dengan tanggal penerbitan laporan keuangan, permohonan kompensasi tersebut masih dalam proses penelaahan oleh pihak terkait.

53. EVENTS AFTER THE REPORTING DATE (continued)

PT Jasamarga Manado Bitung (JMB)

JMB has submitted a compensation request to the Minister of Public Works of the Republic of Indonesia (PUPR) through a letter dated January 14, 2026, with Number: 009/AA-JMB/PP/I/2026. The request was submitted based on the provisions of the Toll Road Operation Agreement (PPJT), which regulates the compensation mechanism for certain conditions beyond the Company's control. These conditions create permanent political risks that affect traffic performance as well as JMB's financial projections.

As of the date of issuance of the financial statements, the compensation request is still under review by the relevant parties.

54. TANGGUNG JAWAB MANAJEMEN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Manajemen Perusahaan bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian yang diotorisasi untuk terbit pada tanggal 27 Februari 2026.

54. THE MANAGEMENT'S RESPONSIBILITY ON THE CONSOLIDATED FINANSIAL STATEMENTS

The Company's management is responsible for the preparation and presentation of the consolidated financial statements that were authorized for issued on February 27, 2026.

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2025

Laporan Tahunan
Annual Report

Andal dalam Pelayanan, Unggul dalam Kinerja

Reliable in Services, Excellent in Performance

PT Jasa Marga (Persero) Tbk

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